

# SUSTAINABLE GROWTH

## 2024 ESG PROGRESS REPORT





# 2024 DHL GROUP

With two strong brands, the world's leading logistics provider connects people and markets, enabling global trade.

**220**

Countries and territories

**5**

Divisions

**€84<sup>bn</sup>**

Revenue

**€5.9<sup>bn</sup>**

EBIT

**€3.0<sup>bn</sup>**

Free cash flow



Comprehensive range of parcel, express, freight transport and supply chain management services as well as e-commerce logistics solutions



Europe's largest mail provider and market leader in Germany



DIVISIONS

## Express

Reliable, on-time door-to-door delivery of urgent documents and goods

International (TDI)<sup>2</sup>

**1.1 m shipments**  
per working day

National (TDD)<sup>3</sup>

**0.5 m shipments**  
per working day

## Global Forwarding, Freight

Brokerage of air, ocean and overland freight forwarding services

Air freight (export)

**1.785 m metric tons**  
annually

Ocean freight

**3.314 m TEU<sup>4</sup>**  
annually

## Supply Chain

Customized logistics services and supply chain solutions

Warehousing

**~17 m m<sup>2</sup>**  
of warehousing and operational space<sup>5</sup>

## eCommerce

Domestic parcel shipment in Europe, the US, Asia<sup>6</sup>

Parcel transport

**>1.7 bn parcels**  
annually

## Post & Parcel Germany

Transport, sorting and delivery of documents and goods shipments

Letter mail market

**42 m letters**  
per working day

Parcel market

**6.7 m parcels**  
per working day

# 2024 SUSTAINABILITY

## GREEN LOGISTICS



<b>Air fleet</b>	<b>299</b>	aircraft
<b>Road fleet</b>	<b>121,850</b>	vehicles
of which	<b>42,004</b>	e-vehicles
<b>Bicycles</b>	<b>3,200</b>	bikes
	<b>13,000</b>	e-trikes
	<b>4,100</b>	e-bikes
<b>GHG emissions</b>	<b>33.77</b>	metric t CO <sub>2</sub> e

### Decarbonization levers

- Sustainable fuels
- Electrification of pick-up and delivery fleet
- Operate all new buildings carbon-neutrally



## BEST EMPLOYER



<b>Employees globally</b>	<b>601,723</b>
<b>Apprentices and trainees</b>	<b>7,202</b>
<b>Staff costs</b>	<b>€28.3bn</b>
<b>Continuing education &amp; training</b>	<b>€264m</b>
Time invested	<b>6.3m</b> hours

- DHL Group's corporate culture is inclusive, performance-oriented and motivating.
- DHL Group offers healthy workplaces and a safe working environment.



## TRUSTWORTHY COMPANY



<b>Locations in 220 countries</b>	<b>12,114</b>
<b>Headquarters in Bonn, Germany</b>	<b>1</b>
<b>International hubs</b>	<b>3</b>
Leipzig (DE), Cincinnati (US), Hong Kong (CHN)	
<b>Mail and parcel centers</b>	<b>119</b>
81 mail centers, 38 parcel centers	

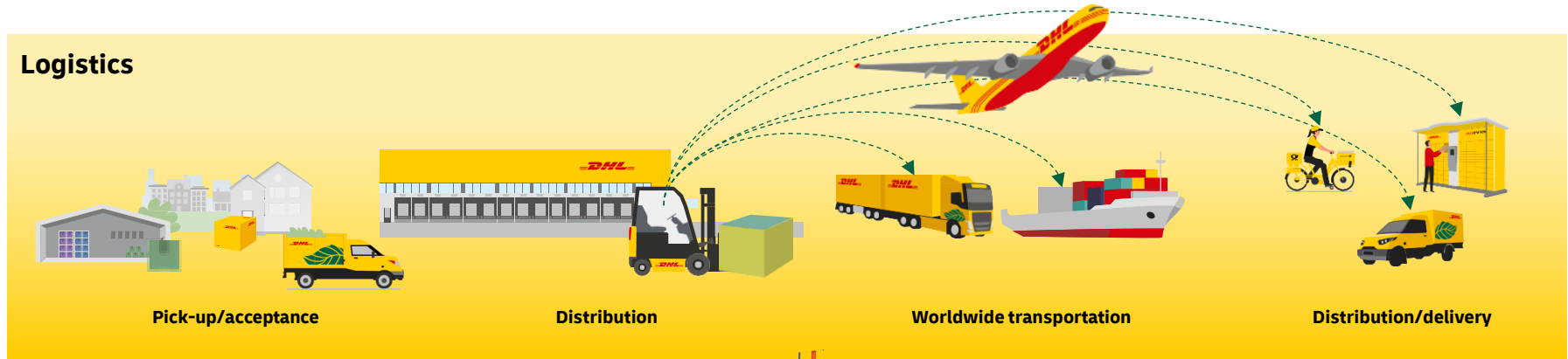
- DHL Group is a highly trusted and reliable business partner and conducts its business in accordance with the law and its own values.





# BUSINESS MODEL AND UPSTREAM VALUE CHAIN

## Logistics



## Warehousing

Division  
Supply Chain



Upstream  
value chain



Capital  
goods



Purchased goods  
and services



Fuel and energy-related  
activities



Upstream transport  
and distribution



Business travel/  
employee  
commuting

# CONTENTS – NAVIGATION



**Strategy, Values  
and Objectives**



**Green Logistics  
of Choice**



**Employer of  
Choice**



**Trustworthy  
Company**



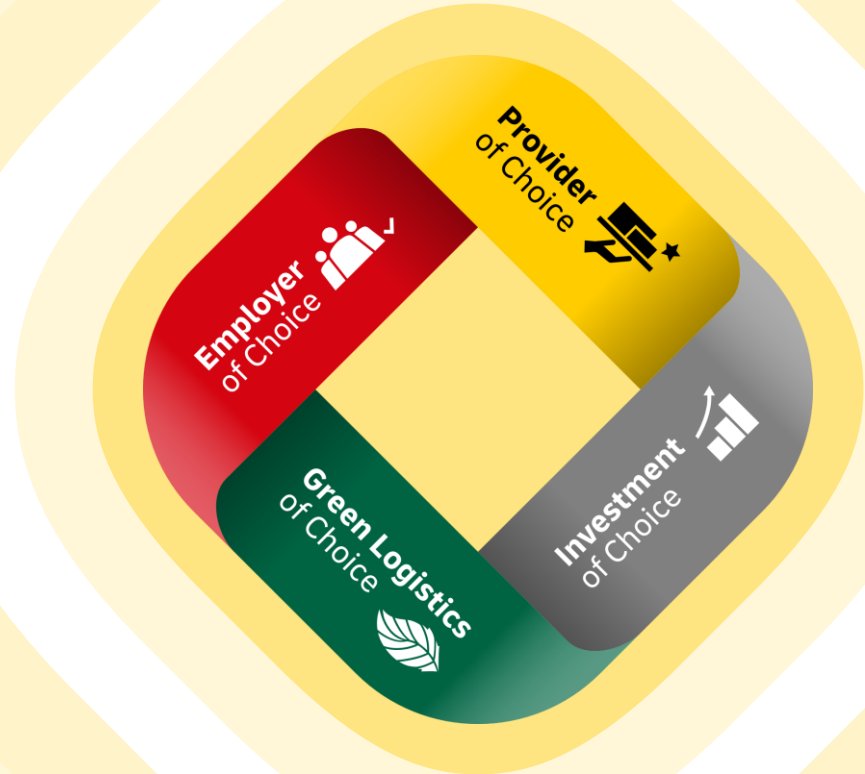
# STRATEGY, VALUES AND OBJECTIVES



## STRATEGY 2030

The Group's Strategy 2030 aims to accelerate sustainable growth, with the previous three bottom lines now expanded to include a fourth.

In addition to our existing aspiration of being Employer, Provider and Investment of Choice, DHL Group also wants to offer **“Green Logistics of Choice.”**





# BOOSTING THE BOTTOM LINES

Safe and healthy workplace

Inclusive high-performance culture

Great employees, best team

→ Employer of Choice

Best-in-class customer experience

Great quality every day

Enabler of customer success

Frontrunner in low-carbon logistics

Leading green logistics offering

Trusted and effective measures for emissions reduction

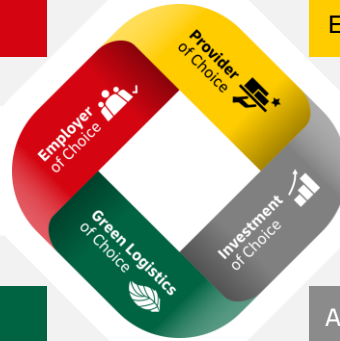
→ Green Logistics of Choice

Accelerated profitable growth

Reliable and resilient execution

Attractive shareholder returns

→ Trustworthy Company







# MEASURES AND KEY FIGURES FOR CONTROL

Concrete measures and measurable KPIs are used to track and show performance to date. ESG KPIs are embedded in the management system so progress made can be checked against the targets set



## Green Logistics of Choice Reducing logistics-related GHG emissions

- Increasing share of sustainable fuels in air and ocean freight and road transport
- Electrification of pick-up and delivery fleet
- Operate new own buildings in a carbon-neutral way by using alternative technologies
- Offer CO<sub>2</sub>-reduced products

- Logistics-related GHG emissions  
**Target 2030:** <29m metric tons CO<sub>2</sub>e,  
**Target 2050:** Net Zero
- Realized Decarbonization Effects<sup>1</sup>  
**Target 2025:** Reduction of 2,000 metric kilotons CO<sub>2</sub>e



## Employer of Choice Creating a safe and healthy workplace

- Maintaining employee engagement at a high level
- Promoting gender diversity
- Ensuring employee health and safety at work

- Employee Engagement<sup>1, 2</sup>  
**Target 2030:** ≥ 80% annually Group-wide
- Share of women in middle and upper management  
**Target 2025:** ≥30%; **Ziel 2030:** ≥34%
- Accident rate (LTIFR)<sup>3</sup>  
**Target 2025:** ≤15.5; **Target 2030:** ≤10.8



## Trusted company Role model for good corporate governance

- Be a trusted organization with a strong compliance culture and effective governance
- Ensure cybersecurity and data privacy, and work with like-minded suppliers and partners

- External cybersecurity rating<sup>1</sup>  
**Target 2025:** ≥710 out of 820 points
- Share of valid compliance training certificates in middle and upper management  
**Target 2025:** ≥98%

### Measures

### Steering-relevant KPIs



# CORPORATE STRATEGY 2010 TO 2030

## 2010-2015

Unlocking  
our Potential  
STRATEGY 2015



**2003** ESG reporting launched

**2006** UN Global Compact signed  
Code of Conduct implemented

**2008** Supplier Code of Conduct  
introduced GO programs launched

## 2015-2020



**2015** Certified training program conveys  
strategy, corporate culture and values

**2016** UN Sustainable Development Goals  
(SDGs) taken into account for the first  
time

**2017** Climate protection target set: Net zero  
GHG emissions by 2050

## 2020-2025



**2019** Long-term, sustainability-focused  
value creation

**2021** ESG<sup>1</sup> Roadmap launched

- New climate protection goals set
- ESG metrics fully integrated into  
finance systems
- ESG key performance indicators  
incorporated into remuneration  
policies

## 2030



Strategy 2030  
**Accelerate  
sustainable  
growth**

**2024** **Green Logistics of Choice  
becomes fourth bottom line**

Sustainability engagement  
boosted with ESG Roadmap fully  
incorporated into Strategy 2030



# MEMBERS OF THE BOARD OF MANAGEMENT

DHL Group is organized into five operating divisions, each managed by its own divisional headquarters. Group management functions are performed by the Corporate Center. Internal Group services, such as Procurement and Legal Services, are bundled under Global Business Services. → [Management Structure](#)

## CORPORATE CENTER



**Dr. Tobias Meyer**  
**Chief Executive Officer,  
Global Business Services**  
Member since April 2019  
Appointed until March 2027



**Melanie Kreis**  
**Finance**  
Member since Oct. 2014  
Appointed until May 2027



**Dr. Thomas Ogilvie**  
**HR**  
Member since Sep. 2017  
Appointed until Aug. 2030

## DIVISIONS



**John Pearson**  
**Express**  
Member since Jan. 2019  
Appointed until Dec. 2026



**Tim Scharwath**  
**Global Forwarding, Freight**  
Member since June 2017  
Appointed until May 2030



**Oscar de Bok**  
**Supply Chain**  
Member since Oct. 2019  
Appointed until Sept. 2027



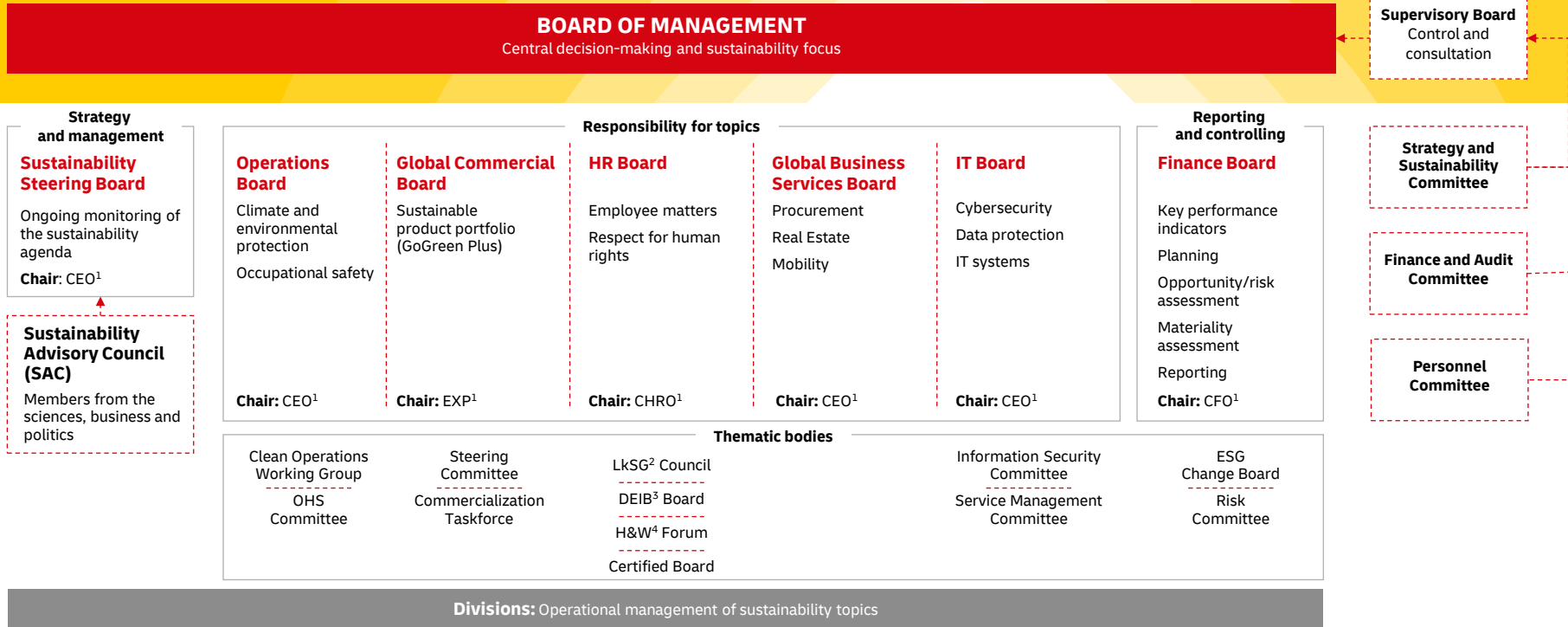
**Pablo Ciano**  
**eCommerce**  
Member since Aug. 2022  
Appointed until July 2030



**Nikola Hagleitner**  
**Post & Parcel Germany**  
Member since July 2022  
Appointed until June 2030



# RELEVANT BOARDS FOR SUSTAINABILITY ISSUES



12 1) Chief Executive Officer, members of the Board of Management Human Resources, Finance, Express. 2) Lieferkettensorgfaltspflichtengesetz: Supply Chain Due Diligence Act. 3) Diversity, Equity, Inclusion and Belonging, DEIB. 4) Health & Wellbeing.



