

# ESG Stat Book - 2021 Fiscal Year



## PURPOSE OF THE DOCUMENT

Since fiscal 2020, we have adjusted our non-financial reporting. Instead of a separate sustainability report, the material ESG information and the non-financial statement are presented in the Annual Report (Group Management Report). In the ESG Stat Book, we compile all available ESG data, while in the ESG Presentation we summarize all relevant ESG information. Unless otherwise stated, the information contained in this document relates to the period from January 1 to December 31 and applies to the entire Group, as described in the 2021 consolidated financial statements.

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- Archive Nonfinancial Statements until 2019 <https://www.dpdhl.com/en/sustainability/governance.html>

**Contact IR Team** <https://www.dpdhl.com/en/investors/service/ir-team.html>

### Colour codes

Main category, total sum



Sub-category



Further data splits within sub-categories



## Deutsche Post DHL Group's Environmental Data at Group Levels

**Key Performance Indicator (KPI):** Carbon Efficiency Index (until 2021), replaced by Realized Decarbonization Effects as of 2022. This KPI will be relevant for management and considered for

incentivization of Corporate Board members.

**Material topic:** Absolute GHG emissions. [Materiality analysis 2021 please refer to the non-financial statement 2021 Annual Report](#).

**Important information:** GHG emissions are reported in metric tonnes (=1,000 kg). Calculation of GHG emissions and CEX based on GHG Protocol, GLEC, EN 16258, ETS. Therefore, offsetting not included.

[Reporting standards indices: GRI, SASB, TCFD, WEF indices](#)

Environmental Data - Group		2016	2017	2018	2019	2020	2021	YoY	References/comments
<b>KPI (until 2022): Carbon Efficiency Index (CEX)<sup>1</sup></b>	Index points	30	32	33	35	37	36	-1	Base year 2007 = 0 efficiency
<b>KPI (as of 2022): Realized Decarbonization Effects<sup>1</sup></b>	Kilotonnes CO <sub>2</sub> e	n/d	n/d	n/d	n/d	n/d	728	-	New KPI introduced in 2021. Bonus-relevant as of FY 2022; <b>Target 2022:</b> 969 kilotonnes realized by decarbonization effects
<b>Decarbonization measures</b>	€ million	n/d	n/d	n/d	n/d	n/d	156	-	Up to €7 bn used for decarbonization measures by 2030
Sustainable fuels		n/d	n/d	n/d	n/d	n/d	28	-	Statutory admixture not included
Electrification of pick-up and delivery fleet		n/d	n/d	n/d	n/d	n/d	115	-	
Sustainable technologies in buildings		n/d	n/d	n/d	n/d	n/d	13	-	
<b>GHG emissions total<sup>1</sup></b>	Million tonnes CO <sub>2</sub> e	32,53	34,88	35,63	33,20	33,64	39,36	17,0%	<b>Target 2030:</b> GHG emissions <29 million tonnes
<b>Scope 1</b>		5,68	5,90	6,30	6,27	6,59	7,30	10,8%	
<b>Scope 2 (market based method)</b>		0,37	0,44	0,27	0,21	0,19	0,20	5,3%	Relevant method for calculation of DPDHL's total GHG emissions
Scope 2 (location based method)		0,81	0,88	0,80	0,75	0,78	0,77	-1,3%	For information only
<b>Scope 3 (logistics-related)</b>		26,48	28,53	29,06	26,72	26,86	31,86	18,6%	
<b>Thereof by categories</b>									
3 Fuel- and energy-related activities		1,30	1,40	1,43	1,43	1,47	1,64	11,6%	See table below for further explanation
4 Upstream transportation and distribution		25,10	27,10	27,56	25,25	25,36	30,18	19,0%	See table below for further explanation
transportation services		20,80	22,40	22,82	20,87	20,86	24,83	19,0%	See table below for further explanation
fuel- and energy-related activities		4,30	4,60	4,74	4,37	4,50	5,34	18,7%	See table below for further explanation
6 Business travel		0,10	0,10	0,07	0,07	0,03	0,03	0,0%	See table below for further explanation
<b>Further Scope 3 emissions by category (not logistics-related)</b>	Million tonnes CO <sub>2</sub> e								Just for information; not relevant for calculation of Scope 3 emissions (logistics-related) and not considered in related targets
1 Purchased goods and services		2,00	2,10	2,05	2,58	2,60	2,75	5,8%	See table below for further explanation
2 Capital goods		0,80	0,70	1,28	1,70	1,96	2,39	21,9%	See table below for further explanation
7 Employees commuting		0,70	0,70	0,74	0,74	0,77	0,61	-20,8%	See table below for further explanation
Category 5 (waste generated in operations) not reported due to immateriality									
Category 8 (leased assets) included in Scope 1, 2 company facility									
Categories 9 -15 (downstream activities) not considered either not applicable due to business model or limited management relevance									
<b>GHG emissions by mode<sup>1</sup></b>	Share								
Air transport		66%	64%	65%	64%	67%	70%	-	
Ocean transport		11%	12%	11%	11%	8%	7%	-	
Ground transport <sup>2</sup>		20%	21%	21%	22%	24%	22%	-	
Buildings		2%	2%	2%	2%	2%	1%	-	
<b>CO<sub>2</sub>e intensity total<sup>1</sup></b>	Grams per € revenue	n/d	n/d	579	524	504	481	-4,6%	
Scope 1 and 2		n/d	n/d	107	102	102	92	-9,8%	
<b>GHG emissions total<sup>1,3</sup> - Tank-to-Wheel</b>	Million tonnes CO <sub>2</sub> e	26,86	28,86	29,46	27,42	27,67	32,38	17,0%	For information only
<b>Scope 1</b>		5,68	5,90	6,30	6,27	6,59	7,30	10,8%	
<b>Scope 2 (market based method)</b>		0,37	0,44	0,27	0,21	0,19	0,20	5,3%	
Scope 2 (location based method)		0,81	0,88	0,80	0,75	0,78	0,77	-1,3%	
<b>Scope 3</b>		20,81	22,52	22,89	20,94	20,89	24,88	19,1%	

Energy consumption total (Scopes 1 and 2) <sup>3</sup>		Million kWh	23.837	24.927	26.437	26.199	27.427	30.486	11,2%
<b>Fleet consumption total</b>			<b>20.798</b>	<b>21.733</b>	<b>23.243</b>	<b>23.100</b>	<b>24.336</b>	<b>27.296</b>	<b>12,2%</b>
<b>Air fleet</b>			16.323	17.227	18.598	18.613	19.625	22.660	15,5%
Kerosene			16.323	17.227	18.598	18.613	19.622	22.485	14,6%
thereof sustainable aviation fuels			n/d	n/d	n/d	n/d	3	175	5733% <b>Target 2030:</b> Share of sustainable fuels in air, ocean and road above 30% (Scopes 1-3)
<b>Road fleet</b>			<b>4.475</b>	<b>4.506</b>	<b>4.645</b>	<b>4.487</b>	<b>4.711</b>	<b>4.636</b>	<b>-1,6%</b>
Gasoline			203	194	221	251	808	724	-10,4%
Diesel			4.205	4.262	4.368	4.189	3.860	3.862	0,1%
Gaseous fuels (LPG, LNG, CNG)			67	50	56	47	43	50	16,3%
thereof sustainable road fuels (Biodiesel, Biogas, Bioethanol); including mandatory admixture			167	170	160	141	128	150	17,2% <b>Target 2030:</b> Share of sustainable fuels in air, ocean and road above 30% (Scopes 1-3)
<b>Buildings consumption total</b>			<b>3.039</b>	<b>3.194</b>	<b>3.194</b>	<b>3.099</b>	<b>3.091</b>	<b>3.190</b>	<b>3,2%</b>
Electricity total <sup>4</sup>			1.647	1.737	1.732	1.681	1.711	1.736	1,5%
Renewable electricity			1.013	1.086	1.342	1.392	1.464	1.497	2,3%
Non-renewable electricity			634	651	390	289	247	239	-3,2%
Share of renewable electricity		Share	62%	63%	77%	83%	86%	86%	-
Natural gas			969	903	919	930	936	943	0,7%
Heating oil <sup>5</sup>			328	275	259	216	197	188	-4,6%
District heating, cooling, geothermal heating			62	179	175	182	174	243	39,7%
Liquified petroleum gas (LPG)			33	100	109	90	74	79	6,8%
<b>OTHER ENVIRONMENTAL DATA</b>									
For information only - not in scope of our activities									
<b>Local air pollutants (Scope 1)</b>		<b>Tonnes</b>							
<b>Mono-nitrogen oxides (NO<sub>x</sub>) total</b>			<b>35.754</b>	<b>36.976</b>	<b>39.795</b>	<b>41.223</b>	<b>42.331</b>	<b>47.014</b>	<b>11,1%</b>
Road transport			15.634	15.739	16.844	16.450	15.879	15.772	-0,7%
Air transport			20.120	21.237	22.951	24.773	26.452	31.242	18,1%
<b>Sulfur dioxide (SO<sub>2</sub>) total</b>			<b>1.711</b>	<b>1.771</b>	<b>1.943</b>	<b>1.984</b>	<b>2.009</b>	<b>2.210</b>	<b>10,0%</b>
Road transport			588	586	664	676	660	653	-1,1%
Air transport			1.123	1.185	1.278	1.308	1.349	1.557	15,4%
<b>Particulate matter (PM<sub>10</sub>) total</b>			<b>1.043</b>	<b>1.053</b>	<b>1.148</b>	<b>1.157</b>	<b>1.142</b>	<b>1.171</b>	<b>2,6%</b>
Road transport			881	881	961	963	947	944	-0,3%
Air transport			162	171	186	194	195	227	16,6%
<b>Sites with ISO certifications<sup>8</sup></b>		<b>Share</b>	<b>n/d</b>	<b>n/d</b>	<b>68%</b>	<b>58%</b>	<b>59%</b>	<b>58%</b>	<b>-</b>
<b>Sites total relevant for certification</b>		<b>No.</b>	<b>n/d</b>	<b>n/d</b>	<b>11.099</b>	<b>12.613</b>	<b>12.632</b>	<b>12.597</b>	<b>-0,3%</b>
<b>Certified sites total</b>		<b>No.</b>	<b>n/d</b>	<b>n/d</b>	<b>7.520</b>	<b>7.338</b>	<b>7.477</b>	<b>7.338</b>	<b>-1,9%</b>
Certified by ISO 14001			n/d	n/d	6.245	6.028	6.167	5.926	-3,9%
Certified by ISO 50001			n/d	n/d	6.490	6.401	6.509	6.422	-1,3%
Certified by both			n/d	n/d	5.224	5.091	5.199	5.010	-3,6%
<b>Water consumption</b>									
<b>Water consumption in Germany<sup>9</sup></b>		<b>Million liter</b>	<b>1.438</b>	<b>1.119</b>	<b>1.096</b>	<b>1.161</b>	<b>1.175</b>	<b>998</b>	<b>-15,1%</b>

