Sustainability
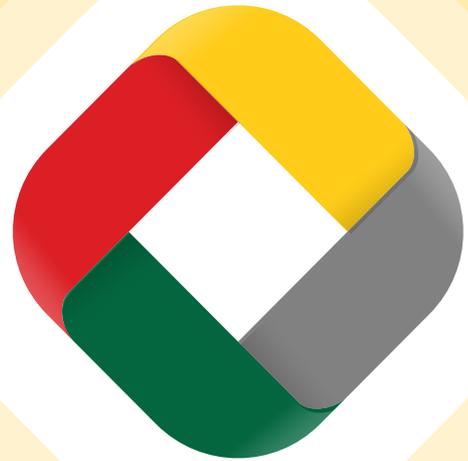# Fiscal year 2025

DHL
Group

Content – Navigation

DHL Group

Green Logistics of Choice
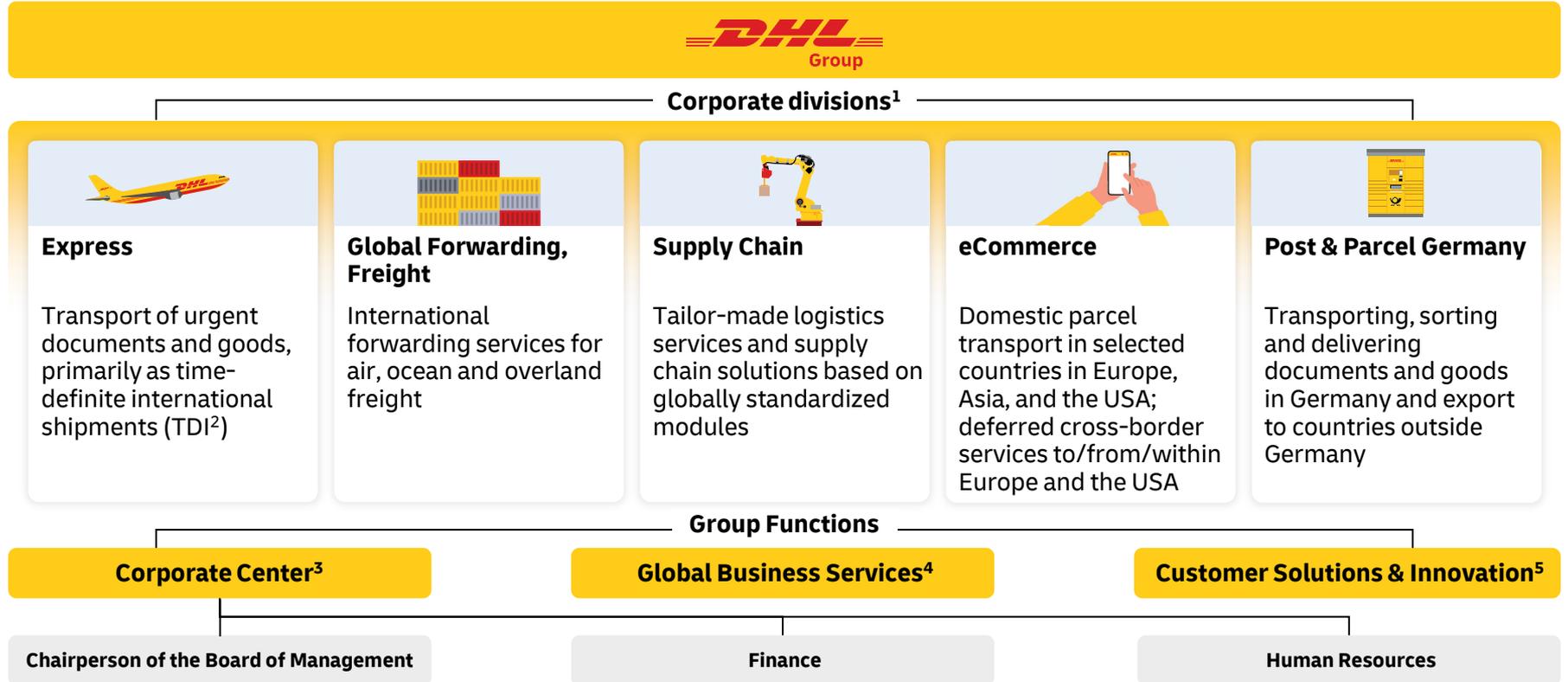
Employer of Choice

Provider and Investment of Choice

Group structure

DHL Group

Corporate divisions[1]

Express

Transport of urgent documents and goods, primarily as time-definite international shipments (TDI[2])

Global Forwarding, Freight

International forwarding services for air, ocean and overland freight

Supply Chain

Tailor-made logistics services and supply chain solutions based on globally standardized modules

eCommerce

Domestic parcel transport in selected countries in Europe, Asia, and the USA; deferred cross-border services to/from/within Europe and the USA

Post & Parcel Germany

Transporting, sorting and delivering documents and goods in Germany and export to countries outside Germany

Group Functions

Corporate Center[3]

Global Business Services[4]

Customer Solutions & Innovation[5]

Chairperson of the Board of Management

Finance

Human Resources

1) The corporate divisions are managed by their own divisional headquarters. 2) Time Definite International. 3) Performs Group management functions. 4) Internal Services.
5) Key Account management.

3

Economic key figures 2025

DHL Group

€82.9bn revenue   **€6.1bn** EBIT   **€3.2bn** free cash flow[1]   **€2.1bn** dividends[2]

Express

€24.4bn revenue

111,000 employees

2.4m customers

128,000 service points

277 aircraft

962k TDI[3] shipments per day

Global Forwarding, Freight

€18.6bn revenue

45,000 employees

>200,000 customers

200 terminals and warehouses

1.8m t air freight

3.3m TEU[4] ocean freight

Supply Chain

€17.8bn revenue

187,000 employees

~17.5m m² warehousing and operational space[5]

eCommerce

€6.9bn revenue

47,000 employees

167,000 service points

>1.7bn parcels annually

Post & Parcel Germany

€17.9bn revenue

182,000 employees

41,000 acceptance and sales points

38 parcel centers
81 mail centers

7.5m parcels[6]
39m letters[6]

↗ Annual Report 2025

1) Excluding acquisitions and divestitures. 2) Proposal to the Annual General Meeting on May 5, 2026. 3) International time-definite shipments (TDI: Time Definite International), per working day. 4) TEU = 20-foot container unit. 5) Own or leased locations. 6) Per working day.

Sustainability figures 2025

DHL Group

Green Logistics of Choice

277	aircraft
50,604	e-vehicles
14,700	e-trikes and e-bikes
32.31m	metric t CO_2e GHG emissions[1]
2.1m	metric t CO_2e reduced through decarbonization

Employer of Choice

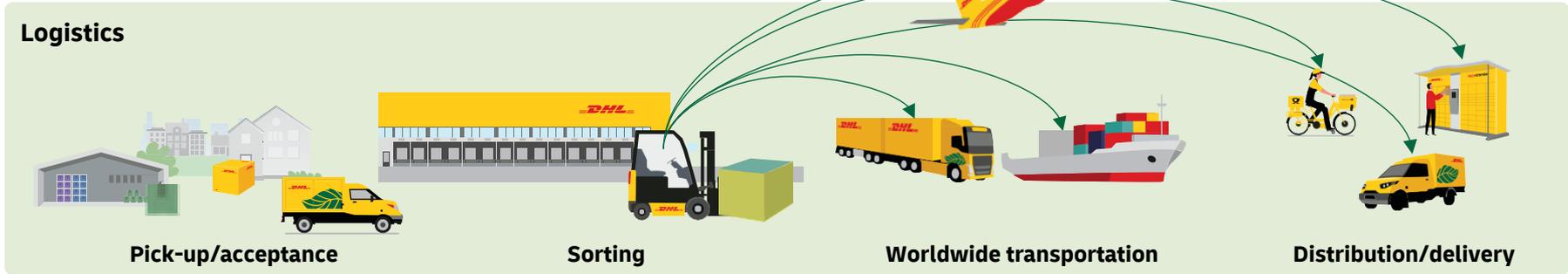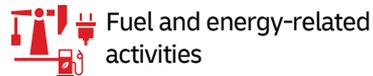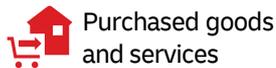|	
584,000	employees worldwide
4,860	apprentices & trainees
28.3bn	staff costs
€229m	invested in education and training
5m	hours used by employees for training

Provider and Investment of Choice

>220	countries and territories
11,249	locations worldwide
1	headquarters in Bonn, Germany
3	international hubs Leipzig (DE), Cincinnati (US), Hong Kong (CHN)
>300,000	service points[2]

1) Logistics-related GHG emissions (scopes, 1, 2 und 3 – categories 3, 4, 6). 2) Including acceptance and retail locations.
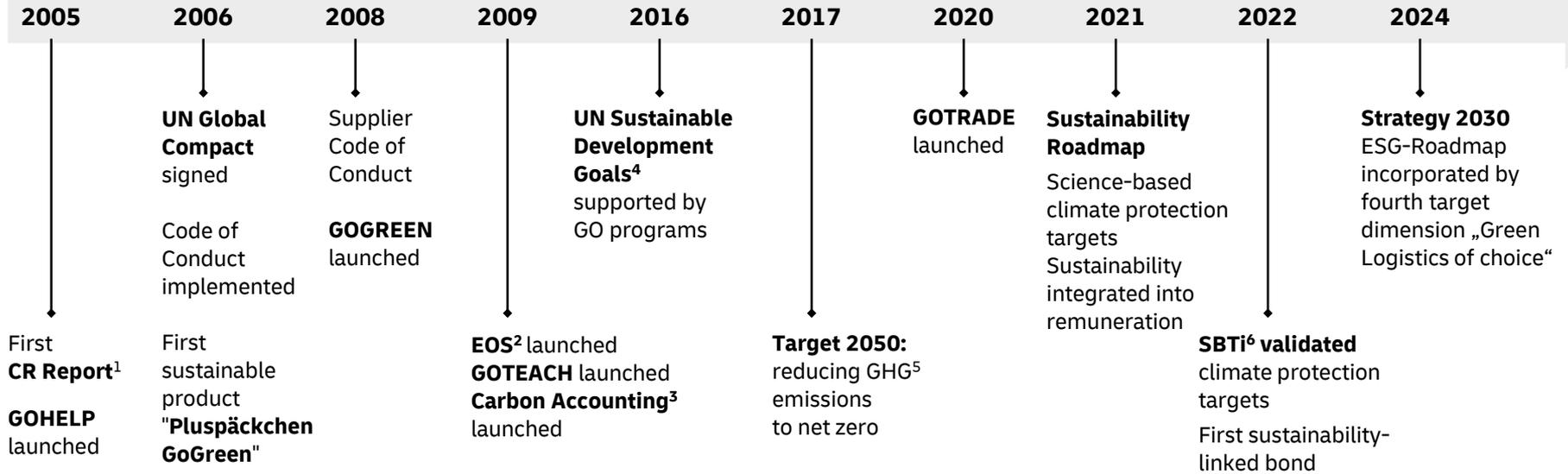
Business model and upstream value chain

Logistics

Pick-up/acceptance   Sorting   Worldwide transportation   Distribution/delivery

Warehousing
Corporate division
Supply Chain

Planning   Warehousing/packaging   Distribution in customer warehouses

Upstream value chain

Capital goods   Purchased goods and services   Fuel and energy-related activities   Upstream transport and distribution   Business travel/employee commuting

Sustainability milestones

2005	2006	2008	2009	2016	2017	2020	2021	2022	2024

2006
UN Global Compact signed

Code of Conduct implemented

2008
Supplier Code of Conduct

GOGREEN launched

2016
UN Sustainable Development Goals[4] supported by GO programs

2020
GOTRADE launched

2021
Sustainability Roadmap

Science-based climate protection targets
Sustainability integrated into remuneration

2024
Strategy 2030 ESG-Roadmap incorporated by fourth target dimension „Green Logistics of choice"

2005
First **CR Report**[1]

GOHELP launched

2006
First sustainable product "**Pluspäckchen GoGreen**"

2009
EOS[2] launched
GOTEACH launched
Carbon Accounting[3] launched

2017
Target 2050: reducing GHG[5] emissions to net zero

2022
SBTi[6] **validated** climate protection targets

First sustainability-linked bond

GOHELP · THE GLOBAL COMPACT WE SUPPORT · GOGREEN · GOTEACH · SUSTAINABLE DEVELOPMENT GOALS · MISSION 2050 ZERO EMISSIONS GOGREEN · GOTRADE · OUR SUSTAINABILITY COMMITMENTS · SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

1) Corporate Responsibility Report (CR: Corporate Responsibility); comprises the Environmental Report (2003) and the HR Report (2004). 2) Worldwide employee survey. 3) First-time reporting of GHG emissions in the Annual Report. 4) United Nations 5) Greenhouse gas. 6) Science Based Targets initiative.

Strategy 2030

With its Strategy 2030, Accelerating Sustainable Growth, DHL Group is strengthening its leading position in logistics.

The strategy is built on a strong foundation, driven by the goal of climate neutrality, and focused on growth.
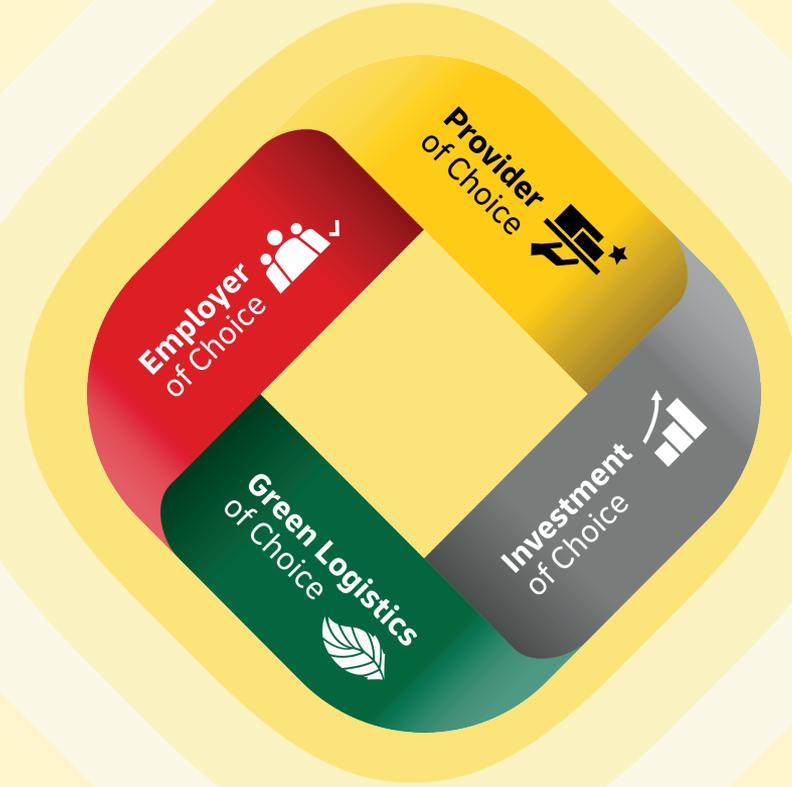
Strategy 2030: Target dimensions

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

→ Provider and Investment of Choice

Frontrunner in low-carbon logistics

Leading green logistics offering

Trusted and effective measures for emissions reduction

→ Green Logistics of Choice

Accelerated profitable growth

Reliability and resilient execution

Attractive shareholder returns

→ Provider and Investment of Choice

Employer of Choice · Provider of Choice · Green Logistics of Choice · Investment of Choice

Steering-relevant key performance indicators and sustainability targets

Performance indicators make progress transparent, and targets are tracked in steering process.

Reducing GHG emissions	Offering a safe and healthy workplace	Being a role model for good corporate governance
Measures		
• Use sustainable fuels in transport • Electrify pick-up and delivery fleet • Operate buildings in a carbon-neutral way • Offer GHG emissions reduced products	• Maintain employee engagement • Promote equal treatment and equal opportunities • Ensure employee health and safety at work	• Be a trusted organization with a strong compliance culture • Ensure cybersecurity and data privacy • Collaborate with suppliers
Targets		
By 2026 • Reduce logistics-related GHG emissions to ≤32.1m metric t CO_2e • Realize decarbonization effects[1] of 2.5m metric t CO_2e **By 2030** • Reduce logistics-related GHG emissions to <29m metric t CO_2e • Target 2050: GHG emissions net zero	**By 2026** • Employee engagement[1,2] ≥80% • Women in management[3] ≥30% • Reduce accident rate (LTIFR)[4] to ≤14.5 **By 2030** • Employee engagement[1,2] ≥80% • Women in management[3] ≥34% • Reduce accident rate (LTIFR)[4] to ≤10.8	• **By 2026** • Cybersecurity rating[1]: Achieve ≥720 out of 820 points • Compliance trainings: ≥98% valid certificates in middle and upper management

1) Remuneration-relevant. 2) Aggregated and weighted result of five statements from the annual employee survey. 3) In middle and upper management. Employees in the USA were not considered in either steering or target setting from fiscal year 2025 onwards. 4) Per million hours worked; occupational accidents resulting in at least one lost workday after the day of the accident (LTIFR: Lost Time Injury Frequency Rate).

Members of the Board of Management

Corporate Center

Dr. Tobias Meyer
Chief Executive Officer,
Global Business Services

Member since Apr 2019
Appointed until Mar 2027

Melanie Kreis
Finance

Member since Oct 2014
Appointed until May 2027

Dr. Thomas Ogilvie
HR

Member since Sep 2017
Appointed until Aug 2030

Corporate divisions

John Pearson
Express

Member since Jan 2019
Appointed until Dec 2029

Oscar de Bok
Global Forwarding, Freight
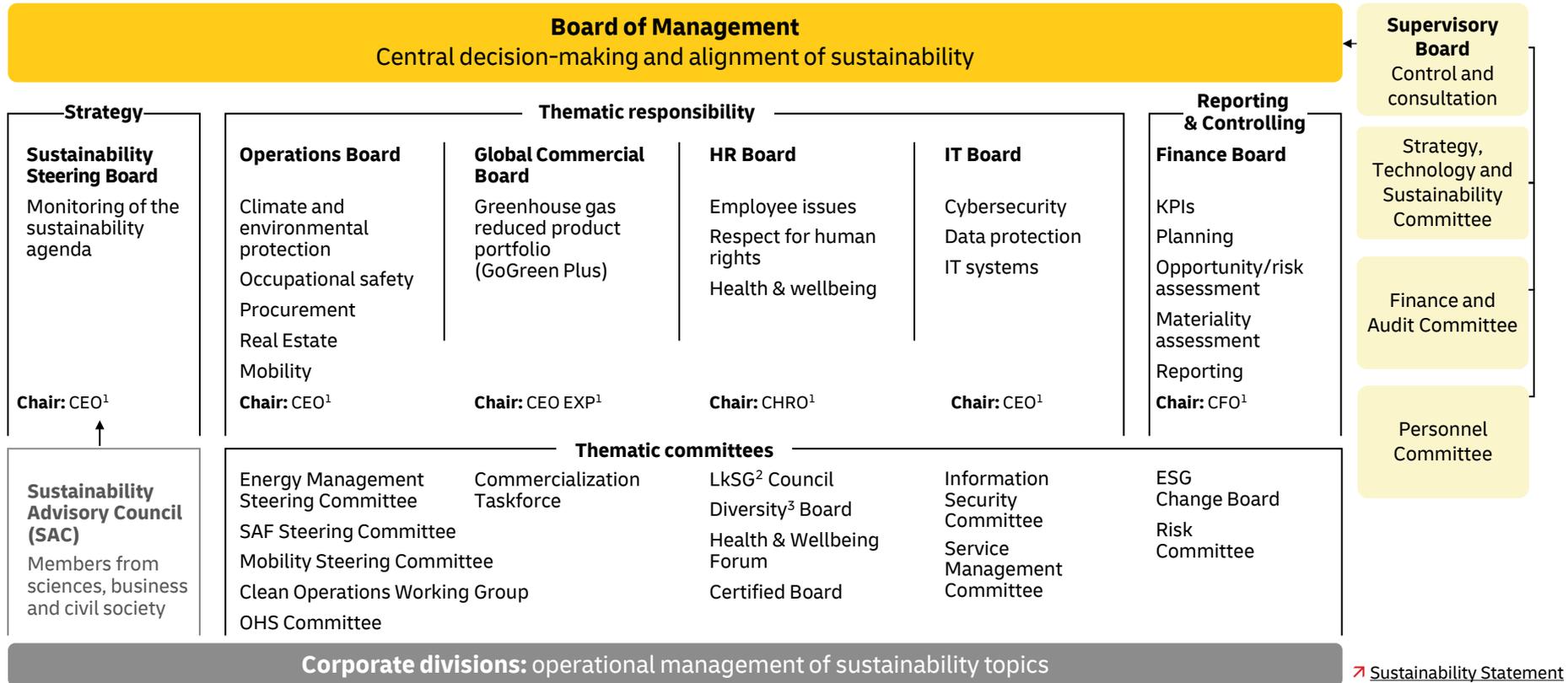
Member since Oct 2019
Appointed until Aug 2030

Hendrik Venter
Supply Chain

Member since Aug 2025
Appointed until Aug 2028

Pablo Ciano
eCommerce

Member since Aug 2022
Appointed until Jul 2030

Nikola Hagleitner
Post & Parcel Germany

Member since Jul 2022
Appointed until Jun 2030

↗ Board of Management

11

Bodies for sustainability aspects

Board of Management Central decision-making and alignment of sustainability					**Supervisory Board** Control and consultation

─── Strategy ───	─────────── Thematic responsibility ───────────				Reporting & Controlling
Sustainability Steering Board Monitoring of the sustainability agenda	**Operations Board** Climate and environmental protection Occupational safety Procurement Real Estate Mobility	**Global Commercial Board** Greenhouse gas reduced product portfolio (GoGreen Plus)	**HR Board** Employee issues Respect for human rights Health & wellbeing	**IT Board** Cybersecurity Data protection IT systems	**Finance Board** KPIs Planning Opportunity/risk assessment Materiality assessment Reporting
Chair: CEO[1]	**Chair:** CEO[1]	**Chair:** CEO EXP[1]	**Chair:** CHRO[1]	**Chair:** CEO[1]	**Chair:** CFO[1]

Sustainability Advisory Council (SAC)
Members from sciences, business and civil society

─────────── Thematic committees ───────────

Energy Management Steering Committee SAF Steering Committee Mobility Steering Committee Clean Operations Working Group OHS Committee	Commercialization Taskforce	LkSG[2] Council Diversity[3] Board Health & Wellbeing Forum Certified Board	Information Security Committee Service Management Committee	ESG Change Board Risk Committee

Supervisory Board side column:
- Strategy, Technology and Sustainability Committee
- Finance and Audit Committee
- Personnel Committee

Corporate divisions: operational management of sustainability topics

↗ Sustainability Statement

1) CEO: Chief Executive Officer, CEO EXP: Member of the Board of Management Express, CHRO: Member of the Board of Management Human Resources, CFO: Chief Financial Officer.
2) German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG: Lieferkettensorgfaltspflichtengesetz). 3) Equal treatment and equal opportunities.