# INTERNATIONAL PRINCIPLES OF SUSTAINABILITY ANCHORED IN THE GROUP THROUGH GUIDELINES

## Recognized sustainability standards

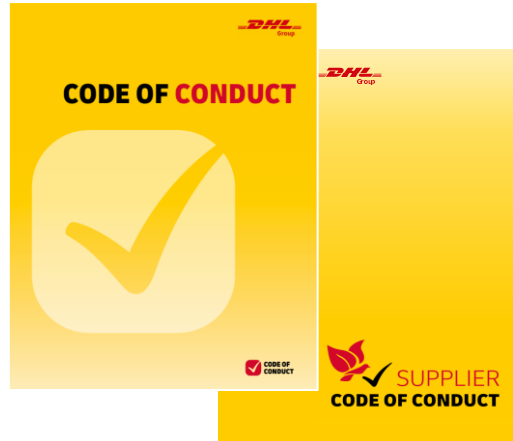


### The Ten Principles of the UN Global Compact

DHL Group respects

- the principles of the Universal Declaration of Human Rights
- the UN Guiding Principles on Business and Human Rights
- the OECD Guidelines for Multinational Enterprises
- the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work and
- the principle of social partnership

## Anchored through our Codes of Conduct



## Further specified in Group policies

- Environmental and Energy Policy
- Human Rights Policy Statement
- DEIB Statement<sup>1</sup>
- Occupational Health & Safety Policy Statement
- Health & Wellbeing Policy Statement
- Anti-Corruption Statement
- Cybersecurity Policy
- Data Privacy Policy



## SUPPORTING THE UNITED NATIONS GOALS

DHL Group contributes to six UN Sustainable Development Goals (SDGs) to solve the challenges of sustainable development.





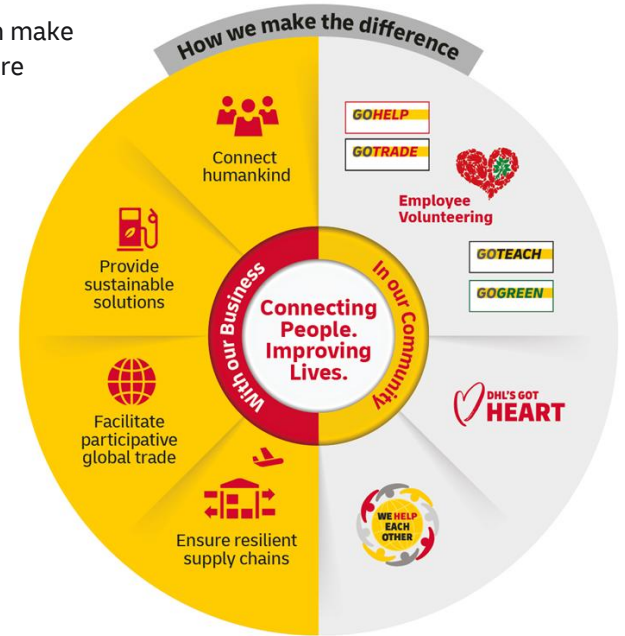
## CREATING ADDED VALUE IN SOCIETY

The corporate purpose “Connecting people. Improving lives.” summarizes DHL Group's contribution to economic empowerment, prosperity and trade, communities and a better world.

Prosperity and economic inclusion cannot be taken for granted - companies like DHL Group are driving productivity improvements, eliminating waste in global supply chains and enabling higher wages and lower costs for goods and services.

The illustration shows how DHL Group can make a positive difference every day - with its core business and in society.

The corporate citizenship programs make a sustainable contribution to society and the environment, in line with the UN SDGs.



Wheel of Purpose

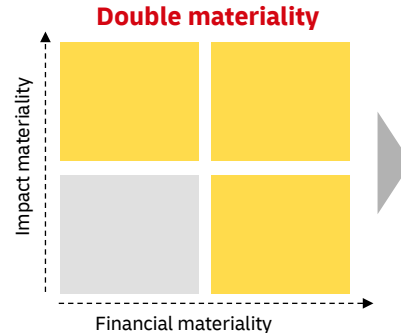


# PRINCIPLE OF DOUBLE MATERIALITY

The concept of dual materiality determines the materiality of the impact and the financial materiality.

## DOUBLE MATERIALITY IN ACCORDANCE WITH ESRS<sup>1</sup>

	Topic	Perspective	Metrics
Impact materiality	Impact of the company on people and the environment	Inside-Out	Scope, scale and severity
Financial materiality	Risks and opportunities related to sustainability	Outside-In	Probability, impact on the value of the company



### The following topics are material for DHL Group

- E1 Climate change
- S1 Own workforce
- S2 Workforce in the value chain
- G1 Business conduct
- Cybersecurity (company-specific)

The Board of Management and Supervisory Board regularly review the material sustainability topics.



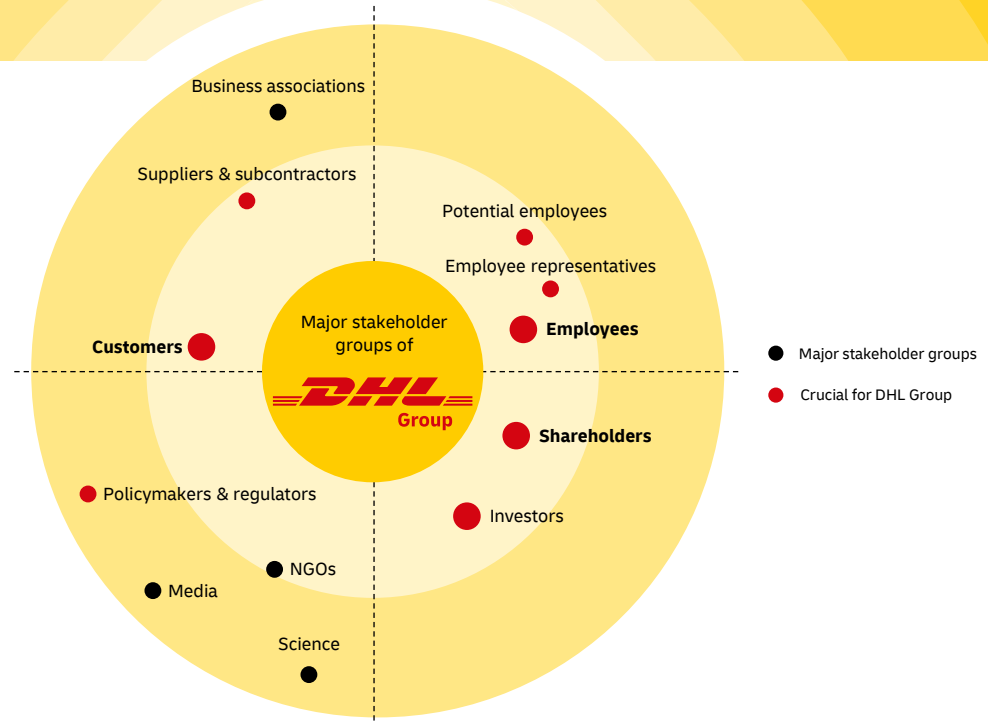


# IN DIALOGUE WITH STAKEHOLDERS

DHL Group places importance on regular dialogue and exchange with stakeholders in accordance with the Stakeholder Engagement Guidelines (AA1000 Standard).

Stakeholder dialogue formats are used to develop solutions to future social and business challenges.

The [Sustainability Advisory Board](#) continuously contributes external perspectives and expertise. The committee is made up of eight experts from the worlds of business, science and politics.





# SUSTAINABILITY PERFORMANCE POSITIVELY ASSESSED

Investors use ESG ratings primarily when compiling sustainability-related indices and financial products. Customers use them when selecting suppliers and in tendering procedures.

## INVESTORS

CDP	<b>“B” climate rating</b>
FTSE Russell	<b>3.4 out of 5.0 points</b>
ISS ESG	<b>C+ Prime Status</b>
MSCI	<b>“A” rating</b>
S&P Global	<b>64 out of 100 points, DJSI World Index</b>
Sustainalytics	<b>Low ESG risk</b>



FTSE4Good



## CUSTOMERS

EcoVadis	<b>80 out of 100 points</b>
Integrity Next	<b>Green</b>
NQC	<b>Amber</b>
RBA	<b>Low ESG risk</b>



# GREEN LOGISTICS OF CHOICE



## GREEN LOGISTICS OF CHOICE

“

*Our customers want or need to decarbonize their supply chains. We support them in this endeavor and continue to increase our portfolio of low-emissions logistics solutions. In this way, we will strengthen our position in the growth market of sustainable logistics.”*

**DR. TOBIAS MEYER**

Chief Executive Officer,  
Member of the Corporate Board Global Business Services



## GROUP GUIDELINES, STANDARDS FOR CALCULATING GHG EMISSIONS AND PARTNERSHIPS

### GUIDELINES AND STANDARDS

#### Group guidelines

- Code of Conduct
- Supplier Code of Conduct
- Environmental and Energy Policy
- Guidelines for purchasing processes
- Directive for sustainable fuels
- Paper Policy

#### Standards for calculating of GHG emissions

- Greenhouse Gas (GHG) Protocol
- EN 16258
- Global Logistics Emissions Council 2.0
- Voluntary Market Based Measures Framework for Logistics Emissions Accounting & Reporting of the Smart Freight Centre

### IMPORTANT PARTNERSHIPS AND INITIATIVES

- Aireg – Aviation Initiative for Renewable Energy in Germany
- Smart Freight Centre: Clean Cargo, Clean Air Transport, Global Logistics Emissions Council, Sustainable Freight Buyers Alliance
- Corporate Electric Vehicle Alliance
- EcoTransIT World
- European Clean Hydrogen Alliance and European Clean Trucking Alliance
- Roundtable for Sustainable Biomaterials (RSB), International Sustainability and Carbon Certification (ISCC)



# SIGNIFICANTLY REDUCE GHG EMISSIONS BY 2030; TO NET ZERO BY 2050

The science-based climate targets have been validated by the Science-based Target initiative and assessed in line with limiting global warming:

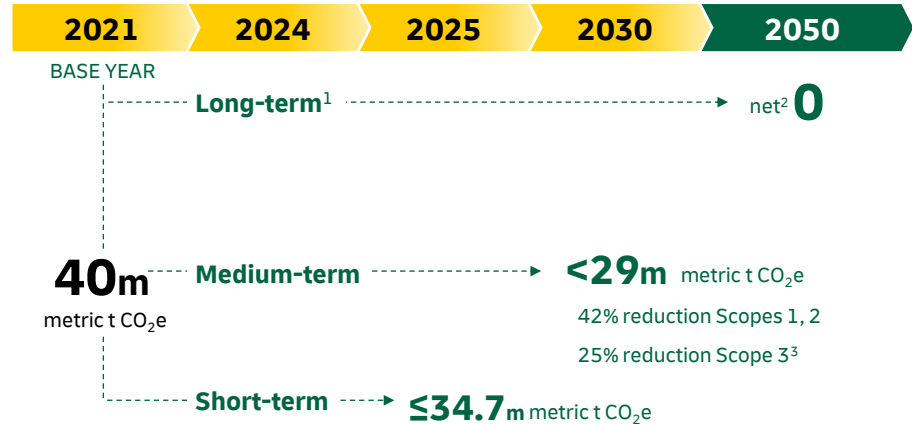
- 1.5 degrees Celsius (Scopes 1 and 2)
- Well below 2 degrees Celsius (Scope 3)

The 2050 target is also confirmed at 1.5 degrees Celsius.

Progress against targets is reported internally on a monthly basis and the forecast for the annual target is tracked.



## DECARBONIZATION TARGETS





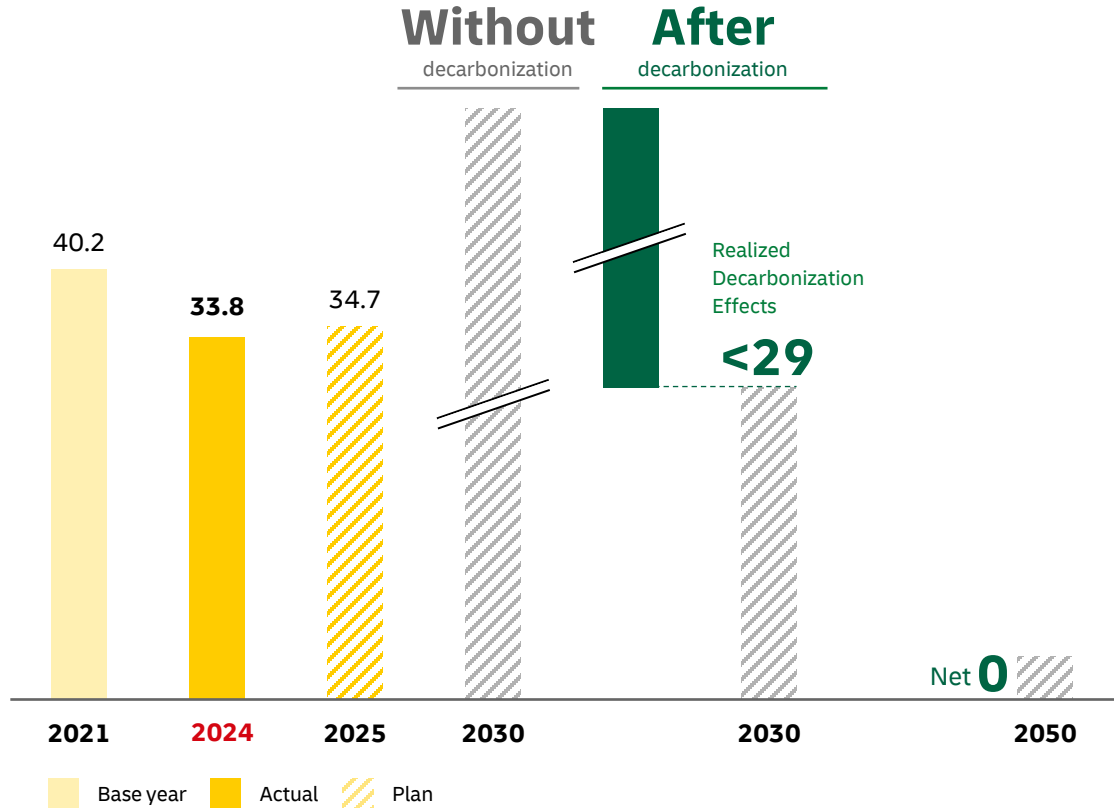
## REDUCING LOGISTICS-RELATED GHG EMISSIONS

Million metric tons CO<sub>2</sub>e

### THE PATH TO DECARBONIZATION

DHL Group uses sustainable fuels and technologies to reduce its GHG emissions.

The progress made is measured using the steering and remuneration-relevant key performance indicator Realized Decarbonization Effects.





# SET OF MEASURES FOR DECARBONIZATION

DHL Group wants to increase the proportion of sustainable technologies and fuels in fleets and buildings.

With these measures, the Group aims to achieve its medium-term decarbonization target of reducing logistics-related GHG emissions to <29 million metric tons CO<sub>2</sub>e by 2030.

## AMBITIONS 2030

**30%**

**Share of sustainable fuels**  
in air and sea freight, road transport



**66%**

**E-vehicles**  
in pick-up and delivery



**All**

**new owned buildings**  
operated carbon-neutral





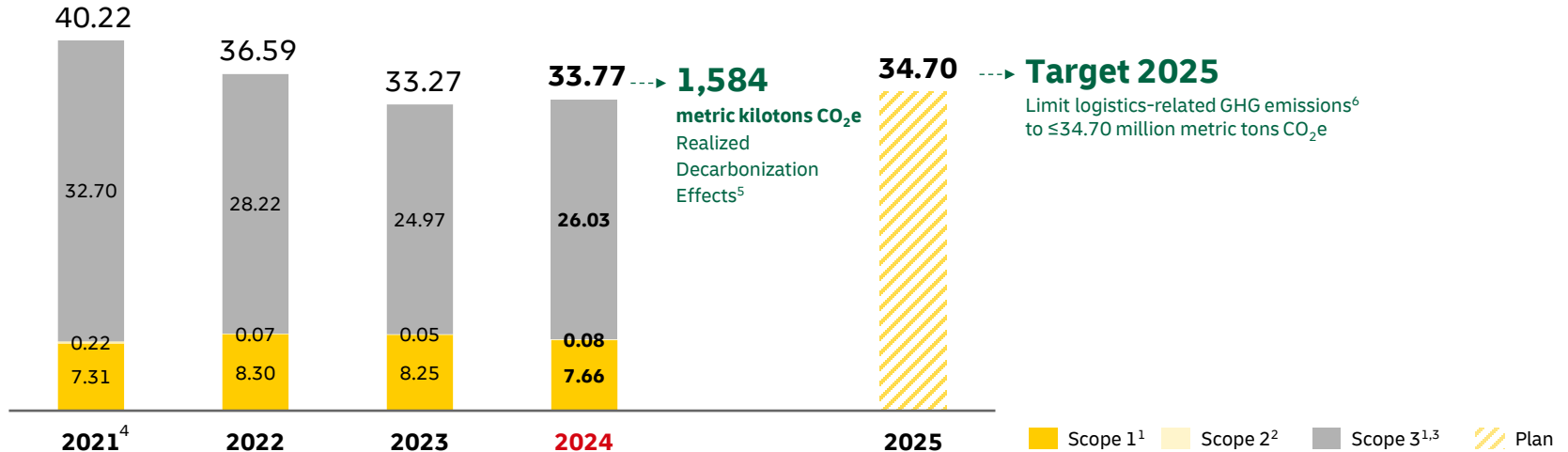


# DEVELOPMENT OF GHG EMISSIONS

Growth-related effects could be mitigated by decarbonization measures. The slight increase in logistics-related GHG emissions in 2024 is primarily attributable to avoiding the ocean freight shipping route through the Red Sea as well as Russian airspace.