n/d = not disclosed

\*After consolidation of Scope 3 emissions from intercompany business activities, including Corporate Functions. 1) Calculation of GHG emissions and CEX based on GHG Protocol, GLEC, EN 16258, ETS. Therefore, offsetting not included. 2) Including emissions from rail, ferry and business cars that are not listed separatly (together < 1%). 3) 2020 adjusted. 4) Including electric vehicle consumption. 5) Also includes quantities of gasoline and diesel for auxiliary power generators 6) Air transport: ecotransIT, ocean transport: Clean Cargo Working Group, road transport: Handbook Emission Factors for Road Transport. 7) Air transport: kerosene; road transport: diesel; ocean transport: HFO. 8) Given that DPDHL operates more than 12,500 sites globally, decisions on obtaining external certification for each individual site are based on business relevance, consumption figures, the existence of standardized processes, and strategic importance. Where we run a facility on behalf of a customer, the latter decides whether or not it should undergo certification. 9) Water consumption is not considered a material issue for our business model. We therefore only record consumption at our German sites.

Further Scope 3 emissions by categories	Activities covered	Calculation method
Logistics related		
3 Fuel- and energy-related activities	Extraction, production & transportation. Distribution losses from the generation of electricity, district heating & cooling	DEFRA reporting guidance, EN 16258 standard, IPCC Guidelines, International Energy Agency
4 Upstream transportation and distribution	All	Data from operational and business intelligence systems, emission factors for air, ocean and road transport <sup>5</sup> Data usually not reported by suppliers/subcontractors. Calculation based on fuel types <sup>6</sup> and factors by EN 16258 standard. Emissions data from our approved travel agency extrapolated to reach full coverage of our business travel.
transportation services		
fuel- and energy-related activities		
6 Business travel	Air travel only	
Not logistics-related		
1 Purchased goods and services	Production	DEFRA reporting guidance
2 Capital goods	Production	DEFRA reporting guidance
7 Employees commuting	Including employee commuting in vehicles not already included in scopes 1, 2	Data calculated using total employee headcount and national statistics

## Environmental Data by Divisions

**Key Performance Indicator (KPI): Carbon Efficiency Index (until 2021), replaced by Realized Decarbonization Effects as of 2022**

**Material topic:** Absolute GHG emissions. Materiality analysis 2021 please refer to the non-financial statement [2021 Annual Report](#).

**Important information:** GHG emissions are reported in metric tonnes (=1,000 kg). Calculation of GHG emissions and CEX based on GHG Protocol, GLEC, EN 16258, ETS. Therefore, offsetting not included.

Reporting standards indices: GRI, SASB, TCFD, WEF indices

Environmental data per division		2016	2017	2018	2019	2020	2021	Y-o-Y	Comment
<b>EXPRESS</b>									
CEX	Index points	37	39	38	38	41	42	2,4%	Base year 2007 = 100
<b>GHG emissions total</b>	<b>Million tonnes CO<sub>2</sub>e</b>	<b>11,50</b>	<b>11,85</b>	<b>13,14</b>	<b>12,96</b>	<b>14,74</b>	<b>17,12</b>	<b>16,1%</b>	
Scope 1		4,34	4,59	4,96	4,96	5,38	6,09	13,2%	
Scope 2 (market-based)		0,13	0,13	0,07	0,06	0,06	0,06	0,0%	In calculation of total GHG emissions considered
Scope 2 (location based)		0,20	0,20	0,19	0,19	0,21	0,22	4,8%	For information only
Scope 3		7,03	7,13	8,11	7,94	9,30	10,97	18,0%	
<b>Energy consumption (own operations) total<sup>2</sup></b>	<b>Million kWh</b>	<b>17.140</b>	<b>18.112</b>	<b>19.527</b>	<b>19.588</b>	<b>21.166</b>	<b>24.151</b>	<b>14,1%</b>	
<b>Global Forwarding, Freight</b>									
CEX	Index points	23	26	28	30	30	27	-10,0%	
<b>GHG emissions total</b>	<b>Million tonnes CO<sub>2</sub>e</b>	<b>16,44</b>	<b>17,99</b>	<b>17,62</b>	<b>15,68</b>	<b>14,45</b>	<b>17,97</b>	<b>24,4%</b>	
Scope 1		0,13	0,10	0,10	0,10	0,08	0,08	0,0%	
Scope 2 (market-based)		0,05	0,05	0,03	0,02	0,02	0,02	0,0%	In calculation of total GHG emissions considered
Scope 2 (location based)		0,07	0,06	0,06	0,05	0,06	0,06	0,0%	For information only
Scope 3		16,26	17,84	17,49	15,56	14,35	17,87	24,5%	
<b>Energy consumption (own operations) total</b>	<b>Million kWh</b>	<b>691</b>	<b>595</b>	<b>578</b>	<b>566</b>	<b>483</b>	<b>511</b>	<b>5,8%</b>	
<b>Supply Chain</b>									
CEX	Index points	30	30	39	42	44	50	13,6%	
<b>GHG emissions total</b>	<b>Million tonnes CO<sub>2</sub>e</b>	<b>2,70</b>	<b>2,78</b>	<b>2,53</b>	<b>2,32</b>	<b>2,13</b>	<b>2,15</b>	<b>0,9%</b>	
Scope 1		0,66	0,66	0,66	0,58	0,53	0,50	-5,7%	
Scope 2 (market-based)		0,15	0,15	0,08	0,05	0,04	0,04	0,0%	In calculation of total GHG emissions considered
Scope 2 (location based)		0,31	0,31	0,28	0,25	0,27	0,27	0,0%	For information only
Scope 3		1,87	1,97	1,79	1,69	1,56	1,61	3,2%	
<b>Energy consumption (own operations) total</b>	<b>Million kWh</b>	<b>3.359</b>	<b>3.349</b>	<b>3.305</b>	<b>2.967</b>	<b>2.588</b>	<b>2.626</b>	<b>1,5%</b>	
<b>eCommerce Solutions</b>									
CEX	Index points	n/d	n/d	24	24	27	27	0,0%	
<b>GHG emissions total</b>	<b>Million tonnes CO<sub>2</sub>e</b>	<b>n/d</b>	<b>n/d</b>	<b>1,05</b>	<b>1,01</b>	<b>1,24</b>	<b>1,46</b>	<b>17,7%</b>	
Scope 1		n/d	n/d	0,20	0,20	0,23	0,26	13,0%	
Scope 2 (market-based)		n/d	n/d	0,02	0,01	0,02	0,02	0,0%	In calculation of total GHG emissions considered
Scope 2 (location based)		n/d	n/d	0,05	0,04	0,05	0,05	0,0%	For information only
Scope 3		n/d	n/d	0,83	0,80	0,99	1,18	19,2%	
<b>Energy consumption (own operations) total</b>	<b>Million kWh</b>	<b>n/d</b>	<b>n/d</b>	<b>865</b>	<b>884</b>	<b>932</b>	<b>1.099</b>	<b>17,9%</b>	

Post & Parcel Germany								
CEX	Index points	31	31	39	41	45	47	4,4%
GHG emissions total	Million tonnes CO <sub>2</sub> e	1,53	1,57	1,66	1,63	1,69	1,81	7,1%
Scope 1		0,53	0,54	0,36	0,36	0,36	0,35	-2,8%
Scope 2 (market-based)		0,03	0,09	0,05	0,05	0,04	0,06	50,0% In calculation of total GHG emissions considered
Scope 2 (location based)		0,19	0,27	0,19	0,18	0,17	0,16	-5,9% For information only
Scope 3		1,14	1,15	1,25	1,22	1,29	1,40	8,5%
Energy consumption (own operations) total	Million kWh	1.861	1.903	1.913	1.895	1.974	1.972	-0,1%

1) Calculation of GHG emissions and CEX based on GHG Protocol, GLEC, EN 16258, ETS. Therefore, offsetting not included. 2) 2020 adjusted.