12

Group policies

International principles of sustainability anchored in the Group through guidelines.

Sustainability standards

10 Principles of the UN Global Compact

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

Codes of Conduct

Anchored in the Group through Codes of Conduct[1]

DHL Group
CODE OF CONDUCT

DHL Group

✓ SUPPLIER
CODE OF CONDUCT

↗ Code of Conduct
↗ Supplier Code of Conduct

Group policies

Specified in Group policies[1]

- Environmental and Energy Policy
- Human Rights Policy Statement
- Occupational Health & Safety Policy
- Health & Wellbeing Policy Statement
- Anti-Corruption Policy Statement
- Cybersecurity Policy
- Data Privacy Policy

↗ Group policies

1) Group-wide = Applies to all Group subsidiaries. All employees and managers are required to comply.

Materiality assessment according to ESRS

The results of the materiality assessment are reviewed annually.

Double materiality in accordance with ESRS[1]

	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

Double materiality

Impact materiality ↑ / Financial materiality →
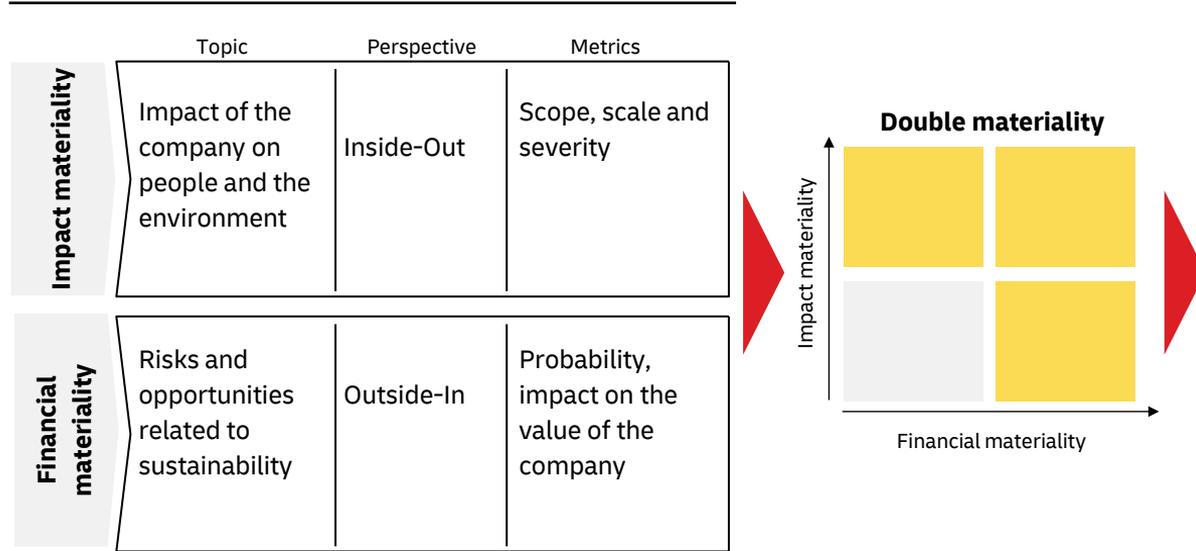
Material topics of DHL Group

- Climate change (ESRS E1)
- Own workforce (ESRS S1)
- Workers in the value chain (ESRS S2)
- Business conduct (ESRS G1)
- Cybersecurity (entity-specific)

↗ Sustainability Statement

Following topics were found to be not material (according to ESRS):
Pollution (ESRS E2), Water and Marine Resources (ESRS E3), Biodiversity and Ecosystems (ESRS E4), Resource Use & Circular Economy[2] (ESRS E5), Affected Communities (ESRS S3) and Consumers and End Users (ESRS S4)

1) European Sustainability Reporting Standards (ESRS). 2) Also includes waste management.

In dialogue with stakeholders

Insights from stakeholder engagement are incorporated into the materiality assessment.

Customers

- Conferences and workshops
- Customer satisfaction surveys
- Sustainability Advisory Council
- Dialogue with rating agencies

Employees

- Annual survey
- Town hall meetings
- Local information events
- Digital offerings
- Surveys on topics and programs

Employees' representatives

- Regular exchange (global, regional, local)
- Regular dialogue with global unions within the scope of the OECD Protocol

Shareholders, investors

- Annual General Meeting
- Capital Markets Days
- Roadshows
- Dialogue with rating agencies
- Reporting conferences
- Sustainability Advisory Board

Suppliers

- Procurement events for suppliers
- Development of suppliers through Procurement
- Sustainability Advisory Council
- Involvement in initiatives

Policies and policymaking

- Contribution to political/ legislative initiatives
- Contribution through associations
- Contact with political decision-makers via our representative offices[1]
- Involvement in organizations

Civil society

- Contribution through associations
- Exchange with local representatives
- Hearings as part of construction projects (expansion or new construction)
- Participation in surveys

↗ Stakeholder Engagement Policy
↗ Sustainability Advisory Council

1) Representative offices in Berlin, Brussels, Washington and Bejing.

Supporting the goals of the United Nations

DHL Group contributes to sustainable development.

UN Sustainable Development Goals

↗ UN Sustainable Development Goals

DHL Group can make the greatest contribution to six SDGs

4	Quality Education
5	Gender Equality
8	Decent Work
11	Sustainable Cities and Communities
13	Climate Action
17	Partnerships

Employees actively contribute to key programs and initiatives

GOTEACH

GOHELP

GOGREEN

GOTRADE

Group-wide initiatives
- Promote volunteering
- Facilitate integration

↗ Corporate Citizenship
↗ Social Engagement Policy

External rating of DHL Group's sustainability performance

Rating agency	Ratings 2025		
	Lowest rating	Highest rating	
CDP	**B** F ▲ DHL Group	A	Rating affirmed
FTSE Russell	**3.3** 0 points ▲ DHL Group	5 points	Rating affirmed
ISS ESG	**C** D - ▲ DHL Group	A+	Downgraded (2024: C+)
MSCI	**A** CCC ▲ DHL Group	AAA	Rating affirmed
S&P Global[1]	**62** 0 points ▲ DHL Group	100 points	Rating affirmed
Sustainalytics	**17.5[2]** >55 points ▲ DHL Group	0 points	Rating affirmed

Limited comparability

- Rating agencies evaluate according to their own methodology and use different standards

- Rating methodology remains largely non-transparent. Focus is on corporate governance and risk management

- Rating agencies define peer groups differently, and the results of companies' materiality assessments are not considered
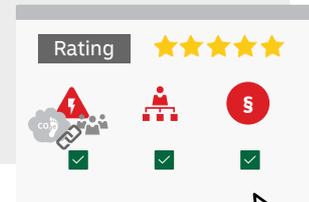
Rating	★★★★★

1) DJSI index series has been discontinued. 2) Low risk (0–35: low risk potential; 35–55: moderate risk potential; >55: high risk potential).

# External rating of DHL Group's sustainability performance

Rating agency		Ratings 2025			
		Lowest rating		Highest rating	
EcoVadis	GOLD | Top 5% ecovadis Sustainability Rating OCT 2025	0 points	**81** ▲ DHL Group	100 points	DHL Group is once again ranked among the top 5% of all rated companies
Integrity Next		Red	**Green[1]** ▲ DHL Group	Green	Result affirmed
NQC		Red	**Amber[2]** ▲ DHL Group	Green	Rating affirmed
Responsible Business Alliance (RBA)		0 points	**95.4[3]** ▲ DHL Group	100 points	Rating affirmed

Limited comparability

- Rating agencies evaluate according to their own methodology and use different standards

- Focus is on enforcing sustainability goals within the supply chain

- Results of companies' materiality assessments remain unconsidered

Rating ★★★★★
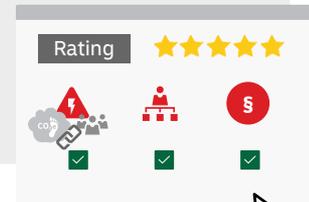
1) Self-assessment. 2) Based on fiscal year 2023. 3) Low risk (0 high risk potential, 90 low risk potential).

Green Logistics

of Choice

Green Logistics
of Choice

"As a global market leader, we continue to intensify our decarbonization measures. Through the electrification of vehicles, the use of alternative fuels, and the implementation of low-emission logistics solutions, we enable our customers to reduce their Scope 3 emissions."

Dr. Tobias Meyer
Chief Executive Officer,
Member of the Board of Management
Global Business Services

Green Logistics of Choice

DHL Group is a pioneer in sustainable logistics, offers customers products with reduced GHG emissions, and relies on recognized measures to reduce GHG emissions.
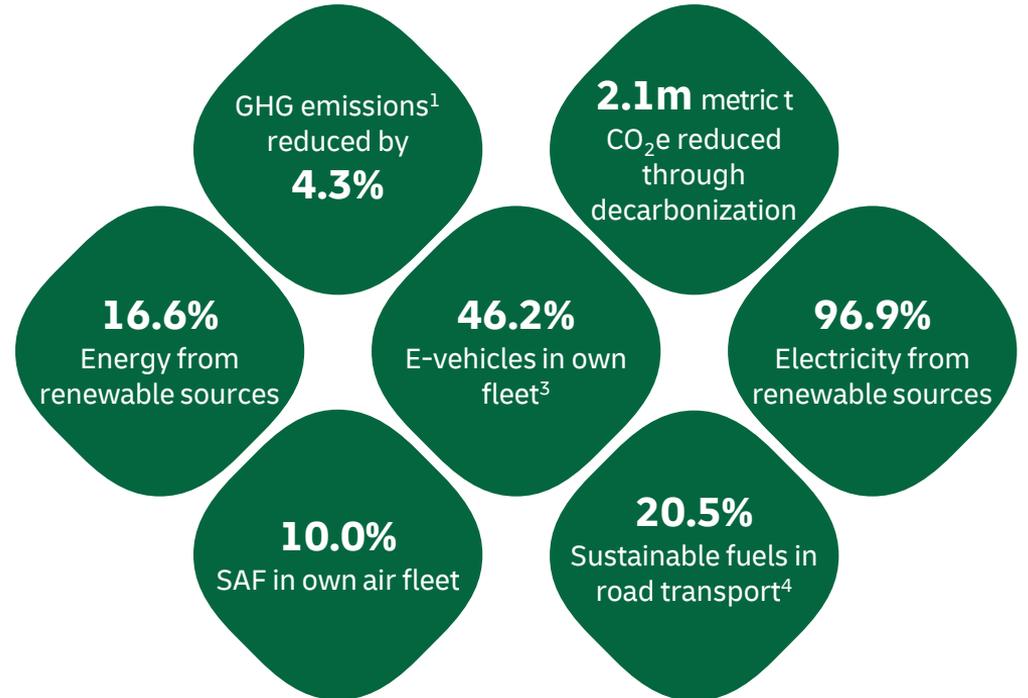
Decarbonization measures

- Use sustainable fuels in transport
- Electrify pick-up and delivery fleet
- Operate buildings in a carbon-neutral way
- Offer sustainable product alternatives

Ambitious climate protection targets

- Reduce GHG emissions[1] to <29m metric t CO_2e
- Reduce GHG emissions[2] to net zero by 2050

Progress in 2025

GHG emissions[1] reduced by **4.3%**

2.1m metric t CO_2e reduced through decarbonization

16.6% Energy from renewable sources

46.2% E-vehicles in own fleet[3]

96.9% Electricity from renewable sources

10.0% SAF in own air fleet

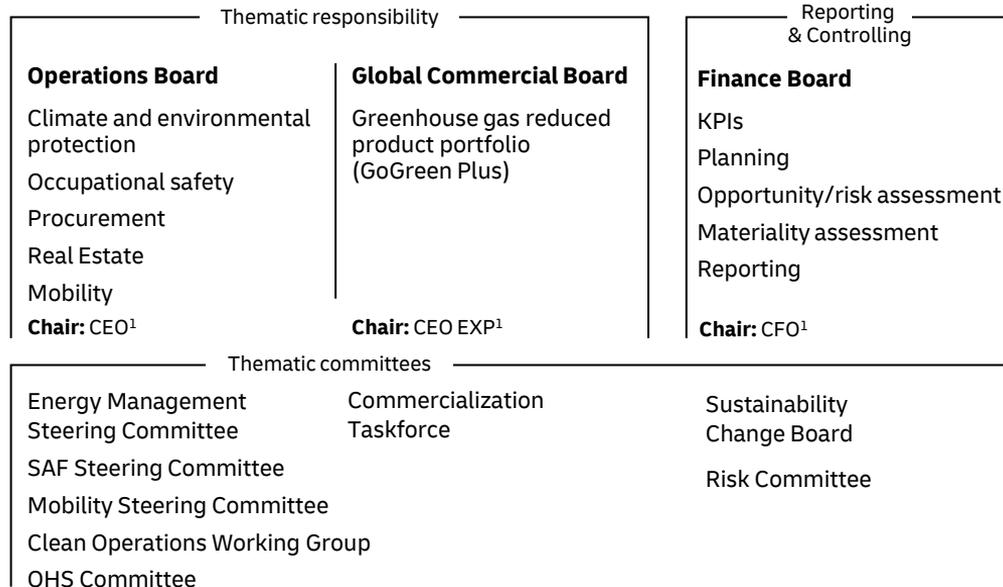**20.5%** Sustainable fuels in road transport[4]

1) Logistics-related (Scope 3 categories 3, 4 and 6). 2) Scope 3 categories 1, 2, 3, 4, 6. 3) Pick-up and delivery. 4) Own fleet, long-haul.
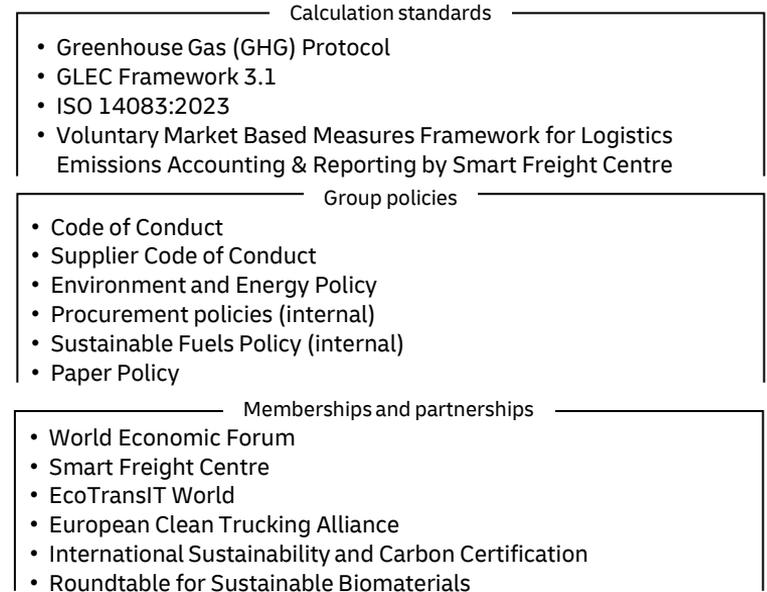
Bodies, policies, standards, and partnerships

Board of management
Central decision-making and alignment of sustainability

Thematic responsibility

Operations Board

Climate and environmental protection

Occupational safety

Procurement

Real Estate

Mobility

Chair: CEO[1]

Global Commercial Board

Greenhouse gas reduced product portfolio (GoGreen Plus)

Chair: CEO EXP[1]

Reporting & Controlling

Finance Board

KPIs

Planning

Opportunity/risk assessment

Materiality assessment

Reporting

Chair: CFO[1]

Thematic committees

Energy Management Steering Committee

SAF Steering Committee

Mobility Steering Committee

Clean Operations Working Group

OHS Committee

Commercialization Taskforce

Sustainability Change Board

Risk Committee

Corporate divisions: operational management of sustainability topics

Key standards, policies, partnerships

Calculation standards

- Greenhouse Gas (GHG) Protocol
- GLEC Framework 3.1
- ISO 14083:2023
- Voluntary Market Based Measures Framework for Logistics Emissions Accounting & Reporting by Smart Freight Centre

Group policies

- Code of Conduct
- Supplier Code of Conduct
- Environment and Energy Policy
- Procurement policies (internal)
- Sustainable Fuels Policy (internal)
- Paper Policy

Memberships and partnerships

- World Economic Forum
- Smart Freight Centre
- EcoTransIT World
- European Clean Trucking Alliance
- International Sustainability and Carbon Certification
- Roundtable for Sustainable Biomaterials

1) CEO: Chief Executive Officer, CEO EXP: Member of the Board of Management Express; CFO: Member of the Board of Management Finance.

The path to decarbonization

DHL Group relies on the use of sustainable fuels and technologies for decarbonization.
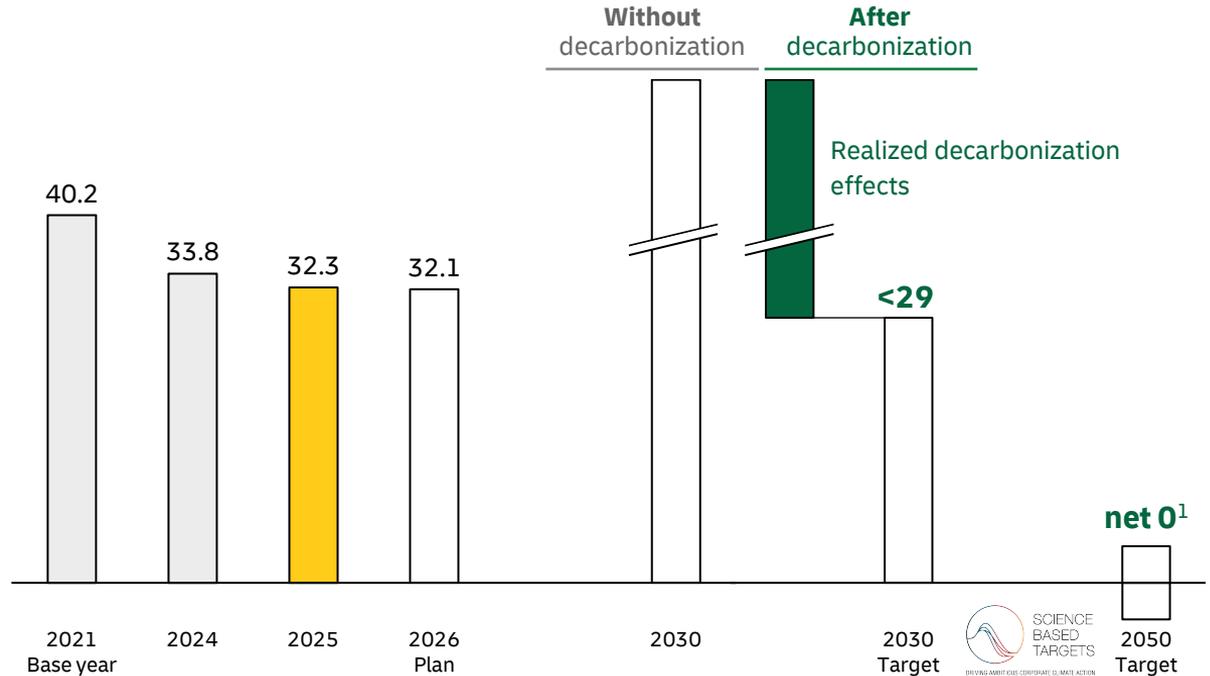
The 2030 and 2050 climate targets have been validated by the Science Based Targets initiative and assessed and confirmed as aligned with limiting global warming.

- 2030: aligned with 1.5 degrees Celsius (Scopes 1 and 2) and significantly below 2 degrees Celsius (Scope 3)

- 2050: confirmed as aligned with 1.5 degrees Celsius

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

Logistics-related GHG emissions (m metric t CO_2e)

Without decarbonization

After decarbonization

Realized decarbonization effects

40.2

33.8

32.3

32.1

<29

net 0[1]

| 2021 Base year | 2024 | 2025 | 2026 Plan | 2030 | 2030 Target | 2050 Target |

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

1) Reduction by at least 90%. Remaining unavoidable residual emissions will be offset through recognized countermeasures at that time.

Set of measures for decarbonization

Expanding sustainable technologies and fuels in fleet and buildings.