## LOGISTICS-RELATED GHG EMISSIONS (WELL-TO-WHEEL)

Million metric tons CO<sub>2</sub>e



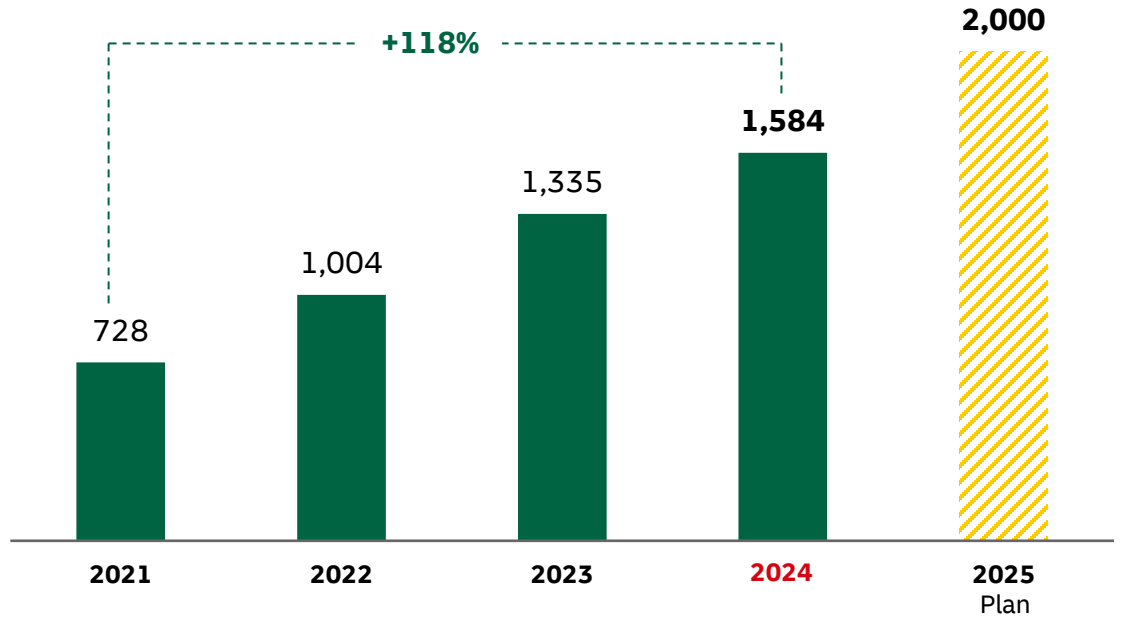


## DEVELOPMENT OF THE REALIZED DECARBONIZATION EFFECTS

Metric kilotons CO<sub>2</sub>e

### REALIZED DECARBONIZATION EFFECTS

Since the introduction of the decarbonization measures in 2021, the resulting reduction in logistics-related GHG emissions has more than doubled.





## SCOPE 3 GHG EMISSIONS BY CATEGORY OF THE GHG PROTOCOL

Million metric tons CO<sub>2</sub>e

### SCOPE 3 GHG EMISSIONS

The GHG emissions of transportation partners (Scope 3) are included under measures and steering.

The GHG Protocol Categories 3, 4 and 6 are taken into account in the logistics-related GHG emissions and in the Group targets.

#### Logistics-related

Upstream transportation and distribution

Business travel

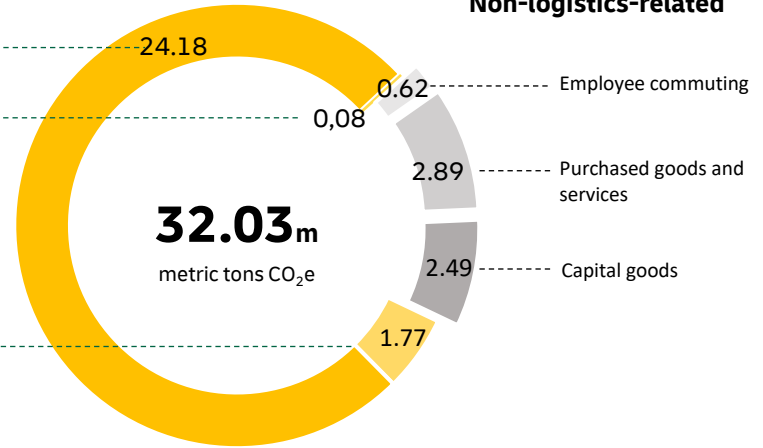
Fuel and energy-related activities

#### Non-logistics-related

Employee commuting

Purchased goods and services

Capital goods



Logistics-related GHG emissions cover >80% of Scope 3 emissions.

The GHG emissions of category 8 are already included in Scopes 1 and 2, those in categories 5, 12 and 14 are not significant, those in categories 9-11, 13 and 15 are not applicable to the business model.

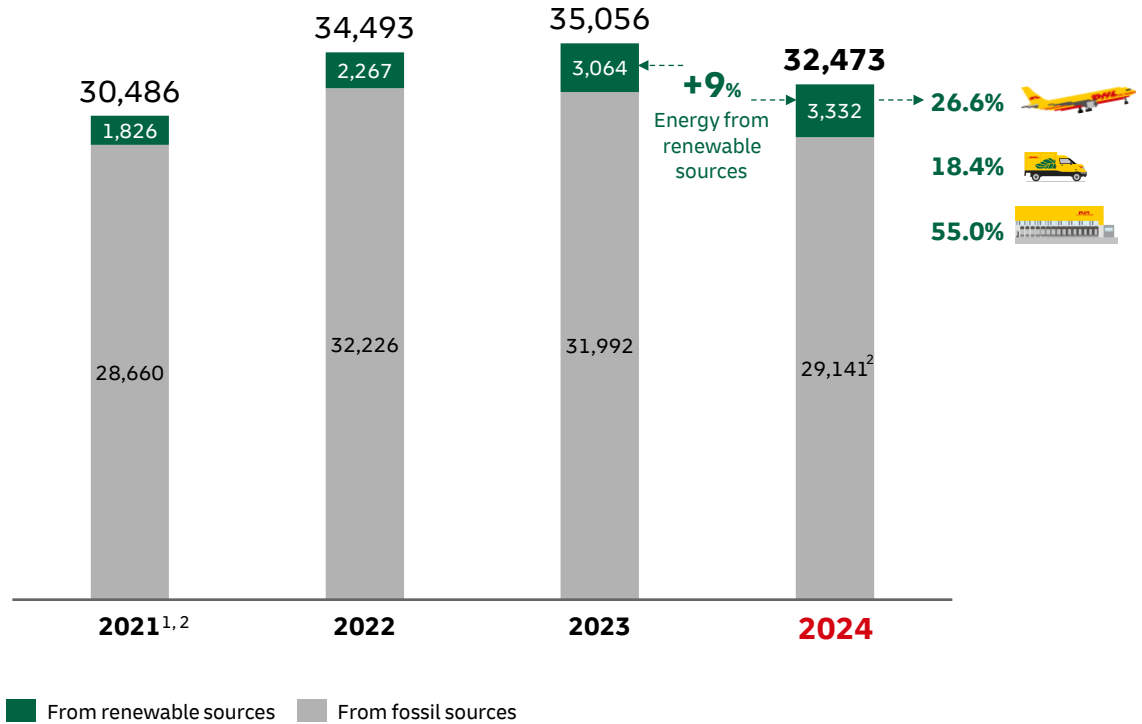


## ENERGY CONSUMPTION SCOPES 1 AND 2 GWh

### USE OF SUSTAINABLE FUELS

The share of energy from renewable sources continues to rise and amounted to 10.3% in 2024.

The available quantity of sustainable fuels for air transport limits their use.

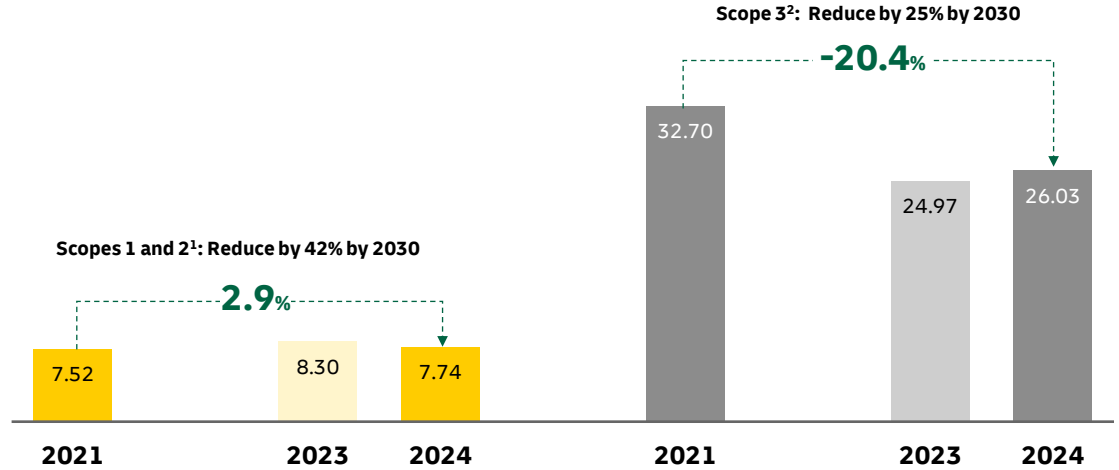


1) As of fiscal year 2022, including the Book & Claim effect in air freight and road transport. 2) Includes 7 GWh consumption from nuclear sources (ESRS E1-5).



## PROGRESS MADE COMPARED WITH BASE YEAR 2021

Million metric tons CO<sub>2</sub>e



## SUSTAINABILITY-LINKED BOND

In 2023, the first DHL Group sustainability-linked bond was placed with an issue volume of €500 million and a term through 2033.

The interest rate is linked to the sub-targets of the 2030 target.

- GHG emissions declined overall compared with the base year 2021
- The increase when compared with 2023 is primarily the result of economic developments and external factors (avoiding the shipping route through the Red Sea as well as Russian airspace)
- Sustainable fuels and efficiency improvements, e.g. load factors, keep this increase in check.
- The decline in Scope 3 emissions is due primarily to shifting transports to the Group's own fleet

1) Market-based methods. 2) Logistics-related GHG categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel.



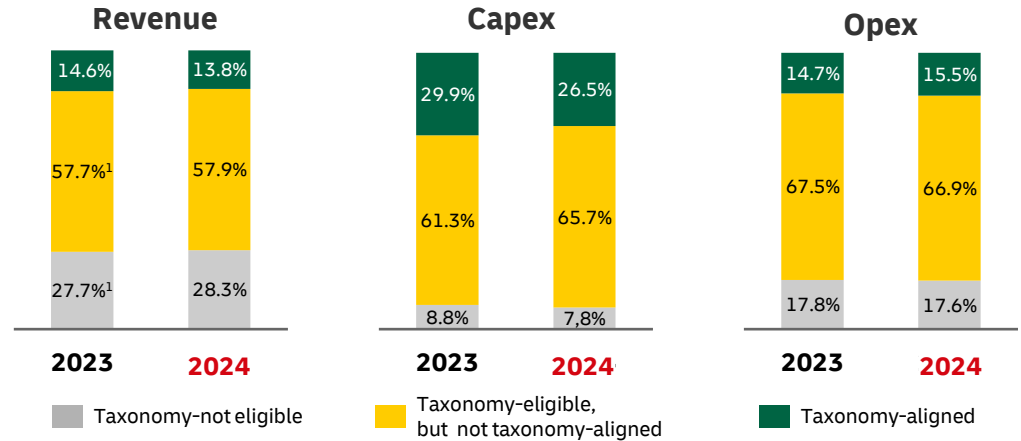
# EU TAXONOMY: CLASSIFICATION SYSTEM FOR ASSESSING THE SUSTAINABILITY OF COMPANY ACTIVITIES

Application of the EU Taxonomy Regulation poses challenges for globally active companies: Not least due to incomplete coverage of their full economic activities and lack of global applicability.

Examples from DHL Group:

Economic activities not taken into account: The revenue of the Supply Chain division is not included in the EU Taxonomy and can therefore not be assessed.

Many criteria contained in the EU Taxonomy Regulation cannot be applied outside the European Union.



# EU TAXONOMY: ECONOMIC ACTIVITIES IN THE “TRANSPORT” AND “CONSTRUCTION AND REAL ESTATE” SECTORS





GREEN LOGISTICS OF CHOICE

# MEASURES FOR DECARBONIZATION



**Using sustainable  
fuels**



**Electrifying  
pick-up and delivery**



**Operating carbon-  
neutral buildings**



**Offering sustainable  
products**



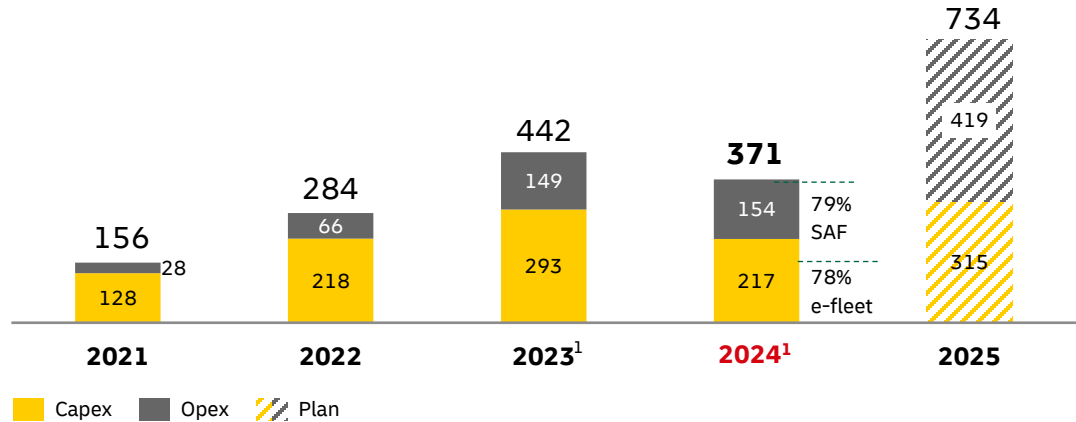


## ADDITIONAL EXPENDITURES FOR DECARBONIZATION

€ million

### EXPENDITURES FOR DECARBONIZATION

Sustainable technologies and fuels are often more expensive than conventional technologies and fossil fuels.



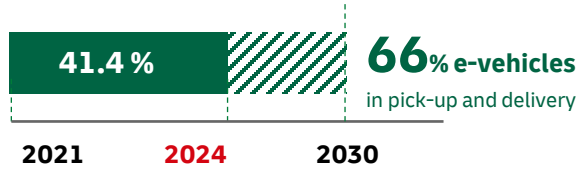
#### 2024 additional costs for decarbonization reduced

- Additional expenditure per vehicle was significantly reduced, especially in fleet electrification, and high investment in previous years paid off.
- Additional costs for sustainable fuels were also kept in check. The share of sustainable fuels increased to 3.0%.
- In pick-ups and deliveries, the share of e-vehicles used increased to 41.4%; the share of e-vehicles rose to 39,100.

1) As of 2023, the allocation is made in accordance with ESRS requirements.