## Deutsche Post DHL Group's Fleet Data

Fleet data		2016	2017	2018	2019	2020	2021	YoY	Comment
<b>Air fleet (jets and feeders)</b>	<b>Total no.</b>			<b>&gt;260</b>	<b>&gt;260</b>	<b>&gt;280</b>	<b>&gt;320</b>		Including six aircraft operating for eCommerce Solutions
<b>Jets by NO<sub>x</sub> emission standards</b>	<b>No.</b>	<b>190</b>	<b>208</b>	<b>214</b>	<b>218</b>	<b>246</b>	<b>281</b>	<b>14,2%</b>	
CAEP/8		51	58	66	75	94	109	16,0%	
CAEP/6		61	66	69	69	74	75	1,4%	
CAEP/4		39	47	42	35	39	55	41,0%	
CAEP/2		23	17	12	13	13	12	-7,7%	
Unclassified		16	20	25	26	26	30	15,4%	
<b>Jets by noise standards</b>	<b>No.</b>	<b>190</b>	<b>208</b>	<b>214</b>	<b>218</b>	<b>246</b>	<b>281</b>	<b>14,2%</b>	
Chapter 14		32	41	49	59	73	83	13,7%	
Chapter 4		126	132	128	129	139	155	11,5%	
Chapter 3		32	35	37	30	34	43	26,5%	
<b>Road fleet statistics</b>	<b>Total no.</b>	<b>92.328</b>	<b>97.165</b>	<b>98.478</b>	<b>103.573</b>	<b>105.955</b>	<b>112.460</b>	<b>6,1%</b>	
Vans		63.771	67.222	69.809	74.548	77.409	83.170	7,4%	
Trucks		11.227	12.096	10.990	11.330	10.792	11.115	3,0%	
Cars		17.330	17.847	17.679	17.695	17.754	18.175	2,4%	
<b>Thereof vehicles with alternative drive systems</b>	<b>No.</b>	<b>4.177</b>	<b>7.896</b>	<b>10.843</b>	<b>13.532</b>	<b>17.812</b>	<b>26.094</b>	<b>46,5%</b>	
Electric drive <sup>1</sup>		2.432	6.040	9.358	11.610	15.400	21.431	39,2%	
Pick-up & Delivery (P&D)		n/d	n/d	n/d	n/d	n/d	20.774	-	Target 2030: Share of e-Vehicles in pick-up and delivery at 60%
Hybrid		474	572	554	809	1.390	3.500	151,8%	
Natural gas (CNG and LNG) incl. Bio-CNG		701	401	206	680	641	641	0,0%	
Liquid gas (LPG)		121	113	74	77	84	83	-1,2%	
Bioethanol <sup>2</sup>		269	606	472	315	0	0	0,0%	
Dual Fuel		150	134	179	71	297	439	47,8%	
<b>Thereof vehicles with Euronorm classifications</b>	<b>No.</b>	<b>65.861</b>	<b>69.709</b>	<b>74.900</b>	<b>75.638</b>	<b>78.862</b>	<b>84.639</b>	<b>7,3%</b>	Exhaust emission standards for vehicles only exist in Europe, USA, Japan and China
ZEV (zero emissions vehicles)		n/d	6.040	9.114	11.161	14.981	21.088	40,8%	
Euro 6		8.701	12.613	17.321	19.671	22.549	28.728	27,4%	
Euro 5 + EEV <sup>3</sup>		39.542	36.768	35.173	33.688	31.826	29.165	-8,4%	
Euro 4		15.618	14.288	13.292	10.519	9.308	5.543	-40,4%	
Euro 3		847	799	587	587	198	115	-41,9%	
Euro 2		10	10	10	10	0	0	-	
Euro 1		1	1	2	2	0	0	-	
<b>Bicycles</b>	<b>No.</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>28.500</b>	<b>29.200</b>	<b>2,5%</b>	
Bikes		n/a	n/a	n/a	n/a	11.700	9.700	-17,1%	
E-bikes (Post & Parcel Germany)		n/a	n/a	n/a	n/a	8.000	7.000	-12,5%	
E-trikes (Post & Parcel Germany)		n/a	n/a	n/a	n/a	8.700	12.400	42,5%	
Cargo bikes (Express)		n/a	n/a	n/a	n/a	100	100	0,0%	

n/d = not disclosed; n/a = not available

1) Including no. of Streetcooters: 9,048 (FY 2018); 10,510 (FY 2019); 14,435 (FY 2020) 18,612 (2021); 2) Bioethanol trucks were replaced with other technologies by the leasing companies in 2019; 3) EEV: Enhanced environmentally friendly vehicles

## EU Taxonomy - According to Regulation (EU) 2020/852, Article 8

[2021 Annual Report, page 60](#)

**Taxonomy eligible activities:** Transportation services: chapters 6.2, 6.4, 6.5, 6.6, 6.10; for transportation infrastructure: chapter 6.15;

real estate not used for transportation: chapters 7.1, 7.2, 7.7

**Taxonomy non-eligible activities:** Revenue from warehousing and related to aviation businesses; revenue, capital expenditures and operating expenditures related to aviation

Taxonomy eligible shares of economic activities		External comment	
		2021	Share
<b>Revenue<sup>1</sup></b>	<b>€ million</b>	<b>81.747</b>	100%
of which taxonomy eligible <sup>1</sup>		45.653	56%
non-eligible <sup>1</sup>		36.094	44% Revenues from warehousing and related to aviation businesses
<b>Capital expenditures<sup>2</sup></b>	<b>€ million</b>	<b>6.979</b>	100%
of which taxonomy eligible <sup>1</sup>		4.467	64%
non-eligible <sup>1</sup>		2.512	36% Capital expenditures related to aviation
<b>Operating expenditures<sup>3</sup></b>	<b>€ million</b>	<b>2.337</b>	100%
of which taxonomy eligible <sup>1</sup>		1.441	62%
non-eligible <sup>1</sup>		896	38% Operating expenditures related to aviation

<sup>1</sup> Revenue according to our consolidated income statement <sup>2</sup> Includes investment properties (IAS 40) in addition to the capital expenditures reported in accordance with segment reporting

<sup>3</sup> Investment-related operating expenditures, especially non-capitalized lease expenses, repair and maintenance costs.



## Deutsche Post DHL Group's Social Responsibility Data at Group Levels

**Key Performance Indicators (KPI):** Employee Engagement (%), women in middle and upper management positions (%), LTIFR per 200,000 hours worked

Until 2021 only Employee Engagement (EE) was management-relevant: As of 2022 the three KPIs are management-relevant, but EE remains the only social KPI relevant for incentivization of Material topics: Employee engagement, Women in management, Healthy workplaces. [Materiality analysis: Non-financial statement in 2021 Annual Report](#)

[GRI, SASB, TCFD, WEF indices can be found here](#)

Social Responsibility Data		2016	2017	2018 <sup>1)</sup>	2019 <sup>1)</sup>	2020	2021	Y-o-Y	Comment
<b>Development of Workforce</b>									
<b>Employees</b>	<b>Headcount at year-end</b>	<b>508.036</b>	<b>519.544</b>	<b>547.459</b>	<b>546.924</b>	<b>571.974</b>	<b>592.263</b>	<b>3,5%</b>	
Hourly workers and salaried employees		n/d	483.927	513.770	516.467	544.495	566.938	4,1%	
Civil servants		n/d	29.694	27.805	24.926	22.425	20.233	-9,8%	
Apprentices and trainees		n/d	5.923	5.884	5.531	5.054	5.092	0,8%	
<b>Employees by geographical region</b>									
Europe		333.080	339.521	351.429	348.604	357.737	363.552	1,6%	
Europe excl. Germany		121.987	123.719	128.782	127.700	127.909	135.528	6,0%	
Germany		211.093	215.802	222.647	220.904	229.827	228.024	-0,8%	
Americas		81.152	84.470	92.753	96.413	114.081	123.682	8,4%	
Asia Pacific		75.045	76.727	84.037	80.687	80.737	84.855	5,1%	
Middle East/Africa		18.759	18.826	19.241	21.220	19.420	20.174	3,9%	
<b>Part-time employees<sup>1</sup></b>	<b>Share</b>	<b>19%</b>	<b>18%</b>	<b>18%</b>	<b>17%</b>	<b>18%</b>	<b>17%</b>		
<b>Collective bargaining agreements<sup>2</sup></b>	<b>Coverage rate workforce</b>	<b>&gt;70%</b>	<b>&gt;70%</b>	<b>&gt;70%</b>	<b>74%</b>	<b>74%</b>	<b>74%</b>		
<b>Defined benefit/defined contribution plans</b>	<b>Coverage rate workforce</b>	<b>n/d</b>	<b>n/d</b>	<b>n/d</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>		
<b>Employees</b>	<b>Headcount annual average</b>	<b>498.459</b>	<b>513.338</b>	<b>534.370</b>	<b>544.282</b>	<b>547.128</b>	<b>574.047</b>	<b>4,9%</b>	
Hourly workers and salaried employees		459.990	477.251	499.943	512.325	518.277	547.889	5,7%	
Civil servants		32.976	30.468	28.718	26.296	23.611	21.203	-10,2%	
Apprentices and trainees		5.493	5.619	5.709	5.661	5.240	4.955	-5,4%	
<b>By geographical region<sup>2</sup></b>									
Europe		n/d	334.868	345.918	347.780	345.274	355.416	2,9%	
Europe excl. Germany		n/d	123.270	126.229	127.480	126.431	130.517	3,2%	
Germany		n/d	211.598	219.689	220.299	218.843	224.899	2,8%	
Americas		n/d	83.012	88.481	94.653	101.429	116.531	14,9%	
Asia Pacific		n/d	76.770	80.841	81.617	80.304	82.405	2,6%	
Middle East/Africa		n/d	18.688	19.130	20.232	20.121	19.695	-2,1%	