Ambitions 2030		Results 2025 (own fleet, Scope 1)

30% — **Share of sustainable fuels** in air and ocean freight[1], and road transport

10.0% Sustainable fuels (SAF) air transport

20.5% Sustainable fuels road transport[2]

66% — **E-vehicles** in pick-up and delivery

46.2% E-vehicles in operation

+15.9% compared to previous year

100% — **New, own buildings** operated carbon-neutral

96.9% Electricity from renewable sources

38.5 MWp[3] of solar capacity at sites

↗ Sustainability Statement
↗ Sustainability Statbook

1) DHL Group does not operate its own ocean freight fleet but rather brokers freight capacity from shipping companies to customers (Forwarding). 2) Long-haul. 2) Megawatt peak.

Development of GHG emissions

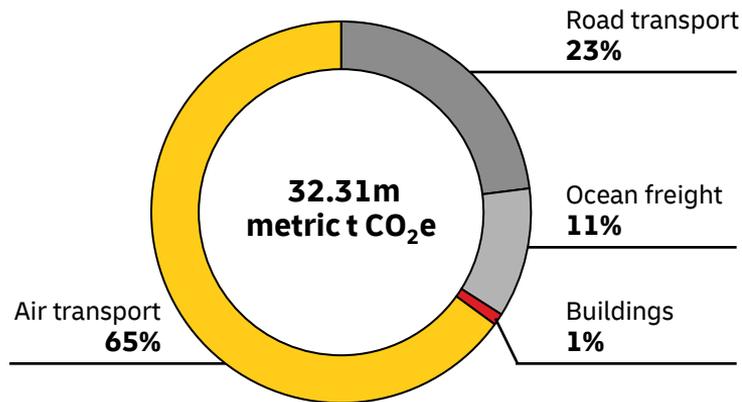**Logistics-related GHG emissions[1]** (well-to-wheel, m metric t CO_2e)

-19.7%

40.22
36.59
33.27
33.77
32.31

6.46
0.06
25.79

≤32.10

2.1m metric t CO_2e

Realized Decarbonization Effects[3]

2.5m metric t CO_2e

Decarbonization Effects[3] to be realized

Scope 1[4]
Scope 2[5]
Scope 3[4]

2021[2]
Base year

2022

2023

2024

2025

2026
Plan
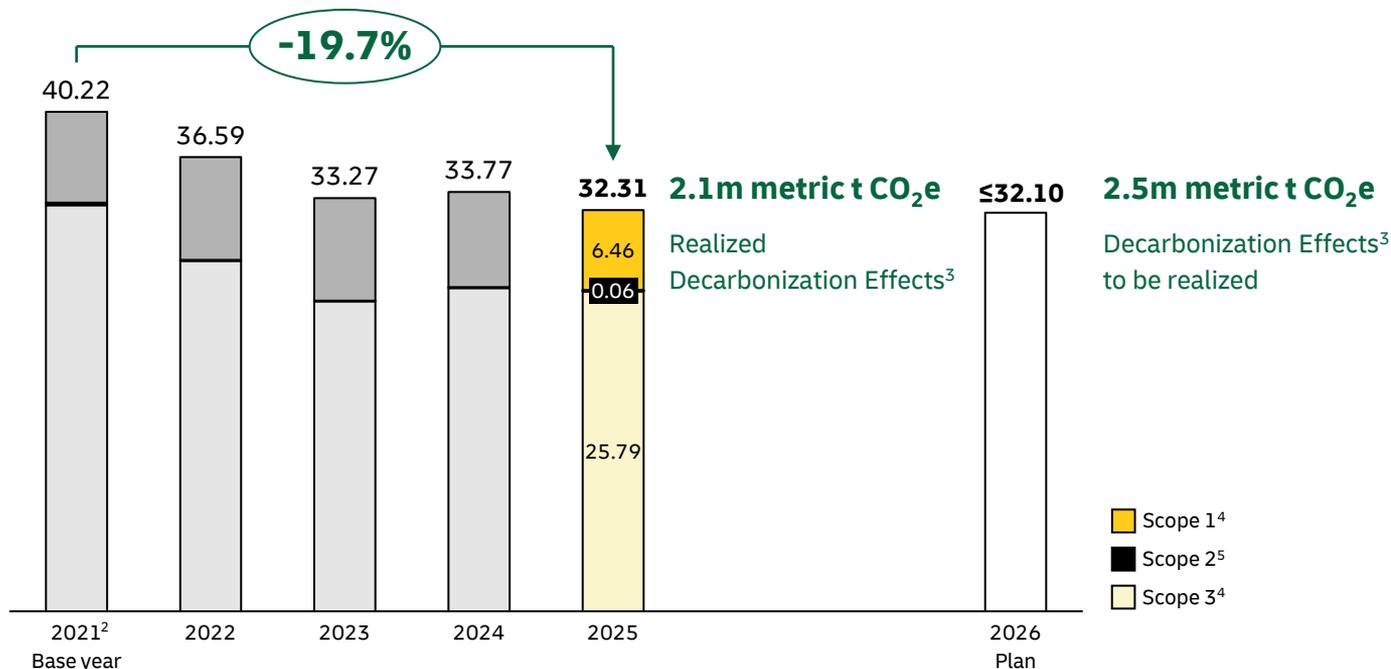
1) Steering-relevant. Logistics-related Scope 3 categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel. 2) Includes the effect of the Hillebrand Group acquisition. 3) Steering- and remuneration-relevant. 4) From fiscal year 2022, including reduction effects from market-based measures. 5) Market-based.

Breakdown of GHG emissions

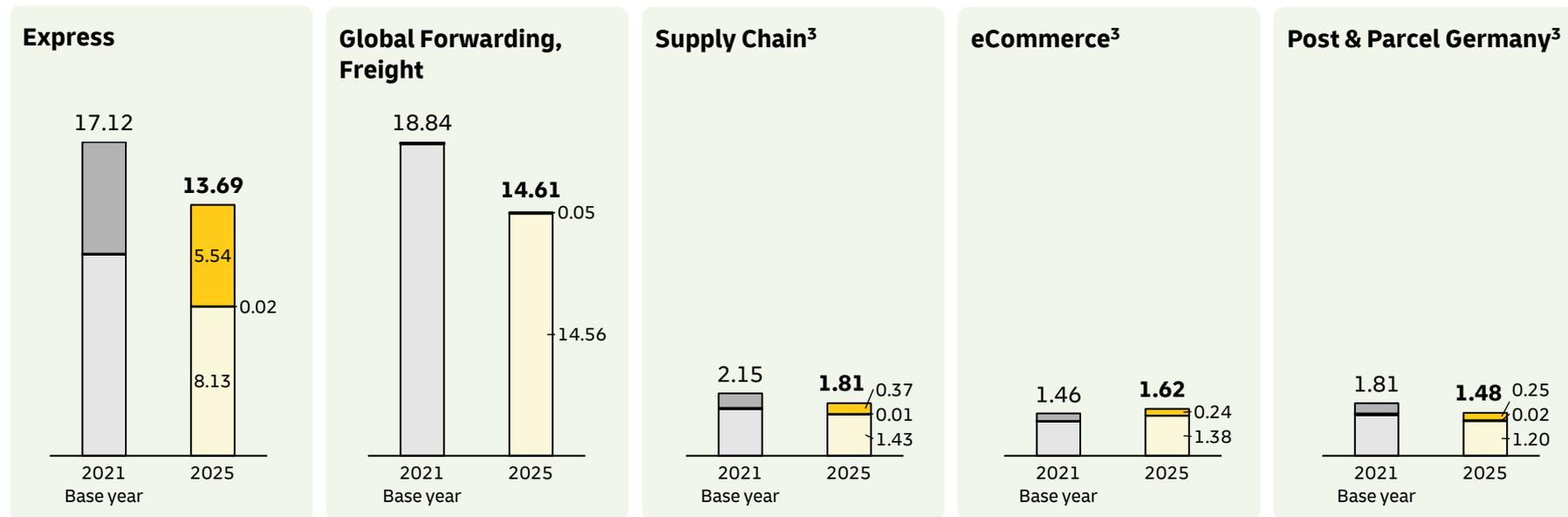**Logistics-related GHG emissions 2025 by source**[1]

Road transport
23%

Ocean freight
11%

**32.31m
metric t CO$_2$e**

Buildings
1%

Air transport
65%

Total GHG emissions 2025 by Scope[1]

Scope 3 – logistics-related
(Categories 3, 4, 6)

Scope 1 & 2:   16.8%

Transportation services
62.4%

**38.71m
metric t CO$_2$e**

**Scope 3 – not
logistics-related**[1]
(Categories 1, 2, 7)
16.5%

Fuel and energy-related
activities
4.1%

Business travel
0.2%
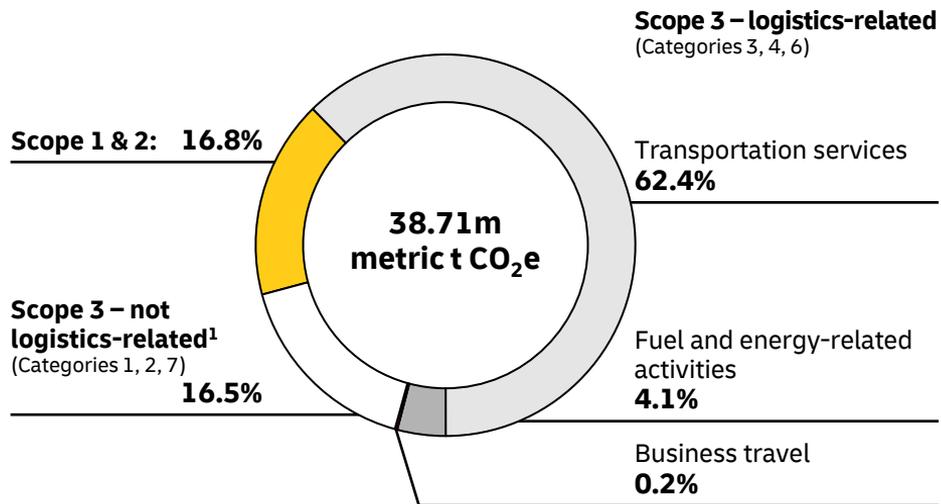
↗ Sustainability Statement
↗ Sustainability Statbook

1) GHG emissions of category 8 included in Scopes 1 and 2. Categories 5, 12 and 14 not significant. Categories 9-11, 13 and 14 not applicable to business model.

GHG emissions by corporate division

Logistics-related GHG emissions[1,2] (well-to-wheel, m metric t CO_2e)

Express	Global Forwarding, Freight	Supply Chain[3]	eCommerce[3]	Post & Parcel Germany[3]

Express:
- 2021 Base year: 17.12
- 2025: **13.69** (Scope 1: 5.54, Scope 2: 0.02, Scope 3: 8.13)

Global Forwarding, Freight:
- 2021 Base year: 18.84
- 2025: **14.61** (Scope 1: 0.05, Scope 3: 14.56)

Supply Chain[3]:
- 2021 Base year: 2.15
- 2025: **1.81** (Scope 1: 0.37, Scope 2: 0.01, Scope 3: 1.43)

eCommerce[3]:
- 2021 Base year: 1.46
- 2025: **1.62** (Scope 1: 0.24, Scope 3: 1.38)

Post & Parcel Germany[3]:
- 2021 Base year: 1.81
- 2025: **1.48** (Scope 1: 0.25, Scope 2: 0.02, Scope 3: 1.20)

■ Scope 1   ■ Scope 2   ■ Scope 3

↗ Sustainability Statbook

1) Scope 3 categories 3, 4, 6. 2) GHG emissions of Group Functions 0.02m metric t CO_2e; consolidation −0.92m metric t CO_2e. 3) Scaling adjusted.

Realized decarbonization effects

Since 2021, the reduction in logistics-related GHG emissions has almost tripled.

Development of the realized decarbonization effects (metric kt CO_2e)

+186%

2,500

2,083

1,584

1,335

1,004

728

1,107

183

748

44

2021
Base year

2022

2023

2024

2025

2026
Plan

- Sustainable fuels
- Fleet electrification
- Electricity from renewable sources
- Further measures
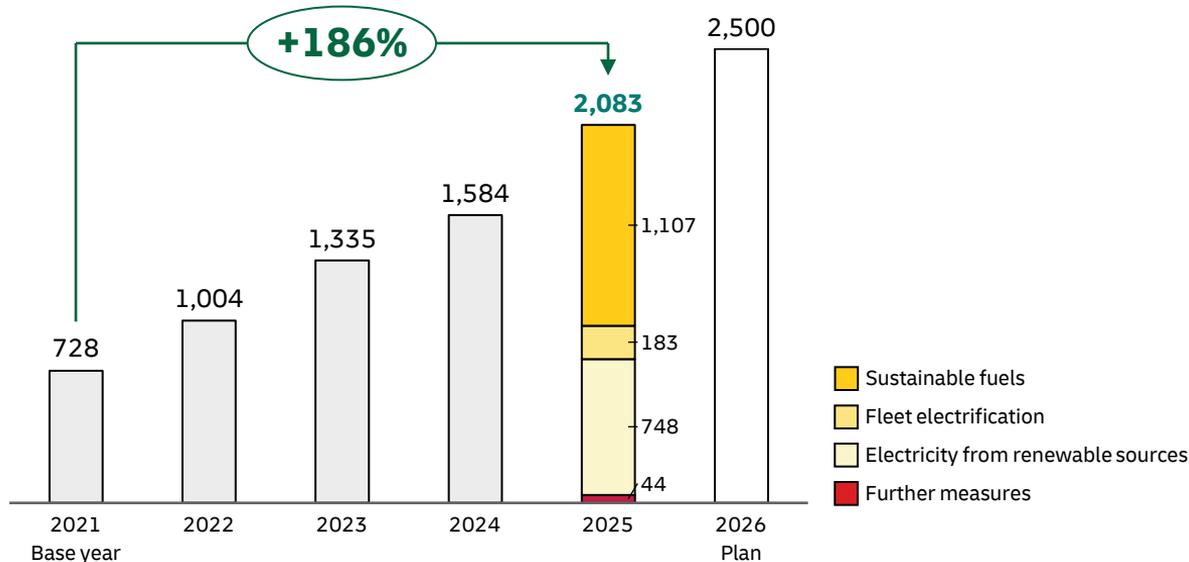
Realized Decarbonization effects

- Key performance indicator introduced in 2021, steering and remuneration relevant

- Measures GHG emission savings compared to conventional technologies and fossil fuels

- Impact of reduction measures has almost tripled since then

↗ Sustainability Statement
↗ Sustainability Statbook

Additional expenditures for decarbonization

Additional expenditures for decarbonization[1] (€m)

- Opex
- Capex
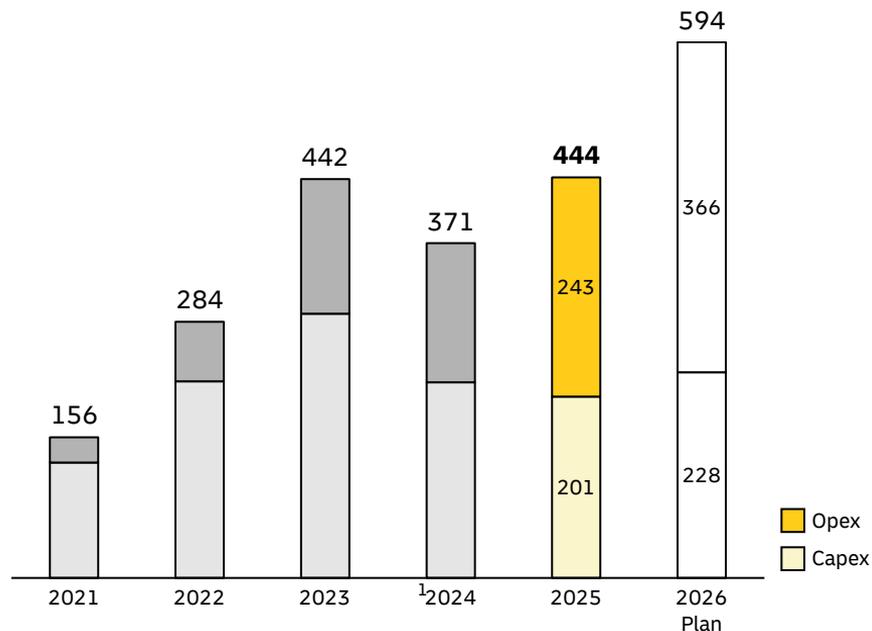
Additional expenditures 2025 by type

Opex €243m
- Other sustainable energy sources **15.6%**
- Sustainable aviation fuel **84.4%**

€444m

Capex €201m
- Buildings **19.3%**
- Biogas-powered trucks[2] **6.9%**
- Fleet electrification **73.8%**
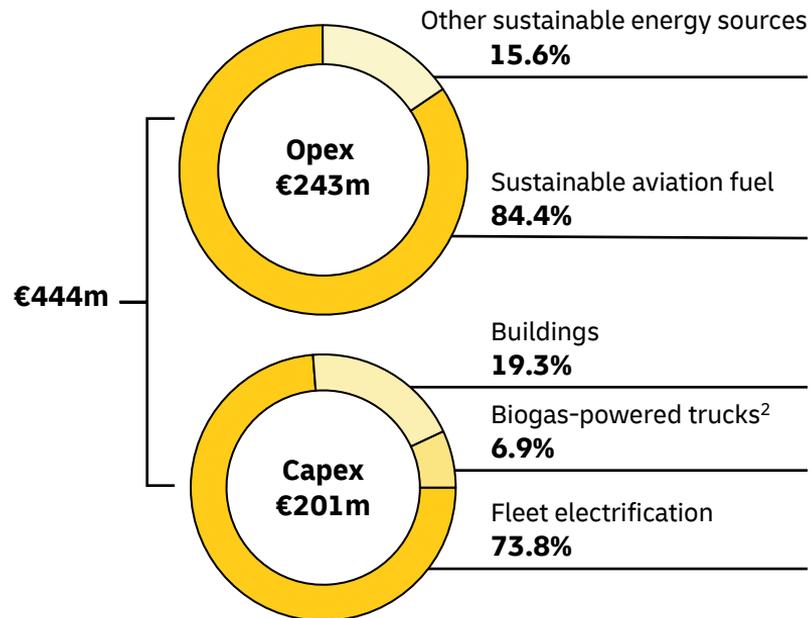
↗ Sustainability Statement
↗ Sustainability Statbook

1) Breakdown in accordance with ESRS requirements starting from fiscal year 2023. 2) Including the required infrastructure.

Sustainability-linked bond

First sustainability-linked bond placed in June 2023

- Issue volume of €500 million

- Term through 2033

- Interest rate of bond is linked to the 2030 target of significantly reducing GHG emissions:

  – Reduce scopes 1 and 2 by 42%

  – Reduce scope 3 by 25%
    (GHG Protocol categories 3 Fuel and energy-related activities,
    4 Upstream transportation and distribution, 6 Business travel)

May 2025

- Sustainability-linked Finance Framework updated in line with Strategy 2030

- Second Party Opinion on the framework renewed as scheduled

↗ Bond documentation
↗ Framework
↗ Second Party Opinion

Development of GHG emissions compared to the base year 2021 (m metric t CO_2e)

Scopes 1 and 2:
Decline mainly due to decarbonization and network restructuring at Express

Scope 3:
Reduction mainly due to lower volumes and structural effects in road transport

Scopes 1 and 2
- 2021 Base year: 7.52
- 2022: 8.37
- 2023: 8.30
- 2024: 7.74
- 2025: 6.52
- 2030 Target: -42%
- -13.3%

Scope 3[3]
- 2021 Base year: 32.70
- 2022: 28.22
- 2023: 24.97
- 2024: 26.03
- 2025: 25.79
- 2030 Target: -25%
- -21.1%

Scopes 1 and 2[1,2]
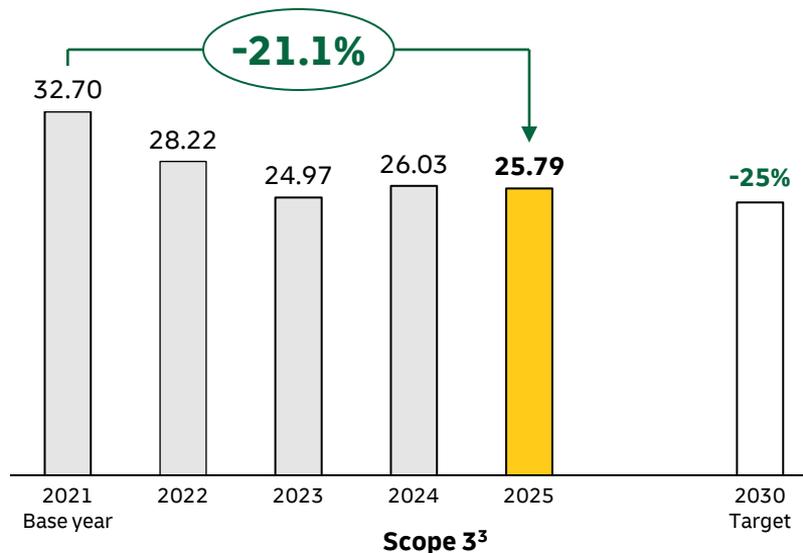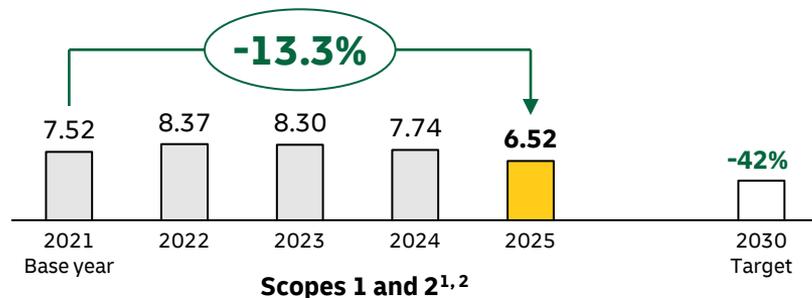
↗ Sustainability Statement
↗ Sustainability Statbook