## PROGRESS MADE COMPARED TO THE 2030 AMBITION

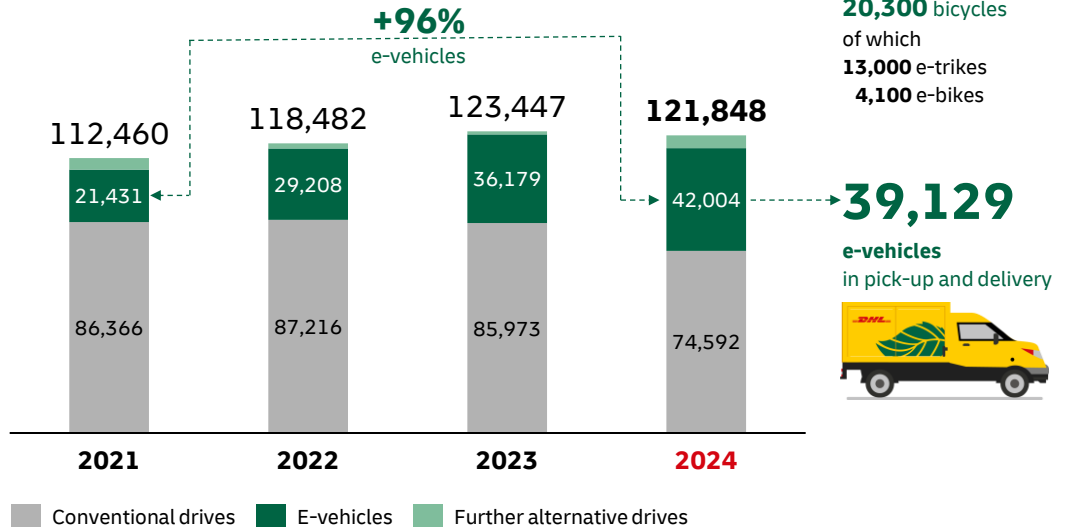


**20,300** bicycles  
of which  
**13,000** e-trikes  
**4,100** e-bikes

## ROAD FLEET ELECTRIFICATION

DHL Group continues to expand its e-vehicle fleet. On long routes, more HVO and gas-powered trucks are being used as vehicles with alternative drive systems.

## DRIVE TYPES IN THE VEHICLE FLEET





# OPERATING CARBON-NEUTRAL BUILDINGS

One part of the supply chain that should not be neglected is the ecologic footprint of the warehouse building. We use energy-efficient technologies, energy from renewable sources and other alternatives to reduce emissions.

As of 2021, all new owned buildings to be operated carbon-neutral<sup>1, 2</sup> through the use of technologies and measures.



**95%**  
Electricity from  
renewable sources<sup>2</sup>

**61%**  
Energy from  
renewable  
sources<sup>2</sup>

**12,114**  
sites worldwide

**59%**  
certified  
sites<sup>3</sup>  
(ISO 14001  
and 50001)

**1%**  
share of  
logistics-related  
GHG emissions

# OPERATING CARBON-NEUTRAL BUILDINGS: 20 STANDARD MEASURES



## Environment

- Biodiversity
- Rainwater harvesting
- Low water appliances

## Electricity

- Charging stations for operating vehicles and e-vehicles (cars)
- Efficient transformers

## Building automation and measurement

- Enhanced building automation
- Main meter energy monitoring
- Sub-meter advanced energy monitoring

## Energy from renewable sources

- Solar panels (photovoltaic)
- Solar ready roofs
- Battery storage ready
- Additional grid energy purchased

## Efficient lighting

- LED lighting with smart control systems
- Vertical skylights

## Heating and cooling

- Efficient heat pumps (HVAC<sup>2</sup>)
- Natural ventilation, automated control
- Sun protection and sun shading
- Efficient dock seals
- Rapid rise doors





# SUSTAINABLE PRODUCTS AND SOLUTIONS

The GoGreen Plus product range enables decarbonization instead of offsetting.

## Transparency through carbon reports

Customized carbon reports and interactive dashboards give our customers transparency and a clear overview of their GHG emissions

## Supply chain optimization

Solutions for optimizing warehousing, road transport, transport solutions for switching from road to rail, packaging solutions



## Sustainable fuels and technologies

Decarbonization of logistics services through the use of sustainable fuels and low-carbon technologies.

## Insetting with GoGreen Plus products

Insetting enables the direct replacement of fossil fuels with sustainable biofuels and the protection of the environment and climate along the entire supply chain.



Air freight



Ocean freight



Road transportation

## Solutions for direct local operations



Solutions for warehousing



Dedicated transportation



## CARBON REPORT: THE GOGREEN DASHBOARD

# TRANSPARENCY VIA EMISSIONS REPORT

With the DHL GoGreen Dashboard, DHL Group offers its key accounts a central digital platform to consolidate their GHG emissions across all transportation modes.



## Self-Service Reporting

GHG emissions from customer transports are summarized in one place and can be evaluated individually for each product and transport mode.

### Conformity with standards

Aligned with ISO 14083 and the GLEC Framework<sup>1</sup>

### Data visualization

Various forms of data illustration available

### Customization

Use of filters or interactive graphics, consolidation of reports

### Detailed reports

Contain key emissions data and breakdown statistics

### Timeliness

Data is updated on a monthly basis, with customizable periods of time

### Export function

Reports and tables exportable in various forms

1) Global Logistics Emissions Council



GREEN LOGISTICS OF CHOICE

# **DECARBONIZATION OF THE CORPORATE DIVISIONS**



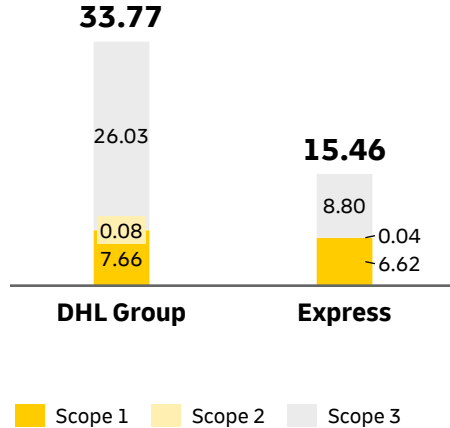
# EXPRESS

Core business consists of international time-definite shipments. The TDI product enables cross-border transport and delivery services with predefined, standardized transit times. Expertise in customs clearance is a key prerequisite for fast and reliable, door-to-door service.








## LOGISTICS-RELATED GHG EMISSIONS 2024

Million metric tons CO<sub>2</sub>e



### GOGREEN PLUS PRODUCTS: USE OF SUSTAINABLE AVIATION FUELS (SAF)

-  **TDI (Key accounts)**
    - Flexible CO<sub>2</sub>e reduction, flexible billing options
  -  **TDI (Basic model)**
    - Standard reduction options CO<sub>2</sub>e: 30% / 50% / 70%
  -  **TDI (MyDHL+)**
    - Booking online via the MyDHL+ platform
    - Standard reduction 30% CO<sub>2</sub>e
-  Standardized products (Book & Claim); optional service unless stated otherwise  
 Direct decarbonization





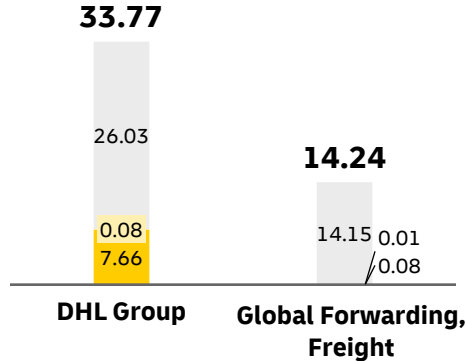
# GLOBAL FORWARDING, FREIGHT

Air, ocean and overland freight forwarding services. The portfolio ranges from standardized transports to multimodal and sector-specific solutions, customized industrial projects and customs services. The business model is based on brokering transport services between customers and freight carriers.



## LOGISTICS-RELATED GHG EMISSIONS 2024

Million metric tons CO<sub>2</sub>e



■ Scope 1 ■ Scope 2 ■ Scope 3

## GOGREEN PLUS PRODUCTS

### Global Forwarding



**Air**

- Use of sustainable aviation fuels (SAF)
- CO<sub>2</sub>e reduction of up to 85% possible (4 levels)



**OCEAN**  
LCL, FCL<sup>1</sup>

- Ship owners use sustainable maritime fuel (SMF)
- CO<sub>2</sub>e reduction of up to 85% possible (4 reduction levels)
- LCL: Free of charge for customers with an SBTi target

### Freight



**EUROCONNECT**  
**EURAPID**

**EUROLINE**  
**EASYPALLET**

- Use of sustainable fuels (battery power<sup>2</sup>)
- CO<sub>2</sub>e reduction of ~85% possible<sup>3</sup>



**EUROLINE**

- Low and zero carbon transport solutions

■ Standardized products (Book & Claim); optional service unless stated otherwise  
■ Direct decarbonization



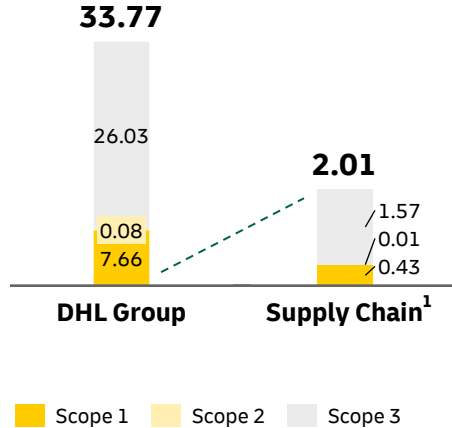
# SUPPLY CHAIN

Core business comprises customized logistics services and supply chain solutions to reduce complexity for customers and add sustainable value. The portfolio includes warehousing, transportation and value-added services, such as e-fulfillment and managing returns.



## LOGISTICS-RELATED GHG EMISSIONS 2024

Million metric tons CO<sub>2</sub>e



## GOGREEN PLUS PRODUCTS



### Warehouse

- Carbon-neutral<sup>2</sup> warehouse with a net zero approach
- Two reduction levels: 1. >75% (incl. up to 25% offsetting), 2. 100%



### Road transport

- Low and zero carbon transport solutions



### Road transport

- Use of sustainable fuels
- Enables up to 80% reduction in GHG emissions



Standardized products (Book & Claim); optional service unless stated otherwise



Direct decarbonization



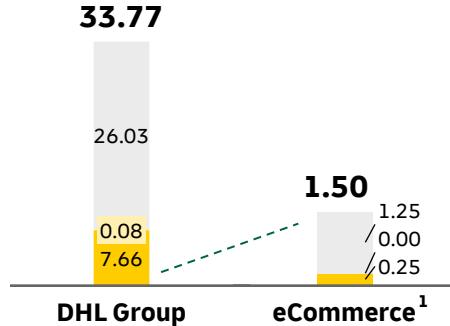
# ECOMMERCE

Core business comprises domestic parcel transport in selected countries in Europe, the US and certain countries in Asia, notably India, and deferred cross-border services – especially to and from Europe, within Europe and to and from the United States.



## LOGISTICS-RELATED GHG EMISSIONS 2024

Million metric tons CO<sub>2</sub>e



■ Scope 1   ■ Scope 2   ■ Scope 3

### GOGREEN PLUS PRODUCTS



Road transport

- Sustainable fuels (HVO 100)
- Enables 85% to 90% reduction in GHG emissions



Road transport

- Solution developed for a specific customer



Standardized products (Book & Claim); optional service unless stated otherwise



Direct decarbonization



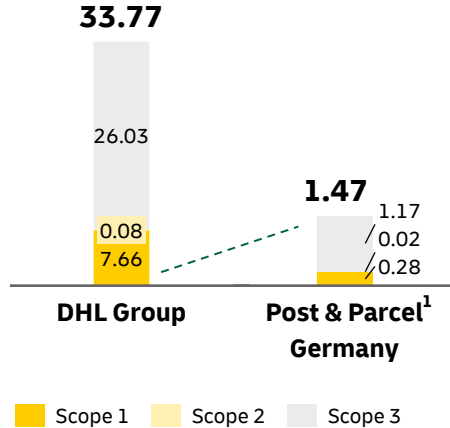
# POST & PARCEL GERMANY

Core business comprises the transport, sorting and delivery of documents and merchandise shipments. The nation-wide mail and parcel network is being continually expanded, taking account of digitalization and sustainability aspects.



## LOGISTICS-RELATED GHG EMISSIONS 2024

Million metric tons CO<sub>2</sub>e



## GOGREEN PLUS PRODUCTS



Parcel



Mail<sup>2</sup>



Hybrid Letter

- Use of sustainable fuels, battery power, heat pumps
- Enables up to 95% reduction in GHG emissions

- Service is included.
- Enables up to 95% reduction in GHG emissions

Standardized products (Book & Claim); optional service unless stated otherwise

Direct decarbonization

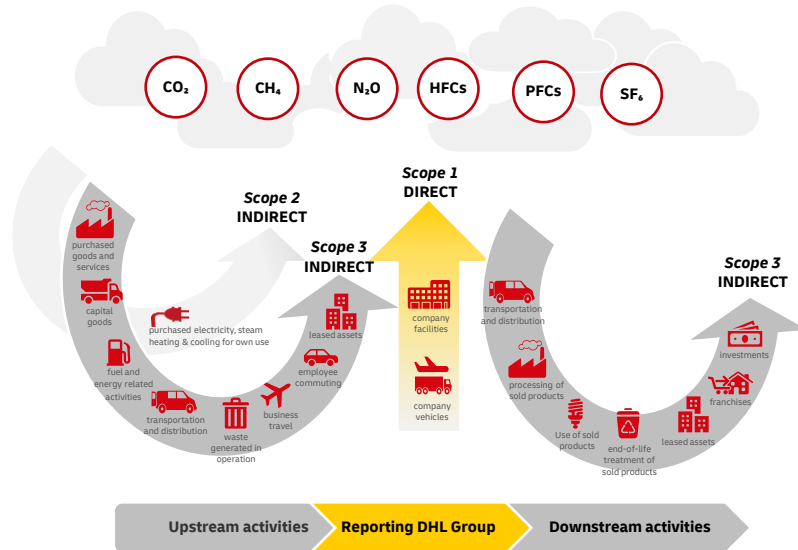


GREEN LOGISTICS OF CHOICE

# **EXCURSUS**



# GHG PROTOCOL: SCOPES AND GHG EMISSION CATEGORIES



## Scope 1

Direct GHG emissions from fuels used in DHL Group vehicles, aircraft and buildings

## Scope 2

Indirect GHG emissions from purchased grid electricity and district heating or cooling

## Scope 3

Indirect GHG emissions from fuels and energy supplied by suppliers/subcontractors used by suppliers/subcontractors

- Included in DHL Group 2030 targets and reporting: Fuel and energy-related activities, upstream transportation and distribution, business travel. The 2050 target also includes purchased goods and services and capital goods.
- Not material: Purchased goods and services, capital goods, employee commuting, waste
- Not applicable: Upstream leased assets (included in Scope 1 and 2), all downstream activities of categories 9 to 11, 13 and 15



# STEPS TOWARDS CLIMATE NEUTRALITY: MEASURING AND REDUCING EMISSIONS, OFFSETTING UNAVOIDABLE ONES

## Reduction measures within the value chain

Direct substitution

Indirect substitution  
(Insetting<sup>1</sup>)



### Decarbonization effects through

- Direct vehicle fueling with sustainable fuel or electricity
- Emission reductions determined on the basis of calculations
- Purchase of sustainable fuels or efficient transportation services in the same mode of transport
- Proof of GHG emission reduction:
  - Direct consumption invoice-based
  - Certificates showing substitution of fossil fuels in the value chain

## Compensation outside the value chain

Climate protection projects  
(Offsetting)

- GHG emission offsetting occurs outside the value chain of DHL Group
- Not recognized by GHG Protocol, ESRS and SBTi for GHG emission reduction
- Does not alter GHG emissions of DHL Group



GREEN LOGISTICS OF CHOICE

# **FURTHER TOPICS**





# BIODIVERSITY



**Biodiversity is not classified as material for the Group.**

**DHL Group's business models have no significant impact on biodiversity. Nevertheless, measures are used to promote biodiversity.**

- Location-based analysis 2023 confirmed: DHL Group sites are generally located in urban areas or designated industrial and commercial zones and pose no direct threat to nature conservation areas or protected animals and plants.
- Biodiversity is taken into account when planning new sites, e.g. green roofs and sustainable landscape planning → Buildings.
- DHL Group's Sustainable Fuel Policy takes account of biodiversity in the production of sustainable biofuels.
- The GTCs of DHL Group explicitly prohibit the use of the company network to transport protected plant and animal species.
- DHL Group supports the UN Convention on Biodiversity and is a member of the United for Wildlife Transport Taskforce.



# WATER CONSUMPTION



**Water consumption is not classified as material for the Group.**

**DHL Group's business models have no significant impact on the availability of water. Nevertheless, measures are used to keep water consumption low.**

- Use is limited to sanitary facilities and building cleaning.
- Water is mainly obtained from the municipal water supply and disposed of via the public sewage system.
- Measures to reduce water consumption are implemented as part of environmental management.
- Where possible, rainwater recovery systems and efficient sanitary facilities are installed in new buildings.