Full-time equivalents (FTE) <sup>3</sup>	FTE at year end	459.262	472.208	499.018	499.250	526.896	548.042	4,0%
<b>By geographical region</b>								
Europe		287.641	294.839	305.848	303.543	315.678	322.522	2,2%
Europe excl. Germany		113.104	114.360	118.745	117.748	118.705	125.305	5,6%
Germany		174.537	180.479	187.103	185.795	196.973	197.217	0,1%
Americas		79.347	82.887	90.648	94.696	111.852	120.920	8,1%
Asia Pacific		73.979	76.081	83.561	80.135	80.263	84.628	5,4%
Middle East/Africa		18.295	18.401	18.961	20.876	19.103	19.972	4,5%
<b>By geographical region<sup>4</sup></b>	<b>FTE annual average</b>	<b>453.990</b>	<b>468.724</b>	<b>489.571</b>	<b>499.461</b>	<b>502.207</b>	<b>528.079</b>	<b>5,2%</b>
Europe		n/d	292.374	303.621	305.333	303.149	312.706	3,2%
Europe excl. Germany		n/d	114.400	117.054	117.822	116.261	119.960	3,2%
Germany		n/d	177.974	186.567	187.511	186.888	192.746	3,1%
Americas		n/d	81.499	86.547	92.752	99.149	114.140	15,1%
Asia Pacific		n/d	76.419	80.563	81.429	79.742	81.790	2,6%
Middle East/Africa		n/d	18.432	18.840	19.947	20.167	19.443	-3,6%
<b>Temporary external employees<sup>5</sup></b>	<b>FTE annual average</b>	<b>n/d</b>	<b>76.513</b>	<b>78.822</b>	<b>83.166</b>	<b>77.301</b>	<b>81.939</b>	<b>6,0%</b>
<b>By geographical region</b>								
Europe		n/d	37.540	37.514	34.483	28.255	31.879	12,8%
Europe excl. Germany		n/d	32.473	33.138	30.446	23.987	27.259	13,6%
Germany		n/d	5.067	4.376	4.037	4.268	4.620	8,2%
Americas		n/d	12.370	11.982	12.519	12.815	12.246	-4,4%
Asia Pacific		n/d	23.789	26.456	33.514	33.430	35.121	5,1%
Middle East/Africa		n/d	2.814	2.870	2.650	2.801	2.693	-3,9%
<b>MATERIAL TOPICS &amp; KPIs</b>								
<b>EMPLOYEE ENGAGEMENT</b>								
<b>KPI: Employee Engagement (bonus-relevant)</b>	<b>Approval rate</b>	<b>75%</b>	<b>75%</b>	<b>76%</b>	<b>77%</b>	<b>83%</b>	<b>84%</b>	<b>Targets until 2025: Group-wide above 80%</b>
Participation rate Group-wide		74%	76%	76%	77%	75%	75%	
I am proud of my company's contribution to our communities (Corporate Citizenship)		n/d	n/d	n/d	n/d	78%	79%	Performance indicator for social contribution; introduced in 2020
<b>Diversity &amp; Inclusion</b>								
<b>KPI: Women in middle and upper management positions<sup>12)</sup></b>	<b>Share</b>	<b>21,1%</b>	<b>21,5%</b>	<b>22,1%</b>	<b>22,2%</b>	<b>23,2%</b>	<b>25,1%</b>	<b>Target 2022: 25.9%; Target 2025: 30%</b>
Middle management		22,0%	23,3%	24,0%	23,7%	24,6%	26,8%	
Upper management		18,3%	18,3%	18,6%	19,3%	20,1%	21,0%	
On Board of Management <sup>6</sup>		14,3%	14,3%	14,3%	12,5%	12,5%	12,5%	
On Supervisory Board <sup>7</sup>		40,0%	40,0%	35,0%	35,0%	35,0%	35,0%	<b>Target: 30% women on SvB</b>
<b>Female employees in workforce</b>	<b>Share</b>	<b>35,0%</b>	<b>35,0%</b>	<b>34,8%</b>	<b>34,4%</b>	<b>34,2%</b>	<b>34,7%</b>	
<b>By geographical region</b>								
Europe		n/d	n/d	n/d	n/d	36,2%	36,4%	
Europe excl. Germany		n/d	n/d	n/d	n/d	30,5%	31,0%	
Germany		n/d	n/d	n/d	n/d	39,4%	39,6%	
Americas		n/d	n/d	n/d	n/d	33,4%	34,7%	
Asia Pacific		n/d	n/d	n/d	n/d	28,3%	29,3%	
Middle East/Africa		n/d	n/d	n/d	n/d	24,6%	25,8%	

<b>Employees with disabilities in Germany<sup>8,9</sup></b>	<b>Headcount</b>	<b>15.456</b>	<b>15.534</b>	<b>15.610</b>	<b>15.382</b>	<b>15.053</b>	<b>14.652</b>	<b>-</b>
Employment rate	<b>Share</b>	9,9%	9,8%	9,5%	9,1%	8,5%	8,0%	-
<b>Average age<sup>10)</sup></b>	<b>Years</b>	41	41	41	41	40	40	-
<b>2021 employee age structure by age groups</b>	<b>Share</b>	<b>Age 15 to 26</b>		<b>Age 27 to 54</b>		<b>Age 55+</b>		
Group		16%		68%		16%		
By geographical region								
Europe		14%		65%		21%		
Europe excl. Germany		16%		69%		15%		
Germany		12%		63%		25%		
Americas		23%		66%		10%		
Asia Pacific		17%		79%		4%		
Middle East/Africa		10%		86%		5%		
<b>Generations Pact in Germany<sup>8</sup></b>	<b>Headcount at year-end</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
Employees with time value- /work time accounts		25.724	28.030	29.481	32.616	34.324	35.650	3,9%
Salaried employees		22.801	24.401	25.464	28.444	30.220	31.449	4,1%
Civil servants		2.923	3.629	4.017	4.172	4.104	4.201	2,4%
Employees in partial retirement		4.307	4.962	5.432	6.251	7.231	7.884	9,0%
Salaried employees		3.718	3.886	4.115	4.929	5.997	6.735	12,3%
Civil servants		589	1.076	1.317	1.322	1.234	1.149	-6,9%
<b>Nationalities of employees in Germany</b>		<b>n/d</b>	<b>n/d</b>	<b>157</b>	<b>175</b>	<b>183</b>	<b>179</b>	<b>-</b>
<b>Occupational Safety &amp; Health(OSH)</b>								
<b>KPI: Lost Time Injury Frequency Rate (LTIFR)<sup>11</sup></b>	<b>Per 200k hours worked</b>	<b>4,0</b>	<b>4,4</b>	<b>4,3</b>	<b>4,2</b>	<b>3,9</b>	<b>3,9</b>	<b>Target 2022: 3.7; Target 2025: LTIFR &lt; 3.1</b>
<b>By geographical region</b>								
Europe		6,4	7,2	6,8	6,9	6,4	6,7	
Europe excl. Germany		1,5	1,9	1,9	1,6	1,5	1,6	
Germany		10,6	11,6	10,9	11,0	9,8	10,3	
Americas		1,3	1,1	1,3	1,2	1,0	0,9	
Asia Pacific		0,3	0,3	0,4	0,4	0,4	0,3	
Middle East/Africa		1,9	0,7	0,9	0,8	0,5	0,5	
Working days lost per accident	<b>Days</b>	14,8	15,3	15,8	16,5	17,2	18,3	6,4%
Fatalities resulting from workplace accidents <sup>12</sup>	<b>No.</b>	4	3	8	3	5	5	0,0%
Due to traffic accidents	<b>No.</b>	2	1	3	1	5	4	-20,0%
<b>Sickness rate</b>	<b>Share</b>	<b>5,1%</b>	<b>5,2%</b>	<b>5,3%</b>	<b>5,3%</b>	<b>5,4%</b>	<b>5,5%</b>	
<b>By geographical region</b>								
Europe		7,3%	7,6%	7,6%	7,8%	7,7%	7,7%	
Europe excl. Germany		4,0%	4,2%	4,3%	4,6%	5,0%	5,3%	
Germany		9,4%	9,7%	9,7%	9,7%	9,4%	9,2%	
Americas		1,7%	1,8%	1,8%	1,9%	2,5%	3,0%	
Asia Pacific		1,7%	1,6%	1,6%	1,7%	1,5%	1,7%	
Middle East/Africa		1,3%	1,2%	1,3%	1,4%	1,7%	1,8%	

OTHER METRICS								
Employee turnover		Share	14,9%	15,3%	16,6%	18,1%	16,5%	21,0%
Planned employee turnover			7,3%	6,8%	7,4%	9,1%	8,5%	9,1%
Unplanned employee turnover			7,6%	8,5%	9,2%	9,0%	8,0%	11,9%
Employee turnover in management			6,7%	6,4%	7,4%	9,6%	6,9%	6,5%
Unplanned turnover by geographical region								
Europe			4,3%	4,7%	4,9%	5,1%	3,8%	5,7%
Europe excl. Germany			10,0%	10,8%	10,9%	10,8%	8,0%	13,0%
Germany			9,0%	1,2%	1,5%	1,8%	1,3%	1,4%
Americas			18,8%	22,8%	25,3%	22,7%	23,8%	33,6%
Asia Pacific			10,4%	10,5%	11,0%	10,5%	7,1%	9,3%
Middle East/Africa			6,3%	5,1%	5,2%	4,7%	3,7%	6,3%
TRAINING & DEVELOPMENT								
Time invested <sup>13,14</sup>		Million training hours	4,7	4,7	4,7	4,7	3,1	4,4
Online trainings			n/d	n/d	n/d	0,4	0,5	0,9
Training days per employee <sup>13,14</sup>		8-h-Days	1,5	1,4	1,4	1,3	0,9	1,2
per FTE			n/D	n/d	1,2	1,2	1,0	1,3
Training costs per employee <sup>13,14,15</sup>		€	143	155	152	153	152	139
per FTE			159	172	168	169	168	153
Internal management placements <sup>16</sup>		Share	78,3	80,8	78,7	82,8	81,7	80,0
								-

n/d = not disclosed. 1) Estimate. 2) Employees under contracts governed by legislation, collective labor agreements and works agreements. 3) As of 2020 incl. apprentices and trainees. 4) Incl. apprentices and trainees. 5) Temporary agency workers with internal reporting lines. 6) Eight board departments in all; one female board member. 7) 20 members in all: 10 shareholder representatives, 10 employee representatives. 8) Deutsche Post AG (principal unit in Germany). 9) Accordance with Sozialgesetzbuch IX (German Social Code IX), Section § 163. 10) Coverage rates Group: 80% as of 2017. 11) Incl. more than 60% of the temporary agency workers. 12) Own and temporary agency workers. 13) Based on annual averages. 14) Assumption for training days from online training hours: 1 training day = 8 hours. 15) The costs were calculated in accordance with note 6 to the consolidated financial statements in the Annual Report. 16) In upper and middle management.

## Deutsche Post DHL Group's Social Responsibility Data by Divisions

### Key Performance Indicators (KPI): Employee Engagement (%), women in middle and upper management positions (%), LTIFR per 200,000 hours worked

Until 2021 only Employee Engagement (EE) was management-relevant: As of 2022 the three KPIs are management-relevant, but EE remains the only social KPI relevant for incentivization of Corporate Board members.