1) Calculation takes into account the use of sustainable fuels based on purchased volumes and the reduction effects from market-based measures. 2) Market-based.
3) Scope 3 categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel.
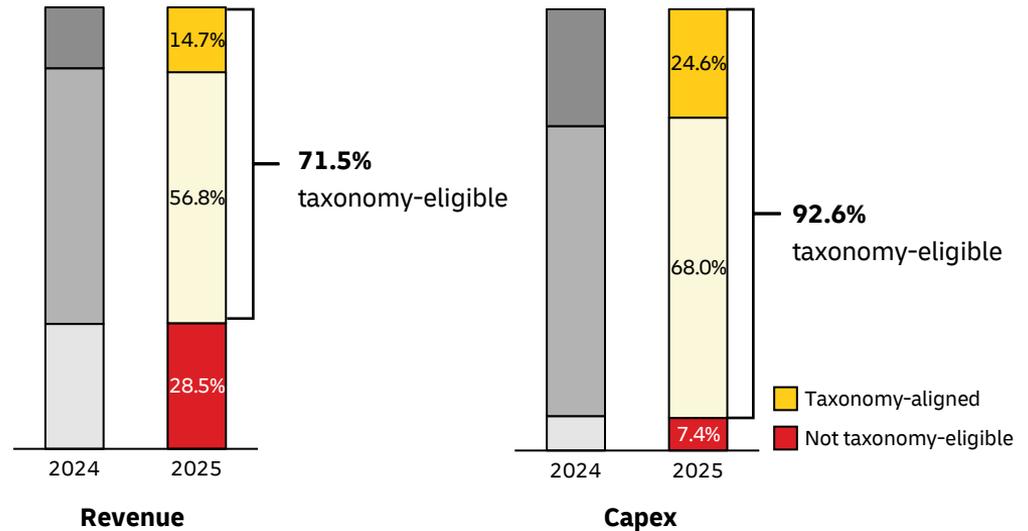
EU-Taxonomy

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, e.g.:

- Revenue from warehousing (corporate division Supply Chain) cannot be assessed, as no taxonomy-eligible activity is present

- Taxonomy criteria are often not applicable outside the EU

- Opex (as defined by the Taxonomy) is not material and is therefore no longer disclosed separately

Development of EU Taxonomy key performance indicators

71.5% taxonomy-eligible

92.6% taxonomy-eligible

- Taxonomy-aligned
- Not taxonomy-eligible

Revenue — 2024, 2025
- 2025: 14.7%, 56.8%, 28.5%

Capex — 2024, 2025
- 2025: 24.6%, 68.0%, 7.4%

↗ Sustainability Statement
↗ Sustainability Statbook

Economic activities under the EU-Taxonomy

Passenger and freight air transport:
Not aligned, despite using SAF[1], due to lack of sufficient evidence in aircraft production

Ocean and coastal freight transport:
Shipping companies only align for contracted transports in limited cases[2]

Operation of personal mobility devices, cycle logistics : Bicycles, cargo bikes and handcarts are largely aligned

Transport by motorbikes, passenger cars and light commercial vehicles:
e-vehicles are only partially aligned, due to tire specifications

Freight transport services by road:
e-trucks are only partially aligned, due to tire specifications

Infrastructure for low-carbon road transport and public transport:
Absence of reference standards for new buildings[3] outside EU prevents verification of alignment

Acquisition and ownership of buildings:
Within the EU, investments in some buildings are not reported as aligned; not applicable outside the EU

1) SAF: Sustainable Aviation Fuel. 2) Shipping companies are generally not subject to the EU Taxonomy. 3) Mail and parcel centers (including integral equipment such as conveyor and distribution systems), charging stations, Packstations and Poststations, transshipment hubs for road transportation.

Decarbonization measures

Using sustainable fuels

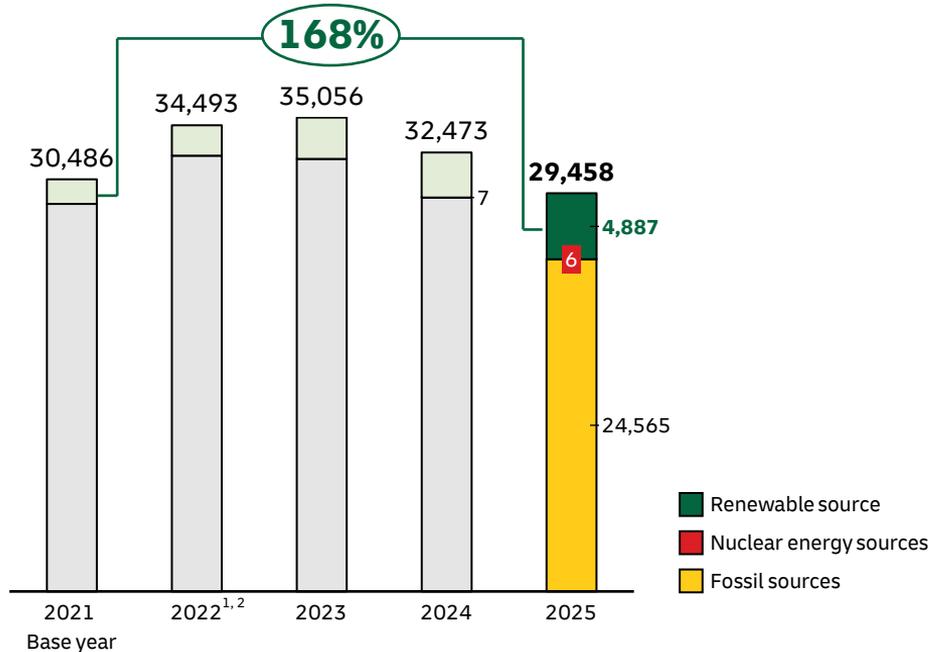**Electrifying pick-up and delivery**

Operating carbon-neutral buildings

Offering GHG emissions reduced products

Decarbonization: Sustainable energy sources and efficiency measures

Energy consumption (Scopes 1 and 2, GWh)

Bar chart showing:
- 2021 Base year: 30,486
- 2022[1,2]: 34,493
- 2023: 35,056
- 2024: 32,473 (7)
- 2025: 29,458 (Renewable source 4,887; Nuclear energy sources 6; Fossil sources 24,565)

168%

Legend:
- Renewable source
- Nuclear energy sources
- Fossil sources

Efficiency measures

- **Road transport**
  Modal shift or optimization of routing

- **Air transport**
  Using sustainable aviation fuel (SAF) and pilot training in energy-efficient flight maneuvers

  – Continuous descent approach during landing

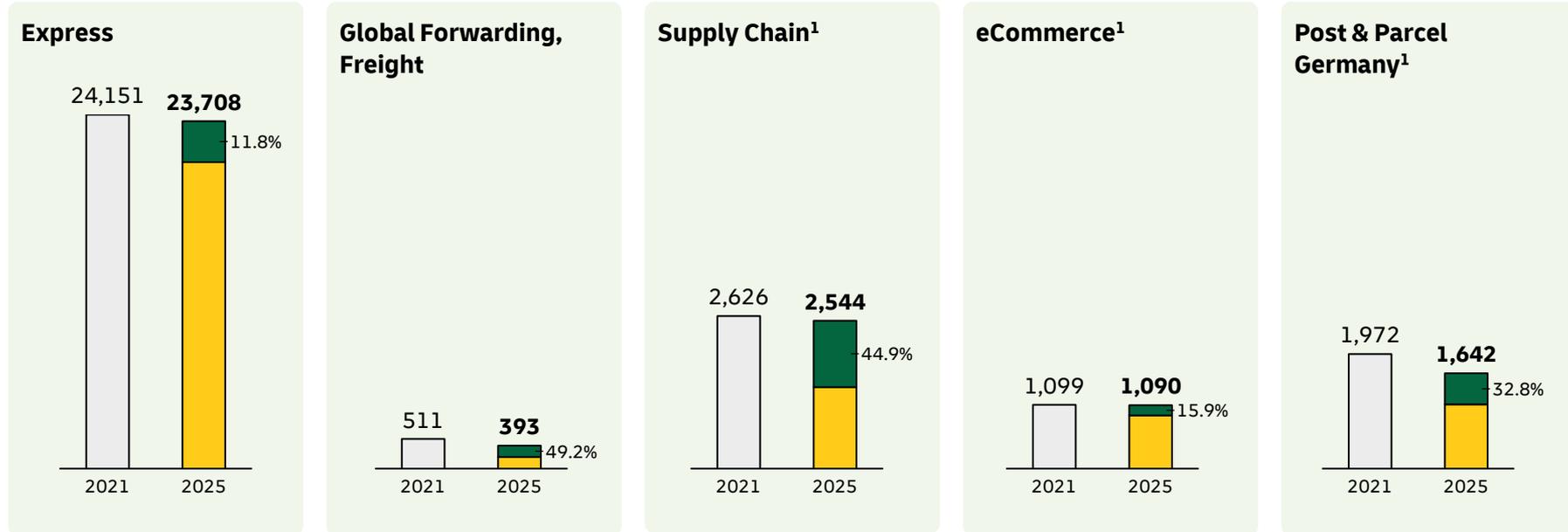 – Taxiing after landing with one engine instead of two

↗ Sustainability Statement
↗ Sustainability Statbook

1) From fiscal year 2022 onward, including the book-and-claim effect in air and road transport.

Decarbonization: Using sustainable fuels

Energy consumption by corporate division (Scopes 1 and 2, GWh)

Express

24,151 (2021)
23,708 (2025) — 11.8%

2021 · 2025

Global Forwarding, Freight

511 (2021)
393 (2025) — 49.2%

2021 · 2025

Supply Chain[1]

2,626 (2021)
2,544 (2025) — 44.9%

2021 · 2025

eCommerce[1]

1,099 (2021)
1,090 (2025) — 15.9%

2021 · 2025

Post & Parcel Germany[1]

1,972 (2021)
1,642 (2025) — 32.8%

2021 · 2025

◼ Energy consumption from fossil sources ◼ Energy consumption from renewable sources
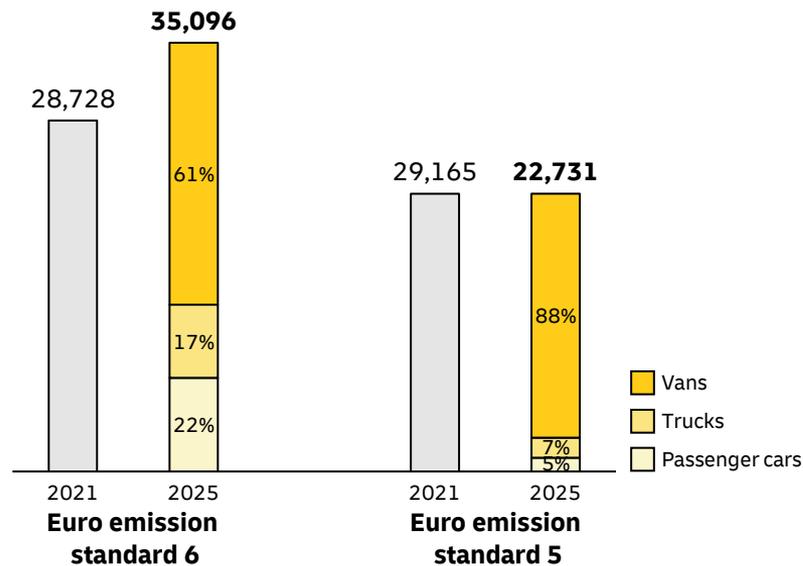
↗ Sustainability Statbook

1) Scaling adjusted.

Decarbonization: Electrifying the vehicle fleet

Alternative drive types in the vehicle fleet

+110%

Year	Value
2021 Base year	26,094
2022	31,266
2023	37,474
2024	47,256
2025	54,691

2025: 50,604 / 4,087

■ E-vehicles
■ Further alternative drives
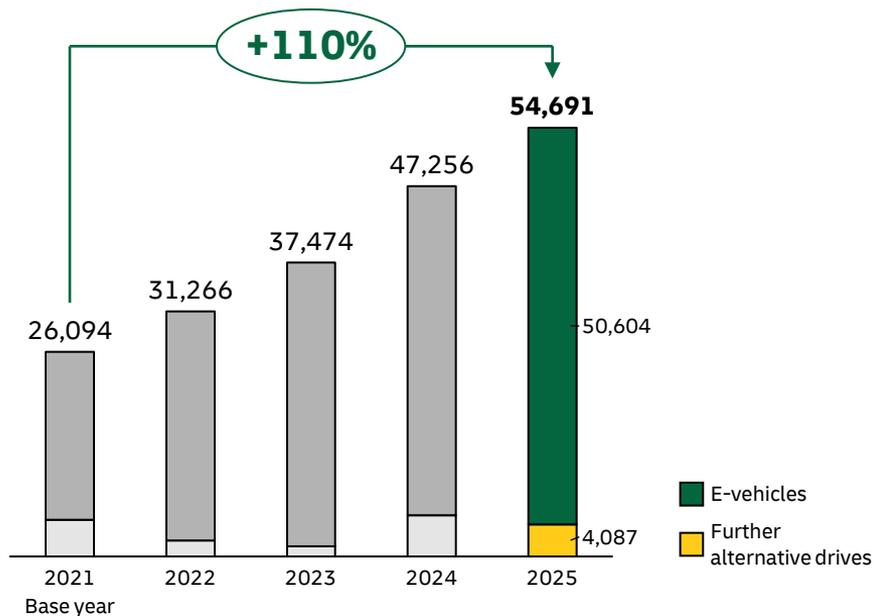
Vehicle fleet by Euro emission classes

Euro emission standard 6
- 2021: 28,728
- 2025: 35,096 (61%, 17%, 22%)

Euro emission standard 5
- 2021: 29,165
- 2025: 22,731 (88%, 7%, 5%)

■ Vans
■ Trucks
■ Passenger cars

↗ Sustainability Statbook

Decarbonization: Operating carbon-neutral buildings

Reducing the ecologic footprint of warehouse buildings

DHL Group operates 11,249 sites worldwide, of which 6,408 are relevant for certifications.

Since 2021, all new owned buildings are operated carbon-neutral[1] through the use of technologies and measures, including:

- Energy-efficient technologies
- Energy from renewable sources
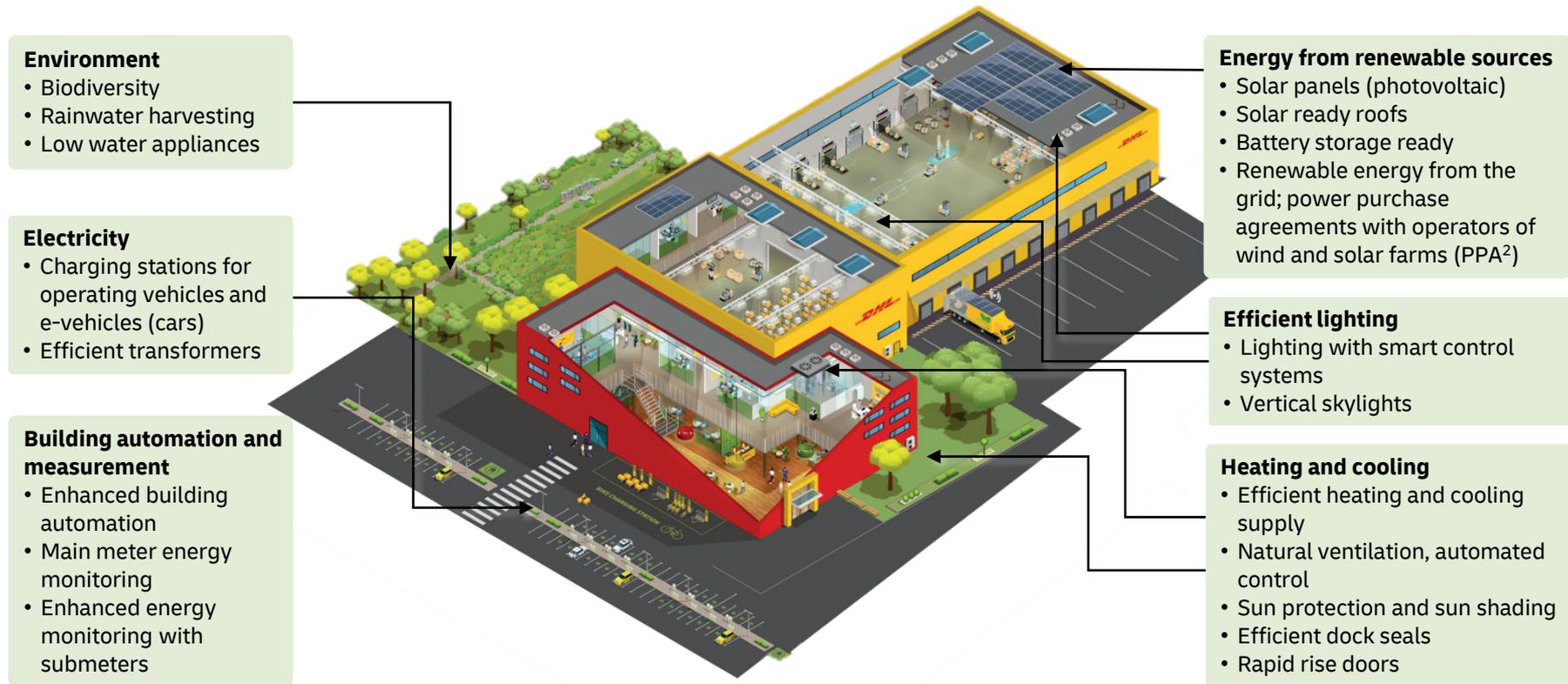- Photovoltaic systems for energy generation

96.9%
Energy from renewable sources

38.5 MWp[3]
Solar capacity

Certified[2] sites 2025

6,408 sites

Not certified
31%

Certified
69%

Decarbonization: Operating carbon-neutral buildings

Standard measures catalog strengthens sustainability and improves working conditions.

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
- Enhanced energy monitoring with submeters

Energy from renewable sources
- Solar panels (photovoltaic)
- Solar ready roofs
- Battery storage ready
- Renewable energy from the grid; power purchase agreements with operators of wind and solar farms (PPA[2])

Efficient lighting
- Lighting with smart control systems
- Vertical skylights

Heating and cooling
- Efficient heating and cooling supply
- Natural ventilation, automated control
- Sun protection and sun shading
- Efficient dock seals
- Rapid rise doors

1) Carbon-neutral in operation as defined by the internal DHL assessment standard; based on the World Green Buildings Council's Guidance and certified by SGS. It covers the operational CO_2 emissions (Scopes 1, 2), with a CO_2 reduction of ≥75% and a maximum offset of 25% with carbon credits. 2) Power Purchase Agreement.

Customers can directly reduce their GHG emissions along their supply chain with GoGreen Plus products.

GoGreen Plus products

Use of sustainable fuels

Direct replacement of fossil fuels with sustainable fuels and protection of the environment and climate along the entire supply chain.

The calculation of reduced GHG emissions is carried out in accordance with internationally recognized standards: GHG Protocol, ISO 14083, and GLEC[1]. Independent external certification of the achieved reductions.

Air freight   **Ocean freight**   **Road transport**

Use of sustainable fuels on site

Warehousing solutions   **Dedicated transportation**

Further services

Carbon Reports

- Customers receive transparency on the GHG emissions generated by their transport through Carbon Reports

- Calculation of GHG emissions is carried out according to internationally recognized Standards: GHG Protocol, ISO 14083, and GLEC[1]

Optimizing the supply chain

DHL experts develop solutions to improve customers' GHG footprint:

- In warehousing

- In road transport

- Modal shift from road to rail, as well as packaging solutions

1) Global Logistics Emissions Council.

Decarbonization: Products with reduced GHG emissions

GoGreen Plus portfolio by corporate division.

GoGreen PLUS

Reduction of GHG emissions through the use of alternative technologies and sustainable fuels

Express	Global Forwarding, Freight	Supply Chain	eCommerce	Post & Parcel Germany
Use of sustainable aviation fuels (SAF)	Use of sustainable fuels[3]	Sustainable warehousing, use of sustainable fuels	Use of sustainable fuels	Use of sustainable fuels and alternative technology

Express

Global

- **TDI[1] Key accounts**
  Flexible reduction and flexible billing
- **TDI Basic model**
  Standard reductions: 30%, 50% or 70%
- **TDI myDHL+**
  Standard reduction 30%

Europe

- **DDI[2]**
  Flexible reductions for key accounts
  Standard reduction for SMEs 70%

Global Forwarding, Freight

Global Forwarding

- **Air freight**
  Reduction up to 85% possible
- **Ocean freight**
  Reduction up to 85% possible

Freight

- **GoGreen Plus Base**
  Insetting ~10%; certificate for the previous year
- **GoGreen Plus Smart[3]**
  Insetting ~30%
- **GoGreen Plus Premium[3]**
  Insetting ~100%

Supply Chain

- **Warehouse logistics**
  CO_2e-reduced warehousing
- **Road transport**
  CO_2e -reduced or CO_2e -free transport solutions
- **Road transport**
  Flexible reduction of up to 80% through use of CO_2e-reduced transport solutions

eCommerce

- **Road transport**
  Solution developed for specific customers
- **Road transport**
  Reductions of up to 90% possible through use of sustainable fuels (HVO 100)

Post & Parcel Germany

- **Parcel**
  Use of sustainable fuels, e-drives and heat pumps enables up to 95% reductions
- **Post**
  Use of sustainable fuels, e-drives and heat pumps enables up to 95% reductions; service partly included in products

☐ Standardized products (Book & Claim); optional service unless stated otherwise   ☐ Direct decarbonization   ↗ DHL Products Website

1) TDI: Time definite International. 2) Day Definite International. 3) SAF, SMF: Sustainable Maritime Fuels.