# CIRCULAR ECONOMY



**Waste and recycling are not classified as material for the Group.**

**DHL Group's business models have no material impact on resources. Nevertheless, measures are taken to avoid waste and to recycle as much as possible.**

## Best practice example BIGBELT

- Packaging solution for palletized goods
- Cover can be used >500 times

- Avoid waste and digitalize processes.
- Promote recycling of materials and the circular economy.
- Maintenance and scrapping of aircraft, road vehicles and IT equipment is generally the responsibility of the manufacturer or other third-party providers.
- Contracts for maintenance and disposal encourage environmentally-friendly practices.
- Paper Policy covers procurement and resource-efficient use of paper.

# POLLUTION

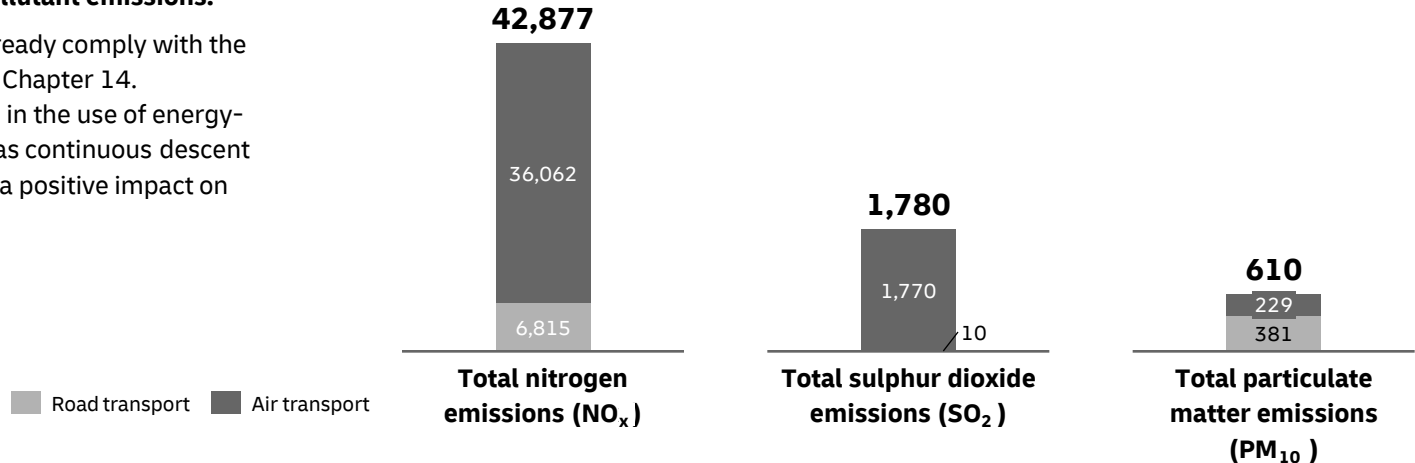


**Pollution is not classified as material for the Group. With its decarbonization measures, DHL Group is also working to reduce local air pollutant emissions.**

**34%** of DHL Group's aircraft already comply with the best noise protection standard Chapter 14. Furthermore, pilots are trained in the use of energy-saving flight maneuvers, such as continuous descent during landing, which also has a positive impact on noise pollution.

## LOCAL AIR POLLUTANTS (SCOPE 1)

Metric tons





# EMPLOYER OF CHOICE



## EMPLOYER OF CHOICE

“

*For us, social sustainability means offering good working conditions and promoting a culture that focuses equally on respectful cooperation and results orientation. In this way, we increase the commitment and satisfaction of our employees and strengthen our economic performance at the same time.”*

**DR. THOMAS OGILVIE**

Board Member for Human Resources  
and Labor Director



## GUIDELINES AND PARTNERSHIPS

As a signatory to the UN Global Compact, DHL Group is committed to its ten principles and respects the principles of the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Rights and Principles at Work, and the OECD Guidelines for Multinational Enterprises.

### GUIDELINES AND STANDARDS

#### Group policies and guidelines

- Code of Conduct
- Human Rights Policy Statement
- Anti-Corruption Statement
- Occupational Health & Safety Policy Statement
- Health & Wellbeing Policy
- DEIB Statement<sup>1</sup>

#### Standards

- The Ten Principles of the UN Global Compact
- Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights
- International Labor Organization's Declaration on Fundamental Rights and Principles at Work
- OECD Guidelines for Multinational Enterprises
- The principle of social partnership

### IMPORTANT PARTNERSHIPS AND INITIATIVES

- World Economic Forum
- World Health Organization of the United Nations
- Society for International Cooperation (GIZ)
- The Centre for Business Ethics (ZfW)/European Business Ethics Network Deutschland e.V. (dnwe)
- UN Global Compact Network Germany (UN GCD)

<sup>1</sup>) Diversity, Equity, Inclusion & Belonging (DEIB).

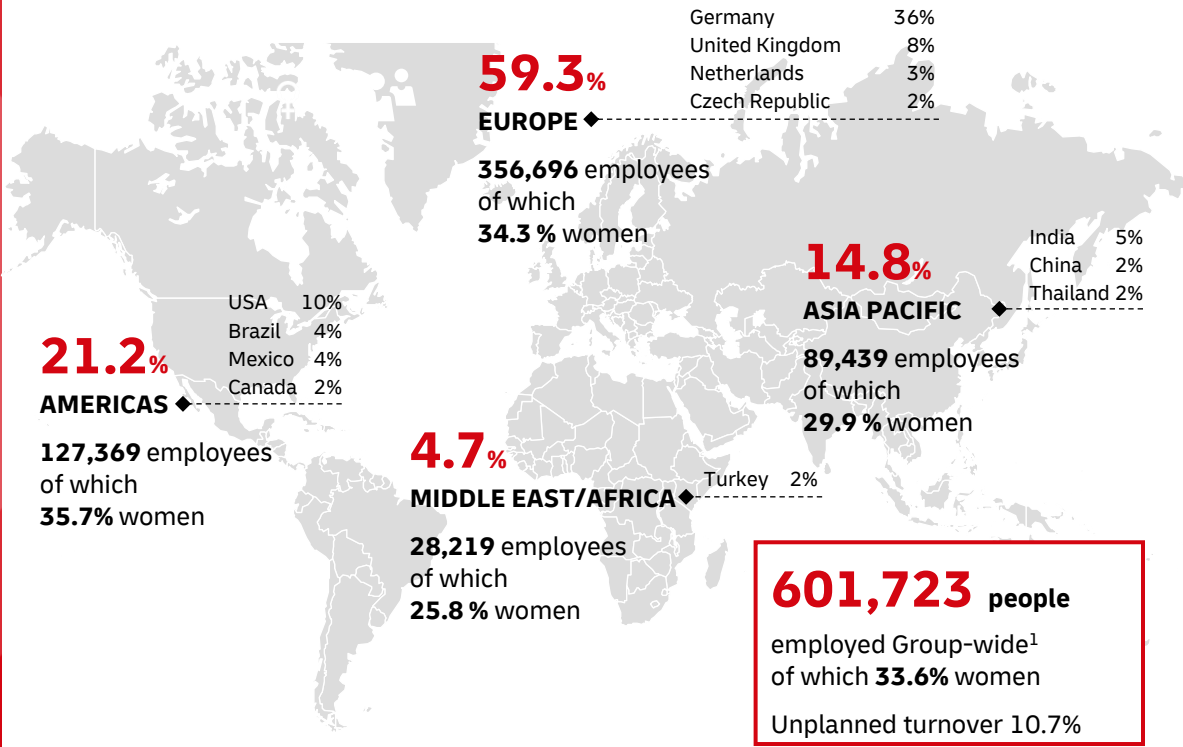


# GLOBAL WORKFORCE

Employees are the Group's most valuable asset.

DHL Group is one of the biggest employers in the logistics sector worldwide.

## WORKFORCE BY REGION Headcount Dec. 31, 2024



**601,723** people  
 employed Group-wide<sup>1</sup>  
 of which **33.6%** women  
 Unplanned turnover 10.7%

1) Moreover, 85,245 non-salaried employees (external temporary workers, full-time equivalents, annual average) were deployed at DHL Group sites.





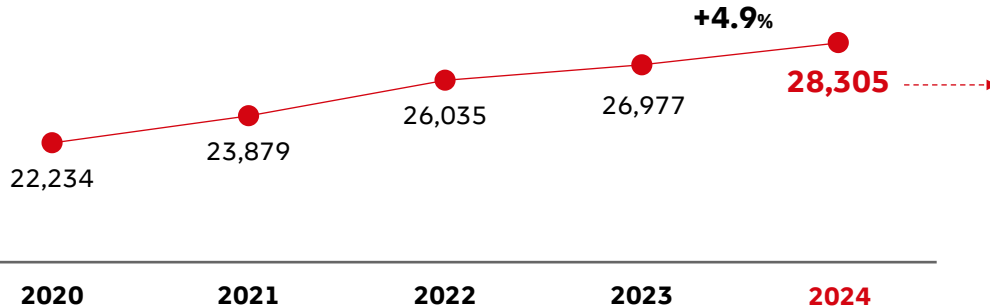
# PERFORMANCE-BASED REMUNERATION

DHL Group fosters employee loyalty and motivation by offering performance-based remuneration<sup>1</sup> in line with market standards.



## STAFF COST DEVELOPMENT

€ million



- Wages, salaries and compensation **€22,563 million**
- Social security contributions **€3,529 million**
- Retirement benefits **€997 million**
- Other benefits **€1,216 million**

**-2.2%** gender pay gap Group-wide

**70%** of employees participate in defined benefit and defined contribution pension plans.



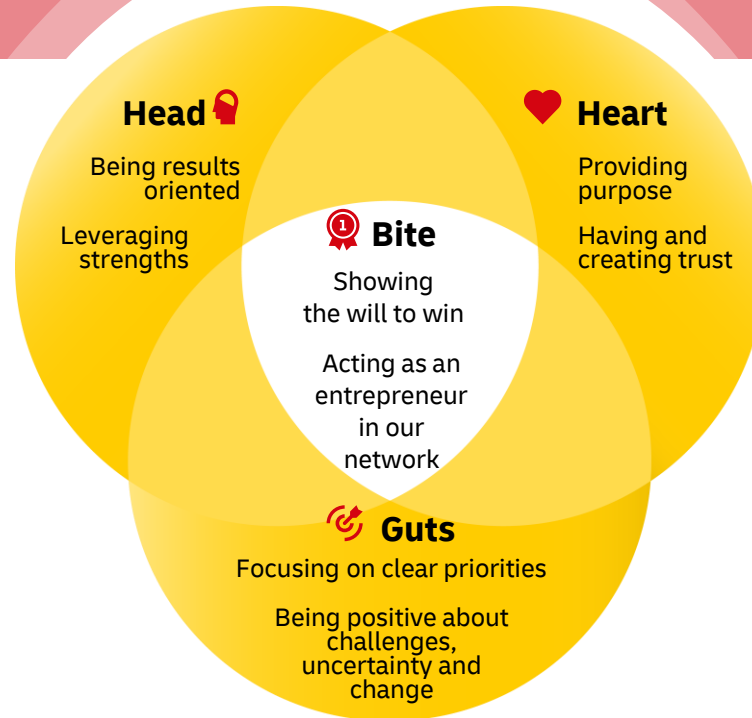
# DHL GROUP LEADERSHIP ATTRIBUTES AND CULTURE

The leadership attributes act as a guide for employees on how to conduct themselves respectfully and achieve results on a daily basis when dealing with internal and external stakeholders. They also learn to see challenges as opportunities and to focus on their own strengths.

DHL Group's leadership culture aims to recognize and promote employee potential.

Employees should be able to make or prepare decisions in their daily work according to these principles.

There is often more than one solution!





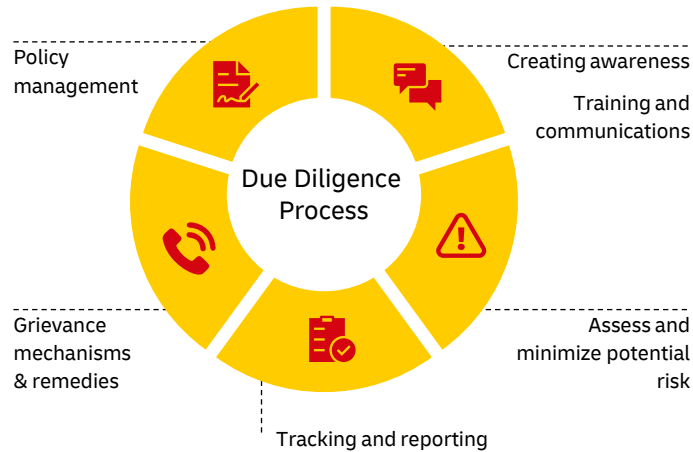
# RESPECTING HUMAN RIGHTS

DHL Group's Human Rights Policy Statement<sup>1</sup> sets out a clear focus for human rights relevant to its business models.

The management system ensures that the declaration of principles is implemented in the workforce and, in addition the due diligence obligations are mapped.



## MANAGEMENT SYSTEM FOR RESPECTING HUMAN RIGHTS



### LkSG<sup>2</sup> Council

Monitors the implementation of measures in the workforce and the supply chain and assumes the role of the role of the Human Rights Officer in accordance with the LkSG.

### Focus of DHL Group

- No child and forced labor
- Diversity and inclusion
- Freedom of association and collective bargaining
- Working conditions
- Data protection
- Environment

### MEASURES AND RESULTS 2024

- Training to raise awareness of respect for human rights: The certification rate in middle and upper management amounted to **98.6 %**
- Carry out on-site inspections: **30** subsidiaries in **10** countries were audited by SMETA<sup>3</sup>-certified employees.
- Carry out internal audits relating to human rights by Group Internal Audit: **36** audits have been carried out

59 1) Takes account of the principles of the UN Global Compact and the International Labour Organization (ILO). 2) German Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG). 3) Sedex Members Ethical Trade Audit.

# IDENTIFYING RISK POTENTIAL



## ON-SITE REVIEWS CONDUCTED AS PART OF DUE DILIGENCE PROCESS SINCE 2013

On-site reviews are conducted as part of the Human Rights Due Diligence process.

A risk-based approach is applied to select countries and locations based on internal and external criteria.<sup>1</sup>





## REPORT POSSIBLE VIOLATIONS OF RESPECT FOR HUMAN RIGHTS AND GUIDELINES

### WHISTLEBLOWER SYSTEM

- Possible violations can be reported around the clock via the publicly available whistleblower system.
- Anonymous reports are possible.
- Reports are investigated and clarified within the company in a standardized process for possible violations.
- At least two independent, impartial colleagues are involved in all investigations into the misconduct in question in order to ensure a transparent process. Therefore, checks are always carried out to ensure that your report does not lead to retaliation by the accused or other parties.



[Whistleblower system](#)



# EMPLOYER OF CHOICE **MEASURES**



**Employee  
Engagement**



**Diversity, Equity, Inclusion  
and Belonging**



**Health and  
Safety**



# EMPLOYER OF CHOICE

DHL Group provides an open, discrimination-free and healthy working environment where employees can develop as individuals.



## Employee Engagement

### Attracting and retaining the best talent

**KPI:** Employee Engagement<sup>1</sup>

**2024:** 82%

**Target 2025:** ≥ 80 % Group-wide

**Target 2030:** ≥ 80 % Group-wide

## Diversity, Equity, Inclusion and Belonging

### Women in management

**KPI:** Share of women in middle and upper management

**2024:** 28.4%

**Target 2025:** ≥ 30%

**Target 2025:** ≥ 34%

## Health and Safety

### Creating a safe working environment

**KPI:** Accident rate<sup>2</sup> (LTIFR) per million hours worked

**2024:** 14.5

**Target 2025:** Accident rate<sup>2</sup> ≤ 15.5

**Target 2030:** ≤ 10.8



# EMPLOYEE ENGAGEMENT

All employees at DHL Group can anonymously evaluate the strategy, values and working conditions annually. Based on the analysis of the annual Employee Opinion Survey, Employee Engagement<sup>1</sup> is derived as a key performance indicator that is included in the calculation of the bonus for the Board of Management and senior management.

Motivated and engaged employees are the greatest competitive advantage.

The employees' feedback from the survey is used to create the best working conditions and thus meet the goal of being Employer of Choice.

The survey results are analyzed and need for improvement is identified.

## EMPLOYEE OPINION SURVEY CATEGORIES



## Employee Engagement



**77%**

participation

**82%**

engagement confirmed

**Target 2030**

**≥80%**

Group-wide





# SHARE PROGRAM FOR EMPLOYEES



In addition to management employees, non-management employees can now also participate in the company's long-term success.

In doing so, DHL Group aims to promote employee loyalty and motivation.