[Material topics: Employee engagement, Women in management, Healthy workplaces. Materiality analysis: Non-financial statement in 2021 Annual Report](#)

[GRI, SASB, TCFD, WEF indices can be found here](#)

Social Responsibility Data		2016	2017	2018	2019	2020 <sup>1</sup>	2021	Y-o-Y
<b>Development of workforce</b>								
<b>Employees<sup>2</sup></b>	<b>Headcount at year end</b>	<b>508.036</b>	<b>519.544</b>	<b>547.459</b>	<b>546.924</b>	<b>571.974</b>	<b>592.263</b>	<b>3,5%</b>
Express		88.409	96.047	101.420	103.878	111.048	120.398	8,4%
Global Forwarding, Freight		44.283	43.438	45.412	45.426	43.383	45.165	4,1%
Supply Chain		149.279	148.201	158.419	160.707	167.712	176.825	5,4%
eCommerce Solutions		-	-	36.897	34.795	36.948	39.541	7,0%
Post & Parcel Germany		214.873	219.738	192.244	188.986	200.062	196.915	-1,6%
Group Functions		11.192	12.120	13.067	13.132	12.821	13.419	4,7%
	<b>Headcount annual average</b>	<b>498.459</b>	<b>513.338</b>	<b>534.370</b>	<b>544.282</b>	<b>547.128</b>	<b>574.047</b>	<b>4,9%</b>
Express		n/d	90.884	98.697	102.356	105.569	115.228	9,1%
Global Forwarding, Freight		n/d	44.142	44.933	45.837	44.293	43.777	-1,2%
Supply Chain		n/d	151.230	154.034	157.656	160.776	169.503	5,4%
eCommerce Solutions		-	-	34.236	35.866	34.883	37.980	8,9%
Post & Parcel Germany		n/d	215.303	189.814	189.490	188.635	194.565	3,1%
Group Functions		n/d	11.779	12.655	13.077	12.973	12.994	0,2%
<b>Full-time equivalents (FTE)</b>	<b>FTE at year end<sup>3</sup></b>	<b>459.262</b>	<b>472.208</b>	<b>499.018</b>	<b>499.250</b>	<b>526.896</b>	<b>548.042</b>	<b>4,0%</b>
Express		82.792	90.784	95.717	98.203	105.036	114.134	8,7%
Global Forwarding, Freight		41.886	41.034	42.783	42.712	41.897	43.840	4,6%
Supply Chain		146.739	145.575	155.954	156.836	166.199	175.099	5,4%
eCommerce Solutions		-	-	31.883	30.335	31.995	33.809	5,7%
Post & Parcel Germany		177.307	183.430	160.354	158.713	169.299	168.084	4,9%
Group Functions		10.538	11.385	12.327	12.451	12.470	13.076	-0,7%
	<b>FTE annual average<sup>2</sup></b>	<b>453.990</b>	<b>468.724</b>	<b>489.571</b>	<b>499.461</b>	<b>502.207</b>	<b>528.079</b>	<b>5,2%</b>
Express		81.615	86.313	93.550	96.850	99.365	108.896	9,6%
Global Forwarding, Freight		43.060	42.646	43.347	44.265	42.240	42.348	0,3%
Supply Chain		145.788	149.042	151.877	157.028	159.288	167.666	5,3%
eCommerce Solutions		-	-	29.493	30.797	29.819	32.099	7,6%
Post & Parcel Germany		172.717	179.345	159.032	157.862	158.889	164.429	3,5%
Group Functions		10.810	11.378	12.272	12.659	12.606	12.641	0,3%

<b>Temporary external employees<sup>4</sup></b>	<b>FTE annual average</b>	<b>n/d</b>	<b>76.513</b>	<b>78.822</b>	<b>83.166</b>	<b>77.301</b>	<b>81.939</b>	<b>6,0%</b>
Express		n/d	8.268	7.859	7.401	8.190	9.566	16,8%
Global Forwarding, Freight		n/d	2.497	3.273	2.618	1.969	2.425	23,2%
Supply Chain		n/d	58.850	59.405	55.384	48.590	51.577	6,1%
eCommerce Solutions		-	-	4.581	13.193	14.196	15.519	9,3%
Post & Parcel Germany		n/d	6.770	2.672	2.379	2.558	2.663	4,1%
Group Functions		n/d	127	1.031	2.190	1.797	189	-89,5%
<b>MATERIAL TOPICS &amp; KPIs</b>								
<b>Diversity &amp; Inclusion</b>								
<b>KPI: Women in management<sup>6)</sup></b>	<b>Share</b>	<b>21,1%</b>	<b>21,5%</b>	<b>22,1%</b>	<b>22,2%</b>	<b>23,2%</b>	<b>25,1%</b>	<b>-</b>
Express		20,7%	21,2%	22,5%	22,8%	24,1%	25,0%	-
Global Forwarding, Freight		20,5%	21,6%	20,5%	21,0%	22,0%	25,8%	-
Supply Chain		20,5%	20,5%	21,6%	21,1%	21,4%	23,4%	-
eCommerce Solutions		-	-	23,7%	21,5%	25,7%	24,1%	-
Post & Parcel Germany		21,8%	21,2%	21,2%	21,5%	22,2%	23,6%	-
Group Functions		22,4%	24,6%	24,7%	25,4%	26,6%	29,0%	-
<b>Female employees in workforce</b>	<b>Share</b>	<b>35,0%</b>	<b>35,0%</b>	<b>34,8%</b>	<b>34,4%</b>	<b>34,2%</b>	<b>34,7%</b>	<b>-</b>
Express		28,3%	28,5%	28,5%	28,7%	28,5%	29,2%	-
Global Forwarding, Freight		42,4%	44,3%	44,4%	41,5%	40,9%	42,8%	-
Supply Chain		27,7%	28,0%	29,2%	29,5%	31,2%	32,3%	-
eCommerce Solutions		-	-	21,6%	20,7%	20,8%	22,5%	-
Post & Parcel Germany		41,2%	40,7%	43,0%	42,4%	40,6%	40,6%	-
Group Functions		37,8%	37,6%	36,6%	36,3%	36,6%	36,6%	-
<b>Age structure of employees<sup>7)</sup></b>	<b>Average age</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>40</b>	<b>40</b>	<b>-</b>
Express		-	37	38	38	38	38	-
Global Forwarding, Freight		-	39	38	38	39	39	-
Supply Chain		-	39	39	39	39	38	-
eCommerce Solutions		-	-	-	44	36	35	-
Post & Parcel Germany		-	44	43	45	44	44	-
Group Functions		-	44	43	46	43	43	-
<b>2021 Age structure<sup>7)</sup></b>	<b>Share of age groups</b>	<b>Age 15 to 26</b>	<b>Age 27 to 54</b>	<b>Age 55+</b>	-	-	-	-
Express		15,8%	75,7%	8,4%	-	-	-	-
Global Forwarding, Freight		13,7%	74,2%	12,1%	-	-	-	-
Supply Chain		18,9%	68,8%	12,2%	-	-	-	-
eCommerce Solutions		28,1%	62,4%	9,5%	-	-	-	-
Post & Parcel Germany		12,5%	62,2%	25,3%	-	-	-	-
Group Functions		7,5%	71,9%	20,6%	-	-	-	-

Occupational Health & Safety (OHS)		2016	2017	2018	2019	2020	2021	
<b>KPI: Lost Time Injury Frequency Rate<sup>5</sup></b>	<b>Per 200k h worked</b>	<b>4,0</b>	<b>4,4</b>	<b>4,3</b>	<b>4,2</b>	<b>3,9</b>	<b>3,9</b>	-
Express		3,0	3,1	3,1	2,4	2,1	1,8	-
Global Forwarding, Freight		1,0	1,0	1,0	0,9	0,7	0,7	-
Supply Chain		0,6	0,6	0,7	0,6	0,5	0,5	-
eCommerce Solutions		-	-	1,5	1,6	1,4	1,8	-
Post & Parcel Germany		10,2	10,9	12,1	12,5	11,0	11,7	-
Group Functions		0,4	0,4	0,8	0,4	0,4	0,2	-
<b>Sickness rate</b>	<b>Share</b>	<b>5,1%</b>	<b>5,2%</b>	<b>5,3%</b>	<b>5,3%</b>	<b>5,4%</b>	<b>5,5%</b>	-
Express		n/d	n/d	2,6	2,7%	2,8%	2,9%	-
Global Forwarding, Freight		n/d	n/d	2,9	3,1%	3,1%	3,3%	-
Supply Chain		n/d	n/d	3,2	3,3%	3,8%	4,4%	-
eCommerce Solutions		n/d	n/d	2,5	2,5%	2,5%	2,7%	-
Post & Parcel Germany		n/d	n/d	10,1	10,2%	9,8%	9,6%	-
Group Functions		n/d	n/d	4,6	4,3%	3,8%	3,6%	-
<b>OTHER metrics</b>								
<b>Unplanned turnover</b>	<b>Share</b>	<b>7,6%</b>	<b>8,5%</b>	<b>9,2%</b>	<b>9,0%</b>	<b>8,0%</b>	<b>11,9%</b>	-
Express		8,5%	9,4%	9,8%	8,3%	6,4%	8,7%	-
Global Forwarding, Freight		10,2%	11,0%	11,4%	10,1%	6,5%	11,1%	-
Supply Chain		13,3%	14,8%	16,5%	16,7%	16,2%	24,9%	-
eCommerce Solutions		-	-	18,5%	16,7%	16,1%	23,0%	-
Post & Parcel Germany		2,8%	3,5%	1,1%	1,4%	1,0%	0,9%	-
Group Functions		5,1%	4,7%	5,7%	5,3%	3,9%	5,1%	-

n/d = not disclosed

1) Adjusted. 2) Incl. apprentices and trainees. 3) As of 2020 incl. apprentices and trainees. 4) Temporary agency workers with internal reporting lines. 5) Upper and middle management. 6) Coverage rates Group: 80% as of 2017. 7) Incl. more than 60% of the temporary agency workers.