Decarbonization: Products with reduced GHG emissions

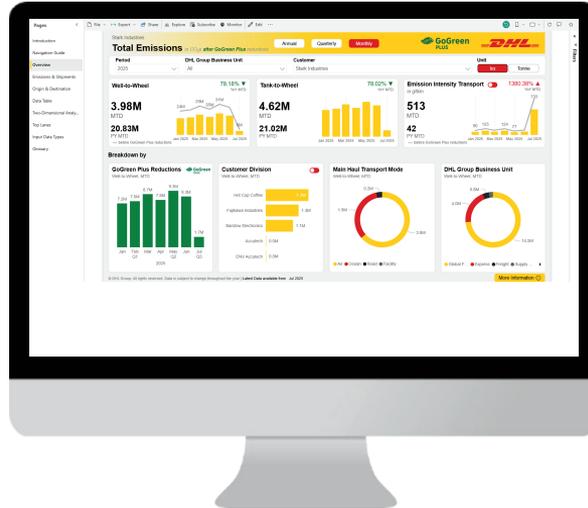DHL GoGreen Dashboard enables the consolidation of GHG emissions from major customers.

Credibility

Calculation follows recognized international standards[1]

Transparency

Customers can track GHG emission reductions per shipment at any time

Accuracy

GHG emissions can be tracked in detail at the shipment level

Timeliness

Monthly updates of GHG emissions

Customizable views

Interactive filters allow users to customize data and report views

Data export

Customers can access detailed results through export function

1) GHG Protocol, ISO 14083, Framework of Global Logistics Emissions Council 3.1. Externally verified.

Decarbonization: Excursus on reduction measures

Climate neutrality: Measuring and reducing GHG emissions, offsetting unavoidable ones.

Reduction measures within the value chain

Direct substitution	Indirect substitution (Insetting[1])

GoGreen PLUS

Decarbonization through

- Direct vehicle fueling with sustainable fuel or electricity
- Emission reductions determined invoice-based

Proof of GHG emissions reduction

- Certificates showing substitution of fossil fuels in the value chain
- Direct consumption partly also invoice-based

- Purchase of sustainable fuels or efficient transportation services in the same mode of transport

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

1) Recommended by the Market-based Measures Framework. Recognition of GHG emission reductions only after verification.

Further topics
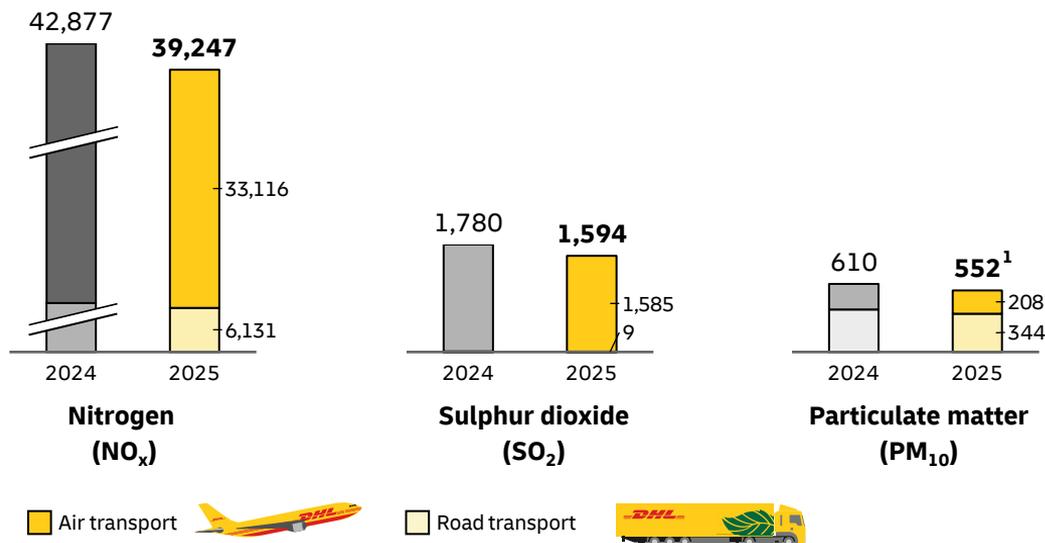
Further topics: Local air pollution

Decarbonization measures have a positive impact on air pollution.

According to the materiality assessment (ESRS), air pollution has not been assessed as material.

DHL Group continuously modernizes its own fleets, thereby contributing to the reduction of local air pollution.

- >50,000 e-vehicles already in operation
- Around 35,100 vehicles comply with the highest Euro emission standard, Euro 6
- 147 aircraft (53%) comply with the most stringent emission standard, CAEP/8

Local pollutants (in accordance with Scope 1, metric tons)

Nitrogen (NO$_x$)

- 2024: 42,877
- 2025: **39,247**
  - 33,116
  - 6,131

Sulphur dioxide (SO$_2$)

- 2024: 1,780
- 2025: **1,594**
  - 1,585
  - 9

Particulate matter (PM$_{10}$)

- 2024: 610
- 2025: **552**[1]
  - 208
  - 344

Air transport

Road transport

1) Includes 277 t PM$_{2.5}$.

Further topics: Noise pollution

Decarbonization measures have a positive impact on noise pollution.

According to the materiality assessment (ESRS), noise pollution has not been assessed as material.

- Continuous fleet modernization
- >50,000 e-vehicles reduce noise exposure for residents
- 107 aircraft meet the most stringent noise standard (Chapter 14)
- Energy-efficient flight maneuvers also contribute to reducing noise exposure, e.g.:
  - Continuous descent approach during landing
  - Taxiing after landing with one engine instead of two

Aircraft fleet by noise standard (Scope 1)

Chapter 3: **11.6%**

277 Aircraft

Chapter 4: **49.8%**

38.6% Chapter 14
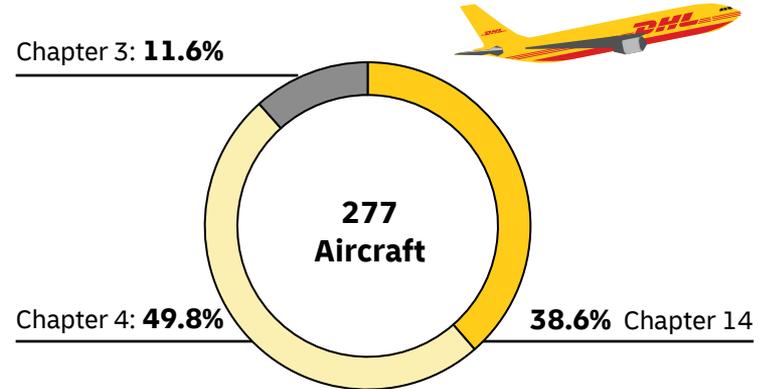
Further topics: Water consumption

Only limited water us in DHL Group's production processes

According to the materiality assessment (ESRS), water consumption has not been assessed as material.

- Water 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

- In 2025, water consumption amounted to 4,953 thousand m^3

Further topics: Biodiversity

Measures reduce impact on biodiversity

According to the materiality assessment (ESRS), biodiversity has not been assessed as material.

- 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 considered for new developments and leasing, e.g., sustainable landscape planning

- DHL Group's Sustainable Fuel Policy takes account of biodiversity in the production of sustainable biofuels

- The GTCs[1] 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

→ Buildings

1) General Terms and Conditions.

Further topics: Circular economy

Measures taken to promote the circular economy and responsible use of resources

According to the materiality assessment (ESRS), the circular economy has not been assessed as material.

- Avoid waste and digitalize processes

- Promote recycling of materials and the circular economy

- Avoid single-use packaging. If unavoidable, it must be recyclable

- 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

- Procurement and resource-efficient use of paper (with credible certification)

↗ Paper Policy

Further topics: Circular economy

Best practice examples: StreetScooter recycling and reusable pallet wrap.

Recycling of end-of-life StreetScooters

End-of-life vehicles as spare parts donors

Reusable components are removed and reused as spare parts in the fleet (~15 spare parts per vehicle)

Battery recycling

Recovery of valuable materials, such as lithium

Material recovery

Vehicle scrapping to recover raw materials such as nickel, copper, and lithium

Material cycle

Non-reusable components are returned to the material cycle

Reusable pallet wrap

Innovative solutions for pallet packaging

- Wrap is made of laminated polypropylene
- Fully recyclable
- Helps avoid single use plastic
- Can be reused 250 to 400 times
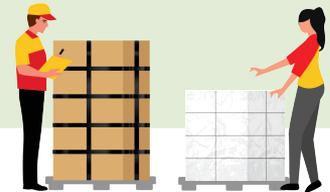
Employer
of Choice

Employer
of Choice

"For us, social sustainability means fair working conditions and a culture that combines respect and results. In doing so, we promote employee engagement and satisfaction while simultaneously ensuring sustainable business success and competitiveness."

Dr. Thomas Ogilvie
Board Member for Human Resources and
Labor Director

Employer of Choice

DHL Group's global team is the foundation of the company's success

The commitment and motivation of its employees make DHL Group stronger every day. The Group provides an inclusive, safe, and motivating work environment.

Measures
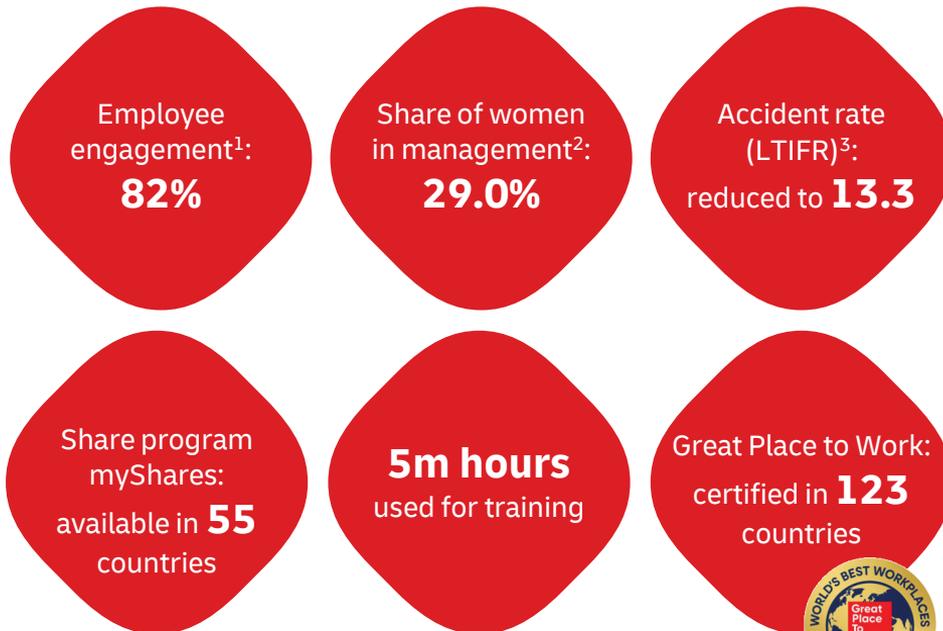
- Promote employee engagement
- Increase the share of women in management
- Reduce the accident rate (LTIFR)

Targets by 2030

- Maintain employee engagement[1] at ≥80% across the Group
- Filling ≤34% of management positions[2] with women
- Reduce the accident rate (LTIFR)[3] to ≤10.8

↗ Sustainability Statement

Progress 2025

Employee engagement[1]:
82%

Share of women in management[2]:
29.0%

Accident rate (LTIFR)[3]:
reduced to **13.3**

Share program myShares:
available in **55** countries

5m hours
used for training

Great Place to Work:
certified in **123** countries

1) Steering- and renumeration-relevant. Aggregated and weighted result of five statements from the annual employee survey. 2) Steering-relevant. Middle and upper management. Employees in the USA were not considered in either steering or target setting from fiscal year 2025 onwards. 3) Steering-relevant. Occupational accidents per million hours worked resulting in at least one lost workday after the day of the accident (LTIFR: Lost Time Injury Frequency Rate).

Bodies, policies, standards, and partnerships

Board of management
Central decision-making and alignment of sustainability

Thematic responsibility

Operations Board

Climate and environmental protection

Occupational safety

Procurement

Real Estate

Mobility

Chair: CEO[1]

HR Board

Employee issues

Respect for human rights

Health & wellbeing

Chair: CHRO[1]

Reporting & Controlling

Finance Board

KPIs

Planning

Opportunity/risk assessment

Materiality assessment

Reporting

Chair: CFO[1]

Thematic committees

Energy Management Steering Committee

SAF Steering Committee

Mobility Steering Committee

Clean Operations Working Group

OHS Committee

LkSG[2] Council

Diversity[3] Board

Health & Wellbeing Forum

Certified Board

ESG Change Board

Risk Committee

Corporate divisions: operational management of sustainability topics

Key standards, policies, partnerships

Standards

- UN Global Compact
- Principles of the Universal Declaration of Human Rights
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises

Group policies

- Code of Conduct
- Supplier Code of Conduct
- Human Rights Policy Statement
- Anti-Corruption Policy Statement
- Occupational Health and Safety Policy
- Health and Wellbeing Policy

Memberships and partnerships

- World Economic Forum
- United Nations (OCHA, UNDP, WFP)
- Business for Societal Impact
- International Organization of Employers
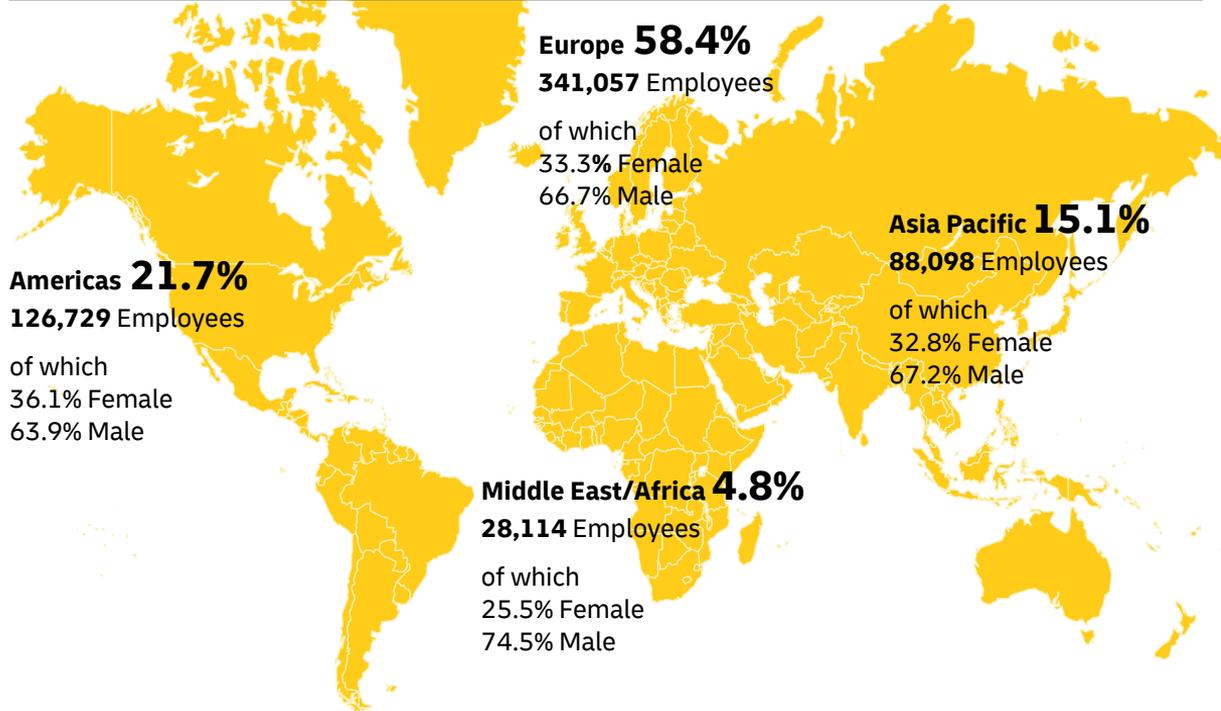- European Social Dialogue Committee for the Postal Sector

1) CEO: Chief Executive Officer; CHRO: Member of the Board of Management Human Resources; CFO: Chief Financial Officer. 2) German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG: Lieferkettensorgfaltspflichtengesetz). 3) Equal treatment and equal opportunities.

DHL Group is one of the world's largest employers

Employees ¹ by region (Headcount as of Dec. 31, 2025)

Europe 58.4%
341,057 Employees

of which
33.3% Female
66.7% Male

Asia Pacific 15.1%
88,098 Employees

of which
32.8% Female
67.2% Male

Americas 21.7%
126,729 Employees

of which
36.1% Female
63.9% Male

Middle East/Africa 4.8%
28,114 Employees

of which
25.5% Female
74.5% Male

Declining volumes and structural changes have led to a slight decrease in the workforce (-2.9%).

- 583,998 people were employed across the Group, including 195,523 women, 387,423 men, 3 diverse and 1,049 without gender specification

- Unplanned fluctuation 10.0%, Total fluctuation 19.8%

- Permanent contracts: 508,834

- Non-permanent contracts: 60,088

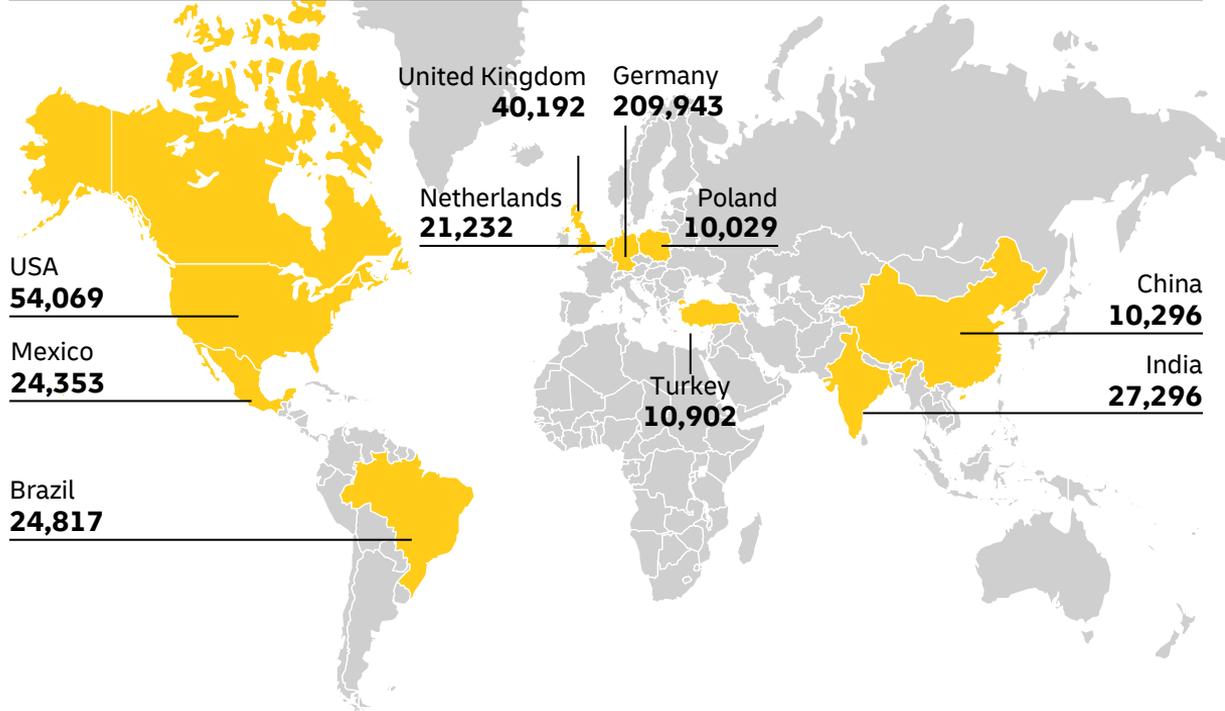- Full-time employees: 485,898

- Part-time employees: 98,100

↗ Sustainability Statbook

1) In addition, 91,447 non-employees (external temporary workers, full-time equivalents, annual average) were deployed at DHL Group sites.
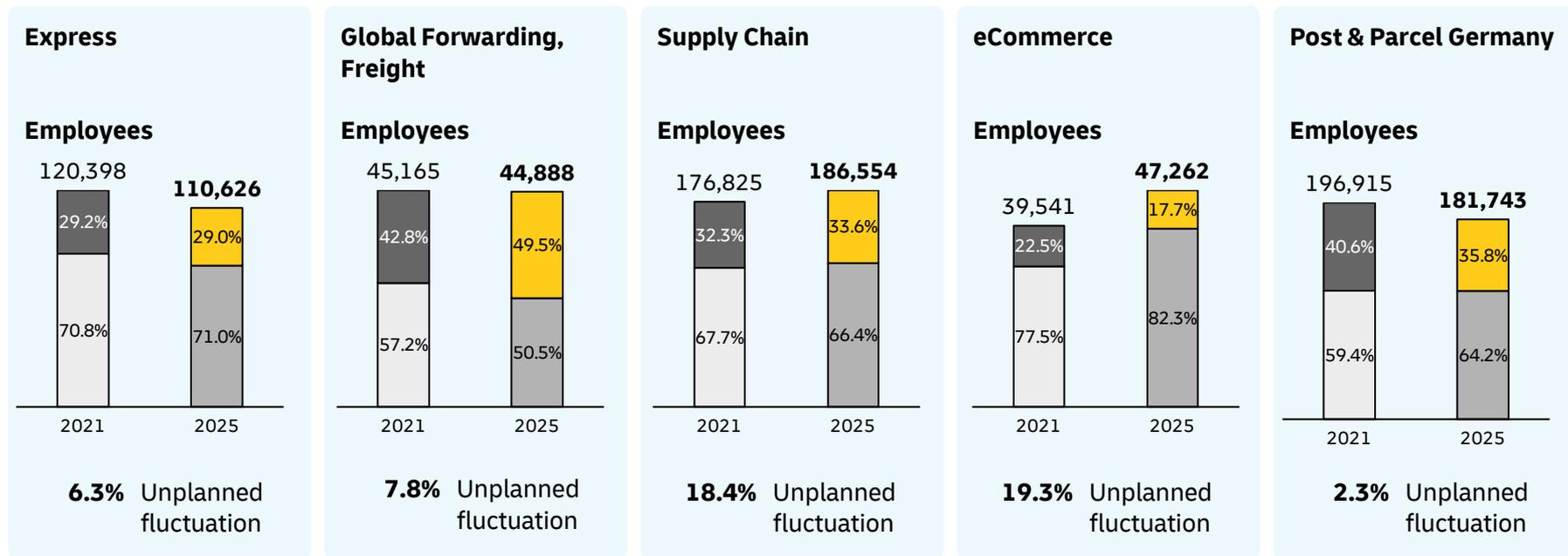
DHL Group is one of the largest employers