## SHARE PROGRAM FOR EMPLOYEES

A further share program was developed in 2023, which will be rolled out step by step worldwide. It enables an increasing proportion of DHL Group employees to participate directly in the company's success.



Piloted in  
**12 countries**

**15%**  
Discount rate compared  
with stock market price

**€3,600**  
Annual cap,  
without lockup period



# DEVELOPMENT FOSTERS MOTIVATION

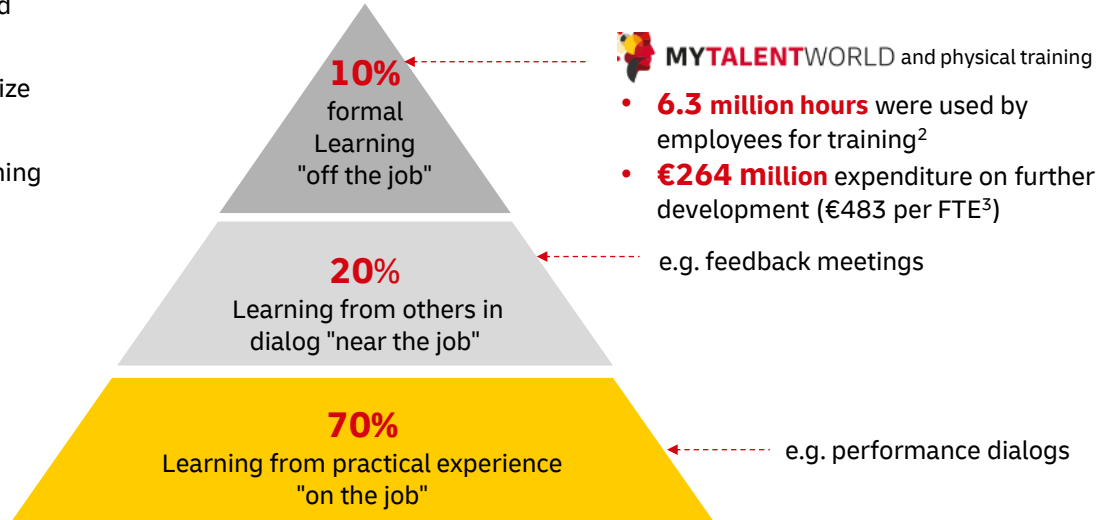


DHL Group offers all its employees<sup>1</sup> a targeted and wide-ranging training program.

Employees are developed and empowered to realize their potential.

The offer ranges from technical and strategic training to personal development. Lifelong learning is an important pillar in the overall training approach.

Trainings are held online or as classroom-based events.





# TRAINING AND DEVELOPMENT OFFERS (SELECTION)

## A wide range of professional training and development opportunities (selection)

### Thematic training

- Code of Conduct
- Respecting Human Rights
- Compliance Curriculum
- Data Protection, Competition Compliance
- Information Security Awareness
- Become an environmental specialist (GoGreen Specialist)

### Functional training

- Certified Logistics Manager
- Certified International Specialist
- Certified Profi Academy
- Introduction to Digitalization
- Further Training and Certification



## Comprehensive offering for personal development

### Personal development

- Cross-cultural Leadership
- Time Management
- Communications
- Presentations
- Coaching
- Mentoring
- Participation in interdisciplinary or international projects

### Career Marketplace

The new platform enables employees to plan their careers digitally:

- Users create a profile with skills and development aspirations
- These are considered in further development and succession planning



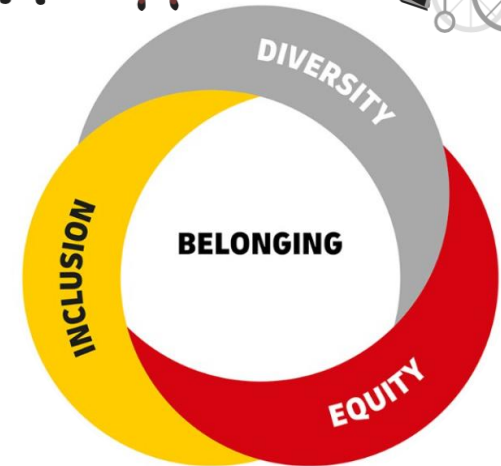
# CREATING A SENSE OF BELONGING

Unite people from many cultures and with different cultural backgrounds.

DHL Group offers an inclusive and fair working environment in which all employees have the same development opportunities, can develop their individuality and never have to pretend to be anything other than what they actually are.

Diversity encompasses all the differences that make individuals unique. This includes bringing together people with diverse backgrounds, skills, experiences and perspectives across all levels of an organization. Here, the following is important:

- Developing a sense of belonging and expressly rejecting any and all forms of discrimination
- Working together in the spirit of mutual trust and respect
- Filling vacant positions exclusively according to qualifications





# CREATING A FAIR WORKING ENVIRONMENT

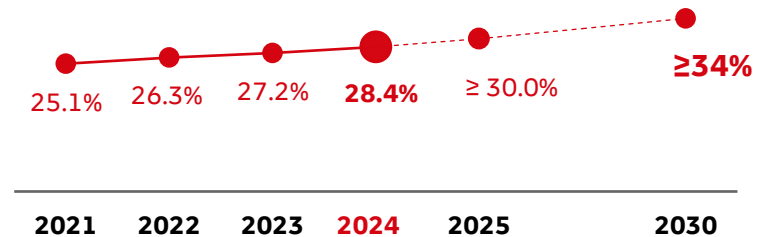


## DEIB MANAGEMENT

With our DEIB (Diversity, Equity, Inclusion, Belonging) measures, we are creating an inclusive working culture that promotes belonging and can therefore lead to a high level of employee loyalty and make management positions more attractive for women.

- **Promoting women in management**  
Female junior managers receive targeted support to prepare them to take the next step in their career.
- **Employees with disabilities**  
DHL Group provides people with disabilities an opportunity to pursue employment and a career.
- **LGBTIQ+**  
Individual career goals should be achievable regardless of sexual preference or gender identity.

## SHARE OF WOMEN IN MIDDLE AND UPPER MANAGEMENT<sup>1</sup>





# BEST PRACTICE EXAMPLES

## Group-wide - Promotion of women

The "Shift up a Gear" initiative provides holistic support for young female managers.



### Mexico – Diversity

Involve retired people and utilize their vast knowledge and experience by acting as a mentor.



**2024 Silver Stevie Award**  
Achievement in Diversity and Inclusion.

### Brazil – Diversity

Joint projects with customers in the consumer sector to promote the employment of women as drivers.

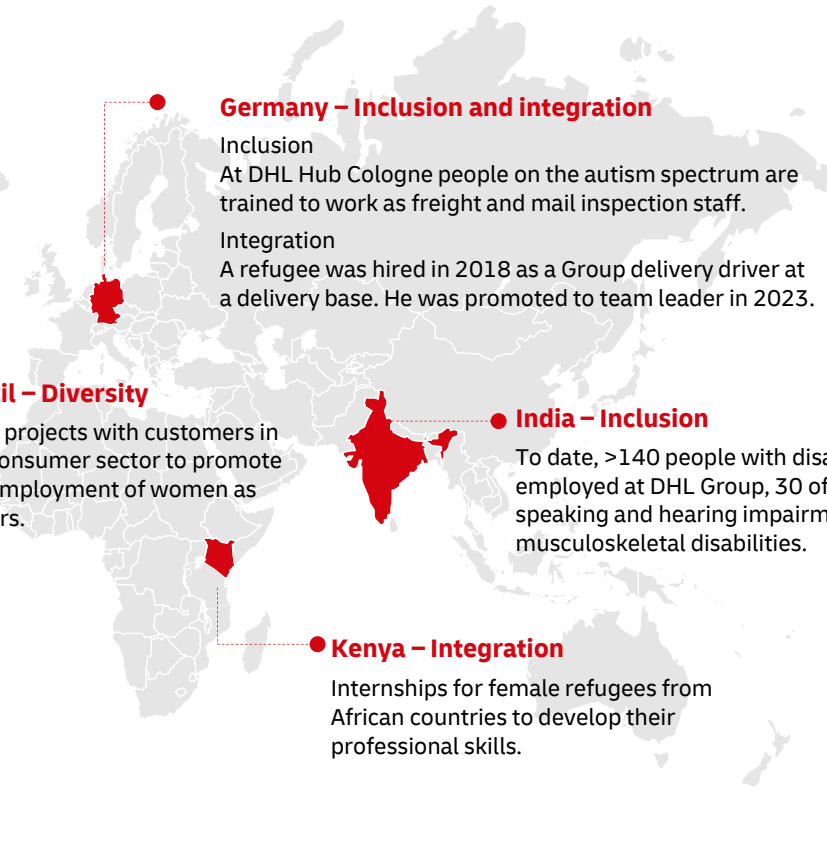
### Germany – Inclusion and integration

**Inclusion**

At DHL Hub Cologne people on the autism spectrum are trained to work as freight and mail inspection staff.

**Integration**

A refugee was hired in 2018 as a Group delivery driver at a delivery base. He was promoted to team leader in 2023.



### India – Inclusion

To date, >140 people with disabilities are employed at DHL Group, 30 of whom have speaking and hearing impairments, or musculoskeletal disabilities.

### Kenya – Integration

Internships for female refugees from African countries to develop their professional skills.



# CREATING A SAFE WORKING ENVIRONMENT

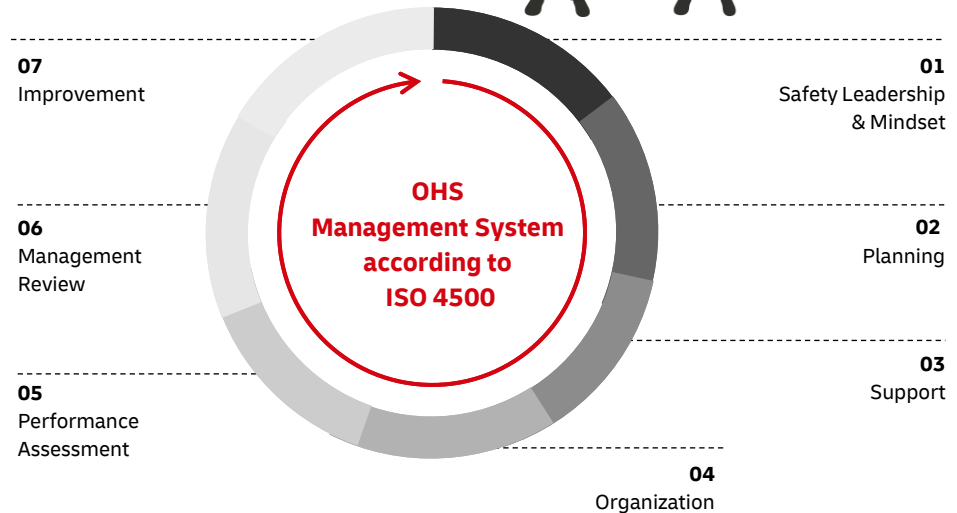
The safety and health of employees in the workplace are of central importance.



The prevention of accidents during pick-up and delivery is particularly challenging, as external factors can only be influenced to a limited extent.

## Accident prevention

- Analyze the causes, and document
- Mark danger spots
- Assess potential workplace hazards
- Provide safety training and instructions





# WORK-RELATED ACCIDENT STATISTICS

Measures are derived from accident analysis in order to eliminate their root causes and avoid reoccurrence.

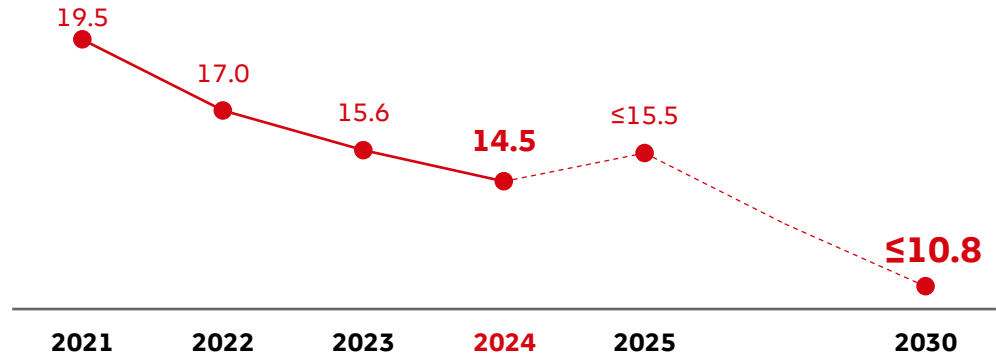


The success of the occupational safety measures is measured using the key performance indicator accident rate (LTIFR), which is determined on the basis of reportable accidents at work per million hours worked.

In practice, this corresponds to accidents resulting in the loss of at least one working day.

It also includes accident-related injuries to non-salaried employees (external temporary workers) who are subject to instruction.

## GROUP-WIDE ACCIDENT RATE (LTIFR)<sup>1</sup> PER MILLION HOURS WORKED







# TRANSPORTATION OF HAZARDOUS GOODS

The safety of employees and minimizing risk will always be top priority.



The transportation of hazardous goods and materials is carried out in accordance with the GTCs and is one of DHL Group's areas of expertise.

- The customer must declare, pack and label the hazardous goods correctly
- Only specially trained employees are permitted to handle hazardous goods
- Dangerous Goods Safety Advisors are the contact persons at the sites
- Transportation and storage of hazardous goods in accordance with safety and hazardous goods regulations

IATA regulations  
for transportation  
of hazardous goods in  
aviation

IMDG Code  
Transportation of  
hazardous goods by  
sea-going vessels

ADR/RID  
Transportation of  
hazardous goods  
by road or rail



# HEALTH & WELLBEING

Health is a state of physical, mental and social wellbeing and not just the absence of illness. Work can be a genuine source of satisfaction and therefore of health.

A healthy workplace is a place where employees and managers work together to promote the wellbeing of all.

The Chief Medical Officer advises the Management Board on all matters relating to occupational health management:

- on the development of physical and mental illnesses in the workplace
- on concepts for dealing with epidemic or pandemic risks

The Health and Wellbeing Policy Statement supplements the Group's guideline on occupational health and safety. Experts and managers from all divisions advise and discuss in the Health & Wellbeing Forum.

DHL Group offers many employees and their families the Employee Benefit Program: Insurance cover and financial security in the event of death or disability as well as health insurance benefits.



**Sickness rate 2024**

**5.9%** Group-wide



# BEST PRACTICE EXAMPLES: HEALTH AND WELLBEING

## GROUP-WIDE PROGRAMS

### Leadership

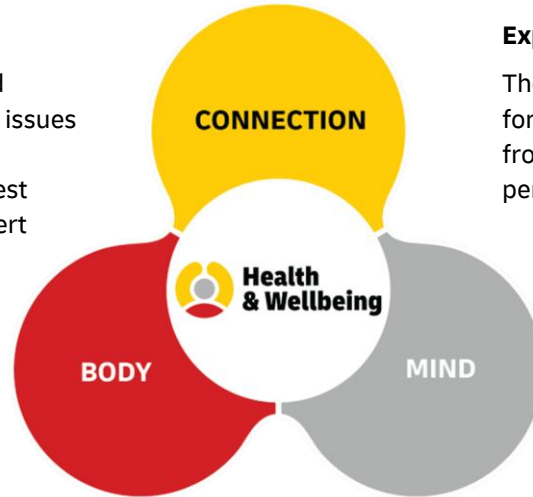
"Fit to Lead" and "Mental Health" are certified programs that raise managers' awareness of issues relating to health and wellbeing. The current eLearning modules take into account the latest scientific standards and are based on an expert dialog with the WHO.

### Certified training courses

Familiarize employees with topics relating to health and wellbeing.

### Mindfulness: "Mindful Breath"

15-minute guided meditations in English, German and Spanish several days a week.



## PROGRAMS OF THE DIVISIONS

### Express: Health and wellbeing

The MENA Run & Ride event, which has been taking place for six years, gives more than 1,000 runners and cyclists from 15 countries in the region the opportunity to achieve personal milestones in terms of health and wellbeing.

### Global Forwarding, Freight: Wellbeing Cup

More than 8,000 employees from 151 subsidiaries took part in various sports competitions.

### Supply Chain: Health & Wellbeing

Regional and function-specific offers:

- Great Britain: My Wellbeing program with Adventure App
- Mental Health Awareness Week

### Post & Parcel Germany: Prevention

Preventive programs to prevent musculoskeletal disorders and to avoid UV exposure and stress caused by VDU work



EMPLOYER OF CHOICE

# WORKFORCE OF THE DIVISIONS



# EXPRESS

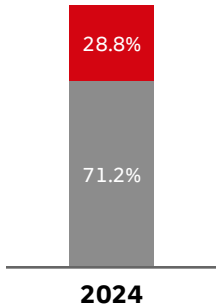
Each and every employee in the Express team has the opportunity to further their personal development and realize their potential.