## Deutsche Post DHL Group's Social Responsibility Data at Group-levels

**Key Performance Indicators (KPI):** Employee Engagement (%), women in middle and upper management positions (%), LTIFR per 200,000 hours worked

Material topics: Employee engagement, Women in management, Healthy workplaces. [Materiality analysis: Non-financial statement in 2021 Annual Report](#)

[GRI, SASB, TCFD, WEF indices can be found here](#)

HR FINANCIAL METRICS		2016	2017	2018	2019	2020 <sup>1</sup>	2021	Y-o-Y	Comment
<b>Staff costs</b>	€ million	<b>19.592</b>	<b>20.072</b>	<b>20.825</b>	<b>21.610</b>	<b>22.234</b>	<b>23.879</b>	<b>7,4%</b>	
Wages, salaries, compensation		16.092	16.192	16.840	17.399	17.701	18.987	7,3%	
Social security contributions		2.324	2.419	2.522	2.656	2.705	2.921	8,0%	
Retirement benefit costs		607	891	846	688	944	1.031	9,2%	
Expenses for other employee benefits		569	570	617	867	884	940	6,3%	
<b>By divisions</b>									
Express		3.390	3.661	3.887	4.247	4.566	5.210	14,1%	
Global Forwarding, Freight		2.076	2.072	2.024	2.105	2.095	2.184	4,2%	
Supply Chain		5.180	5.121	4.911	5.453	5.361	5.853	9,2%	
eCommerce Solutions		n/d	n/d	683	733	762	880	15,5%	
Post & Parcel Germany		8.044	8.304	8.344	8.040	8.391	8.651	3,1%	
Group Functions		917	928	986	1.042	1.068	1.112	4,1%	
Consolidation		-15	-14	-10	-10	-9	-11	22,2%	
<b>Other metrics</b>									
Staff cost ratio <sup>2</sup>	Ratio	34,2%	33,2%	33,8%	34,1%	33,3%	29,2%	-12,3%	
Total cost of workforce <sup>3</sup>	€ million	22.082	22.628	23.172	23.854	24.340	26.438	8,6%	
Staff costs per FTE	€	43.200	42.800	42.500	43.267	44.273	45.219	2,1%	
Human Capital Return on Invest (HCROI) <sup>4</sup>	Ratio	1,18	1,19	1,15	1,19	1,22	1,33	-	
Revenue per average headcount employee	€	115.022	117.747	115.182	116.375	121.939	142.405	16,8%	
EBIT per average HC employee	€	7.004	7.288	5.917	7.584	8.859	13.898	56,9%	

1) Adjusted according to note 9 of the consolidated financial statements, 2020 and 2019 Annual Report; 2) Staff costs/revenue. 3) Staff costs (2021 consolidated financial statements, note

14) + costs for temporary staff and services excluding subcontractors (2021 consolidated financial statements, note 13), consolidated financial statements, 2020 Annual Report. 4) HCROI



## Deutsche Post DHL Group's Corporate Responsibility

### Key Performance Indicators (KPI): Certification rate of compliance relevant trainings for managers in middle and upper management

The Group's focus topics are compliance (incl. Anti-corruption and bribery) and cybersecurity according to the updated materiality analysis in 2021. Please refer to the non-financial statement

[2021 Annual Report](#)

GRI, SASB, TCFD, WEF indices can be found [here](#)

Material Topics & KPIs		2019	2020	2021	Comment
<b>Compliance</b>					
<b>KPI:</b> Certification rate of compliance relevant trainings for managers	Share	n/d	n/d	96%	Target 2022: 97%
Audits conducted by Corporate Internal Audit	No.	n/d	n/d	207	
<b>Cybersecurity</b>					
Certification rate of cybersecurity trainings for managers	Share	n/d		98%	Target definition in development
ISO certifications 27001, 27002		yes	yes	yes	
<b>Other Topics</b>					
<b>RESPECT FOR HUMAN RIGHTS</b>					
<b>KPI:</b> Audits related to respect for human rights conducted by Corporate Internal Audit	No.	n/d	n/d	19	Introduced in 2021
On-site reviews conducted	Countries assessed	5	5	10 <sup>1</sup>	
<b>Tax strategy</b>					
<b>Group-wide coverage</b>		100%	100%	100%	
<b>Total taxes</b>	€ million	3.779	3.765	4.566	
Income taxes paid		843	754	1.323	
Other business taxes		280	306	322	
of which taxes on capital, real estate and vehicles		141	132	133	
other operating taxes		139	174	189	
Employer's social security contributions		2.656	2.705	2.921	
<b>Corporate Governance</b>					
<a href="#">Board compositions</a>					
<a href="#">Corporate Board</a>					
<a href="#">Supervisory Board</a>					
<a href="#">Average tenure of members</a>					
<a href="#">Independence of members</a>					
<a href="#">Curriculum vitae</a>					
<a href="#">Management remuneration</a>					
<a href="#">Women on Boards</a>					

<sup>1</sup> Bangladesh, Cameroon, China, Colombia, Egypt, Lebanon, Qatar, Pakistan, South Korea, Ukraine

## Deutsche Post DHL Group's 2021 GRI Content Index and UN Global Compact Communication on Progress (COP)



The following table is based on the material topics of Deutsche Post DHL Group as identified together with stakeholders on the basis of the 2021 materiality analysis. The nonfinancial statement (Annual Report) and the ESG Presentation referred to was prepared in accordance with the GRI standards (core option). In parallel, this table is used for UN GC communication on progress.

[2021 Annual Report](#)

[2021 ESG Presentation](#)

[Corporate Website](#)

UNGC Principle	GRI Standard	General Disclosures	Page number(s) and/or URL(s)	Comment
1, 2	GRI 102	<b>Organizational profile</b>		
		102-1 Name of the organization	2021 Annual Report, page 14	Deutsche Post AG
		102-2 Activities, brands, products, and services	2021 Annual Report, page 14-23	
		102-3 Location of headquarters	2021 Annual Report, page 14	Bonn, Germany
		102-4 Location of operations	2021 Annual Report, page 12	220 countries and territories
			2021 Annual Report, page 87, note 2	
			2021 List of shareholdings	
		102-5 Ownership and legal form	2021 Annual Report, page 14	Listed corporation
			Corporate Website	
		102-6 Markets served	2021 Annual Report, pages 15, 36	220 countries and territories; sectors: Retail, consumer, automobility, technology, life science & healthcare, engineering & manufacturing, others
		102-7 Scale of the organization	2021 Annual Report, pages 14 - 23	
			2021 Annual Report, pages 29 - 38	
			2021 Consolidated financial statements, pages 82 ff.	
			2021 List of shareholdings	
		102-8 Information on employees and other workers	2021 Annual Report, page 53 ff	Our reporting structure and HR systems track employees by employment type and by gender. Therefore, we do not report data by employment relationship.
			Tab Social Data Group	
		102-9 Supply chain	2021 Annual Report, pages 14 - 23	220 countries and territories; sectors: Retail, consumer, automobility, technology, life science & healthcare, engineering & manufacturing, others
		102-10 Significant changes to the organization and its supply chain	2021 Annual Report, page 14	Changes on the Board of Management. Changes that affect data are disclosed directly in the context of the information.
		102-11 Precautionary Principle or approach	2021 Annual Report, page 67ff	
		102-12 External initiatives	Corporate Website	
		102-13 Membership of associations	Corporate Website	
19		<b>Strategy</b>		
		102-14 Statement from senior decision-maker	2021 Annual Report, pages 4ff	
		<b>Ethics and integrity</b>		
		102-16 Values, principles, standards, and norms of behavior	2021 Annual Report, page 48ff	
			2021 ESG Presentation, strategy chapter	
20		<b>Governance</b>		
		102-18 Governance structure	2021 ESG Presentation, page 63, 81ff	

21		<b>Stakeholder engagement</b>	
		102-40 List of stakeholder groups	2021 ESG Presentation, page 14
		102-41 Collective bargaining agreements	2021 ESG Presentation, page 37 2021 ESG Statbook, Tab Social data group
		102-42 Identifying and selecting stakeholders	2021 ESG Presentation, page 14
		102-43 Approach to stakeholder engagement	2021 ESG Presentation, page 14
		102-44 Key topics and concerns raised	2021 ESG Presentation, page 13
		<b>Reporting practice</b>	
		102-45 Entities included in the consolidated financial statements	2021 Financial statements, note 2, Annual Report page 87ff 2021 List of shareholdings
		102-46 Defining report content and topic Boundaries	2021 Annual Report, page 13
		102-47 List of material topics	2021 Annual Report, page 48 2021 ESG Presentation, page 13
		102-48 Restatements of information	2021 Annual Report 2021 ESG Presentation, footnotes 2021 ESG Statbook, footnotes
		102-49 Changes in reporting	2021 Annual Report, page 48
			In general, we follow the continuity approach in reporting. If adjustments to information were nevertheless necessary, these are transparently marked and explained directly in context.
			In 2020, we changed our sustainability reporting: Expectations for sustainable business practices have become more prominent than ever not only amongst employees, customers and capital market actors, but also amongst members of society and policy makers. In order to appropriately depict this development for our company, we revised our reporting effective as of the start of financial year 2021. The non-financial statement has been moved to the 2021 Annual Report with further material ESG information. The reporting is supplemented by the 2021 ESG Presentation and the 2021 ESG Statbook. In the ESG Presentation, we bundle all relevant ESG information for fiscal 2021 and present the programs with the progress made. The 2021 ESG Statbook includes all
		102-50 Reporting period	2021 Annual Report, page 13
		102-51 Date of most recent report	March 9, 2021
		102-52 Reporting cycle	1 Jan to 31 Dec 2021
		102-53 Contact point for questions regarding the report	IR Team
		102-54 Claims of reporting in accordance with the GRI Standards	2021 Annual Report, page 48
		102-55 GRI content index	2021 ESG Statbook, Tab GRI Index