Number of employees in the top 10 countries (Headcount as of Dec. 31, 2025)

United Kingdom
40,192

Germany
209,943

Netherlands
21,232

Poland
10,029

USA
54,069

Mexico
24,353

China
10,296

India
27,296

Turkey
10,902

Brazil
24,817

Employees by corporate division

Employees 2025[1] (Headcount as of Dec. 31)

Express

Employees

120,398 — **110,626**

2021	2025
29.2%	29.0%
70.8%	71.0%

6.3% Unplanned fluctuation

Global Forwarding, Freight

Employees

45,165 — **44,888**

2021	2025
42.8%	49.5%
57.2%	50.5%

7.8% Unplanned fluctuation

Supply Chain

Employees

176,825 — **186,554**

2021	2025
32.3%	33.6%
67.7%	66.4%

18.4% Unplanned fluctuation

eCommerce

Employees

39,541 — **47,262**

2021	2025
22.5%	17.7%
77.5%	82.3%

19.3% Unplanned fluctuation

Post & Parcel Germany

Employees

196,915 — **181,743**

2021	2025
40.6%	35.8%
59.4%	64.2%

2.3% Unplanned fluctuation

🟨 Female   🟫 Male

↗ Sustainability Statbook

1) Group Functions: 12,925 Employees.
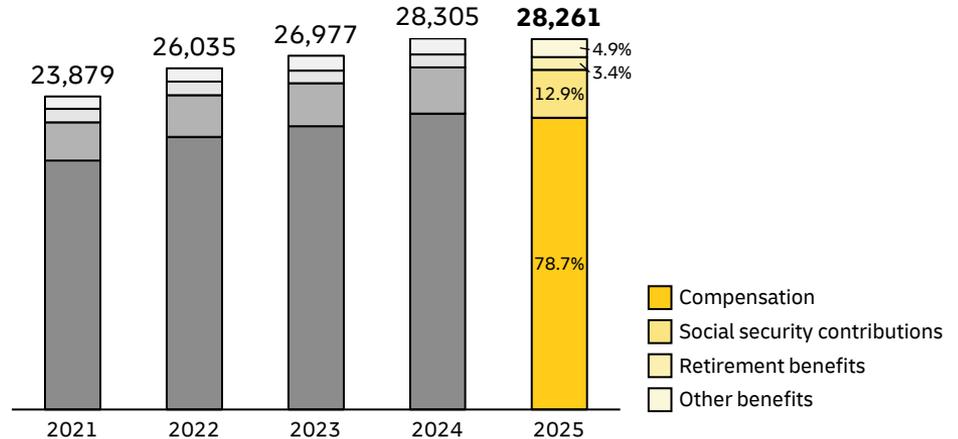
57

Remuneration

A performance-based remuneration[1] in line with market standards fosters employee loyalty and motivation.

- Collective agreement reached in Germany in 2025: 5% wage increase and one additional vacation day for 170,000 employees; term of 24 months

- Collective bargaining coverage[2]: >90%

- Employee representation in Europe: 100%

- 75% of employees participate in defined benefit and defined contribution retirement plans

- ~40% of employees can participate in the myShares share program in 55 countries

- In 107 countries, employees and their families receive insurance coverage through the employee benefits program

↗ Sustainability Statbook

Staff cost development (€m)

	2021	2022	2023	2024	2025
Total	23,879	26,035	26,977	28,305	**28,261**

2025 breakdown:
- Compensation: 78.7%
- Social security contributions: 12.9%
- Retirement benefits: 3.4%
- Other benefits: 4.9%

Legend:
- Compensation
- Social security contributions
- Retirement benefits
- Other benefits

1) Remuneration comprises a base salary plus the agreed variable remuneration components such as bonus payments. In many countries, DHL Group also provides employees with access to defined benefit and defined contribution retirement plans. 2) Germany.

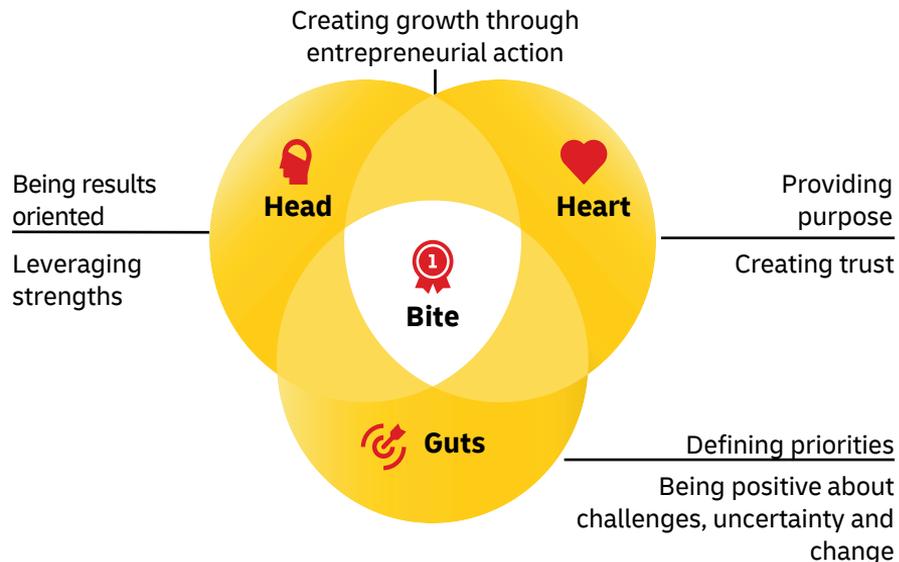# DHL Group's leadership culture

Leadership culture principles

- Respectful and performance-oriented interaction with internal and external stakeholders
- Approaching challenges positively and building on individual strengths
- Recognizing and developing employees' potential
- Employees should be empowered to make or prepare decisions based on these guiding principles. There is not always one solution!

↗ Sustainability Statement

Leadership dimensions provide guidance

Creating growth through entrepreneurial action

Being results oriented

Leveraging strengths

Head

Heart

Bite

Guts

Providing purpose

Creating trust

Defining priorities

Being positive about challenges, uncertainty and change

Respecting human rights: DHL Group's focus

DHL Group's Human Rights Policy Statement[1] sets out a clear focus for human rights relevant to its business models.

Focus of DHL Group

- Exclusion of child labor and forced labor
- Promote diversity and inclusion
- Ensure freedom of association and collective bargaining
- Provide good working conditions
- Ensure data protection
- Environmental protection

Decision-making body and monitoring

The LkSG[2] Council monitors the implementation of measures in the workforce and the supply chain and acts as a human rights officer as defined by the LkSG.

- Council comprising executives in upper management from the Group functions of Human Resources, Corporate Strategy, Corporate Public Affairs, Legal Services and Global Compliance, Corporate Procurement and Corporate Internal Audit
- Monitoring compliance with the Policy Statement through on-site audits (conducted by SEDEX[3]-certified HR employees) and reviews by Corporate Internal Audit
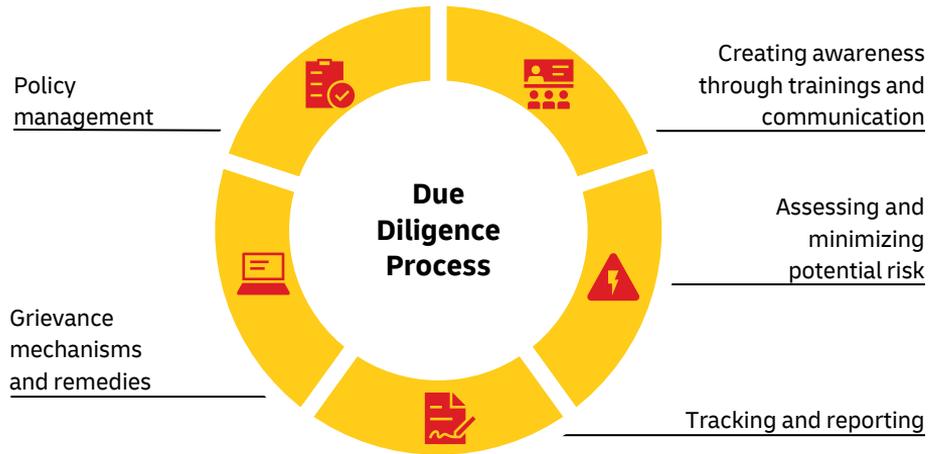
↗ Whistleblower system
↗ Policy Statement
↗ Sustainability Statement

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

Respecting human rights : Management system

Management system for the Group-wide implementation of the Human Rights Policy Statement.

HUMAN RIGHTS POLICY STATEMENT

Human rights management system

Policy management

Creating awareness through trainings and communication

Due Diligence Process

Assessing and minimizing potential risk

Grievance mechanisms and remedies

Tracking and reporting

Results 2025

- Human rights training:

  98.9% of managers[1] are certified

- On-site reviews by SMETA[2]-certified employees:

  103 sites of **36** subsidiaries

  in **10** countries audited

- Internal audits relating to human rights:

  50 audits carried out by Corporate Internal Audit

↗ Policy Statement
↗ Sustainability Statement

1) Middle and upper management. 2) SMETA: Sedex Members Ethical Trade Audit.

Respecting human rights : On-site reviews

The selection of countries and sites follows a risk-based approach and considers internal and external criteria[1].

On-site reviews since 2021 (as part of the Due Diligence process)

Europe
Czech Republic
Greece
Italy
Poland
Sweden
Spain
Turkey
Ukraine

Asia Pacific

Bangladesh	Pakistan
Cambodia	Papua New Guinea
China	Philippines
India	South Korea
Indonesia	Sri Lanka
Japan	Taiwan
Laos	Vietnam
Malaysia	

Americas
Argentina
Brazil
Canada
Columbia
Honduras
Mexico
Peru
USA

Middle East/Africa

Bahrain	Lebanon
Cameroon	Madagascar
Côte d'Ivoire	Morocco
Egypt	Nigeria
Ethiopia	Oman
Gabon	Qatar
Ghana	Saudi Arabia
Guatemala	Tanzania
Kenya	Uganda
Kuwait	United Arab Emirates
	Zimbabwe

1) Internal criteria: Such as number of employees; External criteria: Verisk Maplecroft (Human Rights Index) and suggestions from the global unions.

Respecting human rights: Whistleblower system

Professional, external whistleblower system

- Publicly available and accessible to all

- Report possible violations 24/7; anonymous reporting also available[1]

- Reports of possible violations are investigated and clarified within the company in a standardized process

- At least two independent, impartial employees are involved in the investigation to ensure a transparent process

- Checks are always carried out to ensure that reports do not lead to retaliation by the accused or other parties

↗ Whistleblower system
↗ Sustainability Statement

1) Where permitted by applicable law.

Measures

Employee Engagement

Equal Treatment and Equal Opportunities

Health and Safety

Employee engagement

Motivated and engaged employees are the greatest competitive advantage of DHL Group.

- All employees at DHL Group can anonymously evaluate the strategy, values and working conditions annually

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

- Create the best working environment based on employee feedback

Based on the analysis of the annual survey, Employee Engagement[1] is derived as a key performance indicator

- Key Performance indicator is steering-relevant

- Key Performance indicator is included in the bonus calculation for the Board of Management and senior management

Annual employee opinion survey

Survey categories

Team	Leadership
Target dimensions[2]	Values
Future and Strategy	Growth

Employee Engagement[1]

Result 2025
77%
participation

82%
employee engagement

Target 2030
≥80%
Group-wide

↗ Sustainability Statement

1) Steering- and renumeration-relevant. Aggregated and weighted result of five statements from the annual employee survey. 2) Strategy 20230.

Employee engagement: Share program myShares

Employees can benefit in the Group's long-term success as shareholders.

myShares

Share program myShares promotes employee loyalty and motivation.

- Piloted in 2023

- Rolled out[1] step by step

- Conditions

    15% Discount rate compared with stock market price

    €3,600 Annual cap

2025

- Participation possible in **55** countries

- **~40%** of employees

Participation in share program possible in the following countries

Europe
Austria	Portugal
Bulgaria	Romania
Croatia	Slovakia
Czech Republic	Slovenia
Germany	Spain
Greece	Sweden
Hungary	Switzerland
Norway	Turkey
Poland	

Asia Pacific
Australia
India
Malaysia
New Zealand
Pakistan
Singapore
South Korea
Sri Lanka
Thailand

Americas
Brazil	Guatemala
Chile	Mexico
Colombia	Panama
Costa Rica	Peru
Dom. Rep.	USA
El Salvador	

Middle East/Africa
Egypt	Mauritius
Gabon	Namibia
Ghana	Nigeria
Iraq	Oman
Jordan	Qatar
Kenya	Saudi Arabia
Kuwait	South Africa
Lebanon	Tanzania
	Uganda
	United Arab Emirates

1) Where legally possible and permitted.

Employee engagement: Motivate through development

DHL Group offers all employees a targeted and wide-ranging training program.

Professional training and development measures

Employees[1] are developed and empowered to realize their potential.

- Offering ranges from technical and strategic training to personal development, with a focus on lifelong learning

- Role changes supported through transition plans: upskilling employees to take on new roles within the Group

2025

- **5 million hours**
  were used for training[2], 8.6 hours per employee

- **€229 million**
  expenditure on training, €428 per FTE[3]

Learning concept

10%
Formal learning off the job
→ Digital and in-person training programs

20%
Learning from others through dialogue near the job
→ e.g., Feedback discussions

70%
Learning from practical experience on the job
→ e.g., Performance dialogues

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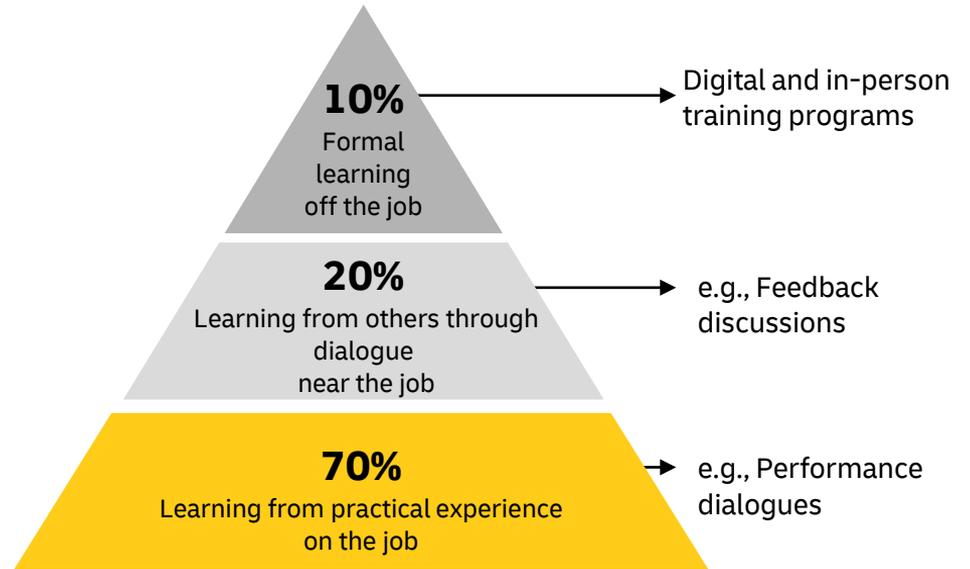
1) Regardless whether part-time or full-time. 2) This does not include job-related training components such as induction or service training. 3) Average for the year, excluding apprentices and trainees.

Employee engagement: Training and development offers

Thematic training (selection)

- Code of Conduct
- Respecting Human Rights
- Compliance Curriculum
- Data Protection, Competition Compliance
- Information Security Awareness
- Risk Management
- Environmental specialist (GoGreen Specialist)

Functional training (selection)

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

MyTalent World

Group-wide training platform for all employees of DHL Group

DHL GROUP
CERTIFIED
SPECIALISTS

Personal development (selection)

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

Digital career planning

- Employees create profiles in the Career Marketplace
- Each profile comprises employees' skills and development aspirations
- The profiles are considered in further development and succession planning

Equal treatment and equal opportunities

Uniting people from many cultures and with different cultural backgrounds.

Creating an inclusive and fair working environment

- All forms of discrimination are prohibited

- Working together in the spirit of mutual trust and respect

- All employes have equal development opportunities

- Creating a sense of belonging

- Every employee can develop their individuality and be their authentic self without having to pretend

- Filling vacant positions exclusively according to qualifications

Equal treatment and equal opportunities

Making management positions more attractive for women and promoting diversity.

Set of measures

Promoting women in management

- Providing targeted support for female talents
- Preparing them for the next career step

Employees with disabilities

- Providing career prospects for people with disabilities

LGBTQ+

- Enabling career development regardless of sexual orientation or gender identity

Share of women in middle and upper management[1]

	2021	2022	2023	2024	2025	2026 Plan	2030 Target
Headcount	592,263	600,278	594,396	601,723	**583,998**		
Share of women	25.1%	26.3%	27.2%	28.4%	29.0%	≥ 30%	≥ 34%

━━ Share of women ▮ Headcount as of Dec. 31
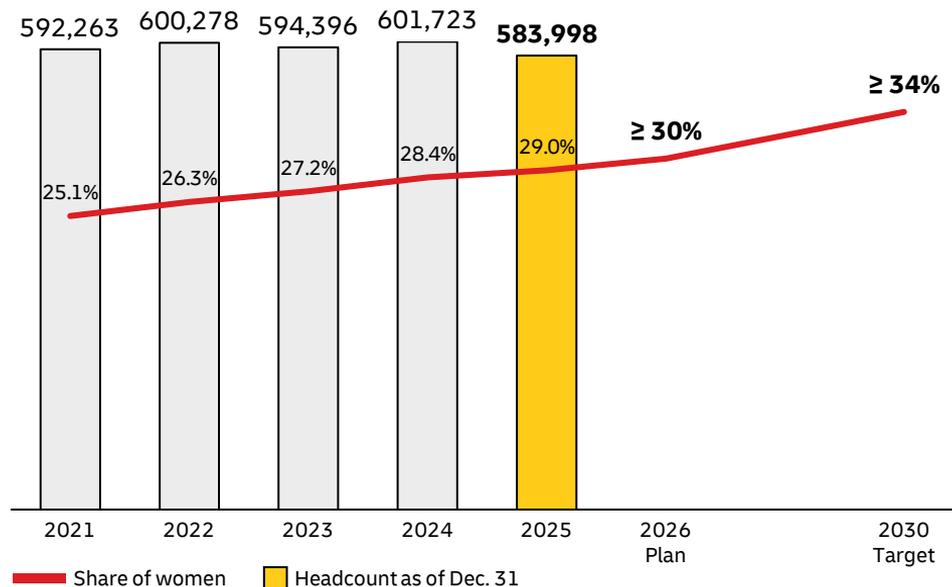
1) Steering-relevant. Employees in the USA were not considered in either steering or target setting from fiscal year 2025 onwards.

Equal treatment and equal opportunities: Corporate divisions

Express

Average age:
40 years

Age structure
<30 years:	**17%**
30-50 years:	**63%**
>50 years:	**21%**

Management positions[1]

2021	2025
25.0%	28.7%
75.0%	71.3%

Global Forwarding, Freight

Average age:
40 years

Age structure
<30 years:	**21%**
30-50 years:	**58%**
>50 years:	**21%**

Management positions[1]

2021	2025
25.8%	31.0%
74.2%	69.0%

Supply Chain

Average age:
39 years

Age structure
<30 years:	**26%**
30-50 years:	**54%**
>50 years:	**20%**

Management positions[1]

2021	2025
23.4%	27.0%
76.6%	73.0%

eCommerce

Average age:
34 years

Age structure
<30 years:	**40%**
30-50 years:	**48%**
>50 years:	**12%**

Management positions[1]

2021	2025
24.1%	26.2%
75.9%	73.8%

Post & Parcel Germany

Average age:
44 years

Age structure
<30 years:	**18%**
30-50 years:	**44%**
>50 years:	**38%**

Management positions[1]

2021	2025
23.6%	26.7%
76.4%	73.3%

🟨 Female ⬜ Male

1) In middle and upper management.

Equal treatment and equal opportunities : Best practice examples

Germany – Integration

>30,000 refugees integrated into the German labor market over the past ten years (supported by language courses, application training, and internships)

India – Inclusion and Diversity

Diversity: Attracting more women to the workforce through recruitment and retention strategies
Inclusion: Attracting people with disabilities to help address the shortage of skilled workers

Mexico – Diversity

Involving retired people and utilizing their vast knowledge and experience by acting as mentors

Taiwan – Inclusion

Parental and family leave for all employees; entitlement to marriage leave also for same-sex couples

Maternity protection, childcare subsidies, nursing rooms, and flexible working hours for parents

Safety allowances for women working night shifts

Brazil – Diversity

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

Kenya – Integration

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

Safety, health and wellbeing at work

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

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

- The health and safety of employees in the workplace are anchored in the Codes of Conduct

- The Group-wide Occupational Health and Safety Policy outlines DHL Group's approach to ensuring employee health and safety in the workplace

- Health and Wellbeing Policy Statement: Workplace health promotion can make a significant contribution to illness prevention

- Responsibilities: Occupational health and safety under the CEO's remit; health and wellbeing under the HR remit

Occupational safety

Health and safety of employees in the workplace are of central importance.

OHS[1] management system according to ISO 45001

- Improvement
- Management review
- Performance assessment
- Organization
- Support
- Planning
- Safety leadership and mindset

OHS Management System

We pay attention to safety
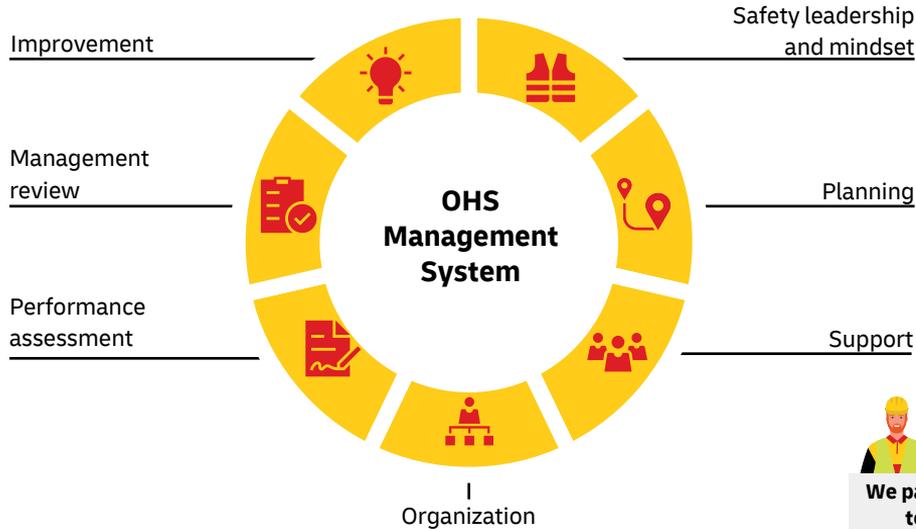
"Safety First" concept

- Internal "Safety First" framework provides employees with clear guidance
- Management system is implemented Group-wide and covers all employees (100%)
- Preventing accidents in pick-up and delivery operations is challenging: external factors can only be influenced to a limited extent

Accident prevention

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

1) OHS: Occupational Health and Safety.

Occupational safety

Accident analysis to eliminate root causes and prevent recurrence.

Occupational accident statistics

Chart data:
- 2021: 20,875 accidents; LTIFR 19.5
- 2022[4]: 18,571 accidents; LTIFR 17.0
- 2023: 17,949 accidents; LTIFR 15.6
- 2024: 17,107 accidents; LTIFR 15.0[3]
- 2025: 15,183 accidents; LTIFR 13.3
- 2026 Plan: LTIFR ≤14.5
- 2030 Target: LTIFR ≤10.8

Legend:
- Accident rate (LTIFR)[1]
- Number of accidents[2]
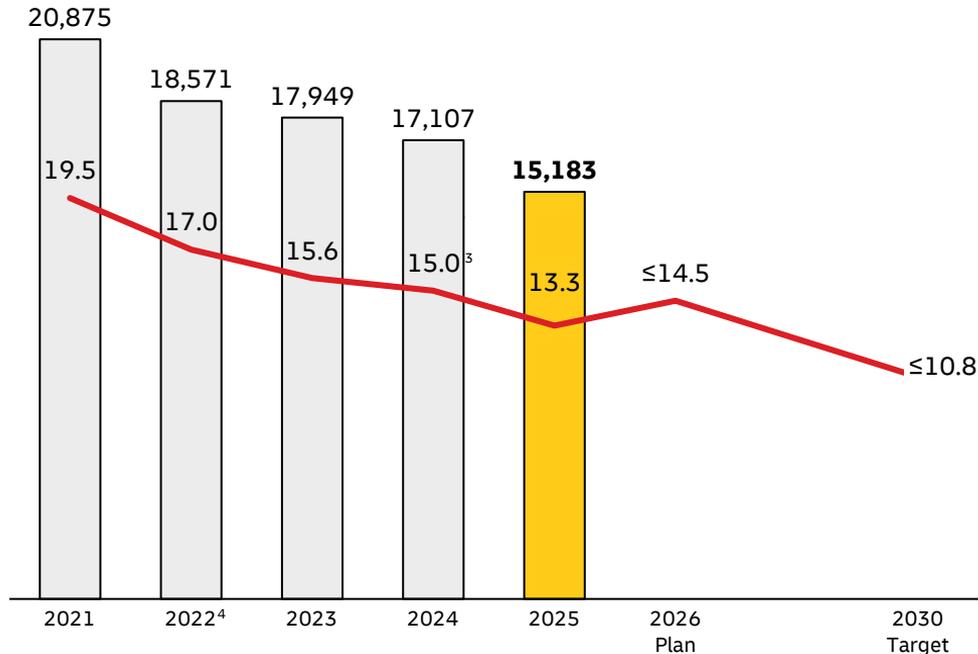
Accident rate (LTIFR)[1] for steering purposes

- Success of the occupational safety measures is measured using the key performance indicator accident rate (LTIFR)

- Accident rate is determined based on reportable accidents at work per million hours worked

- Accident-related injuries involving external personnel under direct supervision are included in the metric

- Most common causes of accidents: Tripping, slipping, falling, and manual handling of loads

1) Steering-relevant. Accident rate per million hours worked; occupational accidents resulting in at least one lost workday after the day of the accident (Lost Time Injury Frequency Rate).
2) Occupational accidents resulting in at least one lost workday after the day of the accident. 3) Adjusted. 4) Incl. temporary labor bound by instructions Supply Chain corporate division.

Occupational safety: Transportation of hazardous goods

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

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

The transportation of hazardous goods and materials is carried out in accordance with the GTCs[1] and is one of DHL Group's areas of expertise.

- Customer must declare, pack and label the hazardous goods correctly

- Only specially trained employees are permitted to handle hazardous goods

- Dangerous Goods Safety Advisors serve as points of contact at the sites

- Transportation and storage of hazardous goods in accordance with safety and hazardous goods regulations

1) General Terms and Conditions.

Health and wellbeing (H&W)

Health is a state of physical, mental and social wellbeing and not just the absence of illness.

Health & Wellbeing

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

Health promotion measures

- Locally tailored offerings
- On-site offerings at locations, including various health initiatives, e.g., to promote back health
- Mental health is strengthened, among other things, through a systematic approach to assessing psychosocial risks
- Certified development programs are used to raise awareness of mental health among employees and managers

CONNECTION

Health & Wellbeing

BODY   MIND

Sickness rate

2021	2022	2023	2024	2025
5.5%	6.3%	5.7%	5.9%	**5.7%**
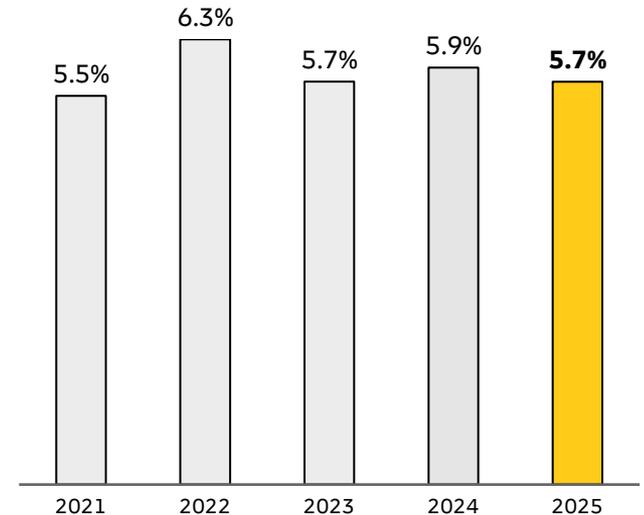
Safety, health and wellbeing at work by corporate division

Express

Sickness rate
3.6%

Accident rate (LTIFR)[1]

2021	2025
9.0	**8.8**
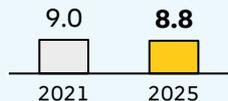
Global Forwarding, Freight

Sickness rate
3.0%

Accident rate (LTIFR)[1]

2021	2025
3.5	**3.2**
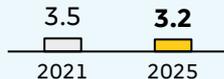
Supply Chain

Sickness rate
3.8%

Accident rate (LTIFR)[1]

2021	2025
2.5	**1.9**
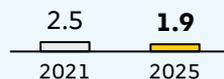
eCommerce

Sickness rate
3.2%

Accident rate (LTIFR)[1]

2021	2025
9.0	**7.8**
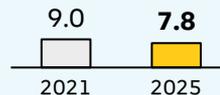
Post & Parcel Germany

Sickness rate
11.1%

Accident rate (LTIFR)[1]

2021	2025
58.5	**46.7**
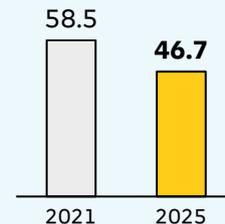
1) Occupational accidents resulting in at least one lost workday after the day of the accident (LTIFR: Lost Time Injury Frequency Rate).

Health and wellbeing: Employee Benefits Program

Health promotion positively impacts productivity, employee engagement, sickness, and fluctuation.

Insurance coverage by DHL Group

- Insurance coverage and financial security in the event of death or disability as well as health insurance benefits

- Offer depends on various factors, including local labor law provisions, and is available to around 50% of our workforce in 107 countries

- Incentives for local management to offer health promoting measures

- Expected positive effects of existing health promotion measures are reflected through corresponding premium reductions

Health insurance
Occupational disability
Life insurance
Accident insurance

Group-wide Health & Wellbeing Hub

H&W Initiatives Hub

H&W Program Resources

H&W Academy

H&W Best Practices Database

H&W Dashboard

Health and wellbeing : Health and Wellbeing Hub

Best practice initiatives are shared easily and effectively via the Group-wide portal.
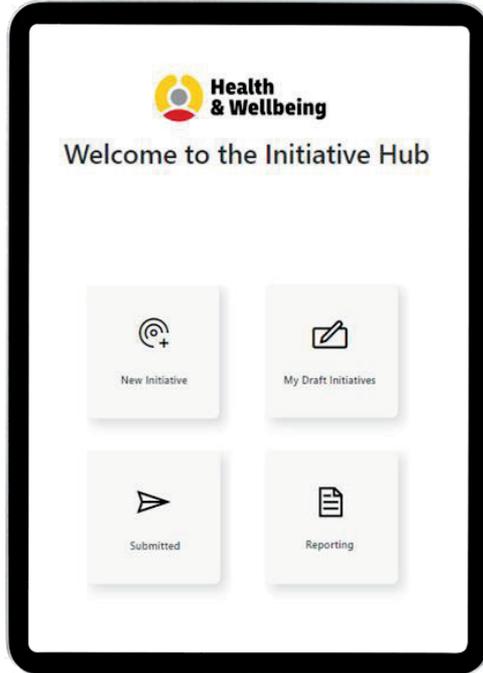
Health & Wellbeing Hub

Dimensions

Organization	Prevention	Disease management	Behavior change

Vorgehen

Program description → Communication strategy → Participation and motivation strategy → Program KPIs and results

Status

>100 countries, **>3,000** Initiatives reported

Provider and Investment

of Choice

Provider and Investment
of Choice

"Sustainability is an integral part of our corporate management and a strategic success factor. Clear responsibilities, integrity, and transparent processes form the foundation for sustainable growth and stakeholder trust."

Melanie Kreis
Chief Financial Officer

Steering-relevant key performance indicators and targets

For DHL Group, sustainability is not a destination, but a journey we are committed to pursuing.

Progress 2025

Being a role model for good corporate governance

Measures

- Trusted company with a strong compliance culture
- Ensuring cybersecurity and data privacy
- Collaborating with suppliers

Steering-relevant metrics and targets

- **Cybersecurity rating[1]:**
  Achieve ≥720 out of 820 points in fiscal year 2026
- **Compliance training in management[2]:**
  ≥98% valid training certificates in fiscal year 2026

Cybersecurity rating[1]:
780 out of 820
points achieved

€38.2bn
Supplier spend covered by an accepted Supplier Code of Conduct

96.9%
Coverage rate

99.2%
Valid training certificates[2]

7,890
High-risk suppliers reviewed

280
Suppliers with confirmed risk
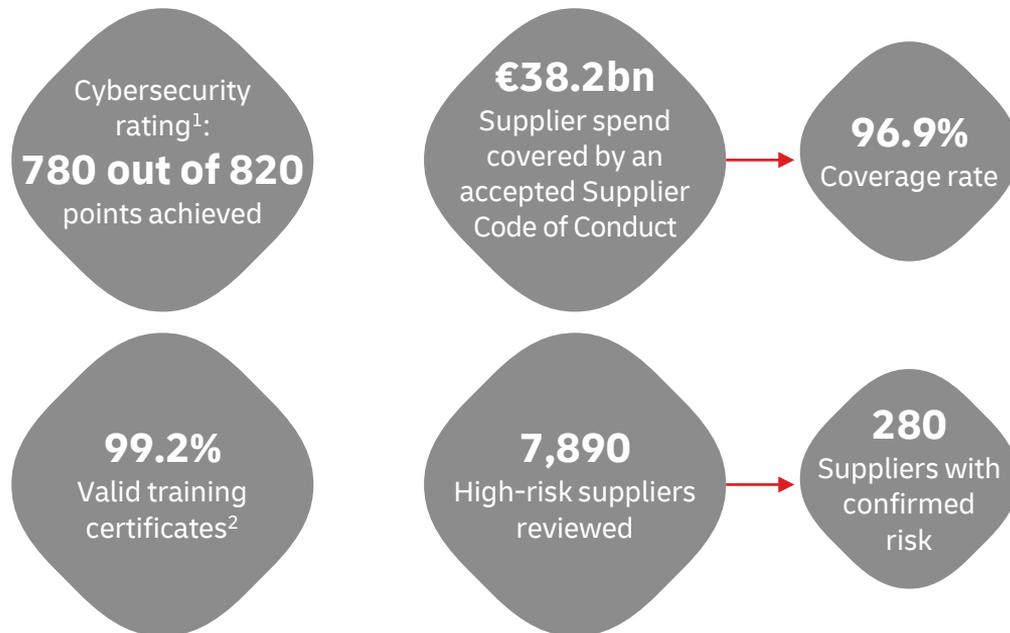
1) Steering- and remuneration relevant. 2) In middle and upper management.

Bodies, policies, standards, and partnerships

Board of management
Central decision-making and alignment of sustainability

Thematic responsibility

Operations Board

Climate and environmental protection

Occupational safety

Procurement

Real Estate

Mobility

Chair: CEO[1]

IT Board

Cybersecurity

Data protection

IT systems

Chair: CEO EXP[1]

Reporting & Controlling

Finance Board

KPIs

Planning

Opportunity/risk assessment

Materiality assessment

Reporting

Chair: CFO[1]

Thematic committees

Energy Management Steering Committee

SAF Steering Committee

Mobility Steering Committee

Clean Operations Working Group

OHS Committee

Information Security Committee

Service Management Committee

ESG Change Board

Risk Committee

Corporate divisions: operational management of sustainability topics

Key standards, policies, partnerships

Standards

- UN Global Compact
- Principles of the Universal Declaration of Human Rights
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises
- International anti-corruption standards and laws, including the UN Convention Against Corruption

Group policies

- Code of Conduct
- Supplier Code of Conduct
- Human Rights Policy Statement
- Anti-Corruption Policy Statement
- Anti-Corruption & Business Ethics Policy (internal)
- Group Data Protection Policy
- Group Procurement Policy (internal)

Memberships and partnerships

- United Nations: UN Convention Against Corruption
- World Economic Forum: Partnering Against Corruption Initiative

1) CEO: Chief Executive Officer, CEO EXP: Member of the Board of Management Express; CFO: Member of the Board of Management Finance.

Resilience

Global supply chains are exposed to a wide range of risks: Business success depends on secure sites, transportation routes, and resilient networks.

Core elements of resilience management

- **Geopolitical risk assessment**
  Analyzing security risks and coordinating measures

- **Risk-based security management system**
  Derived from the ISO 28000 standard

- **Protection of employees, sites, and customer goods**
  Preventive measures, security policies, and continuous improvement of protection measures

- **Ensuring business continuity** (including supply chains)
  Crisis management and systematic approaches to maintain business operations

- **Customer Security Program**
  Intelligence sharing, business continuity management (BCM), security technology consulting, and logistics security training

- **Training**
  Employees are trained on security risks to enable an appropriate response

Sustainability-related opportunities and risks

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

Classification of risks and opportunities

Quantitative risk

Probability of occurrence (%)

>50			
>15 to ≤50			
≤15			

<-500   -500 to <-150   -150 to 0

Effects €m

Qualitative risk

Probability of occurrence (%)

>50			
>15 to ≤50			
≤15			

High   Medium   Low

Effects
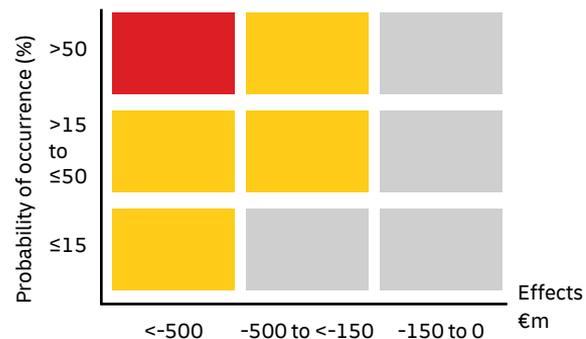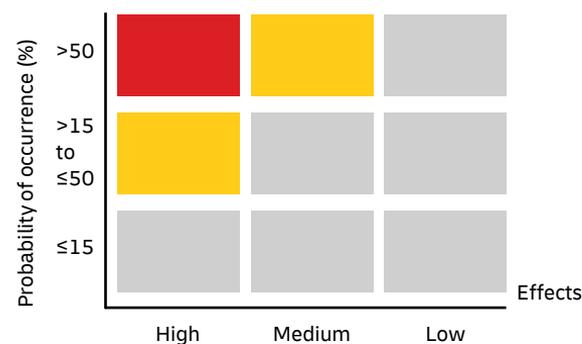
Significance for the Group
- ■ High: Tendency toward impact at Group level
- ■ Medium: Tendency toward impact at divisional level
- ■ Low: Tendency toward impact at local level

Sustainability risks of medium significance for the Group

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

↗ Opportunity and risk management

Opportunities and risks from climate change

Climate-related risks are assessed in accordance with the TCFD[1] recommendations.

TCFD scenario analysis: risks assessed

Physical risks[2]

- Tropical storms
- Floods
- Storm surge
- Increasing precipitation
- Exposure to heat
- Rising sea levels
- Increased drought
- Impacts of fire

Transition risks[3]

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

Result of the scenario analysis

No material physical[2] risks identified:

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

Material transition[3] risks identified:

- Introduction of or an increase of an external carbon price
- Lack of clear rules and criteria for the accounting of insetting (GHG Protocol) and for decarbonization claims (Empowering Consumer Directive), as well as the introduction of stricter legislation
- Limited availability of energy from renewable sources and sustainable fuels, including the required infrastructure

↗ Sustainability Statement

1) Task Force on Climate-related Financial Disclosures (TCFD): basis for climate risk assessment according to ESRS. 2) Physical risk scenarios: SSP scenarios 1-2.6, 2-4.5 and 5-8.5, as well as RCP scenarios 2.6, 4.5 and 8.5 of the Intergovernmental Panel on Climate Change (IPCC) 3) Transition risk scenario: Sustainable Development Scenario of the International Energy Agency (IEA).

Internal Control System (ICS)

Ensuring reliable, compliant, and risk-aware management of sustainability KPIs and processes.

Structure of the Internal Control System

- ICS design is based on the requirements of the Committee of Sponsoring Organizations of the Treadway Commission (COSO)
- Minimum requirements are defined based on identified risks
- Coverage is ensured by incorporating appropriate controls into the control frameworks of the corporate divisions

ICS in sustainability reporting

- Definition of minimum control requirements for sustainability KPIs and governance processes
- Coverage of process risks through controls in data collection and calculation, as well as in the reporting of sustainability KPIs
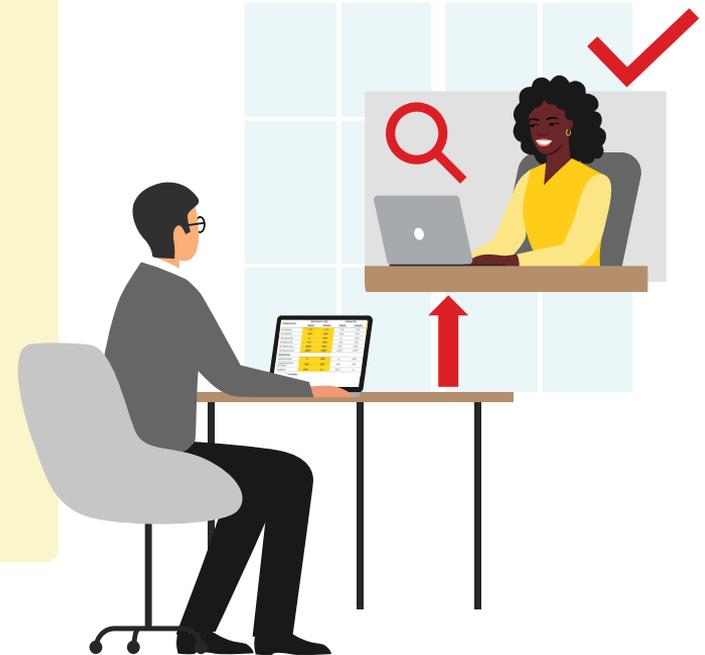
Corporate Internal Audit

Ensuring governance: Review processes for sustainable performance.

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 results on a regular basis

- The Supervisory Board is provided with a summary once per year in addition to ad hoc reports as needed

217 internal audits carried out in 2025

- – Compliance management system processes reviewed

- – Implementation of agreed follow-up actions verified

- – Audit findings also used to identify additional compliance risks

Corporate Internal Audit

Measures

Compliance

Cybersecurity

Data Protection
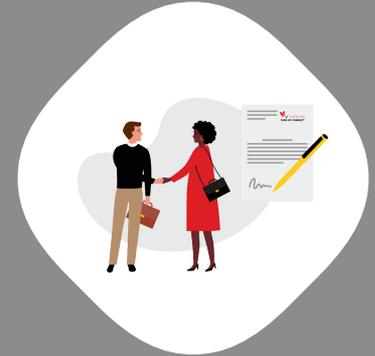
Supplier Management

Compliance

Prevention of potential non-compliance with legal or Group requirements.

Elements of the compliance management system

Define and implement targets

Create and maintain a compliance culture

Monitor and improve compliance program and reporting; derive and implement measures

Compliance Management System

Implement compliance organization

Risk analysis

Implement policies

Provide whistleblower system

Evaluate business partners

Communications and training
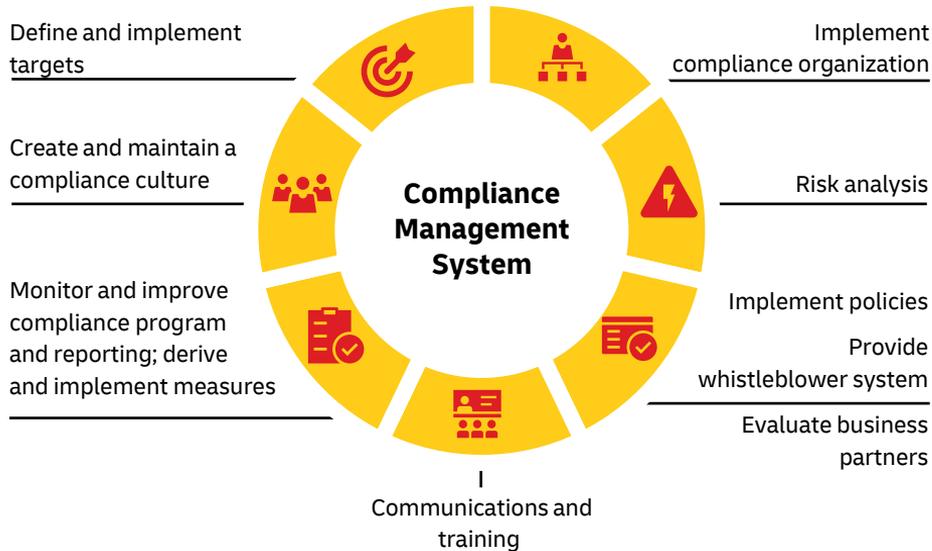
The Chief Compliance Officer is responsible for the compliance management system and reports directly to the CFO.

Results 2025

- Ongoing communication to employees via the Group intranet, supported by accompanying campaigns and training
- Continuous development of the compliance program
- Suspected violations can be reported at any time via the whistleblower system
- Compliance training[1] is mandatory for managers
- **99.2%** valid compliance training certificates in middle and upper management
- **0** incidents of corruption or bribery[2]

↗ Whistleblower system
↗ Sustainability Statement

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1) Steering-relevant. Consists of the Core Compliance Curriculum (anti-corruption, antitrust compliance, Code of Conduct) and data protection training. Employees who have already completed their training must update their certification every two years. 2) Incidents resulting in convictions and fines.

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 apply for all levels and all employees

- **Code of Conduct**
  Sets out rules for ethical conduct among employees

- **Anti-Corruption Policy Statement[1]**
  Clarifies 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 required to adhere to these same standards

Whistleblower system

- Employees or third parties can report potential violations of policies and legislation 24/7 via the whistleblower system[2]

- Reports of potential violations are reviewed and investigated internally 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

SEE IT, SAY IT, STOP IT!

↗ Whistleblower system

Cybersecurity

Protection of information belonging to the Group, its business partners, employees, and IT systems.

Cybersecurity management

- Robust cybersecurity management to protect sensitive corporate, business partner, and personal data
- Responsible use of AI and management of AI-related cyber risks

Training

Continuous risk mitigation through training[2], network monitoring and incident simulations

Strong governance structure

- Group CISO reports directly to the CEO; IT Board governs security strategy and measures
- Group-wide security framework with incident, risk, and awareness management to strengthen resilience
- Strict access controls and data backup, including replication of critical data and regular software updates

External assessment

- Cybersecurity is continuously assessed by the external rating agency BitSight

Results 2025

- ISO 27001: IT data centers certified (100% coverage)
- ISO 27002: Processes and policies based on this standard
- Communication measures and training[2] conducted
- Cybersecurity rating[1]:

  780 out of 820 achievable points achieved
  Rating ranks in the top quartile of the peer group

↗ Sustainability Statement

1) Steering- and renumeration-relevant. 2) Includes mandatory training and phishing simulations. The "Information Security Awareness" training is mandatory for all employees with business email accounts.

93

Data protection: Handling personal data

Data protection ensures quality and prevents compliance risks.

- **Group-wide data protection governance:**
  DHL Group Data Privacy Policy and data privacy management system set the standard for global data transfer within the Group and for the privacy-compliant handling of personal data

- **Compliance with international data protection requirements**
  Implementation of local legal requirements in all countries where DHL Group operates

- **Strengthening data protection through trainings**
  Mandatory online training raise awareness among all employees with PC workstations about the responsible and compliant handling of data

- **Global control mechanisms**
  Regular reviews and audits by Group Data Protection and the corporate divisions ensure that global data protection regulations are complied with and continuously improved

Group Data Privacy Policy

- 2025 updated

- Binding for all subsidiaries of DHL Group

- Personal data may only be processed in compliance with applicable legal requirements

- Defines minimum standards in countries without data protection regulations

↗ Group Data Privacy Policy

Supplier management

Enforcing sustainability standards in the upstream supply chain.

The Supplier Code of Conduct enforces ethical, social, and environmental standards across the upstream supply chain.

- Defines clear requirements for suppliers

- Is a binding contractual component requiring compliance and implementation through the supplier's own supply chain

- Employees are regularly trained to identify potential risks in the supplier base at an early stage

- Suppliers are introduced to DHL Group's expectations and the selection process via the supplier portal

- Selection process: Suppliers must comply with the standards

Supplier spend with accepted Supplier Code of Conduct (SCoC)[1]

- Metric measures the ability to enforce standards in the supply chain

- Supplier spend with accepted SCoC[1]

  − Coverage rate **96.9%**

  − At least **€38.2 billion**

↗ Sustainability Statement
↗ Sustainable Procurement

Supplier management: risk assessment

Dynamic, transparent, and systematic identification of supplier risk potential.

Risk potential and methodology

- Annual reassessment of risk potential by procurement category and supplier location
- Multidimensional risk analysis
- Consideration of external indices[1]
- Final risk classification based on likelihood of occurrence and potential impact
- Additional criteria: Respect for human rights, equal treatment and equal opportunity

Selection criteria for risk reviews

- Frequency of cooperation and continuity of the business relationship,
- Spend volume and geographic location

Assessment tools (modular approach)

- Self-assessment questionnaires
- Virtual or on-site audits
- Third-party certifications, external risk ratings
- Sanctions list screening

Potential high-risk suppliers assessed

The KPI measures the ability to contractually enforce standards in the upstream value chain. Suppliers with an existing business relationship as well as potential new suppliers are subject to review.

Results 2025

7,890 potential high-risk suppliers assessed

of which

280 suppliers with high-risk confirmed

↗ Sustainability Statement
↗ Shield Risk Management

1) Corruption Perception Index (Transparency International) and Verisk Maplecroft.

Supplier management: Supplier Code of Conduct

The Supplier Code of Conduct ensures the implementation of our Group standards in the supply chain.

Focus topics in the Supplier Code of Conduct

Human rights and fair working conditions

- No employment of children under the age of 15
- No forced labor, debt bondage, or modern forms of slavery
- Compensation and working hours in accordance with national laws and industry standards on minimum wages and working hours
- Ensure freedom of association and collective bargaining
- Promote diversity and inclusion

Combat bribery and corruption

Occupational safety

Data protection, information security, and disclosure of information

Trade regulations and free competition

Environmental protection

Supplier portal

- Communicates clear expectations to business partners
- The selection process is presented in detail
- Supplier Code of Conduct training module available in multiple languages
- Access to the whistleblower system

↗ Supplier portal
↗ Supplier Code of Conduct

Further topics

Tax strategy

Taxes are paid where DHL Group operates and creates added value.
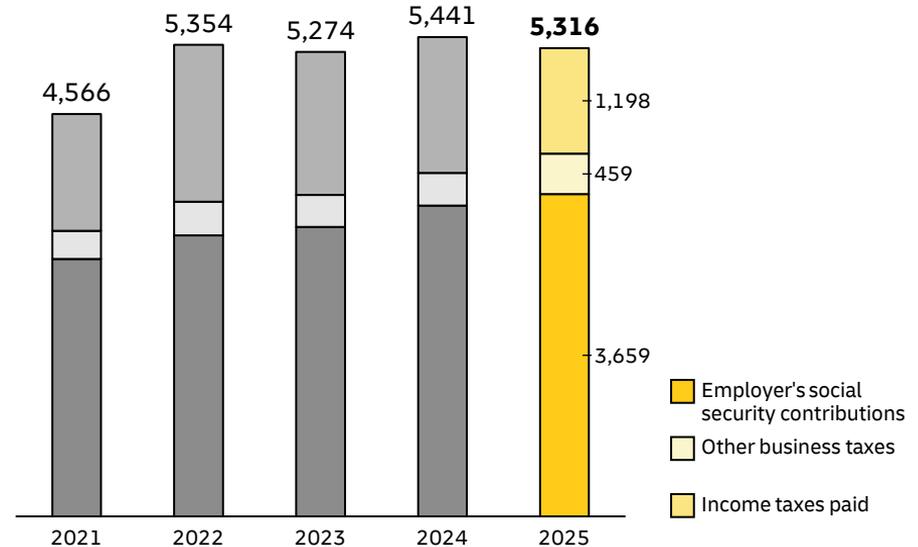
DHL Group's tax contributions help enable the reduction and elimination of poverty as well as the reduction of inequality.[1] A worldwide network of tax experts ensures compliance in a complex tax environment.

Tax principles

- DHL Group is a responsible taxpayer and ensures global compliance with its tax strategy

- Risk appetite: DHL Group does not create artificial tax structures

- DHL Group adheres to the wording of tax laws and their intended purposes

- Uncertainty is reduced where possible through alignment with tax authorities and tax advisors

↗ Annual Report 2025

Taxes and social security contributions (€m)

Year	Value
2021	4,566
2022	5,354
2023	5,274
2024	5,441
2025	**5,316**

2025 breakdown:
- 1,198
- 459
- 3,659

Legend:
- Employer's social security contributions
- Other business taxes
- Income taxes paid

1) In the countries where DHL Group operates.

Protecting interests, creating transparence

Transparency on lobbying activities

Lobbying transparency requirements are fully complied with; the nature, scope, and funding of our advocacy activities are disclosed.

- Group representations: Berlin, Brussels, Washington, Beijing
- Disclosure of lobbying expenditures in the German Bundestag Lobby Register, the EU Transparency Register, and in the United States
- China: No public lobbying register available
- Political donations by employees on behalf of DHL Group are prohibited (to political parties, candidates, or government officials)[1]
- Exercise of personal political rights is permitted, e.g., through the organization of Political Action Committees (PACs) in the United States
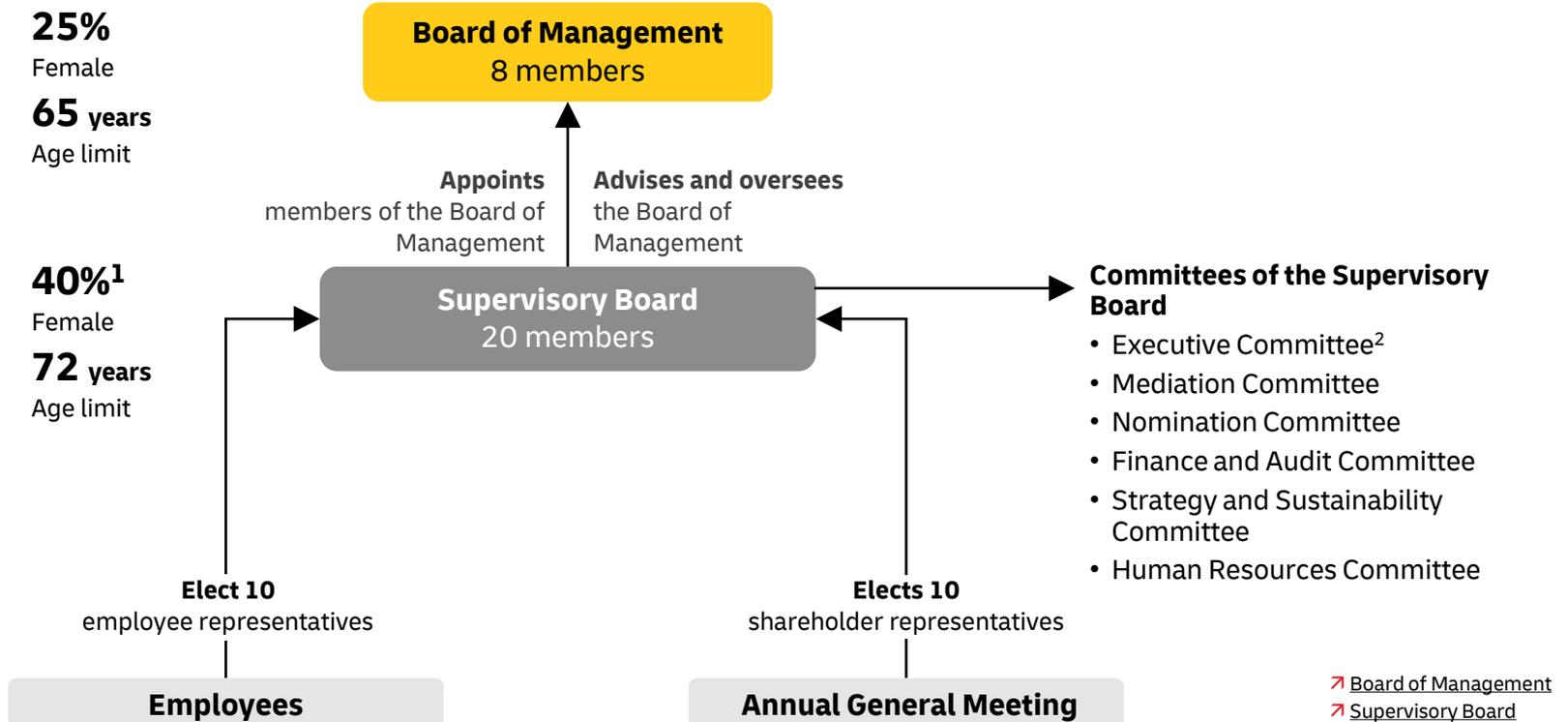
Group representations

Berlin

Brussels

Washington

Beijing

1) According to the internal Anti-Corruption Policy Statement & Business Ethics Policy.

Dual management structure

The Board of Management is responsible for managing the company. It is appointed, overseen and advised by the Supervisory Board.
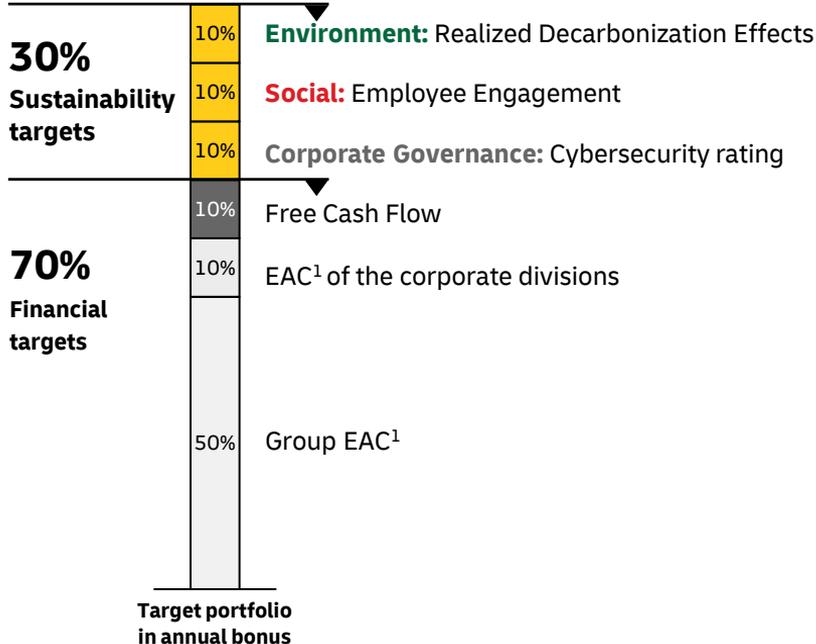
25%
Female

65 years
Age limit

40%[1]
Female

72 years
Age limit

Board of Management
8 members

Appoints
members of the Board of Management

Advises and oversees
the Board of Management

Supervisory Board
20 members

Committees of the Supervisory Board
- Executive Committee[2]
- Mediation Committee
- Nomination Committee
- Finance and Audit Committee
- Strategy and Sustainability Committee
- Human Resources Committee

Elect 10
employee representatives

Elects 10
shareholder representatives

Employees

Annual General Meeting

↗ Board of Management
↗ Supervisory Board

1) As of Feb. 26, 2026. 2) Also responsible for the remuneration of the Board of Management.

Remuneration of the Board of Management through 2025

Sustainability targets are anchored in short-variable remuneration.

Up to and including fiscal year 2025

30%
Sustainability targets

10%	**Environment:** Realized Decarbonization Effects
10%	**Social:** Employee Engagement
10%	**Corporate Governance:** Cybersecurity rating

70%
Financial targets

10%	Free Cash Flow
10%	EAC[1] of the corporate divisions
50%	Group EAC[1]

Target portfolio in annual bonus

Bonus payment schedule for annual bonus and medium-term component[2]

- 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

↗ Remuneration Report
↗ Sustainability Statement

1) Group EAC (EBIT after asset charge) is weighted at 50% for members of the Board of Management of the Corporate Divisions and the EAC of the respective corporate division for which they are responsible at 10%. For the other Board of Management members, Group EAC is weighted at 60%. 2) Deferral.

Board of Management remuneration as of fiscal year 2026

Sustainability targets are additionally anchored in long-term variable remuneration.

From fiscal year 2026

Total Shareholder Return, TSR

Return on Invested Capital, ROIC

Sustainability targets

30% [1]

10% Free cash flow (without Mergers & Acquisitions)

20% EBIT of the corporate divisions and/or customer target(s)[2]

40% Group EBIT

Target portfolio in long-term component

Target portfolio in annual bonus[3]
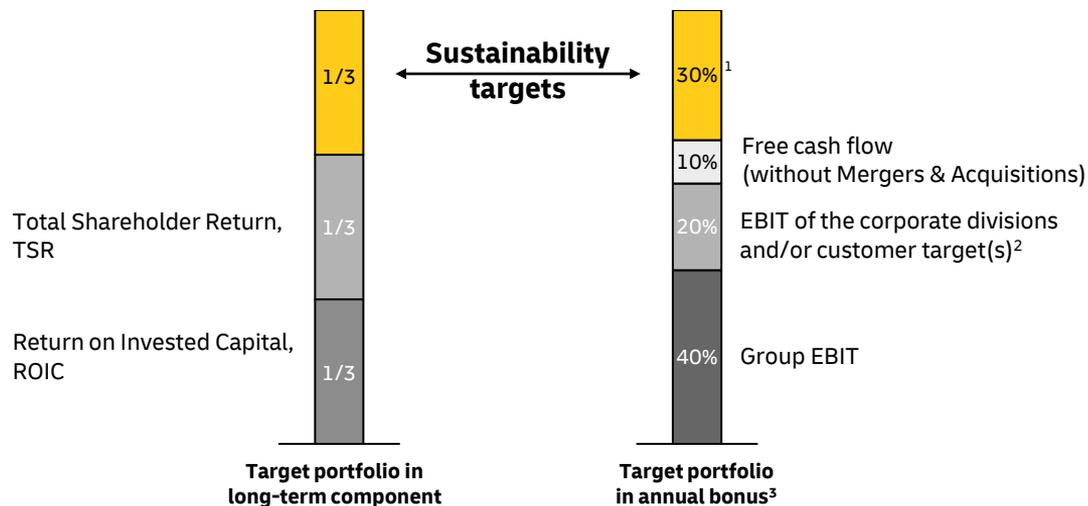
- Only the steering-relevant key performance indicators derived from the materiality assessment are considered as sustainability targets

- 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 sustainability target criteria will be applied to avoid double incentivization

↗ Remuneration Report
↗ Sustainability Statement

Useful links

2025 Corporate Reporting

↗ Annual Report 2025

   ↗ Combined Management Report

   ↗ Consolidated Financial Statements

   ↗ Notes to the Consolidated Financial Statements

↗ Group Sustainability Statement

   ↗ Environment

   ↗ Own Workforce

   ↗ Workers in the Value Chain

   ↗ Business Conduct

   ↗ Cybersecurity

↗ Sustainability Statbook

↗ List of Shareholdings

↗ Remuneration Report

Further Information

↗ German Lobby Register

↗ EU Transparency Register

↗ U. S. Lobbying Disclosure

↗ Group Website

↗ Group Policies

↗ GoGreen Dashboard

↗ Corporate Divisions

↗ Annual General Meeting

↗ Rules of Procedure of the Board of Management

↗ Rules of Procedure of the Supervisory Board

Contact

↗ Media

↗ Investors

Disclaimer
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