## EMPLOYEES 2024<sup>1</sup>

Headcount at year end

**115,633**



■ Female ■ Male<sup>2</sup>

## FACTS & FIGURES 2024

Share of women in middle and upper management

**28.0%**

Accident rate (LTIFR)<sup>3</sup> per million hours worked

**7.6**

Sickness rate

**3.5%**

Unplanned employee turnover

**6.8%**

Average age

**40** years

Age structure

**19%** under 30 years **62%** 30-50 years **19%** over 50 years





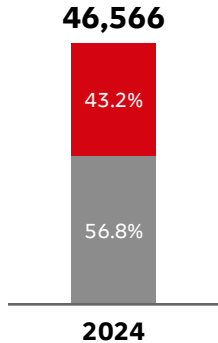
# GLOBAL FORWARDING, FREIGHT

Moving mountains every day: There is nothing that cannot be transported – from grizzly bears to red king crabs, from huge waste-heat boilers to the Nelson Mandela statue outside the UN headquarters in New York.



## EMPLOYEES 2024<sup>1</sup>

Headcount at year end



■ Female ■ Male<sup>2</sup>

## FACTS & FIGURES 2024

Share of women in middle and upper management

**31.2%**

Accident rate (LTIFR)<sup>3</sup> per million hours worked

**3.4**

Sickness rate

**2.8%**

Unplanned employee turnover

**8.3%**

Average age

**40 years**

Age structure

**21%** under 30 years **58%** 30-50 years **21%** over 50 years

78 1) Moreover, 1,677 non-salaried employees (external temporary workers, full-time equivalents, annual average) were deployed at divisional sites. 2) Including diverse and not specified. 3) Work-related accidents per million hours worked resulting in at least one working day of absence following the accident (Lost time injury frequency rate, LTIFR).



# SUPPLY CHAIN

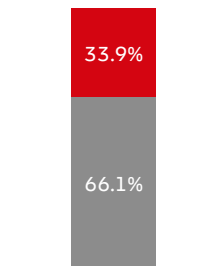
The employees in the distribution centers, transport hubs and regional branches around the world have the chance to perform a wide range of diverse tasks, all of which are an important part of daily life.



## EMPLOYEES 2024<sup>1</sup>

Headcount at year end

**188,407**



**2024**

■ Female ■ Male<sup>2</sup>

## FACTS & FIGURES 2024

Share of women in middle and upper management

**26.1%**

Accident rate (LTIFR)<sup>3</sup> per million hours worked

**2.1**

Sickness rate

**4.3%**

Unplanned employee turnover

**19.1%**

Average age

**39 years**

Age structure

**26%** under 30 years **54%** 30-50 years **20%** over 50 years



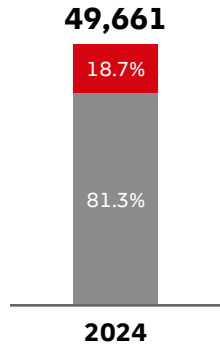
# ECOMMERCE

This division offers jobs in customer service, warehousing, as a courier, in management and in support functions such as IT, HR and Sales.



## EMPLOYEES 2024<sup>1</sup>

Headcount at year end



■ Female ■ Male<sup>2</sup>

## FACTS & FIGURES 2024

Share of women in middle and upper management

**27.8%**

Accident rate (LTIFR)<sup>3</sup> per million hours worked

**9.7**

Sickness rate

**3.1%**

Unplanned employee turnover

**23.5%**

Average age

**35 years**

Age structure

**38%** under 30 years **48%** 30-50 years **14%** over 50 years





# POST & PARCEL GERMANY

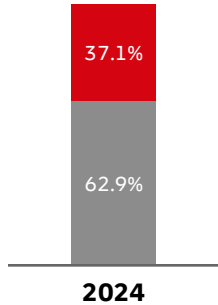
A diverse range of jobs are available in this division, including mail deliverer, parcel deliverer, warehouse employee, truck driver, operations technician, sales assistant, call center agent and in management. The division also offers a wide range of vocational training opportunities.



## EMPLOYEES 2024<sup>1</sup>

Headcount at year end

**187,134**



**2024**

■ Female ■ Male<sup>2</sup>

## FACTS & FIGURES 2024

Share of women in middle and upper management

**26.6%**

Accident rate (LTIFR)<sup>3</sup> per million hours worked

**46.5**

Sickness rate

**11.1%**

Unplanned employee turnover

**2.4%**

Average age

**44** years

Age structure

**17%** under 30 years **44%** 30-50 years **39%** over 50 years



# TRUSTWORTHY COMPANY



## **RESPONSIBLE CORPORATE GOVERNANCE**

“

*Sustainability management is all about transparency and comparability.*

*This requires a pragmatic global standard that is not drowning in bureaucracy.”*

**MELANIE KREIS**  
Chief Financial Officer



## GUIDELINES AND PARTNERSHIPS

As a signatory to the UN Global Compact, DHL Group is committed to its ten principles.

DHL Group observes all applicable international anti-corruption standards and laws.

### GUIDELINES AND STANDARDS

#### Group policies and guidelines

- Code of Conduct
- Supplier Code of Conduct
- Human Rights Policy Statement
- Anti-Corruption Statement of Principles
- Anti-Corruption & Business Ethics Policy<sup>1</sup>
- Group Data Protection Directive
- Corporate Procurement Policy

#### Standards

- The Ten Principles of the UN Global Compact
- Relevant international anti-corruption standards
- UN Convention Against Corruption

### IMPORTANT PARTNERSHIPS AND INITIATIVES

- Partnering Against Corruption Initiative of the World Economic Forum

1) Not public.



# TRUSTWORTHY PARTNER

DHL Group renders its services in compliance with current legislation and in accordance with its own values.

The success of DHL Group's measures is tracked using the steering-relevant performance indicators **Cybersecurity Rating and Share of Valid Compliance Training Certificates in middle and upper management.**

## Compliance

### Training managers on compliance

**KPI:** Share of valid certificates of compliance trainings in middle and upper management<sup>1</sup>

**2024:** 99.1% share of valid certificates

**Target 2025:** ≥98% share of valid certificates

## Cybersecurity

### Safeguarding cybersecurity expertise

**KPI:** External cybersecurity rating<sup>2</sup>

**2024:** 750 out of 820 achievable points

**Target 2025:** ≥710 points

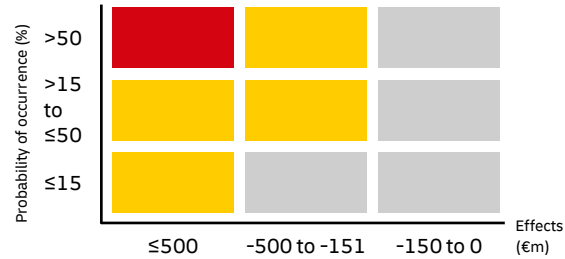


# SUSTAINABILITY-RELATED OPPORTUNITIES AND RISKS

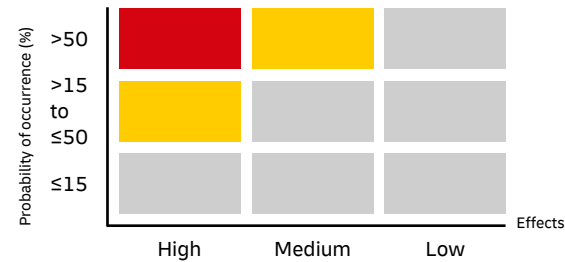
Opportunity and risk management is carried out by Group Controlling and also incorporates sustainability-related aspects and a scenario analysis.

## CLASSIFICATION OF RISKS AND OPPORTUNITIES

### QUANTITATIVE RISK



### QUALITATIVE RISK



### Significance for the Group:

High (red): Tendency toward impact at Group level  
Medium (yellow): Tendency toward impact at divisional level  
Low (gray): Tendency toward impact at local level

### ESG risks of medium significance for the Group

- IT security incident (quantitative)
- Availability of energy from renewable sources and sustainable aviation fuels (SAF; quantitative/qualitative)
- External carbon price (qualitative)
- Uncertainty around the recognition of decarbonization measures and environmental claims (qualitative)



## SCENARIO ANALYSIS ACCORDING TO TCFD RECOMMENDATIONS

# OPPORTUNITIES AND RISKS FROM CLIMATE CHANGE

Climate-related physical and transition risks are assessed using a scenario analysis according to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

### TYPES OF RISK ASSESSED

#### Physical risks<sup>1</sup>

##### Acute risks

- Tropical storms
- Floods

##### Chronic risks

- Increasing precipitation
- Exposure to heat
- Rising sea levels
- Increased drought
- Impacts of fire

#### Transition risks<sup>2</sup>

- From regulations and directives
- From technology
- Changed market behavior
- Reputation

### Result of the scenario analysis

The results are incorporated into the materiality assessment in accordance with ESRS and our opportunity and risk management.

#### No significant physical<sup>1</sup> risks identified:

- The sites are subject to limited risk due to worsening climate scenarios
- Flexible business models facilitate the adjustment and relocation of assets

#### Significant transition risks<sup>2</sup> identified:

- Introduction of or an increase in external carbon pricing
- Lack of clear rules and criteria on how to account for insetting (GHG Protocol) and on decarbonization claims (Green Claims Directive)
- Lack of availability of energy from renewable sources and sustainable aviation fuel (SAF)

1) Scenario for physical risks: RCP scenarios 2.6, 4.5, 8.5 (Representative Concentration Pathways) of the Intergovernmental Panel on Climate Change (IPCC).

2) Scenario for transition risks: Sustainable Development Scenario of the International Energy Agency (IEA).



# INTERNAL CONTROL SYSTEM AND CORPORATE INTERNAL AUDIT

## INTERNAL CONTROL SYSTEM (ICS)

The ICS was designed to follow the internationally recognized COSO framework for internal control systems (COSO: Committee of Sponsoring Organizations of the Treadway Commission) and is continuously updated and enhanced.

- Minimum requirements: Defined on the basis of identified risks and control objectives - to be fulfilled by putting suitable controls in place in the control frameworks of the divisions.
- Sustainability reporting: Essential control requirements have been established for defining, capturing data on, calculating and reporting all sustainability indicators and governance processes.

## CORPORATE INTERNAL AUDIT

Independent regular and ad hoc audits are carried out at all Group entities and at corporate headquarters on the authority of the Board of Management.

- Audit findings and agreed actions for improvement are discussed with the audited organizational units and their management.
- The Board of Management is informed of the findings on a regular basis.
- The Supervisory Board is provided with a summary once per year in addition to ad hoc reports as needed.

**214** audits carried out in 2024  
of which **36** audits related to  
respect for human rights





# TRUSTWORTHY COMPANY **MEASURES**



**Compliance**



**Cybersecurity**



**Data Protection**



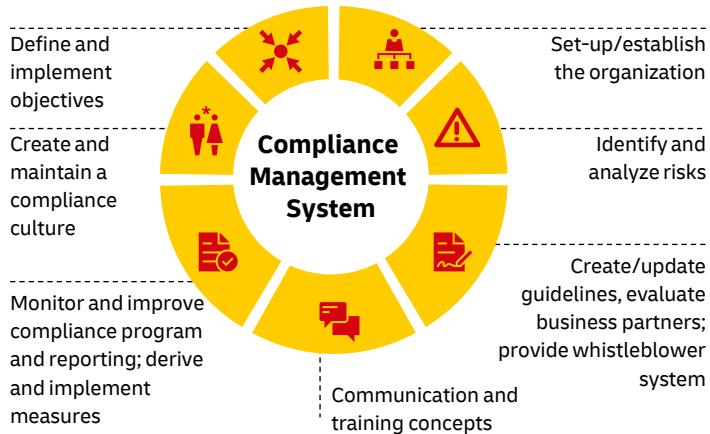
**Supplier Management**



# COMPLIANCE: AVOIDING CORRUPTION AND BRIBERY

One important aspect of compliance is the legal requirements relating to preventing corruption and bribery. DHL Group is committed to the relevant international anti-corruption standards and laws.

## ELEMENTS OF THE COMPLIANCE MANAGEMENT SYSTEM



The Chief Compliance Officer, who reports directly to the CFO, is responsible for structuring the compliance management system (CMS). The divisional compliance officers are responsible for implementing the CMS in the divisions.

- Uniform minimum standards defined across the Group
- Achieve required compliance with applicable law and relevant internal policies.

## Compliance training

Compliance training comprises the Core Compliance Curriculum (anti-corruption, competitive compliance, Code of Conduct) and data protection training. This is mandatory for managers.

**99.1%**  
Share of valid certificates for compliance trainings in middle and upper management<sup>1</sup>  
Target 2025: ≥98%

1) Employees who have already completed their training must update their certification every two years.



## GUIDELINES AND WHISTLEBLOWER SYSTEM

Internal guidelines and accompanying training courses help employees to recognize situations that could call the company's integrity towards third parties into question.

### Policies and guidelines apply for all levels and all employees

- Code of Conduct: Sets out rules for ethical conduct among employees
- Anti-Corruption Statement of Principles and Anti-Corruption & Business Ethics Policy<sup>1</sup>: Clarify these rules. The rules on how to deal with donations and gifts to political parties and government institutions are also set out.
- Supplier Code of Conduct: Business partners are thus required to adhere to these same standards

### Whistleblower hotline

- Employees or third parties can report potential violations of policies and legislation 24/7 via the compliance incident reporting system (whistleblower hotline)<sup>2</sup>
- Reports are reviewed and investigated internally for potential violations as part of a standardized process.
- Information on this is included in the regular compliance reporting to the Board of Management and to the Supervisory Board's Finance and Audit Committee.



[Whistleblower system](#)

1) Not public. 2) If legally permitted, also anonymously.



# PROTECTING INFORMATION AND SYSTEMS

DHL Group's cybersecurity management activities protect the information of the Group, its business partners, employees, and IT systems from unauthorized access, manipulation and data misuse.

## Cybersecurity management

- The IT Board determines the cybersecurity strategy and defines and manages Group-wide protection measures
- Chief Information Security Officers monitor and assess cyber risk on an ongoing basis
- Employees are granted access to systems and data only to the extent required to perform their work
- IT systems and data are backed up on a regular basis, and critical data are replicated in the data centers
- Regular software updates prevent potential security gaps and ensure functionality
- All employees and executives are continuously made aware of current risks by means of phishing simulations
- DHL Group has its cybersecurity evaluated by BitSight, an external rating agency

## ISO 27001

IT data centers certified.

## ISO 27002

Processes and policies based on this standard.

### Cybersecurity rating<sup>1</sup>

**750** points

out of 820 achievable points  
achieved

Target 2025: ≥710 points



# DATA PROTECTION: HANDLING PERSONAL DATA

Data protection is an essential component of the quality of products and services. At the same time, efficient data protection management helps us to avoid the risk of statutory penalties and loss of reputation.



The DHL Group Data Privacy Policy and the DHL Group Data Privacy Management System set the standard for global data transfer within the Group and for the privacy-compliant handling of personal data.

Many countries around the world have already set out the requirements for processing personal information in data protection legislation.

We hold mandatory online training for those of our employees with a PC workstation to familiarize them with how to conduct themselves in a manner compliant with data protection laws.

The global review processes of the Group's data protection function and those in place within the individual divisions are aimed at ensuring adherence to data protection laws all over the world.

## GROUP DATA PROTECTION DIRECTIVE

- Binding for all subsidiaries of the company that are affected by data protection issues.
- Ensures that personal data is only processed in accordance with the relevant legal requirements.
- In countries where there are no data protection regulations, it serves as a benchmark for the minimum standard to be complied with.



## STANDARDS IN THE SUPPLY CHAIN

DHL Group expects its suppliers to make a measurable contribution toward sustainable logistics, to the Group's social responsibility efforts and to responsible corporate governance.



### IMPLEMENTING SUSTAINABILITY STANDARDS IN THE SUPPLY CHAIN

The Supplier Code of Conduct<sup>1</sup> reflects the ethical, social and environmental standards of DHL Group.

- Procurement employees are regularly trained to identify potential supplier-related risks early on
- The potential for risk of suppliers is calculated at the level of procurement categories and the geographical location of the supplier
- The risk assessment is influenced by the procurement category and various other types of risk within the relevant risk domains ESG<sup>2</sup>, the economy, technology, law and politics, and cybersecurity. Certain external criteria are also taken into account.
- The final assessment of risk potential is based on an evaluation of the probability of occurrence and possible impact

**>€39 billion**

supplier spend covered by an accepted Supplier Code of Conduct. Corresponds to a share of >90% of eligible procurement expenditure.