Material Topics				
200 series (Economic topics)				
12, 13, 14	<b>GRI 205</b>	<b>Anti-corruption</b>		
	<b>GRI 103: Management</b>	103-1 Explanation of the material topic and its Boundary	2021 Annual Report, page 57-58 ESG Presentation, pages 68 -69	
	<b>Approach 2016</b>	103-2 The management approach and its components	2021 Annual Report, page 57-58 ESG Presentation, pages 68 -69	
		103-3 Evaluation of the management approach	2021 Annual Report, page 57-58	
	<b>GRI 205-2</b>	Communication and training about anti-corruption policies and procedures	2021 Annual Report, page 58	
300 series (Environmental topics)				
9, 10, 11	<b>GRI 305</b>	<b>Emissions</b>		
	<b>GRI 103: Management</b>	Explanation of the material topic and its Boundary; The management approach and its components; Evaluation of the management approach	2021 Annual Report, page 9, 48-49, 51-53 2021 ESG Presentation, pages 14-16, 20, 33 2021 ESG Statbook, Tab Environment	
	<b>GRI 305-1</b>	Direct (Scope 1) GHG emissions	2021 Annual Report, page 51 2021 ESG Presentation page 21 2021 ESG Statbook, Tab Environment	305-1, c: Other emissions are not material for our logistics business, but are included in our total CO <sub>2</sub> e emissions. They arise as by-products of fuel combustion. Therefore, they are not emitted individually, but follow a mainly fuel-dependent stochastic distribution.
	<b>GRI 305-2</b>	Energy indirect (Scope 2) GHG emissions	2021 ESG Presentation, page 21 2021 ESG Statbook, Tab Environment	
	<b>GRI 305-3</b>	Other indirect (Scope 3) GHG emissions	2021 ESG Presentation, page 21 2021 ESG Statbook, Tab Environment	305-1, c: Other emissions are not material for our logistics business, but are included in our total CO <sub>2</sub> e emissions. They arise as by-products of fuel combustion. Therefore, they are not emitted individually, but follow a mainly fuel-dependent stochastic distribution.
	<b>GRI 305-4</b>	GHG emissions intensity	2021 ESG Presentation, page 21 2021 ESG Statbook, Tab Environment	
	<b>GRI 305-5</b>	Reduction of GHG emissions	2021 ESG Presentation, page 21 2021 ESG Statbook, Tab Environment	
	<b>GRI 305-7</b>	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	2021 ESG Statbook, Tab Environment	We report NOx, SOx and PM <sub>10</sub> only, because POP, VOC, HAP are not material for our business.
11	<b>GRI 308</b>	<b>Supplier Environmental assessment</b>		This is no longer considered as a material topic for the company. Nevertheless we consider information on our supplier assessment as important, given the fact that 80% of our GHG emissions are caused by our subcontractors
	<b>GRI 103: Management</b>	Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	2021 Annual Report, page 58 ESG Presentation, pages 74 - 76	Qualitative information only.
	<b>Annex 308-1</b>	New suppliers that were screened using environmental criteria	2021 Annual Report, page 58 2021 ESG Presentation, page 74 - 76	Qualitative information only.

400 series (Social topics)				
2, 6, 7,	Occupational Health and Safety			
	<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	2021 Annual Report, page 55	
	<b>403-1</b>	Occupational health and safety management system	2021 ESG Presentation, page 47	Qualitative information only.
	<b>403-2</b>	Hazard identification, risk assessment, and incident investigation	2021 ESG Presentation, page 46-49	
	<b>403-3</b>	Occupational health services	2021 Annual Report, page 55-56 2021 ESG Presentation, page 46-50	
	<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	2021 ESG Presentation, page 46-50	Qualitative information only.
	<b>403-5</b>	Worker training on occupational health and safety	2021 ESG Presentation, page 47	OHS training is part of the business routine in our operations and takes place regularly. The occupational safety officers conduct regular site visits and inform employees or point out misconduct. These briefings are not recorded at Group level.
	<b>403-6</b>	Promotion of worker health	2021 ESG Presentation, page 47	We meticulously analyze and document the cause of each accident to prevent any repetition of such incidents. Our findings are then used to design and implement corrective measures.
	<b>403-7</b>	Prevention and mitigation of OHS impacts directly linked by business relationships	2021 ESG Presentation, page 46-50	With our Supplier Code of Conduct (the Code) we implement our values in our supplier base. Acceptance of the Code is a requirement of suppliers doing business with DPDHL Group.
	<b>GRI 403-9: Occupational Health and Safety 2019</b>	403-9 Work-related injuries	2021 Annual Report, page 55-56 2021 ESG Statbook 2021, Tab Social	Our KPI is LTIFR per 200,000 hours worked. We report this according to our reporting structures by division and region. We employ the majority of the temporary external workforce in our Supply Chain division. The reported LTIFR data of this division reported includes the temporary external workers, but is not reported separately.
	Diversity & Inclusion			
	<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	2021 Annual Report, pages 54-55 (employees) 2021 Annual Reporg, pages 79 (boards)	
	<b>GRI 405-1</b>	Diversity of governance bodies and employees	2021 ESG Presentation, pages 82, 83	
			2021 ESG Statbook	Gender, age structure of workforce
			2021 Annual Report page 79	Diversity on Boards
			Corporate Board	Current members, age, responsibilities
			Supervisory Board	Current members, curriculum vitae
3, 4, 5	Human Rights			This is no longer considered as a material topic for the company. Nevertheless we consider information on our supplier assesement as important, given the fact that we are operating our business in 220 countries and territories with a huge workforce.
	<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	2021 Annual Report, page 58-59 2021 ESG presentation, page 71-73	
	<b>GRI 412: Human Rights Assessment</b>	412-2 Employee training on human rights policies or procedures	2021 Annual Report, page 58 2021 ESG Presentation, page 71, 72	Qualitative information only.
5, 8, 13	Supplier Social Assessment			This is no longer considered as a material topic for the company. Nevertheless we consider information on our supplier assesement as important, given the fact that we are operating our business in 220 countries and territories.
	<b>GRI 103 Management approach</b>	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	2021 Annual Report, page 56, 58 2021 ESG Presentation, page 74,75	
	<b>GRI 414-1</b>	New suppliers that were screened using social criteria	2021 ESG Presentation, page 74, 75	Qualitative information only.
	Data Protection (covered by our Cybersecurity approach)			This topic is stand-alone no longer considered as a material topic for the company. We cover this by our overall Cybersecurity approach.
	<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	2021 Annual Report, page 59	
	<b>GRI 418: Customer Privacy</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2021 Annual Report pages 16, 18, 20, 21, 23	Qualitative information only.

## Deutsche Post DHL Group - 2021 SASB Disclosure Table

[2021 Annual Report](#)[2021 ESG Presentation](#)[2021 ESG Statbook](#)

Topic	Accounting metric	Category	Reference page	Comment	Code
GHG emissions	Gross global Scope 1 emissions	quantitative; metric tons CO <sub>2</sub> e	<a href="#">2021 Annual Report, page 50</a> <a href="#">2021 ESG Presentation, page 21</a> <a href="#">ESG StatBook 2021, Tab Environment</a>	We report our GHG emissions in CO <sub>2</sub> e metric tonnes (= 1,000 kg)	TR-AF-110a.1
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against these targets	Discussion & analysis	<a href="#">2021 Annual Report, page 50</a> <a href="#">2021 ESG Presentation, pages 18 - 23</a>	Our strategy and targets cover scopes 1 - 3 as the majority of our GHG emissions are caused by our subcontractors (scope 3)	TR-AF-110a.2
	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	quantitative; gigajoules, %	<a href="#">2021 Annual Report, page 52</a> <a href="#">2021 ESG Presentation, page 22</a> <a href="#">ESG StatBook 2021, Tab Environment</a>	Our energy consumption is reported in million kWh	TR-AF-110a.3
	Air quality	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> and (3) particulate matter (PM <sub>10</sub> )	<a href="#">ESG StatBook 2021, Tab Environment</a>		TR-AF-120a.1
	Labor Practices	Percentage of drivers classified as independent contractors	quantitative (%)	Not disclosed	We only disclose our direct workforce by headcount, FTE, gender and types of employment. In addition, we disclose FTE of our external workforce (contracted employees)
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	quantitative (€)	Not separately disclosed	If we had been fined this would be disclosed in 2021 Annual Report, note 44 Litigation.	TR-AF-310a.2
Employee Health & Safety	1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	quantitative (rate)	<a href="#">ESG StatBook 2021, Tab Social</a>	Our key metric is LTIFR per 200,000 h worked. The majority of our external (contract) workers are employed in our Supply Chain division. OHS data of this division does include external workers. But we do not disclose this data.	TR-AF-320a.1
Supply chain management	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	quantitative (%)	Not disclosed	Not applicable to DPDHL Group	TR-AF-430a.1
	Total GHG footprint across transport modes (quantitative)	quantitative (metric tons, CO <sub>2</sub> e- per ton km)	<a href="#">2021 Annual Report, page 50</a> <a href="#">2021 ESG Presentation, page 21</a> <a href="#">2021 ESG StatBook</a>	We report GHG emissions by mode only as shares (%)	TR-AF-430a.2
	Accident safety management	Management system: description of implementation & output	<a href="#">ESG Presentation 2021, page 47</a>		TR-AF-540a.1
	No of aviation accidents	quantitative (Number)	Not disclosed	Our KPI for OHS is the LTIFR per 200,000 h worked. We disclose this KPI on regional and division levels, but not per mode due to our various business models. In addition we disclose the total no. of fatalities and injuries.	TR-AF-540a.2
	No of road accidents and incidents	quantitative (Number)	Not disclosed	Our KPI for OHS is the LTIFR per 200,000 h worked. We disclose this KPI on regional and division levels, but not per mode due to our various business models. In addition we disclose the total no. of fatalities and injuries.	TR-AF-540a.3
	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	quantitative (Percentile)	Not disclosed	We only report our general training approach for OHS related aspects and the handling of hazardous goods as OHS training is part of the business routine in our operations and takes place regularly. The occupational safety officers conduct regular site visits and inform employees or point out misconduct. These briefings are not recorded at Group level	TR-AF-540a.4
Further reporting metrics	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	quantitative (RTK)	<a href="#">ESG StatBook 2021, Tab Environment</a>	We report emission intensity as grams per € revenue.	TR-AF-000A

	Load factor for: (1) road transport and (2) air transport	quantitative (Rate)	<a href="#">ESG StatBook 2021, Tab Environment</a>	We report emission intensity by grams per € revenue.	TR-AF-000.B
	Number of employees, number of truck drivers	quantitative (Number)	<a href="#">ESG StatBook 2021, Tab Social</a>	Due to our reporting structure we do not record employees according to activity categories.	TR-AF-000.C

Deutsche Post DHL Group's TCFD Disclosure Index 2021			
<a href="#">2021 Annual Report</a>			
<a href="#">2021 ESG-Presentation</a>			
Category	Focus	Reference	
Governance	<b>Disclose the organization's governance around climate-related risks and opportunities</b>		
	Describe the board's oversight of climate-related risks and opportunities	<a href="#">Non-financial statement</a>	The Board of Management is the central decision maker also on Group-wide sustainability focus, whereas the divisions are responsible for implementation. Opportunity and risk management is coordinated by Group Controlling and also covers sustainability-related opportunities and risks. In the reporting period, we assessed for the first time our opportunities and risks arising from climate change using a scenario analysis according to the standards of the Task Force on Climate-related Financial Disclosures (TCFD).
	Describe management's role in assessing and managing climate-related risks and opportunities	<a href="#">Risk Management Report</a>	Each identified risk is assigned to at least one risk owner who assesses and monitors the risk, specifies possible procedures for going forward and then files a report. The same applies to opportunities. We also conduct an annual risk workshop for each division with the Divisional Boards, as supplements to the quarterly process. Workshop discussion focuses on opportunities and risks of significance to the whole division. At the same time, newly identified opportunities and risks are subsequently integrated into the quarterly process.
Strategy	<b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material</b>		
	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term	<a href="#">Risk Management Report</a>	Operational: Risk of operational restrictions due to climate change (medium), restriction of GHG emissions Market- and customer-specific: Availability of sustainable aviation fuels (SAF) (medium)
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	<a href="#">Risk Management Report</a>	Regulation: Carbon pricing (medium) Increased restrictions imposed by law to combat climate change can be expected in the coming years, including limits on air transport or access to city centers. In certain cases this may also affect our business models. The resulting risk represents a risk of medium significance for us currently. At this time we do not see any additional specific operational opportunities or risks of material significance in this regard. Increased restrictions imposed by law to combat climate change can be expected in the coming years, including limits on air transport or access to city centers. In certain cases this may also affect our business models. The resulting risk represents a risk of medium significance for us currently. At this time we do not see any additional specific operational opportunities or risks of material significance
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<a href="#">Non-financial statement</a>	This involved applying scenarios including possible warming of the planet by 2.0, 2.4 or 4.3 degrees Celsius to assess physical risks that could result from a rise in ocean levels, among other factors. For transitory risks, we used the sustainable development scenarios of the International Energy Agency
Risk Management	<b>Disclose how the organization identifies, assesses, and manages climate-related risks.</b>	<a href="#">2021 ESG Presentation</a>	Scenario analysis and results see pages 65 to 67
	Describe the organization's processes for identifying and assessing climate-related risks	<a href="#">Risk Management Report</a>	Each quarter, executives estimate the impact of future scenarios, evaluate opportunities and risks in their departments and present planned measures as well as those already taken. Opportunities and risks can also be reported at any time on an ad-hoc basis. The divisional results of which are regularly included in the opportunity and risk reports to the Board of Management and the Supervisory Board
	Describe the organization's processes for managing climate-related risks	<a href="#">Non-financial statement</a>	Measures to counteract climate change are managed by the Operations Board. Our business activities impact the climate and the environment mainly in the form of greenhouse gases (GHG). We want to reduce our GHG emissions to net zero by 2050. That means we will use active reduction measures to reduce our GHG emissions (Scopes 1, 2 and 3) down to an unavoidable minimum, which is to be fully compensated for with recognised countermeasures (excluding offsetting). We have set new, ambitious targets to be achieved by 2030 that continue to include the transport services provided by our subcontractors (Scope 3). Particularly important for achieving these goals by 2030 is a bundle of measures up to €7
	Describe the processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	<a href="#">Risk Management Report</a>	In 2021 we launched a Group-wide project to comply with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This involves discussing and assessing both transitory and physical risks stemming from climate change using various scenarios. Our early-identification process links the Group's opportunity and risk management with uniform reporting standards using a proprietary IT application that is constantly updated. Furthermore, we use a Monte Carlo simulation for the purpose of aggregating opportunities and risks in standard evaluations (quantitative and qualitative risks). The simulation is a stochastic model that takes the probability of occurrence of the underlying risks and opportunities into consideration and is based upon the law of large numbers. Randomly selected scenarios – one for each opportunity and risk – are combined on the basis of the distribution functions for each individual opportunity and risk. The most important steps in our opportunity and risk management process are: 1 Identify and assess, 2
Metrics & Targets	<b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>		
	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	<a href="#">ESG Presentation 2021</a>	Scenario for physical risk: Carbon concentration scenarios based on scientific work behind the Paris Agreement (Intergovernmental Panel on Climate Change: RCP 2.6, 4.5, 8.5). Scenario for transitory risk: Sustainable development scenario developed by the International Energy Agency (IEA)
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	<a href="#">Non-financial statement</a>	Page 51



Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

[Non-financial statement](#)

We want to reduce our GHG emissions to net zero by 2050. That means we will use active reduction measures to reduce our GHG emissions (Scopes 1, 2 and 3) down to an unavoidable minimum, which is to be fully compensated for with recognised countermeasures (excluding offsetting). We have set new, ambitious targets to be achieved by 2030 that continue to include the transport services provided by our subcontractors (Scope 3).

A cornerstone of our ESG Roadmap is a bundle of measures of up to €7 billion for sustainable technologies and fuels to be implemented by 2030. Our focus here is mainly on the modes of transportation using the most fuel and generating the most emissions, namely air freight and road transport, and further increasing the electrification of our fleet of pick-up and delivery vehicles. Moreover, we aim to further decarbonise purchased ocean freight capacity. We will also invest in technologies to design our own new buildings to be climate

## Deutsche Post DHL Group's 2021 Reporting on Sustainable Value Creation (WEF)

[2021 Annual Report](#)[2021 ESG Presentation](#)[2021 ESG Statbook](#)

Disclosures		Reference	Comment
Principles of Governance			
Setting purpose		<a href="#">2021 Annual Report, pages 24 - 25</a>	
Governance body composition		<a href="#">2021 Annual Report, pages 48 ff.</a>	
Material issues impacting stakeholders		<a href="#">2021 ESG Presentation, pages 14, 63, 81 - 84</a>	
		<a href="#">2021 ESG Presentation, page 13</a>	
Anti-corruption	Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current	<a href="#">2021 Annual Report, pages 57-58</a>	Anti-corruption is essential part of our compliance trainings, for which we report the share of valid training certificates in middle and upper management. We do not report the number of incidents externally.
	2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	<a href="#">2021 Annual Report, pages 24 - 25</a>	We are member of WEF's PACI to improve the broader operating environment and culture, in order to combat corruption.
		<a href="#">2021 Annual Report, pages 48 ff.</a>	
	Protected ethics advice and reporting mechanisms A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organizational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.	<a href="#">Annual Report, page 49</a>	Strategic orientation and external expertise: Sustainability Advisory Council 2021
Risk and opportunity oversight	Integrating risk and opportunity into business process	<a href="#">2021 Annual Report, pages 63ff.</a>	
		<a href="#">2021 Annual Report, page 49 (TCFD)</a>	
		<a href="#">2021 ESG Presentation, pages 65-67 on TCFD scenario analysis</a>	
Planet			
Climate change	GHG emissions	<a href="#">2021 Annual Report, page 51</a>	
		<a href="#">2021 ESG Presentation, pages 21-22</a>	
		<a href="#">2021 ESG Statbook, Tab Environment Group</a>	
	TCFD implementation	<a href="#">2021 Annual Report, pages 49</a>	
		<a href="#">2021 Annual Report, pages 63ff.</a>	
		<a href="#">2021 ESG Presentation, pages 65-67 on TCFD scenario analysis</a>	
Nature loss	Land use and ecological sensitivity	<a href="#">2021 ESG Presentation, page 33</a>	This topic is not considered as material for the business of DPDHL Group (by stakeholders, by the company).

Freshwater availabilty	Water consumption and withdrawal in water-stressed areas	<a href="#">2021 ESG Presentation, page 33</a>	This topic is not considered as material for the business of DPDHL Group (by stakeholders, by the company)
		<a href="#">2021 ESG Statbook, Tab Environment Group</a>	

People			
Dignity and Equality	Diversity & Inclusion (%)	<a href="#">2021 ESG Statbook, Tab Social Group</a>	Our reporting structure and HR systems track employees by employment type and by gender. Therefore, we do not report data by employment characteristics.
	Pay equality (%)	<a href="#">2021 Annual Report, page 53</a>	We use neutral job evaluations to prevent discrimination on the basis of personal characteristics. These evaluations focus on the type of job, position in the company and responsibilities assigned. This systematic approach enables an independent and balanced
	Wage level (%)	<a href="#">2021 Annual Report, page 53</a>	We foster employee loyalty and motivation by offering performance-based remuneration in line with market standards. It includes a base salary plus the agreed variable remuneration components such as bonus payments. In many countries, we also provide employees with access to defined benefit and defined contribution retirement plans.
		<a href="#">2021 Remuneration Report</a>	
	Risk for incidents of child, forced or compulsory labor	<a href="#">2021 Annual Report, pages 58-59</a>	Our on-site-reviews are risk based assessments
		<a href="#">2021 ESG Presentation, pages 71-76</a>	
Health & well-being	Health and safety (%)	<a href="#">2021 Annual Report, page 55-56</a> <a href="#">2021 ESG Presentation, pages 46-50</a>	
Skills for the future	Training provided	<a href="#">2021 ESG Presentation, pages 41</a> <a href="#">2021 ESG Statbook, Tab Social Group</a>	
Prosperity			
Employment and wealth generation	Absolute number and rate of employment	<a href="#">2021 Annual Report, page 54</a>	We report on absolute changes in our workforce and provide an transparent overview by division and region.
		<a href="#">2021 ESG Statbook, Tab Social Group</a>	
	Economic contribution	<a href="#">2021 Annual Report, pages 28-47</a>	
	Financial Investment contribution	<a href="#">2021 Annual Report, pages 41-42 (CapEx), 43-47 (share buy-back)</a>	
	Total R&D expenses	<a href="#">2021 Annual Report, page 25</a>	As a service provider we do not engage in research and development activities in the narrower sense and therefore has no significant expenses to report in this connection.
	Total tax paid	<a href="#">2021 Annual Report, page 59</a>	