**>6,000**

potential high-risk suppliers assessed

1) Supplier Code of Conduct. 2) ESG (environment, social, governance), economic, technical, legal, political risk and cybersecurity.

# CONTENT OF THE SUPPLIER CODE OF CONDUCT

The Supplier Code of Conduct is a binding component of the Group's relationship with its suppliers and obliges them to comply with DHL Group's standards and implement them in their own supply chains.



Children under the age of 15 may not be employed



Encouraging diversity and inclusion



Complying with applicable national and international anti-corruption laws and regulations



Ensuring operational continuity



Continuous improvement through proactive exchange of innovative ideas



Ensure freedom of association/collective bargaining

## Supplier portal

- Conveys clear expectations to business partners
- Presents and explains the selection process
- Potential Business partners can use the training module to familiarize with the SCoC
- Access to the whistleblower system



Ensuring compliance with all environmental laws, regulations and standards



No forced labor, debt bondage or modern forms of slavery



Remuneration & Working hours based on national laws and industry standards on minimum wages and working hours



Adherence to applicable data protection laws and regulations



Ensuring compliance with applicable health and safety regulations



Use conflict minerals in compliance with laws and due diligence obligations



TRUSTWORTHY COMPANY

# **FURTHER TOPICS**





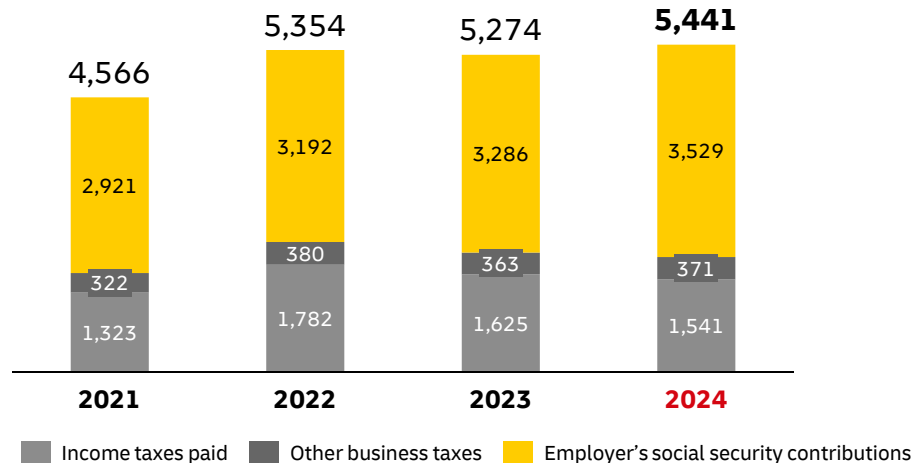
# TAX STRATEGY

DHL Group's tax contributions help enable the reduction and elimination of poverty as well as the reduction of inequality.<sup>1</sup>

A worldwide network of tax experts ensures compliance in a complex tax environment.

## TAXES AND SOCIAL SECURITY CONTRIBUTIONS

€ million



### Tax principles

- DHL Group is a responsible taxpayer and ensures global compliance with its tax strategy
- DHL Group pays taxes and creates value where its divisions do business
- Risk appetite: DHL Group does not create artificial tax structures
- DHL Group adheres to the wording of tax laws and their intended purpose
- Uncertainty is reduced where possible through alignment with tax authorities and tax advisors



# PROTECTING INTERESTS, CREATING TRANSPARENCY

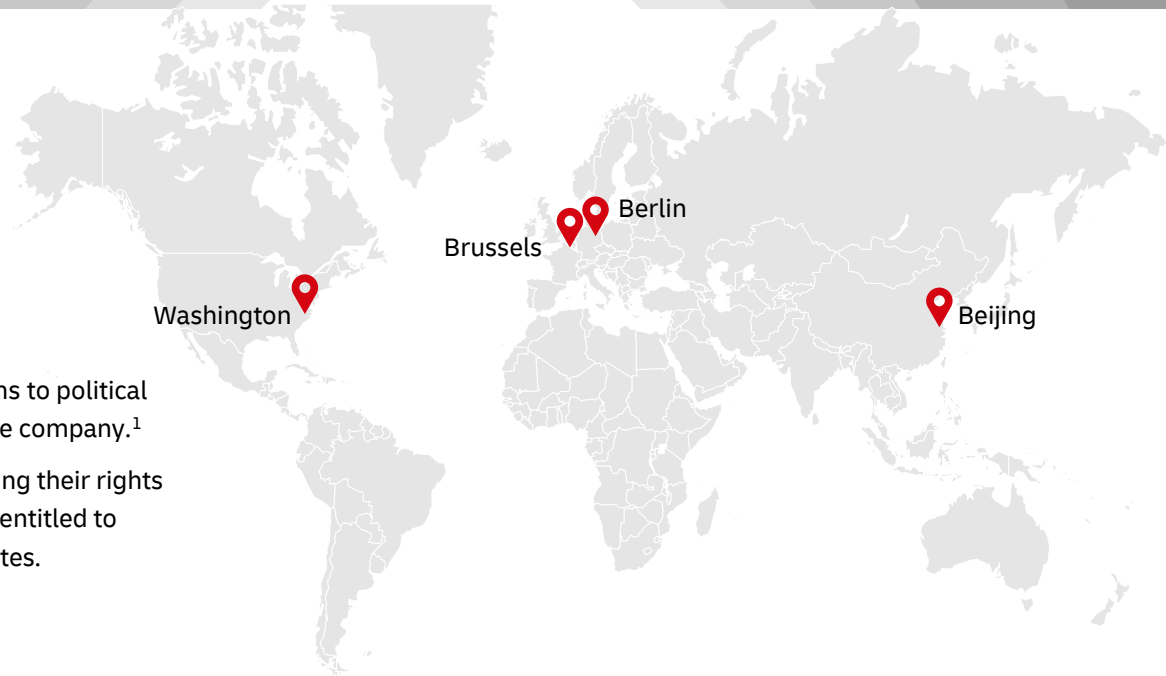
Wherever there are regulations on transparency regarding lobbying activities, these are fully complied with. It also reports on the type, scope and financing of activities to safeguard interests.

## TRANSPARENCY ON LOBBYING ACTIVITIES

DHL Group maintains Corporate Representations in Berlin, Brussels, Washington and Beijing, and publishes its expenditures for lobbying in the Lobby Register of the German Bundestag, in the EU Transparency Register and in the United States. No such register exists in China.

Employees are generally prohibited from making donations to political parties, candidates or government officials on behalf of the company.<sup>1</sup>

However, employees are in no way hindered from exercising their rights within the realms of prevailing law. For example, they are entitled to form Political Action Committees (PACS) in the United States.

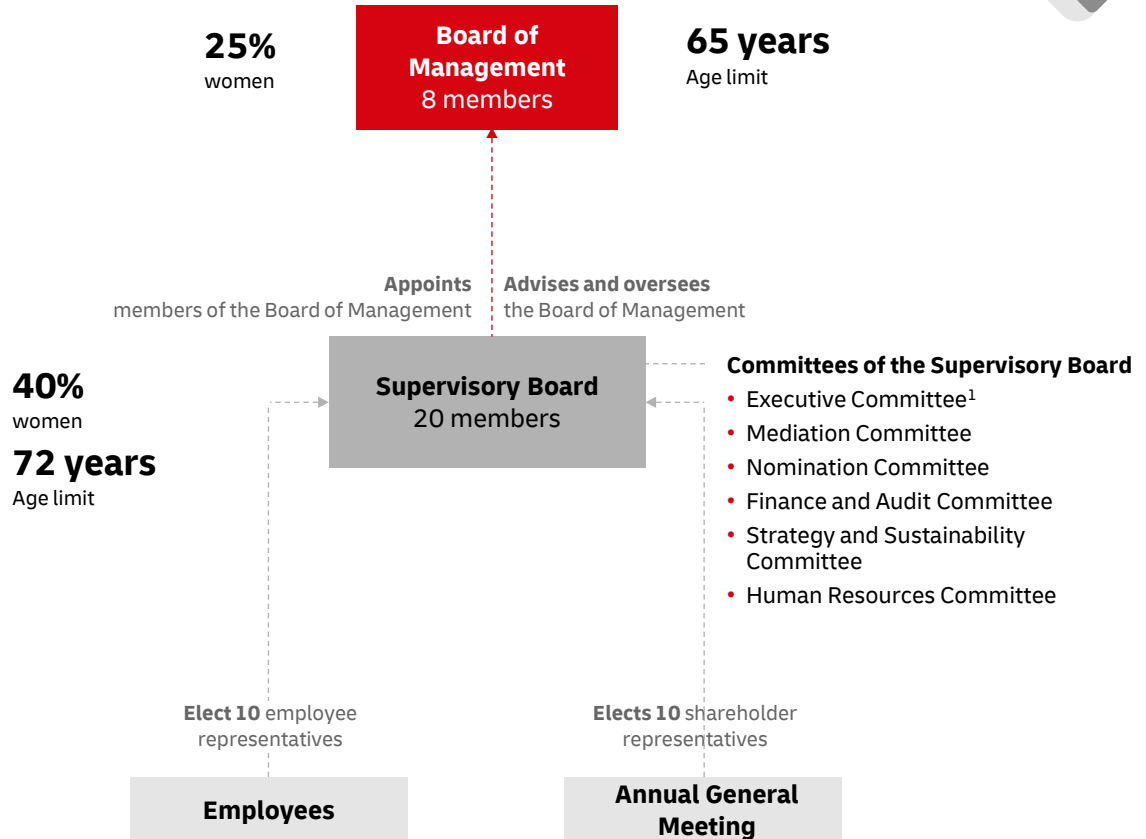




## DUAL MANAGEMENT STRUCTURE

As a listed German stock corporation, Deutsche Post AG has a dual management system.

The Board of Management is responsible for managing the company. It is appointed, overseen and advised by the Supervisory Board.



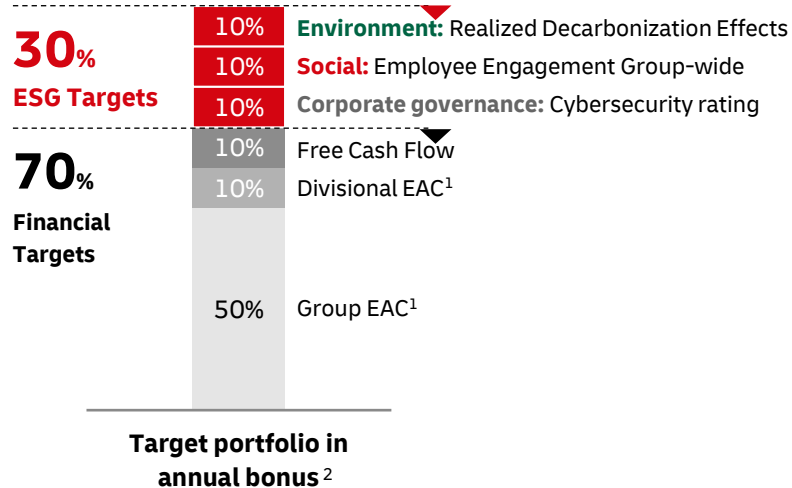
1) Also responsible for the remuneration of the Board of Management.



# ESG TARGETS IN THE VARIABLE REMUNERATION OF THE BOARD OF MANAGEMENT

Since the 2021 financial year, the ESG targets have been anchored in the short-term variable remuneration of the members of the Board of Management.

## UP TO AND INCLUDING FISCAL YEAR 2025



### Bonus payment schedule for annual bonus and deferral<sup>2</sup>

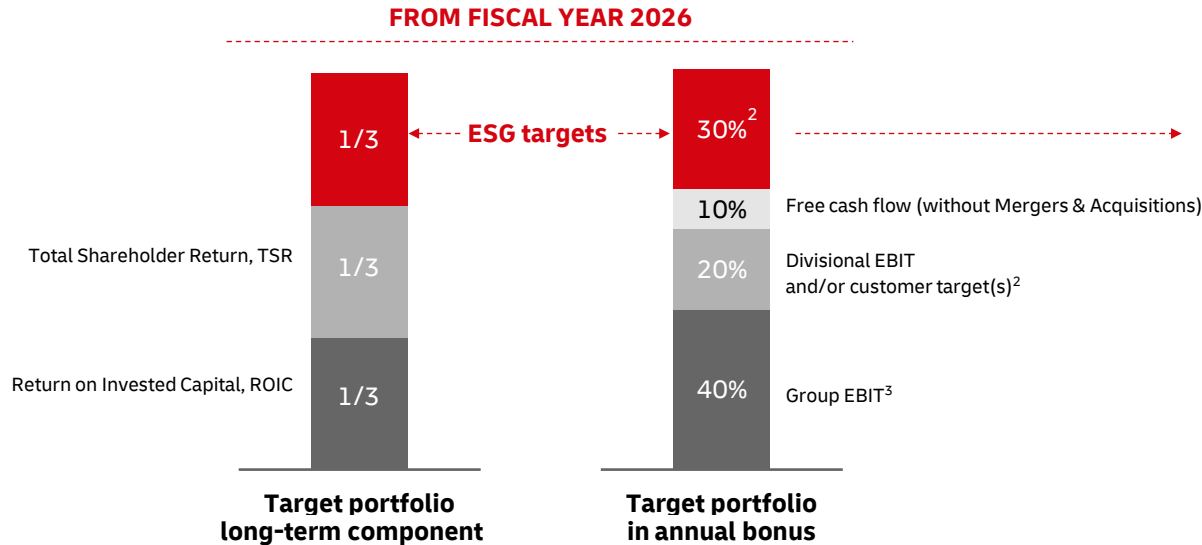
- 50% paid in the following year if performance targets achieved
- 50% of achieved bonus is paid out after additional two years (medium-term component)
- The medium-term component is only paid out if the EAC target is achieved during the sustainability phase, i.e., if at least the cost of capital has been earned.

100 1) Group EAC (EBIT after asset charge) is weighted at 50% for Divisional Board of Management members and the EAC of the respective division for which they are responsible at 10%. For the other Board of Management members, Group EAC is weighted at 60%. 2) Deferral. 3) Medium-term component will only be paid out if the EAC target is reached during the sustainability phase, i.e., at least the cost of capital was covered.



# ESG TARGETS IN BOARD OF MANAGEMENT REMUNERATION STARTING IN FISCAL YEAR 2026

The ESG metrics will also to be integrated into the long-term variable remuneration of the Board of Management. In the future, these are to be dependent on achievement of the DHL Group sustainability targets and weighted at around one-third.<sup>1</sup>



- Only the nonfinancial management KPIs derived from the materiality assessment are considered as ESG targets.
- In the case of multiple targets, the Supervisory Board ensures suitable weighting of each individual target.
- For the annual bonus and long-term incentives, different ESG target criteria will be applied to avoid double incentivization.

101 1) The revised systems will be presented to the 2025 Annual General Meeting on May 2 for approval. 2) The mandatory requirement of setting one target per year from each ESG category will be withdrawn. Greater flexibility in setting ESG targets for the annual bonus provides the opportunity to set priorities in line with the Sustainability Strategy of DHL Group. 3) 40% / 20% for Board of Management members responsible for the divisions, 60% / 0% for the CEO and other Board of Management members.

## RELATED LINKS

### Reporting 2024

- [Group Sustainability Statement](#)
- [Environment chapter](#)
- [Own workforce chapter](#)
- [Business Conduct chapter](#)
- [ESG Statbook](#)
- [Remuneration Report](#)
- [Financial statement](#)
- [Notes](#)

### Further Information

- [Lobby register Germany](#)
- [Transparency register EU](#)
- [Lobbying Disclosure US](#)
- [Corporate website](#)
- [Group policies and guidelines](#)
- [GoGreen Dashboard](#)
- [Corporate Divisions](#)

### Contacts

- [Media](#)
- [Investors](#)



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## **Publication**

This presentation contains the Sustainability Progress Report 2024 as published on March 6, 2025.  
The document has been published in German and English; in case of doubt, the German version shall prevail.  
Next update: March 5, 2026.

## **Disclaimer**

This presentation is based primarily on DHL Group's current Annual Report. To the extent any forward-looking statements are contained herein, they relate to statements in the 2024 Annual Report. Because these forward-looking statements are based on plans, estimates and projections, they are subject to risks and uncertainties that could cause actual results to differ materially from the future developments, performance or achievements expressed or implied by the forward-looking statements. They are neither historical facts nor a guarantee of future performance. Deutsche Post AG undertakes no obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation.