

# WE DELIVER **RESPONSIBILITY.**



Deutsche Post DHL

# Contents

The Group	3
About this report	4
<b>Letter to our stakeholders</b>	<b>6</b>
<b>Organization &amp; Strategy</b>	<b>8</b>
Organization	10
Policies and principles	13
Strategy and targets	15
Economic responsibility	20
Engaging with our stakeholders	21
Memberships and partnerships	22
Indices and ratings	23
<b>Employees</b>	<b>24</b>
Interview with Board Member for Personnel	26
Our workforce structure	27
Diversity management	28
Employee recruitment and development	30
Motivated employees	33
Employee representatives	37
Health, prevention and safety	39
<b>Environmental protection – GoGreen</b>	<b>45</b>
Environmental management	47
Climate protection	49
Non-carbon aspects	58
Green solutions for our customers	62
Driving dialogue on the environment	63
<b>Disaster management – GoHelp</b>	<b>65</b>
<b>Championing education – GoTeach</b>	<b>70</b>
<b>Assurance report</b>	<b>75</b>
<b>Additional information</b>	<b>78</b>
UN Global Compact and GRI Index	79
Selected awards	84
Index	85
List of charts and tables	86
Contacts	87

# THE GROUP

## Deutsche Post DHL



Deutsche Post DHL is the world's leading mail and logistics services group. The Deutsche Post and DHL corporate brands represent a one-of-a-kind portfolio of logistics services. About 470,000 employees in more than 220 countries and territories form a global network focused on service, quality and sustainability. In 2011, Deutsche Post DHL generated revenues of €53 billion. With "Living Responsibility" as its motto, the Group focuses its commitment to social responsibility with programs in environmental protection, disaster management and education.

The postal service for Germany. The logistics company for the world.

### 01 Selected key figures ✓

		2010	2011	Difference %
<b>Financial</b>				
Revenue	€m	51,388 <sup>1</sup>	52,829	2.8
Profit from operating activities (EBIT)	€m	1,835	2,436	32.8
Consolidated net profit for the period <sup>2</sup>	€m	2,541	1,163	-54.2
Earnings per share <sup>3</sup>	€	2.10	0.96	-54.3
Total dividend	€m	786	846 <sup>4</sup>	7.6
Dividend per share	€	0.65	0.70 <sup>4</sup>	7.7
Operating cash flow	€m	1,927	2,371	23.0
Wages and salaries	€m	13,271	13,350	0.6
Donations	€m	19.0	17.0	-10.5
<b>Environment</b>				
CO <sub>2</sub> emissions	million tonnes	28.4	28.2	-0.7
Scope 1 and 2	million tonnes	5.0	5.3	6.0
Scope 3 <sup>5</sup>	million tonnes	23.4	22.9	-2.1
Carbon efficiency	index points	88	86 <sup>6</sup>	-
Alternative drive vehicles	total number	1,298	1,597	23.0
<b>Society</b>				
Employees at year-end (including trainees)	headcount	467,088	471,654	1.0
Trainees, annual average	headcount	3,775	4,392	16.3
Share of women in middle and upper managerial positions	%	17.0	17.6	
Sickness rate, annual average <sup>7</sup>	%	5.4	5.2	
Workplace accidents (Deutsche Post AG) <sup>8</sup>	total number	17,374 <sup>1</sup>	12,829 <sup>9</sup>	-26.2

<sup>1</sup> Adjusted. <sup>2</sup> After deduction of non-controlling interests, including Postbank. <sup>3</sup> Including Postbank. <sup>4</sup> The Board of Management and the Supervisory Board will make its proposal regarding dividends to the Annual General Meeting on May 9, 2012. <sup>5</sup> Parameters/methods for calculating scope 3 emissions were adjusted to reflect current circumstances; we were able to achieve even greater data quality.

<sup>6</sup> For explanation of modified depiction see page 51. <sup>7</sup> Based on a survey of all organizational units representing 72.7% of all employees (previous year: 67.3%). <sup>8</sup> Accidents when at least one working day is lost, including accidents on the way to and from work.

<sup>9</sup> As of February 2, 2012.

#### Key

Internal link

External link

Reviewed by PwC

# ABOUT THIS REPORT

## Reporting period

The following Corporate Responsibility Report (CR Report) provides a detailed account of the ways in which we are addressing our economic, ecological and social responsibility.

The reporting period covers the fiscal year 2011, from January 1 to December 31, 2011; any deviations are marked accordingly.

## Publication and reporting cycle

The CR Report 2011 was published on May 3, 2012 in both German and English and is available for download (PDF) on our [website](#). A Spanish version of the report will be available at a later date.

 [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

Deutsche Post DHL publishes a CR Report annually.

## Data measurement, bases of calculations, terms used, and abbreviations

Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations, applied to the information found in this report are accounted for at the appropriate sections herein. Any changes undertaken within this parameter over the previous year are noted and the effects explained. Ensuing adjustments to prior-year figures are marked accordingly.

In our report, we frequently refer to our workforce as “employees”. References to our Annual Report are abbreviated “AR 2011”. The Corporate Responsibility Report 2010 appears here as “CRR 2010”.

## Report scope and boundary

The information in this report applies to the consolidated group as of and within the reporting period. This includes all of Deutsche Post DHL’s affiliated companies, joint ventures, associated companies as well as investments in other companies. A complete list of the Group’s shareholdings, including information about company location and equity interest held, can be found in Note 58 of the [consolidated financial statements](#). Changes in the consolidated group against the prior year are covered in [Note 2](#) of the consolidated financial statements.

 AR 2011, pages 223 ff.

 AR 2011, pages 156 ff.

Finance figures contained in this report reflect those found in the Annual Report 2011.

## Process for defining report content

The content of this report was determined based on the results of our stakeholder dialogue, Global Reporting Initiative (Version 3.0) requirements as well as external ratings and rankings.

### Independent third-party assurance

We are committed to publishing information that is both reliable and credible. This is why we have sought independent third-party assurance for key content and data found in our CR Reports since 2006. Large portions of this report have been reviewed by the audit firm PricewaterhouseCoopers (PwC).

The chapter “Organization & Strategy” was submitted for assurance in its entirety. The ✓ icon is used throughout the rest of the report to indicate all other information and data reviewed by PwC. Information regarding the scope and outcome of the audit can be found in the [Assurance Report](#) contained in this report.

➔ Pages 76 f.

### UN Global Compact and the Global Reporting Initiative (GRI)

The Corporate Responsibility Report 2011 also serves as our Advanced Level Communication on Progress (CoP) for the UN Global Compact. This year’s CR Report marks the first cycle to use Advanced Level reporting, which means we have chosen to go beyond the minimum reporting requirements and report on sustainability, corporate governance and relevant management processes. A detailed presentation of our progress toward meeting the Global Compact’s ten principles and 24 advanced criteria can be found on our [website](#).

The [overview of our achievements](#) in accordance with the GRI criteria has been organized to reflect the ten principles of the UN Global Compact, which is based on the third version of the [GRI Guidelines](#).

The contents of this report have been carefully assessed against GRI criteria; we declare our report as fulfilling the requirements of the B+ application level, as our reporting does not meet the requirements of the GRI Guidelines (Version 3.0) in full. Committed to both credibility and transparency, we shall not try to mask this shortcoming by providing superficial treatment of issues for which we currently have no solutions.

@ [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

➔ Pages 79 ff.

@ [www.globalreporting.org](http://www.globalreporting.org)

### Previous reporting

Deutsche Post DHL has been reporting on sustainability and corporate responsibility since 2004. All of these reports can be downloaded from our [website](#):

- Environment Report 2003, Human Resources and Social Report 2003
- Sustainability Report 2006, 2008, 2009
- CR Report 2009/10, 2010, 2011

@ [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

### Editorial responsibility

Responsibility for the CR Report 2011 rests with the Corporate Department for Corporate Public Policy and Responsibility at Deutsche Post DHL headquarters in Bonn.

### Feedback & contact

Your opinion is important to us. Please send your [comments, suggestions and questions](#) regarding this report to the Living Responsibility Strategy department at our corporate headquarters.

@ [livingresponsibility@deutschepost.de](mailto:livingresponsibility@deutschepost.de)

# LETTER TO OUR STAKEHOLDERS



“The Group’s inherent strength:  
Our people and the common  
understanding that what we do –  
as a business and a global citizen –  
is of lasting value.”

**DR. FRANK APPEL, CHAIRMAN AND CEO**

Bonn, April 30, 2012

*Dear Reader,*

The world was confronted with a wide range of challenges in 2011, from the Arab Spring to Japan’s tsunami and the confidence crisis in the Eurozone. While there are no simple solutions to these global issues, one thing is clear: They cannot be solved by governments alone. Business, along with other non-governmental stakeholders, has an important role to play in shaping the world for future generations.

At Deutsche Post DHL, we believe that economic and social imperatives are not mutually exclusive. To the contrary – the future belongs to companies who embrace Corporate Responsibility as an integral part of their business model. We’ve done exactly that with our Living Responsibility program.

With its three focus areas of environmental protection (GoGreen), disaster management (GoHelp) and championing education (GoTeach), Living Responsibility ensures we meet our strategic goals – to become an employer, provider and investment of choice – within the context of a broader mandate. As a company that connects the world, we want to improve people’s lives.

Our achievements in 2011 clearly confirm we are fulfilling that mandate. Our operating earnings jumped 30 % to €2.4 billion compared to the previous year, demonstrating that our core business model is robust and well-suited for a constantly changing global economic environment.

## **DR. FRANK APPEL**

Born in 1961

Member of the Board  
of Management  
since Nov. 2002

CEO since Feb. 2008,  
appointed until Oct. 2017

### **Function**

Corporate Office, Corporate Legal,  
Corporate Executives, Corporate  
Communications, Corporate  
Development, Corporate Regulation  
Management, Corporate First Choice,  
Public Policy and Corporate  
Responsibility, HR DHL International,  
Chief Commercial Officer (CCO)

At the same time, Deutsche Post DHL further invested in its employees in 2011. In Germany, we introduced a groundbreaking “generations pact,” enabling older employees to work actively until they reach the legal retirement age, and we offered some 2,000 young, temporary employees permanent contracts.

In the area of environmental responsibility, we made excellent progress. Our mid-term goal of improving our CO<sub>2</sub> efficiency by 10 % by the end of 2012 was already achieved two years ago.

Responding to natural disasters with our logistics know-how was again an important theme for Deutsche Post DHL in 2011. Following the earthquake in New Zealand and the floods in El Salvador, we deployed our Disaster Response Teams to local airports to coordinate the distribution of relief items. Through our “We Help Each Other” fund, our employees reached out to fellow colleagues affected by natural disasters and donated generously.

With our very first Corporate Responsibility Day and our Global Volunteer Day, we engaged the broader public and our employees in meaningful dialogue and CR-related projects. We strengthened our partnerships with SOS Children’s Villages and Teach For All – our key partners in the area of educational advancement – and ramped up our UPstairs scholarship program for children of our employees.

In line with our strong commitment to Corporate Responsibility, Deutsche Post DHL is an active member of the United Nations Global Compact. In the pages that follow, you can learn more about how we continuously support the Compact’s ten principles.

Indeed, our 2011 Corporate Responsibility Report aims to provide a compact, yet fact-filled overview of our activities. The report is complemented by the newly designed Living Responsibility section of our [corporate website](#). Here, we explain what Corporate Responsibility means to us in a dynamic presentation of our projects worldwide.

 [www.dp-dhl.com](http://www.dp-dhl.com)

With that in mind, I invite you to learn more about Deutsche Post DHL and what we stand for. I am extremely proud of what we have accomplished in 2011 – a year in which our employees once again showed how passionate they are about using their knowledge to tackle some of the world’s toughest issues. Indeed, that is the inherent strength of Deutsche Post DHL: Our people and the common understanding that what we do – as a business and a global citizen – is of lasting value.

Yours sincerely,



Dr. Frank Appel

WE DELIVER RESPONSIBILITY.

LIVING RESPONSIBILITY

ALTERNATIVE FUELS

NETWORK OPTIMIZATION

CARBON EFFICIENCY

RECOVERY

ENVIRONMENTAL PROTECTION

PREPAREDNESS

DISASTER RESPONSE

GoGreen

GoHelp



GoTeach

QUALIFICATION

EDUCATION

PARTNERSHIPS

SCHOLARSHIPS

Employees

SUPPORT AND DEVELOP

HEALTH MANAGEMENT

DIVERSITY

VOCATIONAL TRAINING



# ORGANIZATION & STRATEGY ✓

## Contents

Organization	10
Policies and principles	13
Strategy and targets	15
Economic responsibility	20
Engaging with our stakeholders	21
Memberships and partnerships	22
Indices and ratings	23

## REVIEWED CONTENT ✓

Organization and strategy are important levers for not only shaping but driving the success of Deutsche Post DHL's Corporate Responsibility approach. The following chapter lays out in detail how Corporate Responsibility within the Group is organized and the strategies it follows. This chapter has been reviewed in its entirety by PwC. The outcome of the audit can be found in the Assurance Report on pages 76-77.

# ORGANIZATION & STRATEGY

## Organization ✓

### The world's leading mail and logistics group

Deutsche Post DHL has operations on every continent of the world and maintains a global network that allows us to offer our customers everything they need for transporting, storing and processing goods and information – from standard products to customized solutions. Our goal is to meet our customers' requirements to the fullest and we place great value not only on quality and sustainability but living up to our Corporate Responsibility. True to the motto "Living Responsibility", our programs focus on the areas of environmental protection (GoGreen), disaster management (GoHelp) and championing education (GoTeach).

The Group is organized into four operating divisions, each of which is under the control of its own divisional headquarters and is subdivided into business units for reporting purposes. We have consolidated Group-wide internal services such as Finance, IT, Legal and Procurement in our Global Business Services unit (GBS). Group management functions are centralized in the Corporate Center.

@ [www.dp-dhl.com/en/about\\_us/locations.html](http://www.dp-dhl.com/en/about_us/locations.html)

## 02 Organizational structure of Deutsche Post DHL



Please refer to the Business and Environment section of our Annual Report 2011 for a detailed description of our business model and the markets in which we conduct operations.

➔ AR 2011, pages 29 ff.

### Dual management and controlling structure

As a German publicly listed company, Deutsche Post DHL has a dual management and controlling structure. The members of the Board of Management are responsible for the management of the company. They are appointed, overseen and advised by the Supervisory Board. The Board of Management consists of seven members: Dr. Frank Appel – Chief Executive Officer (CEO), Lawrence Rosen – Finance and GBS, Walter Scheurle – Personnel (until April 30, 2012 with Angela Titzrath taking over as of May 1, 2012), Jürgen Gerdes – MAIL, Ken Allen – EXPRESS, Roger Crook – GLOBAL FORWARDING, FREIGHT, Bruce Edwards – SUPPLY CHAIN. The 20-member Supervisory Board consists of ten shareholder representatives and ten employee representatives elected by the Annual General Meeting. Please refer to the Corporate Governance section of our Annual Report 2011 for additional information.

➔ AR 2011, pages 125 ff.

### **Chief Executive Officer and GBS govern Corporate Responsibility**

Oversight of Corporate Responsibility activities is performed by the Corporate Center and Global Business Services. The Board department Personnel is responsible for employee-related issues while the Chief Executive Officer oversees activities in the areas environmental protection, disaster management, promoting education and employee volunteering. Procurement and compliance is the responsibility of GBS under the direction of the Chief Financial Officer. Representatives from these departments meet on a monthly basis to confer on CR-related issues and align their activities in these areas.

### **Organization within Personnel**

Our Personnel department is divided into four main areas: HR DHL International, HR MAIL, HR Standards & Guidelines and Corporate Executives. Additional tasks are performed by three competence centers: Talent Management & Sourcing, Learning & Development and Compensation & Benefits. The competence centers support personnel management in each division of the company by providing standardized solutions.

This structure makes it possible for us to efficiently implement Group-wide standards and processes while responding to the specific needs and requirements of the divisions. Our HR Council, the decision-making body for HR matters, is composed of representatives from all divisions of the company. The HR Council enacts Group-wide HR measures, monitors their implementation and serves as a platform for discussing best practice examples. The Labor Director and Board Member for Personnel represents HR matters at the Board of Management level.

### **Restructuring of the compliance organization**

In 2010 a project was initiated to evaluate the specific compliance risks, the organizational structure and the current state of compliance activity throughout the Group. This project was successfully carried out and implemented in the reporting year. As a result, the compliance organization has been restructured as follows:

**Chief Compliance Officer (CCO):** Responsible for the Group-wide Compliance Management System (CMS) and has decision-making authority on compliance issues. The CCO reports to the Chief Financial Officer and informs the Board of Management via the annual Compliance Report.

**Compliance Committee (CC):** Advises the CCO.

**Global Compliance Office (GCO):** Develops CMS standards and handles the coordination and supports compliance activities within the divisions. The GCO supports the CCO in carrying out his responsibilities.

**Business Unit Compliance Officers (BUCO):** The job of the BUCO is to take stock of specific compliance functions and compliance procedures as well as to implement compliance management processes in the respective divisions.

### **Compliance scope expanded with new area of focus**

In addition to the restructuring efforts, adjustments were made to the scope and definition of compliance within the Group. This now includes responsibility for compliance with Deutsche Post DHL-relevant legal provisions and internal guidelines which govern conduct during the daily course of business. The aim is to protect the Group from financial risks and damage to the Group's image, to exclude personal liability of members of executive bodies, management and other acting employees and to prevent competitive disadvantage.

We take a values-oriented and risk-oriented approach. Compliance is firmly anchored throughout the Group and on the global level. Business partners such as suppliers, subcontractors and other agents are also subject to Deutsche Post DHL compliance requirements.

### **Compliance principles**

Deutsche Post DHL is a member of the UN Global Compact and respects its ten principles on human rights, labor, the environment and anti-corruption. As a member of PACI (Partnering Against Corruption Initiative), an initiative of the World Economic Forum, Deutsche Post DHL takes an active role in the strategic fight against corruption. Compliance Management ensures that our commitment to responsible, ethical and lawful conduct is implemented and put into practice. This is based on the Group-wide Code of Conduct, which stipulates the main principles for business-related conduct for all Group employees around the world. To strengthen our Code of Conduct, we issued two additional policies back in 2009: the Anti-Corruption and Business Ethics Policy and the Competition Compliance Policy.

### **Reporting compliance violations**

Employees can choose among various options for reporting possible violations of the Code of Conduct and additional compliance-related policies. These include special hotlines and e-mail services. All violation reports are categorized and processed according to topic, situation and extent. To maintain confidentiality, we do not publish statistics or detailed information about individual cases.

### **Compliance training under revision**

Due to the previously described restructuring and reorientation efforts in the area of compliance in the reporting year, we are now revising the entire compliance training program, which we provide our employees in ten different languages. We will report in greater detail on these training measures in our next CR Report.

### **Data protection practices firmly established throughout the Group**

The confidential and respectful handling of personal data is a firmly anchored principle that is actively practiced throughout Deutsche Post DHL. Our high data protection standards are an essential and value-adding factor in our efforts to both gain and retain customers and qualified employees.

At the same time, effective data protection management minimizes the risk of statutory penalties and prevents reputational damage. Internally, we offer extensive consulting and training, which helps management to design processes that meet the necessary high data protection standards.

A key instrument for maintaining and improving our data protection processes are the centrally run audits within the responsible departments. These audits use self-assessments and random spot checks and rate current data protection standards according to defined key performance indicators. We continue to develop and improve our data protection practices. Parallel to this, our audits also support compliance reporting based on key performance indicators with regard to legal data protection requirements. At the same time, we raise awareness among our managers for data protection issues and possible areas for improvement.

As part of a defined audit plan, various corporate departments and subsidiaries were audited in the course of the reporting year; additional units will follow. This will necessitate having to take into account different legal requirements in non-European countries, which could mean significant differences in data protection standards.

## Policies and principles ✓

As a signatory to the United Nations Global Compact we embrace its ten principles, which serve as the basis for our Corporate Responsibility policies and guidelines.

### The most important Group policy is the Code of Conduct

The Code of Conduct is an integral part of our corporate culture and is closely aligned with the guiding principle of our Strategy 2015: “Respect & Results”. The Code includes standards for day-to-day workplace conduct, our relationship with our customers and our social and environmental responsibility.

The Code of Conduct is based on the principles of the Universal Declaration of Human Rights, the United Nations Global Compact as well as the conventions issued by the International Labour Organization.

### 03 Key principles and Group policies ✓

Principles	Group policies
<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> <li>• UN Global Compact</li> <li>• Core Labor Standards of the International Labour Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Supplier Code of Conduct</li> <li>• Anti-Corruption Policy and Business Ethics Policy, Competition Compliance Policy</li> <li>• Investment Policy</li> <li>• Environmental Policy, Paper Policy</li> <li>• Privacy Policy for International Data Transfers</li> <li>• Corporate Health Policy</li> <li>• Road Safety Code</li> <li>• Declaration of Conformity with the German Corporate Governance Code</li> </ul>

In the reporting year, our Code of Conduct activities were focused on the areas of communication and information. We produced additional translations of the Code of Conduct and can now offer it to our employees in 18 different languages.

We are continuously working together with customers, rating agencies and the responsible parties within the Group to review individual Code of Conduct standards in order to update them according to changed requirements.

### Code of Conduct for subcontractors and suppliers

Our Supplier Code of Conduct for subcontractors and suppliers establishes the Group’s ethical and environmental standards and serves as the basis for sustainable procurement. We expect our subcontractors and suppliers to comply with these guidelines. The Supplier Code of Conduct was introduced in 2007 and is binding for all new contracts as of 2008. Since most of our supplier contracts run for one year, the majority are operating under the Code of Conduct today.

### Compliance policies supplement the Code of Conduct

To strengthen and expand on our Code of Conduct, we issued the Anti-Corruption and Business Ethics Policy and the Competition Compliance Policy back in 2009.

### Policies and uniform standards for health management

The Corporate Health Policy sets clear standards and guidelines for a structured Group-wide health management system, defines key performance indicators and draws on international standards and regulations as stipulated by organizations such as the World Health Organization ([WHO](http://www.who.int)), the Centers for Disease Control and Prevention ([CDC](http://www.cdc.gov)) and the European Network on Workplace Health Promotion ([ENWHP](http://www.enwhp.org)) or as contained in documents such as the UN Global Compact and the Luxembourg Declaration on Workplace Health Promotion. Based on our Code of Conduct, it defines the Group's approach to health management.

- @ [www.who.int](http://www.who.int)
- @ [www.cdc.gov](http://www.cdc.gov)
- @ [www.enwhp.org](http://www.enwhp.org)

The Occupational Health and Safety Assessment Series OHSAS 18001 is an international occupational health and safety management system specification. It has been defined as the Group-wide standard in our Corporate Health Policy and is intended to form the basis for the implementation of activities in occupational health and safety across the organization. We aim for continuous and sustainable improvement of occupational health and safety management according to the OHSAS standards.

### Deutsche Post DHL adheres to the Corporate Governance Code

The Declaration of Conformity from the Board of Management and Supervisory Board regarding the recommendations of the German Corporate Governance Code is available on our [website](#). We also report on Deutsche Post DHL's corporate governance practices and the working methods of the Board of Management and the Supervisory Board and its committees in the Corporate Governance section of our [Annual Report 2011](#).

- @ [www.dp-dhl.com/en/investors.html](http://www.dp-dhl.com/en/investors.html)
- ➔ AR 2011, pages 125 ff.

### Risk management

As an internationally operating logistics company, we are continually confronted with change. Each quarter, our managers assess the impact of future scenarios and evaluate the opportunities and risks in their departments. Risks can also be reported at any time on an ad hoc basis. Our early identification process leads to uniform reporting standards for risk management in the Group. The risk management process is also used to ascertain potential risks in the areas of environmental management, litigation or personnel. We make continuous improvements to the IT application used for this purpose. The [Annual Report 2011](#) provides a detailed, by-category assessment of the opportunities and risks.

- ➔ AR 2011, pages 98 ff.

## Strategy and targets ✓

Whether it is customers, investors, employees, national governments, institutions or other segments of society, more and more stakeholders around the world are demanding that companies make a positive contribution to society and act responsibly in their ongoing pursuit of value creation and business growth. We willingly take on this responsibility and apply our core competencies, the know-how of our people as well as our global presence to making a positive contribution to society and the environment. We have subscribed to this approach for many years now and have therefore integrated Corporate Responsibility into our Corporate Strategy. The goals and action areas of our Corporate Strategy are covered in detail in the current Annual Report.

➔ AR 2011, pages 110 ff.

Our Corporate Responsibility initiatives and measures are designed to strike a balance between our economic and social responsibility targets. Bundled under the motto “Living Responsibility”, our efforts focus on three areas: environmental protection (GoGreen), disaster management (GoHelp) and championing education (GoTeach). We also support the volunteer work of our employees through our Global Volunteer Day and the Living Responsibility Fund.

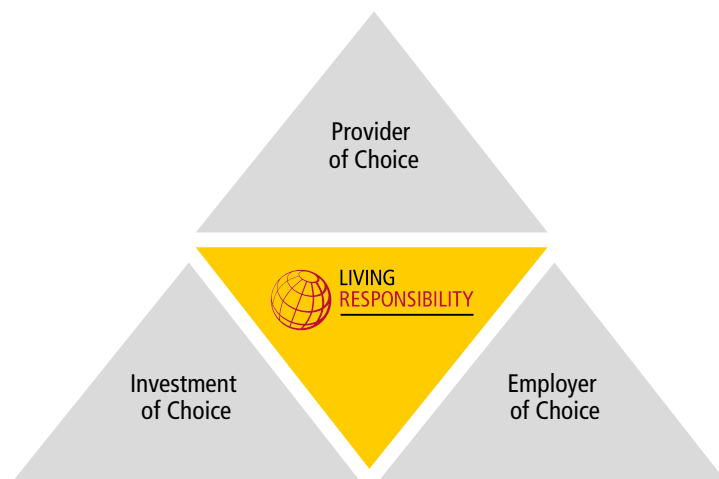
➔ Page 34

Our ability to perform as a Group rests on the shoulders of our many employees. Our guiding principle “Respect & Results” strengthens the collaboration among our employees and demonstrates our respect for human rights within our sphere of influence.

Our Corporate Responsibility strategy embraces the goals of the Group’s overarching Corporate Strategy. In order to keep pace with changing requirements, we are continuously honing our CR activities in dialogue with our stakeholders.

### 04 Deutsche Post DHL Corporate Strategy

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#### Balancing economic and social interests

Our activities in this area are designed not only to make a positive contribution to the environment and society, but also to benefit the Group and its business.

■ **Social benefits**

Employees: We support our employees in their wide-ranging volunteer efforts, which benefit communities around the world.

Environmental protection: Our GoGreen program helps minimize the impact of our business operations on the environment, allowing us to make a substantial contribution in the area of environmental protection.

Disaster management: As part of our GoHelp program, we donate our logistics expertise, our global network and the dedication of our employees to support the United Nations in its worldwide relief efforts.

Education: With our GoTeach program, we engage worldwide in improving education and furthering educational equality.

■ **Economic benefits**

Employees: Our programs give employees the chance to give back and have a positive impact on local communities around the world, which boosts employee motivation and loyalty to our company.

Environmental protection: By bettering our carbon efficiency, we reduce the amount of fuel and energy we consume, which in turn reduces our costs. Our green products and services also open up new business opportunities and markets and increase our overall competitiveness.

Disaster management: We demonstrate our strength through our logistics expertise, our global network and the know-how of our people.

Education: As one of the world's largest employers, we benefit directly and indirectly from improvements in education and career training.

05 The goal of Corporate Responsibility



**On our way to creating a top employer brand**

We want to ensure long-term success for the company and position Deutsche Post DHL as an employer brand with a clear identity in the competition for employees. Given the future demographic challenges and the changes to the labor market, this is the key to remaining competitive over the long term.

- We offer our employees a diverse range of opportunities to develop professionally and personally.
- We empower our employees to share their ideas and skills and to make a direct contribution to the success of our company.
- As a global logistics company, we provide our employees with ample opportunity to gain international experience in their fields (e. g. through opportunities to work abroad for several months or participation in international teams).

➔ Page 32

➔ Pages 33 f.



### Our human resources priorities and targets

At the heart of our employee management strategy is a longstanding tradition of successful HR programs and initiatives. The strategy was developed on the basis of extensive interviews with HR executives and members of the Board of Management. It also integrates the results of our Employee Opinion Survey and external factors, such as demographic developments. The goal of the strategy is to promote a positive working environment as well as effective collaboration and talent management across all divisions.

→ Pages 35 ff.

→ Page 32

#### 06 Focus of our HR work

Priority	Strategic objective
I Strengthening our leaders	Leadership guided by "Respect & Results"
II Encouraging and supporting employee commitment	Develop and retain capable and committed workforce
III Attracting and deploying talents	Hire and deploy the most talented people across the Group
IV Enabling business success	Workforce flexibility to sustain and grow the business
V Driving HR effectiveness and efficiency	Improved and simplified HR services over the long term

A range of measures is designed to facilitate the successful implementation of our strategy across the Group, with the following focus areas:

- **Leadership framework:** Effective leadership is a prerequisite for success. To ensure that our executives, as decision makers and leaders by example, can fulfill their responsibility of implementing our strategy, we have redefined the qualities and competencies that a leader needs and determined the optimal structure for the global management team. We offer managers appropriate professional development opportunities to help them rise to new challenges.
- **Performance measurement:** An objective system of measurement helps us to assess the caliber of our employees in a fair and consistent manner. The assessment allows us to define and implement measures for the further development of our employees. We support our managers in measuring their employees' performance and ensure the application of consistent employee evaluation standards across the Group with a direct relationship to compensation.
- **Talent management:** We continue to develop clear career paths for a range of key positions and job families with varying qualification requirements. This involves defining the positions particularly critical to our success, quantifying the number of people we need for these positions and identifying the qualifications they require. This creates transparency and highlights the cross-divisional career development opportunities available. Additionally, we identify strong performers within the organization who show the right potential to take the next step in their careers and support career development across divisions.
- **HR services:** A 2011 analysis of the HR functions in the 15 most important countries indicated that we could improve on them. We can achieve first-class service quality by optimizing administrative activities such as the maintenance of employee data and the organization of training courses, funneling the capacities that arise from these optimizations into organizational development, e.g. succession planning and talent management.

## Corporate Responsibility targets

We have set ourselves ambitious targets as part of our Corporate Responsibility strategy and report annually on our progress towards these targets as well as on any new or modified targets.

### 07 Corporate Responsibility ✓

	Due	Status	Notes
Provide more opportunities for employee volunteerism and increase recognition of employee commitment in this area.	2011	✓	We called upon our employees to participate in our first Global Volunteer Day. Please see page 34 for details.
Review the Corporate Responsibility Strategy.	2012	●	
Strengthen stakeholder dialogue through the use of additional channels and media.	2012	●	

### 08 Employees ✓

	Due	Status	Notes
Develop a Group-wide Diversity Strategy.	2010	✓	The Group-wide Diversity Strategy was devised and implemented in 2011.
Implement "JOIN" program and recruit up to 20 interns.	2011	✓	29 high-achieving students completed internships of two to six months in length and were mentored during this time.
Recruit up to 30 trainees for the "GROW" program each year.	2011	✓	26 high-achieving university graduates were hired in the reporting year after completing an 18-month training program.
Implement Deutsche Post DHL World Safety Day.	2011	✓	World Safety Day is held annually on April 28.
Expand health promotion system with focus on preventing foreseeable health risks.	2012	●	Please see pages 39-41 for information on our progress and measures in this area.
Mitigate the effects of demographic change.	2015	●	Further measures are currently being developed. Please see page 28 for details.
Recruit up to 30 interns for the "JOIN" program each year.	2012	●	
Support WHO road safety initiative "Decade of Action".	2012	●	Please see page 42 for information on our progress and measures in this area.
Promote road safety in Europe.	2012	●	Please see page 42 for information on our progress and measures in this area.
Train professional drivers in Germany in road safety and safety techniques.	2012	●	Our professional drivers help make our roads and highways safer.
Raise awareness for road safety among 17 to 25 year-olds.	2012	●	We are currently developing new media concepts for this target group in collaboration with the German Post and Telecommunications Insurance Fund and the Group's training department.
Idea Management: Implement new software in Germany.	2012	●	The internationally tested software "YourIdea" will replace the idea management software currently used in Germany.
Continue global rollout of idea management system.	2012	●	Please see pages 33-34 for information on our progress in this area.
Develop a Group-wide Diversity Policy together with supporting initiatives and measures.	2013	●	A Group-wide Diversity Policy is currently under development. Internal channels will be used to communicate the Diversity Targets, which include the targets formulated in the CRR 2010.
Provide automated HR services.	2013	●	The pilot project will be launched in 2012. The Group-wide rollout will follow in 2013. Please see page 17 for an overview of the individual measures.
Implement a global HR employee data system.	2015	●	Pilot projects in Europe will be launched in 2012.

✓ target achieved ● ongoing target ● new target ○ not achieved

## 09 Environmental Protection – GoGreen ✓

	Due	Status	Notes
Continue tests with alternative technologies and fuels (hybrid-drive vehicles, biofuels, electric vehicles).	2011	✓	We conducted various tests in this area. Please see pages 54-56 for details.
Continually increase the number of facilities with ISO 14001 certification.	2011	✓	The number of employees at certified sites increased by 3%. Please see page 48 for details. This target will be reformulated over the course of 2012.
Increase the percentage of recycling paper purchased through our Procurement unit.	2011	✓	The share of recycling paper was increased. Please see page 60 for details. This target will be reformulated over the course of 2012.
Increase transparency on the CO <sub>2</sub> reduction targets and carbon efficiency of our road carriers.	2012	○	The industry initiative Green Freight Europe was launched on March 27, 2012. Please see page 63 for details.
Implement carbon accounting processes and IT systems for scope 3 emissions reporting for all transport modes.	2012	○	Please see pages 50-51 for details on our progress in this area.
Replace at least another 15% of our remaining air fleet (baseline year 2009) with more fuel-efficient models by the end of 2015.	2015	○	Please see page 56 for details on our progress in this area.
Improve the carbon efficiency of our own operations and those of our subcontractors by 30% compared to 2007.	2020	○	Our overall carbon efficiency improved by 2 points in 2011. Please see page 51 for details.
Increase the percentage of electricity generated from renewable energy sources (green electricity) used by the Group to more than 60%.	2012	●	Please see pages 54 ff. for details on our progress in this area.

## 10 Disaster Management – GoHelp ✓

	Due	Status	Notes
Implement GARD training at airports in Bangladesh and in one more at-risk country within Asia.	2011	✓	Results are reported on page 68.
Ensure that our Disaster Response Teams (DRTs) can deploy as quickly and as effectively as possible.	2011	✓	Please see page 68 for details on our progress in this area.
Conduct GARD training in up to three countries; conduct a refresher/ deep-dive GARD training.	2012	●	

## 11 Championing Education – GoTeach ✓

	Due	Status	Notes
Support the creation of new Teach For All partner organizations in Spain and Brazil.	2011	✓	Results are reported on page 73.
Conduct pilot projects with SOS Children's Villages in Brazil, South Africa and Vietnam with the goal of improving the employability of young people. Continue partnership with Madagascar.	2011	✓	Results are reported on pages 73 f.
Launch the scholarship program UPstairs for children of DPDHL employees in Indonesia, Mexico, Romania and South Africa.	2011	✓	Results are reported on page 74.
Support national Teach For All partner organizations in Argentina, Chile, Germany, India and Peru.	2012	○	Please see pages 72 f. for details on our progress in this area.
Support the expansion of the Teach For All network to 30 partner organizations.	2013	○	Please see page 73 for details on our progress in this area.
Launch a new partnership with the Teach For All partner organization Ensina! in Brazil.	2012	●	
Develop a program for scholarship students as part of the SOS Children's Villages partnership.	2012	●	
Expand the SOS Children's Villages partnership to other countries.	2014	●	The partnership will be rolled out in Mexico, Kenya and Ghana in 2012, with more countries to follow.
Increase the number of countries where the UPstairs scholarship is available to over 65 and award 320 scholarships.	2012	●	Please see page 74 for details on our progress in this area.
Increase the number of UPstairs scholarships awarded across the Group to more than 1,000.	2014	●	The target was increased from 600 to 1,000 over the course of the reporting year.

✓ target achieved ○ ongoing target ● new target ○ not achieved

## Economic responsibility ✓

Our [Annual Report](#) describes in detail the impact of our Group on global trade, the markets we serve today and our economic performance. The Annual Report also includes reporting on our corporate strategy and managerial structures. The following topics highlight the economic impact of Deutsche Post DHL and illustrate our commitment to social responsibility.

@ [www.dp-dhl.com/en/investors.html](http://www.dp-dhl.com/en/investors.html)

### Global trade

We operate in more than 220 countries and territories and offer a global network focused on service, quality and sustainability. The [Economic Parameters](#) section in our Annual Report 2011 reports on our business activity in the markets and trade routes in which we operate, along with the associated trade volumes. With our commercial activities and services, we act as a reliable partner to customers worldwide. We make it possible for these customers to explore new markets, increase revenues and create jobs.

➔ AR 2011, pages 35 ff.

### Salaries and compensation

With some 470,000 employees, we are one of the largest employers worldwide. The Employees section of this report provides details on our [workforce structure](#) and workforce distribution by region. In the reporting year, our employees received wages and [salaries](#) in the amount of €13,350 million (previous year: €13,271 million).

➔ Pages 27 f.

➔ AR 2011, page 176

### Taxes

In the reporting year the Group paid taxes – together with additional payments to federal, state and local authorities – to help finance infrastructure maintenance and expansion. Please see our Annual Report for details about our [tax expenses](#).

➔ AR 2011, page 178

### Investments

The Group's investment expenditure amounted to €1,716 million at the end of 2011 (previous year: €1,262 million), representing a 36 % increase over the previous year. An overview of our [investments](#) by division and by region is provided in our Annual Report.

➔ AR 2011, pages 54 ff.

### Procurement

In 2011, Deutsche Post DHL centrally purchased a total of €9.1 billion in goods and services (previous year: €8.5 billion). Our Annual Report provides an overview of [spending](#) according to procurement category.

➔ AR 2011, pages 90 ff.

### Dividend payments

For the fiscal year 2010, we paid dividends to our shareholders in the amount of €786 million. At the Annual General Meeting on May 9, 2012, the Board of Management and the Supervisory Board will recommend a [dividend](#) of €0.70 per share, representing a dividend payment in the amount of €846 million.

➔ AR 2011, page 48

## Engaging with our stakeholders ✓

Our employees, customers and investors are the Group's key stakeholders. We strive to maintain close contact with our stakeholders, making sure to keep them informed about our performance and initiatives in the area of Corporate Responsibility. Each stakeholder group has a different set of expectations with regard to our Corporate Responsibility and is most aware of those activities that reflect their own interests. Understanding the interests and expectations of as many stakeholders as possible is therefore important to us. To this end, we engage with them on a continuous basis and in the process gain new insights and ideas that flow into shaping measures and strategic formulations and defining the thematic focus of our reports. A detailed account of the various channels we use to maintain our stakeholder engagement can be found in our previous [CR Report](#). We were able to add two additional channels over the course of the reporting year – Corporate Responsibility Day and the online stakeholder survey.

➔ CRR 2010, pages 43 ff.

### New dialogue format launched: Corporate Responsibility Day

In February 2011 we invited representatives from industry, politics, the media and society for the first time to our [Corporate Responsibility Day](#) and discussed our work in the area of Corporate Responsibility with some 240 people in attendance. We shall continue this dialogue with a second Corporate Responsibility Day on May 3, 2012 at our corporate headquarters in Bonn.

@ [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

### Good response rates for our first online survey

We conducted an online survey over a period of two weeks in November and December 2011 and asked roughly 2,400 external stakeholders and some 11,600 employees to share their opinion on the Group's CR strategy and its various CR measures. The questionnaire comprised approximately 40 questions in the following categories: "Strategy & Corporate Governance", "Society", "Climate & Environment", "Employees", "Customers", "Subcontractors and Suppliers". The survey, which was anonymous, asked respondents to rate both the given topics in terms of their relevance for Deutsche Post DHL as well as the company's performance in each of these areas.

Approximately 1,500 of the invited stakeholders responded. Along with many of our employees, some 150 external stakeholders took part. We achieved survey response rates of 10 % and 6.1 % from internal and external participants respectively.

Initial results show that we are already addressing many of the CR-related issues identified by our stakeholders as highly relevant to the Group. We will analyze the survey results in detail and use them to develop suitable measures for our work.

## 12 Online survey: Topics with the highest relevance ✓

External stakeholders	Internal stakeholders
Environmentally-friendly fleets and networks	Customer satisfaction
Security of customer data	Security of customer data
Sustainable energy management	Innovation
Climate protection programs and measures	Compliance
Corporate Responsibility strategy	Employee satisfaction

## Memberships and partnerships ✓

Partnerships with and membership in national and international organizations are of strategic importance for our company. The exchange that ensues from these alliances has a significant impact on the success of our efforts in the area of Corporate Responsibility.

### Deutsche Post DHL key memberships and partnerships

- B.A.U.M. e. V.
- CEN – European Committee for Standardization
- China Development Institute
- Clean Cargo Working Group from Business for Social Responsibility
- Climate Neutral Network of the United Nations Environment Programme (UNEP)
- COFRET – Carbon Footprint of Freight Transport
- Corporate Leadership Council
- Das Demographie Netzwerk
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- DIN – German Institute for Standardization
- Enterprise for Health
- European Road Safety Charter
- European Social Dialogue Committee for the Postal Sector
- German Heart Foundation
- German Road Safety Council (DVR)
- German Road Safety Organization (DVW)
- German Society for Occupational and Environmental Medicine (DGAUM)
- Germany's Federal Ministry of Transport, Building and Urban Development (BMVBS)
- Global Business Coalition Health (GBCHealth)
- Green Freight Europe
- Initiative Pro Recyclingpapier
- International Post Corporation (IPC)
- Komen Breast Cancer Foundation
- Network for Transport and Environment (NTM)
- PostEurop and numerous other CR-related working groups and committees
- Private Sector Road Safety Collaboration (PSRSC) on Global Road Safety Initiative
- The Clean Air Initiative for Asian Cities – CAI Asia
- United Nations Global Compact (UNGC), including the “Caring for Climate” initiative
- Universal Postal Union
- US Environmental Protection Agency SmartWay Program
- World Business Council for Sustainable Development (WBCSD)
- World Economic Forum (WEF)
- World Resource Institute (WRI)

## Indices and ratings ✓


In 2011 our efforts in the area of Corporate Responsibility again received high ratings from independent qualified agencies and institutes. Sustainable Asset Management (SAM) gave us a rating of 87 out of 100 points (previous year: 85 points). The average score for other transport and logistics companies was 59 points. Our membership in the indices DJSI World and Europe as well as FTSE4GOOD were again confirmed. We also continued to be listed by the French rating agency Vigeo in the Advanced Sustainability Performance Index Eurozone. With a score of 99 out of 100 points (previous year: 97) from the Carbon Disclosure Project, we have taken a leading position worldwide in the Carbon Disclosure Leadership Index (CDLI).

### 13 Key indices for Deutsche Post DHL ✓

Indices	Scores and comments
Advanced Sustainable Performance Indices Ethibel Sustainability Index Europe	
Carbon Disclosure Leadership Index	Score: 99 (out of 100) We were de-listed from the Carbon Performance Leadership Index.
DAXglobal® Sarasin Sustainability Germany Index 2011	
DJSI World DJSI STOXX TRA Industrial Transportation	Score: 87 (out of 100)
ECPI Developed Ethical+ Equity ECPI Ethical EMU Equity ECPI Ethical Euro Equity ECPI Ethical Global Equity	
FTSE4Good Europe Index FTSE4Good Global Index	Absolute score: 3.2 (max. 5) Relative "supersector" score: 73 (max. 100)
MSCI World ESG MSCI World ex-USA ESG MSCI EAFE ESG Index MSCI Europe ESG Index	We were de-listed from the MSCI Global Climate Index.

### 14 Key ratings for Deutsche Post DHL ✓

Ratings	Score and comments
Climate Counts Company Scorecard 2011	Score: 78 (out of 100) We are listed as "striding" in the Consumer Shipping sector.
Newsweek Green Rankings 2011	Score: ranked 89 <sup>th</sup> (out of 500) We ranked 1st and in Germany 7th in the Transportation & Logistics industry sector.
Oekom research Corporate Rating	Score: "C" ("not prime")
Tomorrow's Value Rating 2011	Score: "Baa" The assessment scale ranges from Aaa to C.

A close-up photograph of a person wearing a bright yellow uniform, likely a DHL employee, sorting through a large stack of mail and documents. The person's hands are visible, reaching into the stack. The mail includes various envelopes, some with handwritten addresses, and a blue envelope with a circular logo. The background is slightly blurred, showing more of the mail and the yellow cart. The overall scene is brightly lit, emphasizing the yellow of the uniform and cart.

Nadine Wieland is training to become a Courier, Express and Mail Services Specialist. She has been on the go since 6:45 AM this morning at the delivery base in Hamm sorting, scanning documents and loading her delivery bike. Nadine likes fresh air, customer contact, and the feeling of being her own boss. She enjoys her work, and she is one of around 2,000 trainees that we employ each year.

## DEVELOPING EMPLOYEES.

Our company is as diverse as its approx. **470,000 employees** and the range of career opportunities we offer is just as diverse. We are constantly looking for talented young people to fill these many roles. Our vocational training program as well as the dual degree program through the University of Cooperative Education system (Duale Hochschule) are examples of such entry-level opportunities.



# EMPLOYEES – The foundation of our success

## Contents

Interview with Board Member for Personnel	26
Our workforce structure	27
Diversity management	28
Employee recruitment and development	30
Motivated employees	33
Employee representatives	37
Health, prevention and safety	39



Nadine Wieland will get to know all areas of mail and parcel delivery over the next two years. Training takes many forms at Deutsche Post DHL. The Group currently offers 21 different vocational training programs that are divided into three main areas: Business Administration, Logistics and IT & Technology. We also offer eleven dual degree programs in IT, business administration and engineering sciences.

## **EMPLOYEES:** EQUAL OPPORTUNITY FOR OUR PEOPLE.

As a global corporation with employees throughout the world, diversity and equal opportunity are a matter of course. The highly diverse and multifaceted potential that our employees represent is an economic resource – the value of which cannot be overestimated. For this reason, we have continued to develop our diversity strategy, define priorities and initiate new projects – all with the focus on demographic change, equal opportunity, promoting women and a family-friendly working climate.



“Improving the family-career balance is a major driver of change in our approach towards work and in our company culture.”

WALTER SCHEURLE, BOARD MEMBER FOR PERSONNEL

**Mr. Scheurle, how does demographic change impact Deutsche Post DHL?**

Demographic change is having a huge impact on the labor market, especially in those countries where Deutsche Post DHL is most active, and this poses significant challenges for us. More than ever, we need to increase our attractiveness as an employer. In our view, the diversity of our employees is both an opportunity and a pre-requisite for sustainable business success. By the same token, the knowledge and extensive experience of our older colleagues is a valuable resource that needs to be retained.

**But demographic change is not the only reason you have taken up the cause of employee diversity?**

Diversity is already an integral part of our identity as a global corporation – and one of our great strengths. In Germany alone, employees from over 150 countries work together successfully hand in hand every day. Moreover, we are devoting ourselves increasingly to the issue of career advancement for women. Improving the family-career balance, as well as a voluntary

self-commitment Group wide, are major drivers of change in our approach towards work and in our company culture. In the future we will fill 25 to 30 % of executive positions with women.

**What is your strategy for retaining employees and attracting young talent?**

Given the importance of the logistics industry worldwide, the career opportunities at Deutsche Post DHL could hardly be better. In all regions of the world and at all levels in our company, we constantly need well-educated and well-trained specialists. We conduct targeted recruiting of young talents as well as systematic human resources development. And especially in the case of our managers and executives, we expect them to continue to develop both personally and professionally in order to better fulfill their responsibilities and do justice to their role model function. At the end of the day, we know that the only way to ensure business success over the long term is to remain attractive as an employer and to maintain a workforce of dedicated employees.

**WALTER SCHEURLE**

Born in 1952

Member of the Board of Management from April 2000 until April 2012

**Function**

HR Standards & Guidelines, HR MAIL

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**ANGELA TITZRATH**

Born in 1966

Member of the Board of Management since May 2012, appointed until April 2015

# EMPLOYEES

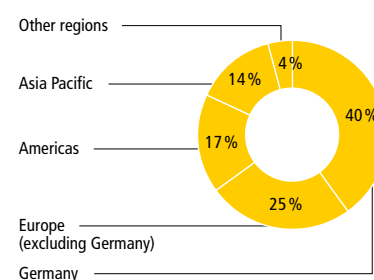
## Our workforce structure

### Our employees are the backbone of our success

Deutsche Post DHL is one of the world's largest employers, with some 470,000 employees in more than 220 countries and territories around the globe. We are also superlative in terms of the diversity of our people, which is an important part of our identity as a global company. With diversity also comes challenge. Fostering this diversity and providing a discrimination-free work environment is therefore one of our top priorities. To this end, we promote a corporate culture based on dialogue, invest in creating a safe and healthy work environment and provide our employees with opportunities to grow and develop. Our vocational training programs for young people assure us access to the right people at the right place and at the right time.

The majority of our workforce is still in Germany, where employee numbers increased slightly over the past year. Increases in staff have also been seen in the Americas. The only region to see decreases in employee numbers was Asia Pacific, which was due to the sale of the domestic express businesses in China and in Australia. As per our current planning, we will see a slight increase in the total number of employees in 2012.

### 15 Employees by region, 2011<sup>1</sup>



<sup>1</sup>As of December 31, 2011

### 16 Employee numbers

	2010	2011	Difference %
<b>At year end</b>			
Headcount <sup>1</sup>	467,088	471,654	1.0
Full-time equivalents <sup>2</sup>	418,946	423,502	1.1
In MAIL <sup>3</sup>	146,005	147,487	1.0
EXPRESS	87,536	84,440	-3.5
GLOBAL FORWARDING, FREIGHT <sup>3</sup>	41,359	41,881	1.3
SUPPLY CHAIN <sup>3</sup>	130,710	136,810	4.7
Corporate Center/Other	13,336	12,884	-3.4
<b>in Germany</b>	165,781	168,108	1.4
Europe (excl. Germany) <sup>3</sup>	108,241	108,208	0.0
Americas	68,268	70,291	3.0
Asia Pacific	61,239	61,112	-0.2
Other regions <sup>3</sup>	15,417	15,783	2.4
<b>Annual average</b>			
Headcount	464,471	467,188	0.6
Hourly workers and salaried employees	413,830	418,375	1.1
Civil servants	46,866	44,421	-5.2
Trainees	3,775	4,392	16.3
<b>Full-time equivalents</b>	421,274	423,348	0.5

<sup>1</sup> Including trainees.

<sup>2</sup> Excluding trainees.

<sup>3</sup> Adjusted.

### Most important HR tool: Employee indicators

Our HR work is informed by a series of Key Performance Indicators (KPIs) relating to personnel structure, absences, health and occupational safety, employee turnover, vocational training and further training for employees, and employees' ideas. These KPIs enable us to continuously hone our People Strategy and monitor its implementation.

The KPIs are collected globally and captured in our global financial reporting system. As part of our effort to continuously improve data quality, we implemented consistent quality checks across all of our divisions in 2011. This process helps our business units worldwide to collect HR data more efficiently and avoid data redundancy.

### Demographic change and innovative human resources development

In many countries, demographic change is one of the biggest human resources challenges we will face. Noticeable shifts in age and social structures within the populace are also beginning to affect our own workforce and the way we approach our junior staff planning. In light of these developments, we have created a strategic workforce management tool that extends our vision beyond the usual planning period and allows for strategy-based human resources planning. This valuable analysis tool provides salient facts and answers on issues such as aging and capacity risks, long-term succession planning, transfer opportunities and training needs management. The strategic workforce management tool is currently being piloted in Germany and in Mexico. The tool will be rolled out to other countries once the pilot phase has been completed.

### 17 Employee turnover<sup>1,2</sup>



<sup>1</sup> Based on a survey of all organizational units representing 94.1% of entire workforce (previous year: 93.6%).

<sup>2</sup> Turnover rates are not recorded according to age, gender or region at Group level.

### 18 Age structure<sup>1,2</sup>

	2010		2011	
	Men	Women	Men	Women
up to 20	1,990	1,277	2,269	1,215
21–30	11,160	6,619	12,367	6,904
31–40	17,101	15,783	16,390	14,694
41–50	34,006	35,580	33,858	35,305
51–60	24,214	22,411	25,187	24,152
61+	2,038	1,082	2,285	1,403
<b>Average age</b>	<b>43.6</b>	<b>44.5</b>	<b>43.5</b>	<b>44.9</b>

<sup>1</sup> As of December 31, 2011.

<sup>2</sup> Refers to Deutsche Post AG employees.

## A strategy of smart diversity management

We want to promote the diversity of our workforce and attract a wide range of potential applicants by way of proactive and intelligent diversity management. Our goal is to become the Employer of Choice in our industry as a way to ensure our business success over the long term.

Diversity management is part of our corporate culture and is firmly rooted in our Code of Conduct. We promote a culture which is founded on mutual respect and acceptance and which values the individual. As an equal opportunity employer, pay is based on job performance and the level of responsibility vested in the individual employee.

Given the very few incidents of discrimination within our company, we have chosen not to establish a complex global discrimination reporting system.

In the reporting year, the 2011 German Diversity Award honored Deutsche Post DHL and its extensive diversity management program with the “Excellence” award in the “Most Diverse Employer” category.

### Women in executive positions

In 2011, as part of an extensive international project, we conducted interviews with specialists and management-level staff to help us develop effective measures for increasing the number of women in leadership positions within our company. At present women hold 17.6 % (previous year: 17 %) of executive positions at Deutsche Post DHL worldwide. One of the first measures we are taking is a commitment to filling 25-30 % of all vacant executive positions with qualified women and providing them the support they need to fulfill their tasks – without compromising on requirements. In order to ensure uniform presentation of these figures, the basis for calculation was adjusted and now includes upper and middle management.

We have been participating in “INNOVATIVE! Leading together with women” (“INNOVATIV! Gemeinsam führen mit Frauen”) since 2010, a project co-sponsored by the European Union and the German Federal Ministry of Labour and Social Affairs. The initiative aims not only to strengthen women’s career advancement potential but to actively involve executives and employees in the change processes needed to make this happen.

### Living diversity

We have launched a variety of projects and initiatives aimed at making the most of our diversity. Two years ago we began building a network for gay, lesbian, bi- and transsexual (GLBT) employees. One of the goals for this network in 2011 was to raise awareness of this network and its issues among trainees.

In 2011 we conducted a disability-friendly workplace design competition to find ways to make it easier for people with disabilities to take an active part in working life. As of January 27, 2011, 8.3 % of Deutsche Post AG employees had a significant disability. This figure is considerably higher than the comparable figures posted for the German private sector (3.9 % in 2009; Source: Federal Employment Agency).

### 22 Employees with disabilities (Deutsche Post AG)<sup>1</sup>

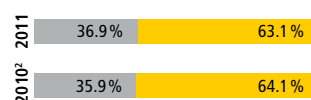
		2010	2011 <sup>2</sup>
Mandatory jobs reserved for the disabled	Headcount	12,758	13,140
Employment rate	%	8.0	8.3

<sup>1</sup> According to German Social Law (§ 80 Sozialgesetzbuch IX).

<sup>2</sup> As of January 27, 2012.

Our programs FC Post and Camp4us also promote the integration of our employees with migrant backgrounds. Through organized sports and a summer camp for employee children, we are able to reach employees from different nations, age groups, divisions and hierarchy levels. Our success hinges on the ability of our employees to speak the local language and understand the local culture. It is therefore in our own interest, and a matter of our own identity, to recruit the majority of our worldwide executives and employees locally.

### 19 Citizenship within management<sup>1,2</sup>

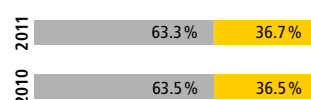


■ German ■ Non-German

<sup>1</sup> Pertains to upper and upper-middle management

<sup>2</sup> Adjusted: Reporting scope expanded to include upper and upper-middle management

### 20 Employees by gender<sup>1,2,3</sup>



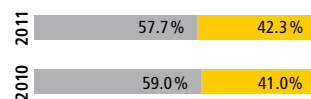
■ Men ■ Women

<sup>1</sup> As of December 31, 2011

<sup>2</sup> Based on a survey of all organizational units representing 96.7 % of entire workforce (previous year: 98.2%).

<sup>3</sup> Compensation levels by gender are not recorded at Group level.

### 21 New hires by gender<sup>1</sup>



■ Men ■ Women

<sup>1</sup> Pertains to all new hires at Deutsche Post AG (excl. temporary employees)

Balancing a career with family life is a challenge for both men and women. We support our employees in meeting this challenge with flexible work time models and part-time employment opportunities. Our partnership with [pme Familienservice GmbH](http://www.familienservice.de) provides our employees with a wide range of support services: Back-up childcare facilities for last-minute and emergency childcare, assistance in finding suitable childcare facilities and caregivers, and access to exclusive, Germany-wide vacation programs. In addition to this, we have opened four childcare centers in Bonn, which provide reliable childcare for our employees, especially those with younger children. A family portal on the company's intranet, which serves as a platform for information, communication and networking among parents in our organization, is yet another effort to promote a work-life balance.

 [www.familienservice.de](http://www.familienservice.de)

### 23 Work-life balance<sup>1</sup>



		2010	2011
Maternity/paternity leave	Headcount	2,036	1,809
Family leave (unpaid holiday)	Headcount	2,419	2,286
Part-time employees <sup>2</sup>	Headcount	63,126	65,322
Share of part-time employees	%	36.9	37.5

<sup>1</sup> Refers to Deutsche Post AG employees.

<sup>2</sup> Excluding employees in the release phase of partial retirement.

## Employee recruitment and development

Targeted HR marketing and efficient recruitment procedures across the globe are of great strategic importance to our future. We want to recruit talented and motivated employees, support them in both their professional and personal development and retain them as part of our organization.

### Multi-channel recruiting

We rely on various [recruitment methods](#) to attract high school graduates, university students, university graduates and working professionals. These include not only classical approaches, such as newspaper job advertisements and job fairs for university graduates, but also newer channels such as online campaigns and social media portals. Each year we advertise more than 12,000 jobs online and receive, on average, over 120,000 internal and external applications in response.

 [www.dp-dhl.com/en/career.html](http://www.dp-dhl.com/en/career.html)

### Securing top talents

We currently offer young people over the age of 20 a variety of vocational training and study opportunities. Our training programs, career start and development programs for young specialists as well as educational initiatives also make an important contribution to society as a whole.

For years, we have met the quality standards established by the "[Fair Company](#)" initiative, which promotes fair treatment of interns and job starters. This includes appropriate compensation, a focus on full-time jobs rather than internships, and avoiding vague promises of future employment.

 [www.karriere.de/startseite/fair-company](http://www.karriere.de/startseite/fair-company)

### Full of opportunity: Training within the Group

Deutsche Post DHL employed approximately 4,400 trainees and students worldwide in 2011. Last year in Germany alone, 1,962 young people began a vocational training or integrated degree program (Duale Hochschule) with us. Following their training period, we offered more than 75 % of our trainees continued employment and a valuable career opportunity – in most cases in the form of a full-time job and in many cases close to home.

#### 25 Trainees

		2010	2011
Deutsche Post DHL (annual average)	Headcount	3,775	4,392
Deutsche Post AG (Germany, as of December 31, 2011)	Headcount	2,245	2,045
Men	%	62.9	63.8
Women	%	37.1	36.2

Our goal is to make Deutsche Post DHL more appealing to trainees and to win the loyalty of the best trainees so that they remain with the Group into the future. In 2011, we selected 105 junior employees as Top Trainees. These represent the best 5 % of all trainees and Dual Hochschule students working across the Group in Germany who are in their final year of training. These junior employees are invited to participate in additional training courses and are assured a job in the Group at the end of their training.

### Internships: An effective stepping stone into the working world

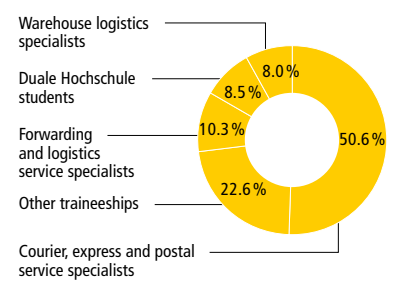
Our “Perspektive Gelb” program helps prepare young people facing a tough time on the labor market to enter the working world. Young people who have been unable to find a vocational training position take part in a six to twelve-month internship organized and funded by the German Job Centers. Following this phase, nearly 80 % of these interns are taken on by Deutsche Post and offered vocational training. These very positive results inspire and motivate us to continue living our social responsibility through the “Perspektive Gelb” program.

### Transparency in training and development

Our performance management process “motiv8” helps us support and develop our employees in accordance with their capabilities and their goals. At the core of the process is an annual employee performance appraisal, which is then used to develop individualized development plans. These are based on targets set for the Group, the business division, and for the person individually. The appraisal helps each employee understand the impact of their role in the development of Deutsche Post DHL and the contribution they make to the success of the Group as a whole.

Based on our [Corporate Strategy](#), we reviewed and redefined the competencies required by our management-level employees and integrated them into our performance management system. In addition to the newly defined leadership competencies, the performance management system uses a wealth of other information, including company results and feedback from both employee and customer surveys, to assess the variable portion of our executives’ remuneration.

#### 24 Traineeships



➔ AR 2011, pages 110 ff.

The motiv8 online self-service system gives executives and employees online access to the relevant performance assessment data, enabling them to prepare and review annual feedback and development interviews more effectively. Comprehensive training modules and communication training courses help prepare executives and employees for the performance management and feedback process.

### Systematic training and talent management

In 2011, our employees spent an average of 1.2 days in training. More than 80,000 employees made use of over 3,500 training modules found on our comprehensive e-learning platform “mylearningworld.net”. Participants make use of the web-based training units to complement the classroom-based courses they attend. In the future, feedback gathered from participating employees will be systematically assessed in order to improve the quality of the training.

#### 26 Training<sup>1</sup>



		2010	2011
Annual training days per full-time equivalent	Days	1.9	1.2
Annual training costs per full-time equivalent	€	220	191

<sup>1</sup> Based on survey responses; The data collected on training hours/training days covered 94.9% of all employees (full-time equivalents) in 2011 (previous year: 73.5%). The data collected on training costs covered 100% of all employees (full-time equivalents) in 2011 (previous year: 89.1%).

We continued to develop the career planning and competency catalog in 2011. This catalog contains Group-wide information on job descriptions, job responsibilities, career development stages and competencies, and provides the basis for development interviews, which take place regularly between employees and their line managers. The information on career paths is a useful instrument for creating transparency on cross-divisional development possibilities and for more effective succession planning for senior positions within the Group. It also promotes transparency on talented employees and helps us identify areas in which personnel development measures, such as further training, are necessary.

Since 2002, Deutsche Post DHL has been offering all its employees an open seminar program that includes training in leadership, social competencies as well as technical skills. These seminars also cover topics on diversity, the Code of Conduct, the Employee Opinion Survey and the E-Postbrief.

### Human resources development within the divisions

We not only want to be the Employer of Choice, we also want to have the best teams in the industry. To this end, each of our divisions invests in the continued training of its employees, offering training measures tailored to prepare them for the specific requirements and needs of the business unit.

**MAIL:** The focus is gradually shifting away from classroom seminars and towards on-the-job training. In 2011, more than 27,000 employees took part in special training measures. A total of 19 qualification programs were conducted in MAIL operations alone. Over the course of the last four years, more than 5,000 employees have taken part in programs such as these. The division’s IT unit developed a job requirements profile, which now forms the basis for the unit’s competency and talent management activities. A special suite of online tools was also created to train employees on the company’s new e-products.



**EXPRESS:** The division now offers a comprehensive training program with its newly launched “Certified International Specialist” program. The introductory module, upon which all other training measures are built, has already been completed by all of the division’s employees.

**GLOBAL FORWARDING/FREIGHT:** More than 26,000 employees gained certification through our e-learning platform. So far 62 % of all employees have completed at least one e-learning course. This division also rolled out a development program for its middle management, which runs from one to three months and focuses on leadership competencies.

**SUPPLY CHAIN:** The division has further developed its worldwide training program in the area of sales. Approximately 3,500 employees have already completed the training. Middle management training was a key area of focus. Over the course of 2011, more than 1,500 executives and managers around the world took part in the “Leadership Enrichment Program”.

### Spotlight on leadership competencies

Back in 2010, as we considered our Strategy 2015, we made clear that our executives are responsible for not only their own personal development, but for the active development of others as well. In the effort to strengthen the leadership culture within our Group, we conducted a new Top Executive Leadership Program with our highest-level executives in 2011. We will also be extending the program to the next two executive levels in the coming years. The aim of this Group-wide program is to better prepare our executives for the complexities and volatility of the current economic environment so that they may meet the needs and requirements of our customers, employees and investors in an informed and professional manner. Our Group-wide leadership programs focus on both personal leadership and common values. Special divisional programs are designed to strengthen teamwork and to address business specifics. We also plan to bring development activities for executives and potential successors closer together with our activities in the area of career and succession planning.

Our Group-wide **ACTIVATE** program supports young managers in their personal and professional development, qualifying them to take on future leadership responsibilities. As part of the program, participants gain in-depth knowledge of Deutsche Post DHL, develop management competencies that can be deployed across all divisions, and create networks to assist them in their future roles. A total of 50 rising managers took part in the **ACTIVATE** program in 2011.

## Our most important asset: Motivated employees

The success of Deutsche Post DHL relies on employees who are personally committed and motivated. Employees are the foundation for the success of our business. We empower our employees to share their own ideas, skills, experience and opinions to help shape the development and innovativeness of our company. Idea management and the Employee Opinion Survey are two valuable tools in this process. We also encourage and support the volunteer work of our employees in many different ways.

### Innovative employee ideas

Our idea management program is founded on the firm belief that each of our employees is an expert in his or her business area, making each one of them a potential innovator within the Group. In recognition of this, in the reporting year Deutsche Post DHL was awarded the prize for the best idea management program in Germany by the Zentrum Ideenmanagement (ZI). Since the introduction of our internal idea management system in 1999, the suggestions of our employees have resulted in savings of more than €2.2 billion. As in the previous years, our global idea management program was again well-received in 2011. Employees from across the Group submitted a total of 214,337 (previous year: 227,803) ideas for simplifying processes, saving costs and improving on quality. These suggestions generated a value to our company totaling €234,000 million (previous year: €220,000 million). Just one of our worldwide idea campaigns, which focused on simplification, brought in nearly 10,000 suggestions for streamlining processes within the Group.

#### 27 Idea management

		2010	2011
Savings per employee	€	470.83	496.43
Suggestions for improvement	number	227,803	214,337
Accepted suggestions for improvement	number	183,323	174,680
Total benefit	€m	219.5	234.1
Costs <sup>1</sup>	€m	9.3	8.4

<sup>1</sup> Based in part on projections.

Idea management at Deutsche Post DHL originated in Germany, but more and more countries have begun using this proven tool. Our idea management program is now installed in some 30 units across Europe, Asia Pacific and the Americas, and this number continues to grow. We view idea management as an opportunity to gain new insights, learn from one another and spread success.

### First-ever Global Volunteer Day

2011 marked the first year of our “[Global Volunteer Day](http://www.dpdhl-volunteerday.com)”. As part of this global, Group-wide initiative, some 60,000 employees in more than 120 countries worldwide took part in more than 600 volunteer projects benefiting children, young people and the elderly.

 [www.dpdhl-volunteerday.com](http://www.dpdhl-volunteerday.com)

### Deutsche Post DHL promotes volunteer work

In cooperation with non-profit organizations around the world, our Living Responsibility Fund supports our employees’ volunteer work in local community projects. A jury of nine representatives from the various divisions across the Group decides which projects are granted financial support. The individual funding amount, which is donated directly to the non-profit organizations responsible for the initiative, is based on the number of total hours that the employees invest in the volunteer project.

In 2011, funding was granted to 108 projects in 46 countries, involving a total of some 15,000 employees. These numbers reflect just how important social engagement is to our employees. And for the employees themselves, participating in these projects together with their colleagues generates a sense of community and teamwork in the workplace.

Projects are chosen for both their continuity and sustainability, as demonstrated by an initiative in Latin America, where our employees have been participating with the non-profit organization “Un Techo para mi Pais” (A roof for my country) since 2009. One of the things the organization does is build temporary housing for the poor in areas struck by natural disaster. Since their involvement in the project, more than 850 employees of our company have helped construct 78 houses in 18 Latin American countries. This project has since become a very important part of our disaster management initiative (GoHelp).

 Pages 67 ff.

A project database on the Group’s intranet provides employees with information on projects that have been initiated by their co-workers, as well as information on the initiatives which have already received funding. The site can also be used to submit applications for new projects. The application materials are based on the iooi method, which allows us to capture salient project information from the outset, including project objectives, direct results as well as the long-term impacts within the immediate target group and community at large.

### Dialogue welcome

We are committed to keeping our people updated about developments and events within the Group and engaging them in dialogue. To do this, we make use of a wide range of internal communications channels, such as print publications, the corporate intranet and social media, as well as the Group’s very own extranet, which was established in December 2011 and can now be accessed by employees from their own personal computers. Premium Post, our German-language employee magazine, has had its own readers’ advisory board for nearly two years now.

Another format dedicated to dialogue is the “Ask Frank Appel” platform, which gives employees the opportunity to speak directly to our CEO. An average of 400 questions is sent to Frank Appel each year through this channel, either through the intranet or now through the extranet. Since the launch in 2008, approximately 1,700 questions have been submitted by employees at all levels within the organization, with each response personally approved by Frank Appel.

We use our internal online “Employee Trend Monitor” to gather information on the most frequently discussed issues within the company’s divisions and across its regions. This survey was conducted for the eighth time in 2011, with approximately 2,000 employees participating. The survey’s primary target group is office employees.

Organizational changes and important events affecting the Group, such as financial statements or collective bargaining agreements, are always communicated in detail and in a timely manner through executive e-mails, articles published on the intranet/extranet, print media, notices posted in our business units and through employee newsletters.

### The opinion of our employees counts

The annual Group-wide Employee Opinion Survey provides every one of our employees the opportunity to give anonymous feedback about their work environment and other aspects of the company. As such, the survey is an important driver for continuous process improvement within the Group. With a global participation rate of 80 %, more

employees participated in the Employee Opinion Survey in the reporting year than in the year previous (previous year: 79 %), demonstrating just how important dialogue is for our employees. Now in its fifth year, the survey has established itself as an important communications instrument within the Group.

#### 28 Employee Opinion Survey: Response rate by division

in %	2010	2011
MAIL	63	65
EXPRESS	92	93
GLOBAL FORWARDING, FREIGHT	93	88
SUPPLY CHAIN	90	90
Global Business Services	77	78
Corporate Center/Other	84	87
<b>Group</b>	<b>79</b>	<b>80</b>

The survey is available to our employees in both digital and paper-based versions. 2011 marked the first time that more people completed the survey online (52 %) than on paper. MAIL employees in Germany traditionally complete the survey in its paper format. While paper-based surveys generally have lower participation rates than their online counterparts, the MAIL division achieved a high level of participation with a response rate of 65 %.

#### Employee Opinion Survey: The survey process

The survey questionnaire comprises 40 questions, standardized across the Group, on eleven areas known as the EOS Key Performance Indicators (KPIs). The questions are designed to gauge the level of commitment and motivation among our employees. As studies show, a highly engaged workforce has a positive impact on customer satisfaction, which in turn influences the overall success of the business. The survey process is continuously reviewed and improved. For the first time in 2011, we tested text-based response formats by giving respondents from selected divisions the opportunity to provide feedback in two optional comment boxes.

#### The Employee Opinion Survey results

The overall results show significant improvements across all KPIs as well as in each question. KPIs improved on last year's results by anywhere from three to six percentage points. As in the year previous, the most positively rated indicators were "Customer Promise", "Cooperation" and "Working Conditions". The high values underscore our strengths. We are also pleased to report that 76 % (previous year: 73 %) of respondents are generally satisfied with their jobs.

With an approval rating of 59 %, the indicator "EOS Follow-up Measures" posted a 6 % improvement over the previous year. This indicator reflects how well improvement measures derived from past surveys have been received. Although this value exceeds the benchmark of other companies (50 % according to the "Kenexa Global Database"), we still see room for improvement. We are therefore committed to supporting this upward trend by continuing to hone our follow-up processes for greater sustainability over the long term.

## 29 Employee Opinion Survey: Agreement rates ✓

in %	2010	2011
<b>Customer Promise</b> The degree to which employees contribute toward providing sustainable solutions and quality products and services which make customers' lives easier	77	80
<b>Employee Engagement</b> Employees' degree of identification with Deutsche Post DHL; satisfaction, loyalty, pride in their jobs and willingness to act as ambassadors for the organization	67	71
<b>Active Leadership</b> Employees' perception of the ability of their direct line managers to shape and lead their team	63	67
<b>Strategy</b> The degree to which Deutsche Post DHL's strategy is clearly communicated to employees and the level of trust the employees show in the organization's future prospects	64	70
<b>Communication</b> The degree to which internal communication at Deutsche Post DHL fosters an open and constructive exchange of information	62	67
<b>Learning and Development</b> The extent to which Deutsche Post DHL puts its employees' personal and task-related competencies to optimum use and develops them further; employees' perception of opportunities to grow and learn in their role	63	68
<b>Cooperation</b> Employees' level of active commitment to and in their team; degree to which the team works together to achieve improvements that increase the organization's success	74	77
<b>Living First Choice</b> The extent to which First Choice tools and methods are employed successfully to produce continuous improvement	59	64
<b>Social Responsibility</b> Employees' perceptions of Deutsche Post DHL's social and environmental CR activities and the level of support they give to them	62	68
<b>EOS Follow-up Measures</b> Employees' perceptions of the extent to which their responses to the EOS are taken on board and lead to change	53	59
<b>Working Conditions</b> The degree to which employees perceive safety at work to be an important issue for Deutsche Post DHL, and the extent to which they feel they have all the materials they need in order to work well	73	76

## Employee representatives

In our Group, we practice and promote a culture of constructive dialogue between employees and managers and between executive management and employee representatives. We respect human rights within our area of influence and operate our businesses in such a way as to make us an exemplary employer.

Internationally, we work together with employee representatives and unions in the individual countries according to national laws and customs. In addition, we are engaged in regular dialogue with representatives from the global labor union associations. In Germany, where around 40 % of our employees are located, we cooperate with works councils in all divisions of Deutsche Post AG and in more than 90 % of our subsidiaries.

### Cross-border cooperation

We maintain an ongoing dialogue in the European Economic Area through our Deutsche Post DHL Forum. We are also an active participant in the “[European Social Dialogue Committee for the Postal Sector](#)”. Under the aegis of the European Commission, this involves discussions on current social matters within the postal sector together with postal company representatives and national trade unions from the 27 EU member states.

@ [www.postsocialdialog.org](http://www.postsocialdialog.org)

We are guided by the [principles of the United Nations Global Compact](#) and respect the principles of the 1998 declaration by the International Labour Organization [ILO](#) on the fundamental rights and principles of work in accordance with national laws and customs (in particular the ILO core standard number 87 “Freedom of Association and Protection of the Right to Organize” and number 98 “Right to Organize and Collective Bargaining”).

@ [www.globalcompact.de](http://www.globalcompact.de)

@ [www.ilo.org](http://www.ilo.org)

At a central level, we continued to hold meetings over the course of the reporting year with representatives of the global union federations UNI Global Union and the International Transport Workers Federation (ITF) to discuss matters of general interest within the Group. We exchanged our different views on the issue of “international framework agreements”, among other issues. UNI and ITF filed a complaint in 2011 with the UN Global Compact. As part of our response, we presented our opinion on the accusations and emphasized our willingness to conduct future discussions with representatives of UNI and ITF. UNI and ITF have responded positively to our offer to continue the dialogue.

### Deutsche Post DHL Forum

The Deutsche Post DHL Forum is a joint committee of Deutsche Post DHL employee and management representatives from 29 European countries and is equivalent to a European works council. The international union federation Union Network International (UNI) and the European Transport Workers’ Federation (ETF) are each entitled to appoint a representative to participate in the regular Deutsche Post DHL Forum meetings. This promotes direct and open communication across country and language boundaries.

The collaboration is based on an agreement that adheres to the principle of mutual respect while honoring the differences in responsibilities and interests. This agreement has proven itself valuable and it has since been updated and adjusted to respond to changes in the law.

Due to the complex and frequently changing structure of the Group, the Forum’s organizational structure requires regular adjustments to reflect developments in the Group. To respond to this, we have established business committees, which devote themselves exclusively to issues arising in the respective business areas.

### Sustainable collective bargaining agreements in Germany

In 2011 we reached a groundbreaking labor agreement with the trade union ver.di, which marked an important step in securing the future of our MAIL business. The wage negotiations on behalf of roughly 130,000 Deutsche Post AG employees in Germany resulted in a “generations pact” for age-based career solutions. In addition, an extension of the employment package was established, along with a reduction of starting salaries for new employees by 4 % on average. This agreement is unique throughout Germany and is an important step for us as we strive to both strengthen our competitive position and improve job security.

Intensive and constructive wage negotiations in 2011 also led to sustainable solutions for various DHL subsidiaries in Germany. The wage agreements are notable for their lengthy terms (28 months), which create planning security for the companies.

**DHL Hub Leipzig GmbH:** Employees received or will receive wage increases of 2.5 % as of June 1, 2011 and 2.2 % as of July 1, 2012.

**DHL Home Delivery GmbH:** An agreement on wage increases of 2.1 % of October 1, 2011 and 2.6 % as of November 1, 2012 was reached on behalf of the employees.

**European Air Transport Leipzig GmbH:** An agreement on a one-time payment in 2011 and wage increases of 2.7 % as of January 1, 2012 and 2.5 % as of January 1, 2013 was reached on behalf of the employees.

## Taking responsibility for health, prevention and safety

We are committed to promoting the health of our employees and providing them with a safe working environment. This is our way of building and maintaining an able-bodied and motivated workforce over the long term. Deutsche Post DHL has had a global Corporate Health Policy in place since 2007. Our Corporate Health Policy, which is supported by the Deutsche Post DHL Forum in the joint statement on “Health and Safety at Work”, sets health and safety standards for the entire Group. One of the focus areas for occupational safety at Deutsche Post DHL is road safety.

### Preventing illness starts at work

For us, health has physical, mental and social aspects. Preventing illness begins at work and we are putting particular effort into combating the rise in chronic, non-communicable diseases, which are now responsible for 60 to 80 % of all deaths worldwide. According to the World Economic Forum, chronic illness will cost the world economy upwards of US\$47 trillion by the year 2030.

Our aim is to promote the health and well-being of our employees. To this end, we provide our employees with a healthy work environment and organize campaigns and activities that motivate our people to adopt a healthy lifestyle.

### Deutsche Post DHL recognized for its health management initiative

In the reporting year, the Group was presented the “Corporate Health Award” as well as the “German Enterprise for Health Award” (Deutscher Unternehmenspreis Gesundheit). The awards recognized Deutsche Post DHL’s exemplary commitment to promoting the health and well-being of its employees as well as its outstanding health management program.

Our annual “Deutsche Post DHL Corporate Health Award” was established in 2008 as a way to identify best practices in health promotion within the Group. Held for the fourth time in 2011, the award honored outstanding health promotion initiatives in eight different countries. The award-winning projects focused on systematic health promotion activities such as annual check-ups, courses in stress prevention and measures designed to increase health awareness and promote exercise and increased fitness. For the participating divisions, these measures translated into decreases not only in

sickness and accident rates but in related costs as well. Employees can access these best practice examples on the corporate intranet. By learning from these examples, employees help spread the success of the Group-wide health management program.

### Committed to health promotion in the workplace

Our comprehensive approach to promoting health in the workplace complies with legal requirements and even exceeds them. This includes regular reporting at the Group level on trends in health-related KPIs (on sickness rates, for instance). These reports are also used to compile a comprehensive catalog of measures, which are then utilized to analyze, select and develop specific health promotion activities. Between 30,000 and 40,000 health initiatives are launched each year in Germany alone, from early detection to addiction prevention measures.

We are also heavily involved in a number of health working groups. We serve on the executive boards of the German Society of Occupational and Environmental Medicine (DGAUM) and PostEurop's Societal Working Group and we have supervisory functions at national insurance companies and for various ministerial working groups and projects. Through membership in networks such as "Enterprise for Health", we share and compare best practices in health promotion with companies that are equally committed to promoting health in the workplace.

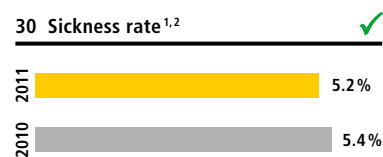
### Sickness rates and working days lost remained at last year's level

In Germany in 2011, we managed to maintain last year's sickness rate at 7.4%. As for our global figures, the worldwide sickness rate for the Group was down slightly to 5.2% (previous year: 5.4%). The increase in the average age of our employees is a sign of the current demographic changes and has a significant effect on our sickness rates. Having focused our health promotion activities on preventing chronic illness, we are well positioned to face this trend.

### Fighting infectious disease and chronic illness

With the overall goal of maintaining our employees' health throughout their working years, our health management program focuses on protecting employees from infectious diseases and offering measures to effectively prevent chronic illnesses such as diabetes, which is on the rise among younger employees. In response to WHO and World Economic Forum forecasts, as well as the Harvard School of Public Health report "The Global Economic Burden of Noncommunicable Diseases", we have expanded our cooperation with Corporate Risk Management, the Compliance unit and Corporate Security to cover chronic illness in order to protect ourselves more effectively and systematically against foreseeable health risks.

We support the United Nations in the fight against HIV, AIDS, malaria, tuberculosis and other diseases. As a member of the Global Business Coalition Health (GBCHealth), we have joined others to address the HIV/AIDS pandemic. We also provide special support programs and educational measures in some of the most severely affected countries such as South Africa, Estonia and Mexico. We also mark World AIDS Day by providing Group employees with information on our initiatives and activities in this area.



<sup>1</sup> Annual average  
<sup>2</sup> Based on a survey of all organizational units representing 72.7% of all employees (previous year: 67.3%).

 [www.gbchealth.org](http://www.gbchealth.org)



### Deutsche Post DHL goes the extra mile in disease prevention

Persons in Germany who are at least 35 years of age and covered by statutory health insurance are entitled to a free preventive medical check-up every two years. We have expanded on this service by making it available to our employees regardless of their age. This program offers them a range of comprehensive screenings, from cardiovascular disease and musculoskeletal disorders to mental health issues and vision and hearing tests. The company physician initiates further action as needed and provides employees with individual recommendations for maintaining their overall health.

Our “Health Working Groups” at our sites throughout Germany launch as many as 40,000 health promotion activities each year in areas such as ergonomics, exercise, nutrition and stress reduction. These working groups are made up of managers, employee representatives, company doctors, occupational health and safety specialists, employee support service counselors and other experts. They pool their experience and expertise to develop strategies, initiate change and encourage employees to take responsibility for their own health. The working groups and local health circles reach almost all employees in Germany, who make up 40 % of our worldwide workforce.

Our worldwide fitness and environmental protection initiative “Go by Bike” encourages employees to leave their cars at home and ride their bicycles. The campaign promotes cycling-friendly infrastructure, motivates employees to participate and provides special offers and services just for cyclists. In 2011, employees from 16 countries commuted a total of 1,109,746 km to and from work on their bikes as part of this initiative. These employees not only improved their personal fitness but also saved approximately 179 tonnes of CO<sub>2</sub> (previous year: 900,000 km/145 tonnes of CO<sub>2</sub>). Data on kilometers cycled and number of car kilometers saved was gathered by way of an online survey. Calculations were based on the assumption that a small to mid-size vehicle burns 7.1 liters of fuel per 100 km, producing 16.117 kg of CO<sub>2</sub>.

→ Pages 47 ff.

### Exemplary occupational safety

True to the motto “Occupational Safety – Safety First!”, a team of safety engineers and occupational safety specialists provides consulting and support to management and employees in all matters relating to occupational safety and dangerous goods regulations. Their activities include conducting inspections of work sites and work equipment, as well as providing informational materials on workplace safety. Their goal is to minimize risk and maximize safety in the workplace. In 2011, Occupational Safety at Deutsche Post AG in Germany was once again certified by TÜV Rheinland according to the quality management system DIN EN ISO 9001:2008.

### 31 Occupational safety

	2010 <sup>1</sup>	2011
<b>Deutsche Post AG<sup>2</sup> ✓</b>		
Number of workplace accidents <sup>3</sup>	17,374	12,829 <sup>4</sup>
Accident rate (number of accidents per 1,000 employees per year)	100	74 <sup>4</sup>
Number of working days lost due to accidents (calendar days)	377,889	320,613 <sup>4</sup>
Working days lost per accident	21.8	25.0 <sup>4</sup>
Number of fatalities due to workplace accidents	0	2 <sup>4</sup>
<b>SUPPLY CHAIN</b>		
Number of workplace accidents <sup>5</sup>	1,880	1,626
Accident rate (number of accidents per 1,000 employees per year)	13.8	11.9
Number of days lost due to accidents (working days)	30,792	29,953
Working days lost per accident	16.4	18.4

<sup>1</sup> Adjusted.

<sup>2</sup> Deutsche Post AG figures were submitted to the audit conducted by PwC.

<sup>3</sup> Accidents when at least one working day is lost; including accidents on the way to and from work.

<sup>4</sup> As of February 2, 2012.

<sup>5</sup> Accidents when at least one working day is lost.

Our international occupational safety network promotes cooperation and communication among the occupational safety experts throughout the Group. The network consists of about 170 members in 61 countries and regions, who are involved in occupational safety at an operational as well as strategic level. A platform integrated into our corporate intranet promotes the exchange of information and best practices.

In the area of road safety, we cooperate with associations and expert organizations such as the German Road Safety Council ([DVR](http://www.dvr.de)), the German Road Safety Organization ([DVW](http://www.deutsche-verkehrswacht.de)) and the European Transport Safety Council ([ETSC](http://www.etsc.eu)). Along with the exchange of information, experiences and best practices, we draw on the technical expertise of these partners when developing company-specific campaigns and initiatives. In return, we contribute our international experience in implementing prevention measures in the transport and logistics industries, and promote the further expansion of a Group-wide, cross-border road safety network. Deutsche Post DHL is an active member on the board of the German Road Safety Council ([DVR](http://www.dvr.de)).

- @ [www.dvr.de](http://www.dvr.de)
- @ [www.deutsche-verkehrswacht.de](http://www.deutsche-verkehrswacht.de)
- @ [www.etsc.eu](http://www.etsc.eu)

#### Global Road Safety program

The Global Road Safety program is our campaign for greater safety on our roads and highways. In 2011, we implemented a new web-based training unit throughout the Group, “Global Road Safety – More than exemplary”, which raises awareness of the risks of road traffic among our employees and encourages them to behave accordingly. We support, for example, the goals of the [European Road Safety Charter](http://www.erscharter.eu/node) and the “Decade of Action for Road Safety 2011-2020” initiated by the World Health Organization ([WHO](http://www.who.int)). The central element of our prevention efforts is the Group-wide Road Safety Code, which establishes fundamental, internationally applicable rules for responsible and safety-oriented behavior in road traffic. We are proactive in keeping our employees informed of road traffic issues and call on them to put the Road Safety Code into practice.

- @ [www.erscharter.eu/node](http://www.erscharter.eu/node)
- @ [www.who.int](http://www.who.int)

### Occupational Safety: Education, training and prevention

We regularly advise, instruct and train our employees in important occupational safety issues, such as hazardous situations, hazardous substances, structural modifications and fire prevention, ergonomics in the workplace or occupational safety organization. During the reporting year we launched the prevention training program “Step by Step – Safe and Healthy Every Step of the Way” in Germany, which was developed by the German Post and Telecommunications Accident Insurance Fund (UK PT) and designed to reduce the number of walking accidents, such as trips, slips and falls, while on the job.

The program, which consists of several training modules, is implemented by specially trained occupational safety specialists as well as company physicians. The main target group for the training is mail carriers. With all the miles they log on foot, they are more exposed to the risks of falling accidents and injuries than any other employee group. We keep our employees informed and up to date on important issues through additional training and instructional programs, and with our wide range of online measures. The training and informational programs are specifically tailored to the personal and business environments of our employees.

### First Group-wide World Safety Day

On April 28, 2011, Deutsche Post DHL celebrated its first-ever World Safety Day in Germany. With the slogan “Safety in Transport”, the event included activities at numerous locations throughout the company to raise occupational safety awareness among employees. Employees learned to identify and better understand safety hazards, an important step in preventing accidents and the resulting loss of productivity due to illness or injury. In the future, World Safety Day will take place across the Group each year on April 28th.

### Air safety at DHL

Although the air cargo industry is highly regulated, aircraft and airport loading areas remain potentially dangerous places to work. We therefore constantly monitor potential hazards, comply with the relevant standards and develop best practices. In addition, we develop standard processes and conduct audits to ensure compliance.

We provide our employees in freight handling and ground services with the highest-quality training. Our trainers have wide-ranging experience in air transport and airport operations and they are accustomed to conducting trainings in a multicultural context.


We work closely with insurers, regulators and industry partners in the development and implementation of our training programs and standards. In the event of an accident, we either conduct the investigations ourselves or handle the local management of the investigations, depending on the severity of the accident.

The EXPRESS division operates its own air fleet and works together with numerous airlines as part of a global network. Because of this, one of our most important responsibilities will continue to be the development of uniform, internationally applicable safety standards where no universal legal standards yet exist. We are working to achieve this goal, which includes close cooperation with trade associations such as IATA, whose working groups include Deutsche Post DHL representatives.

### **Occupational safety in dangerous goods management**

As a leading logistics company, we also specialize in the safe transport and handling of dangerous goods and substances. Our dangerous goods management has been developed in line with legal standards and international dangerous goods regulations and draws on expert knowledge of national and international dangerous goods legislation. Thirteen regional dangerous goods advisors and roughly 900 dangerous goods agents, all specially trained, are on location in the respective branches to guarantee the safe and standard-compliant transport of dangerous goods.

Dangerous goods management and the regional dangerous goods advisors serve as the point of contact for the Board of Management, Group headquarters, organizational units as well as for dangerous goods agents in the respective branches. This also applies to Deutsche Post subsidiaries under service provider contracts. Regular network meetings of dangerous goods advisors throughout the Group facilitate the exchange of information and sharing of best practice solutions.



Today was a special day for aircraft mechanic Heiko Reißmann – he worked on the Airbus A300-600 for the first time. Over the past years, he has contributed to a number of technical measures that have made DHL's dedicated air fleet more efficient and eco-friendly. Thanks to innovative engine technologies, our new jets are not only much quieter. They also use less fuel and have significantly lower emissions.

## EMBRACING ENVIRONMENTAL PROTECTION AS AN OPPORTUNITY.

As a company that is at home the world over, we depend on innovative technologies to preserve and protect this home. We invest in efficient, new-generation aircraft, for example. This is just one of the many measures we are taking as part of our environmental protection program **GoGreen** to reach our carbon efficiency target in 2020.

# ENVIRONMENTAL PROTECTION – GoGreen

## Contents

Environmental management	47
Climate protection	49
Non-carbon aspects	58
Green solutions for our customers	62
Driving dialogue on the environment	63



For more than six years, the mechanic Heiko Reißmann has been making sure our aircraft are able to transport documents and goods around the world dependably and on time. Our 18 Airbus A 300-600 aircraft purchased in 2011 will be refitted for cargo transport and gradually integrated into our air fleet by the middle of 2013. The new planes not only offer higher capacity but use up to 20 % less fuel.

**GoGreen:** ENVIRONMENTAL PROTECTION KNOWS NO BOUNDARIES.

We were the first global logistics company to set a quantifiable climate protection target. We plan to reach our goal of improving our carbon efficiency – and that of our subcontractors – by 30 % by the year 2020 through more efficient transports, optimized planning and the use of alternative energy sources, innovative technologies and ideas. Carbon-neutral shipping for our customers is just one example.

# ENVIRONMENTAL PROTECTION – GoGreen

## Environmental management

### Sustainability is at the heart of what we do

As a global logistics provider, we move goods and information around the world. This makes us an important driver in the creation of global networks. One of the primary focuses of our environmental protection program GoGreen is to minimize our business operations' greatest impact on the environment – CO<sub>2</sub> emissions. This said, we are also aware of the many other ways our business activities affect the environment and are working to limit these impacts.

Our environmental protection program plays a role in ensuring the sustainability of our company by fundamentally changing the way we do business. These changes help reduce our dependency on fossil fuels, improve our efficiency, and reduce our costs. They also enable us to open up new markets and business opportunities, help our customers achieve their own environmental goals and as a result, ensure that Deutsche Post DHL is perceived as an environmentally conscious company.

Back in 2008, we became the first logistics company in the world to set a quantifiable carbon efficiency goal. We are committed to improving the carbon efficiency of our own operations and those of our transportation subcontractors by 30 % compared to our 2007 levels by the year 2020. In concrete terms, this means a 30 % reduction in CO<sub>2</sub> emissions for every letter and parcel we deliver, every tonne of cargo transported and every square meter of warehouse space used by the year 2020. Our intermediate goal of a 10 % efficiency improvement in our own emissions by the year 2012 was met in 2010, two years ahead of schedule.

### The five GoGreen action areas

We have defined five essential action areas to help us fully integrate environmental protection throughout the Group and reduce the negative impacts of our business.

- **Providing transparency:** We record, measure and report on our environmental impacts, focusing primarily on our own carbon emissions and those of subcontracted carriers. Our progress in this action area is covered in the Climate protection section of this report.
- **Improving efficiency:** We do this with the help of alternative technologies in our fleets and buildings, the use of alternative fuels and network optimization measures. A review of the most important outcomes of these and other initiatives can be found in the “Climate protection” section under Efficiency improvement measures.
- **Mobilizing employees:** Every contribution counts. Our employees are actively integrated into our environmental protection program. They uphold environmentally-friendly practices within the Group and act as our ambassadors. The most important measures are covered in our Annual Report 2011.
- **Offering green solutions:** Our GoGreen products and services help our customers in reaching their own climate targets.
- **Demonstrating leadership:** At the global level, we are working towards a reasonable framework for pricing CO<sub>2</sub> as well as standards for measuring carbon emissions.

@ [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

➔ Pages 49 ff.

➔ Pages 52 ff.

➔ AR 2011, page 88

➔ Pages 62 ff.

We advocate investment incentives for carbon-efficient solutions and related research projects. We are one of the founding members of the [aireg e.V.](#) initiative, which promotes the use of renewable energy in aviation in Germany. We have also played a significant role in driving the European alliance [Green Freight Europe](#) to make fuel consumption in road transport more transparent. Our GoGreen program also manages [other environmental impacts and aspects](#) such as local air pollutants, noise, natural resource consumption, waste, water and biodiversity.

→ Page 64

→ Page 63

→ Pages 58 ff.

### Environmental management: Integrated at every level of the Group

For us, environmental protection means firmly establishing our environmental goals throughout the Group and strengthening environmental awareness in all areas of our company so that GoGreen becomes a model for all of our business operations. Environmental protection needs to be more than a string of campaigns and initiatives. It needs to become part of the way we think and act.

[Corporate guidelines](#), codes of conduct, and Group-wide programs and initiatives support the implementation and realization of our environmental goals. And by integrating the program across all decision-making levels and in all divisions throughout the Group, we ensure that our approach is implemented effectively and successfully.

→ Pages 13 f.

**Group:** The “GoGreen Sponsors Board” presides over the implementation of the Group’s environmental strategy, GoGreen product development and the launch of Group-wide standards. This board is headed by the CEO and consists of executives from all divisions as well as representatives from corporate functions such as Controlling, Personnel and Fleet and Facilities Management. During quarterly Business Review Meetings the divisions report on business developments as well as progress made and measures taken in the area of environmental protection. Environmental protection issues are also regularly discussed at Board of Management meetings.

**Divisions:** Each division has its own environmental protection team. These so-called GoGreen Teams normally report directly to operations or business development units.

**Regions:** GoGreen teams or officers are present in the larger regions, at both country and site level.

### More employees work at sites with environmental management systems

We are continually developing and expanding the use of environmental management systems within the Group. Core modules of the system have been standardized, thus enabling several divisions to integrate their environmental, quality, health, security and business continuity standards into a single framework or management system.

We use environmental management systems such as ISO 14001 as well as the Group’s own 6-Step-Approach – an instrument for implementing the ISO 14001 methodology in a clear and simple format – to ensure that our environmental targets are upheld at both regional and local levels.

In 2011, some 52 % of our global workforce was employed at sites with ISO 14001 certification (previous year: 49 %).

### 32 Employees at ISO 14001 certified sites

Headcount	2010	2011	Difference %
MAIL	156,693	161,164	2.9
EXPRESS	26,418	35,413	34.0
GLOBAL FORWARDING, FREIGHT	31,960	32,167	0.6
SUPPLY CHAIN	15,788	17,395	10.2
<b>Group</b>	<b>230,859</b>	<b>246,139</b>	<b>6.6</b>



### Monitoring CO<sub>2</sub> emissions

In the reporting year, the responsibility for carbon controlling was transferred entirely to our finance division. Emissions data are regularly collected, reported and analyzed at both divisional and Group-levels by our internal financial systems, lending them the same significance as financial data. The Carbon Accounting & Controlling Team was awarded the 2011 “Green Controlling Award” by the Péter Horváth Foundation and the International Controller Association (ICV) for its innovative approaches in the area of carbon accounting and controlling.

### Sustainable procurement and Supplier Code of Conduct

The environmental paragraph of the Supplier Code of Conduct asks suppliers to comply with all applicable environmental laws, regulations and standards, as well as implement an effective system to identify and eliminate potential hazards to the environment. Suppliers are obliged to provide us with the relevant efficiency data and take environmental protection measures into account in their own operations.

→ Page 14

## Climate protection

Carbon emissions, both direct and indirect, remain our greatest impact on the environment. Our environmental protection efforts are focused on minimizing these effects.

### Calculating greenhouse gases

We calculate our CO<sub>2</sub> emissions according to the internationally recognized Greenhouse Gas Protocol Corporate Standard (GHG Protocol) and in accordance with the requirements of the European Emissions Trading System (EU ETS) and the ISO 14064 standards. The GHG Protocol classifies CO<sub>2</sub> emissions in three different “Scopes”:

@ [www.ghgprotocol.org](http://www.ghgprotocol.org)

**Scope 1** (direct): Emissions from owned or controlled sources.

**Scope 2** (indirect): Emissions generated by the production of the energy we purchase, e. g. electricity and district heating.

**Scope 3:** Emissions generated in our value chain by third parties. We concentrate our scope 3 emissions reporting on the transportation services provided by our subcontractors as the most relevant driver.

Our own emissions (scopes 1 and 2) are calculated in the internal financial system using monthly energy and fuel consumption data as well as data from flight logs. To do this, we use emission factors published by internationally acknowledged organizations such as the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Association (IEA).

In most cases, scope 3 emissions cannot – unlike our scope 1 and 2 figures – be calculated from direct consumption data because subcontractors do not generally report this kind of information. Therefore, our calculations are only partly based on actual consumption data. We mainly rely on our own operational data, which are determined using calculation models based on emission factors for air transport (NTM), ocean transport (Clean Cargo Working Group) and road transport (HBEFA).

@ [www.ntmcalc.se/index.html](http://www.ntmcalc.se/index.html)

@ [www.bsr.org/en/our-work/working-groups/clean-cargo](http://www.bsr.org/en/our-work/working-groups/clean-cargo)

@ [www.hbefa.net/e/index.html](http://www.hbefa.net/e/index.html)

We have started integrating the parameters for scope 3 emissions calculations into our financial accounting system. The integration has been completed for air transport, one of our main sources of CO<sub>2</sub> emissions. We will integrate further transportation modes into this system by the end of 2012.

### Scopes 1 and 2: Slight increase in CO<sub>2</sub> emissions ✓

In 2011, our CO<sub>2</sub> emissions in scopes 1 and 2 totaled 5.3 million tonnes of CO<sub>2</sub> (previous year: 5.0 million tonnes).

The increase in emissions is primarily due to increased customer demand for EXPRESS air shipments. Because we often use our own aircraft for these transports, our kerosene consumption increased by 14 % in 2011. Our road transport networks remained stable despite growth across all divisions.

Thanks to our efficiency measures, we were able to reduce our fuel consumption by 4 %. Our commitment to green electricity as well as favorable weather conditions helped us achieve further emissions reductions in our buildings and facilities.

→ AR 2011, page 69

### 33 Fuel use for transportation ✓

		2010	2011	Difference %
<b>Total aviation fuel (kerosene)<sup>1</sup></b>	million kg	<b>895.0</b>	<b>1,019.1</b>	<b>13.9</b>
<b>Total liquid road fuels</b>	million liters	<b>494.9</b>	<b>476.4</b>	<b>-3.7</b>
Gasoline	million liters	38.4	37.4	-2.6
Biodiesel	million liters	0.9	1.5	66.7
Bioethanol	million liters	5.8	1.2	-79.3
Diesel	million liters	448.2	435.3	-2.9
LPG (liquefied petroleum gas)	million liters	1.6	1.0	-37.5
<b>Total gaseous road fuels</b>	million kg	<b>1.2</b>	<b>1.4</b>	<b>16.7</b>
Biogas	million kg	0.1	0.2	100.0
CNG (compressed natural gas)	million kg	1.1	1.2	9.1

<sup>1</sup> Adjustment of last year's values due to new scoping rules.

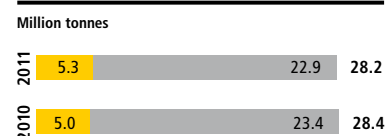
### 34 Energy use in buildings and facilities ✓

Million kWh		2010	2011	Difference %
<b>Total energy use</b>		<b>3,595</b>	<b>3,317</b>	<b>-7.7</b>
Standard electricity		1,225	1,118	-8.7
100 % green electricity		733	719	-1.9
District heating		222	182	-18.0
Heating oil		283	229	-19.1
Natural gas		1,045	905	-13.4
Liquefied petroleum gas (LPG)		78	156	100.0
District cooling		9	9	-

### Scope 3: Slight decrease in CO<sub>2</sub> emissions

In the reporting year, the CO<sub>2</sub> emissions for subcontracted transport services and business travel amounted to 22.9 million tonnes (previous year: 23.4 million tonnes). This reduction helped us decrease our carbon emissions across all scopes by 0.2 million tonnes.

### 35 Carbon emissions by scope<sup>1</sup> ✓



■ Scopes 1 and 2 ■ Scopes 3

<sup>1</sup> Parameters/methods for calculating scope 3 emissions were adjusted to reflect current circumstances; we were able to achieve even greater data quality.

### Carbon efficiency: Working toward 30 % improvement by 2020

Carbon efficiency is an important key performance indicator in our strategic planning. We calculate the Carbon Efficiency Index to help us measure and monitor our progress toward meeting the 30 % efficiency target by 2020. This index includes various ratios to measure the efficiency of our various business activities. Having already reached our 10 % efficiency target for scopes 1 and 2 set for 2012, we have now turned our focus on achieving our 2020 target: 30 % carbon efficiency improvement across all three scopes. Therefore, the Carbon Efficiency Index for each division is no longer differentiated by scopes, as management decisions regarding the insourcing and outsourcing of services lead to deviations within the individual scopes.

#### Carbon efficiency improvements well underway

In the reporting year, we managed to improve our overall carbon efficiency by two points, achieving an index value of 86 (previous year: 88). This efficiency improvement was driven by improvements throughout all divisions. These improvements have put us well on the way to achieving our carbon efficiency target of 30 % by 2020.

**MAIL:** Carbon efficiency improvements were the result of both reduced road transport emissions and increased volumes. Good weather conditions in Germany also contributed to a reduction in real estate related emissions.

**EXPRESS:** The significant efficiency improvement was due to further improvements in our air network.

**GLOBAL FORWARDING, FREIGHT:** In the airfreight business, efficiency suffered from lower load factors of third party airlines. These losses in efficiency were compensated by strong efficiency gains in the ocean freight business driven by the utilization of bigger vessels in addition to slow steaming effects, i. e. the slowing down of vessel speed for long-haul transports.

**SUPPLY CHAIN:** The significant efficiency improvement is due to efficiency measures in transportation and warehousing and especially to the disposal of transportation business in North America, which led to a significant reduction of emissions.

➔ AR 2011, pages 64 ff.

➔ Page 56

➔ AR 2011, page 46

### 36 Development of carbon efficiency<sup>1</sup>

Index points	2007	2008	2009	2010	2011
<b>Group</b>	<b>100</b>	<b>98</b>	<b>93</b>	<b>88</b>	<b>86</b>
Scope 1 and 2	100	92	77	69	68
Scope 3	100	99	98	93	91
<b>Divisions</b>					
MAIL <sup>2</sup>	100	84	90	91	88
EXPRESS <sup>3</sup>	100	92	80	74	72
GLOBAL FORWARDING, FREIGHT <sup>4</sup>	100	100	98	93	93
SUPPLY CHAIN <sup>5</sup>	100	103	105	90	81

<sup>1</sup> For explanation of modified depiction see above.

<sup>2</sup> Main reference base: CO<sub>2</sub> per letter/parcel.

<sup>3</sup> Main reference base: CO<sub>2</sub> per tonne-km or tonnes of handled shipments.

<sup>4</sup> Main reference base: CO<sub>2</sub> per tonne-km or TEU-km.

<sup>5</sup> Main reference base: CO<sub>2</sub> by revenue after adjusting for inflation.

### New scope 3 standard published

In October 2011, the World Business Council for Sustainable Development (WBCSD) and the World Resource Institute (WRI) published a new standard for accounting for emissions from company value chains (scope 3 standard). Deutsche Post DHL was actively involved in its development.

The new standard, which provides comprehensive classification of scope 3 emissions, makes it easier for companies to quantify their emissions and to identify and prioritize focus areas. An initial calculation using the new classification showed that over 80% of our scope 3 emissions result from transportation services provided by subcontractors.

## EFFICIENCY IMPROVEMENT MEASURES

### A wide array of efficiency improvement measures

This reporting year once again saw the implementation of a broad range of carbon efficiency measures for reducing the consumption of fuel, electricity and kerosene per parcel, palette and container. The measures apply to the Group's road vehicles, aircraft and buildings. Renewing the fleet of road vehicles and aircraft is a continuous process and is part of our Investment Policy, which requires us to achieve higher carbon efficiency when acquiring new or substitute vehicles. Our ongoing network optimization measures, such as intelligent route planning, capacity optimization, and intermodal transport concepts, have also played a large role in reducing fuel use and lowering carbon emissions.

In general, we divide efficiency improvement measures into two categories. The first category includes measures aimed at reducing energy consumption ("Burn Less"), such as hybrid vehicles or aerodynamic optimization. The second category includes measures for the use of fossil fuel alternatives ("Burn Clean"), such as biogas and electricity generated from renewable energy sources (green electricity).

Page 13

### 37 Efficiency improvement measures

	Vehicles	Buildings	Aircraft
<b>Burn Less</b> CO <sub>2</sub> reduction by reducing energy consumption levels ▶ Energy source does not necessarily change, e.g. conventional electricity, diesel.	<ul style="list-style-type: none"> <li>Aerodynamics</li> <li>Engine modifications</li> <li>Hybrids</li> </ul>	<ul style="list-style-type: none"> <li>Energy-efficient lighting, heating and air conditioning</li> </ul>	<ul style="list-style-type: none"> <li>Re-fleeting, i.e. replacing old aircraft with more efficient models</li> </ul>
<b>Burn Clean</b> CO <sub>2</sub> reduction by opting for environmentally friendly energy sources. ▶ Energy consumption does not necessarily change.	<ul style="list-style-type: none"> <li>Alternative fuels</li> <li>Electric vehicles (powered by green electricity)</li> </ul>	<ul style="list-style-type: none"> <li>Electricity from renewable sources</li> </ul>	<ul style="list-style-type: none"> <li>No current use of biofuels in aviation (aireg e.V.)</li> </ul>

### Significant increase in proportion of alternative drive systems and fuels

The Deutsche Post DHL fleet consists of more than 80,000 vehicles. In the reporting year, more than 4,000 of these vehicles featured alternative drive systems and fuels as well as modified engines or aerodynamic systems (previous year: more than 3,000). The number of vehicles with alternative drive systems alone increased to over 1,500, representing a 39.4 % increase over the previous year.

#### 38 Road vehicles with alternative drive systems<sup>1</sup>



	2010 <sup>2</sup>	2011	Difference %
Electric/Fuel cell	28	131	> 100
Hybrid drive	46	112	> 100
Liquefied biofuels <sup>3</sup>	10	12	20.0
CNG (compressed natural gas)/Biogas	684	761	11.3
LPG (liquefied petroleum gas)	256	179	-30.1
Ethanol/Bioethanol	274	379	38.3
Dual fuel	-	23	> 100
<b>Total</b>	<b>1,298</b>	<b>1,597</b>	<b>23.0</b>

<sup>1</sup> Based on surveys.

<sup>2</sup> Adjusted.

<sup>3</sup> Also includes NExBTL (10); does not include regulated admixtures.

In 2011, 74 % of our own vehicles in the Europe region had met the Euro 4 standard or higher, including today's highest standard known as "EEV – Environmentally Enhanced Vehicles". Notable successes in 2011 included the increase in the share of EURO 5 vehicles from 4,510 up to 12,588, and the introduction of the first Euro 6 vehicles into our fleet.

#### 39 Road fleet in Europe by EURO emission standards



	2010	2011	Difference %
EEV 1	180	213	18.3
EURO 6	0	5	> 100
EURO 5	4,510	12,588	> 100
EURO 4	38,338	34,774	-9.3
EURO 3	17,840	16,261	-8.9
EURO 2	6,049	39	> -100
EURO 1 and others	1,107	12	> -100
No classification	3,478	3,324	-4.4

### Diversification as the key to an eco-friendly fleet

Technological development in the area of road vehicles is driven, on the one hand, by differentiated vehicle usage profiles for the various vehicle classes and areas of application. On the other hand, regional parameters such as the local fuel infrastructure play a significant role in determining whether a given technology is suitable for use. Diversifying the drive systems of our vehicles is therefore key to achieving our goal of an eco-friendly fleet. We strive to identify, evaluate and then implement solutions that are optimal from the standpoint of both business and the environment. Testing of these technologies within the Group focuses on three areas: "electric vehicles", "optimization of vehicles with conventional drive systems" and "alternative fuels".

### Hybrid vehicles: Fuel-saving potential for short-distance transport

Deutsche Post DHL operates hybrid vehicles mainly in the small trucks segment of its fleet. The use of hybrid vehicles in both city and highway driving presents improved fuel efficiency potential over the long term. In the reporting year, we therefore focused on expanding existing testing strategies and applying our accumulated experience to the development of new vehicle concepts. A good example of this was the commissioning of ten second-generation Daimler Atego hybrids (7.5t), which are mainly deployed in our freight and parcel networks. The EXPRESS division also rolled out 50 hybrid-drive vehicles in New York City for deliveries in downtown Manhattan.

### Piloting electric delivery vehicles

Our testing of battery-driven electric vehicles, which are ideal for short daily routes with frequent stops, focuses primarily on the so-called last mile of service. All of our electric vehicles (e-vehicles) are powered by green electricity, i. e. electricity from renewable energy sources.

We focused our 2011 testing activities on the assessment of vehicle usability in everyday operations. To do this we increased our test fleet to 131 electric vehicles (previous year: 80 e-vehicles). The majority of these vehicles were deployed in Germany and the US.

- We piloted 13 e-vehicles in Berlin as part of the government-funded “E-City-Logistik” and “EmiL” initiatives. We also worked with VW in Germany to develop the new concept vehicle “eT!”. The goal of this collaboration was to gauge the feasibility of high-tech vehicles in our delivery operations.
- Our MAIL division took part in the government-sponsored pilot “E-Mobilität im Pendlerverkehr” (E-mobility in commuter traffic) in Germany’s Ruhr region and tested 12 e-vehicles on its mail and parcel delivery routes.
- We also commissioned a consortium of small to medium-size automotive suppliers and research institutions to develop a production concept for an economically optimized series of e-vehicles for use in mail and parcel delivery.
- In 2011, the EXPRESS division successfully switched to an all green fleet of electric vehicles to handle its deliveries in downtown Manhattan, New York. Express items are now being delivered by a fleet of 30 e-vehicles.

### Use of biofuels at Deutsche Post DHL

Biofuels can be an effective choice for reducing emissions for both road and air freight transports. Their use, however, depends on whether they are produced in a sustainable manner. In no way should their production negatively impact local food production by altering agricultural practices. The Policy on the Usage of Liquid Biofuels was adopted in 2010 to ensure that only sustainably produced biofuels, i. e. fuels that do not alter land use for their production, are used throughout the Group. Nationally regulated admixture ratios are not covered in the policy. We currently use fuels that fall under the categories “methane fuels and liquefied petroleum gas” and “liquid biofuels”.

### Alternative fuels in fleet operations

In the reporting year, our testing of alternative fuels, both fossil and non-fossil, focused primarily on fossil natural gas and biologically produced biomethane in their non-mixed form. We also tested the use of these fuels in combination with diesel (dual fuel). We completed our testing of the biofuel NExBTL as scheduled.

**Dual fuel:** In the Netherlands, two dual fuel trucks (diesel and natural gas) were tested for domestic freight transports, and three dual fuel trucks (diesel and LPG) were tested in international freight runs. Results confirmed both their suitability for use and their positive impact on carbon emissions. The methane-diesel pilots indicated carbon savings of more than 50%. The UK pilot tested liquefied natural gas (LNG) while the pilot in Sweden tested liquid biomethane (BIO-LNG).

**Biofuel:** The number of bio-methane vehicles in our delivery fleet in Sweden was increased to 135 in the reporting year (previous year: 99). At present, 85% of the fleet is powered by the carbon-neutral fuel biomethane.

**Liquid gas:** Our methane-diesel pilots involving two trucks – one in the UK powered by liquefied natural gas (LNG) and the other in Sweden using liquid methane (BIO-LNG) – pointed to potential carbon savings of up to 60%.

The use of alternative fuels in air transport could play a potentially large role in helping the industry attain its emission reduction targets. Aside from our continuous efforts to modernize our air fleet, we also consider the use of alternative fuels an efficient way to reduce greenhouse gas emissions. These fuels, however, are not yet available in large quantities. In order to support the sustainable production of such fuels, we became one of the founding members of the Aviation Initiative for Renewable Energy (aireg e.V.), which serves as a platform for promoting science and research in the area of alternative aviation fuel development. While alternative fuels are currently not used in our air fleet, should they become an option, they will also fall under the Group's Policy on the Usage of Biofuels.

### Aerodynamic optimization, engine modifications and additives

Along with introducing alternative drive systems and fuels, we are also constantly improving the efficiency of our conventional drive systems. Various technologies were either tested or expanded in 2011 with the goal of improving the carbon footprint of our diesel and gasoline powered vehicles. Here, the focus was on three main areas: aerodynamics, engine modifications and additives.

**Aerodynamics:** In the SUPPLY CHAIN division, so far 957 trucks have been fitted with "teardrop" trailers, which offer improved aerodynamics. This means carbon savings of 6 to 11%, depending on the mode of operation. And in the MAIL division, we also continue to modify and refit our fleet of delivery trucks. A total of 3,000 vehicles in Germany have already been fitted with aerodynamic modifications.

**Engine modifications:** In the MAIL division in Germany, 2,000 trucks have already been equipped with speed limiters, making a significant contribution to reducing carbon emissions.

**Additives:** We are currently conducting a preliminary test of the additive E3 Plus in the SUPPLY CHAIN division. Using nanotechnology, E3 Plus increases the energy density of diesel fuels, increases engine speed (RPM) and reduces CO<sub>2</sub> emissions.

### Modernization of our air fleet continues

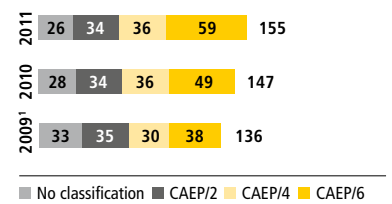
Our EXPRESS division offers its customers reliable, door-to-door delivery of time-sensitive documents and goods. To fill this need, we currently operate a dedicated air fleet comprising 155 jet aircraft (previous year: 147). We are increasing our inter-continental capacities so that we can offer our customers higher frequency connections and shorter transit times between Europe, Asia and the Americas. We also rely on the capacities of third-party providers to answer demands.

The most significant share of our direct CO<sub>2</sub> emissions (scope 1) is generated by our air network. To help shrink this footprint, we are committed to the continual investment in newer, more efficient aircraft that not only burn less fuel but produce less noise and fewer air pollutants.

Our efforts to update our dedicated air fleet continued in 2011. As a result, we were able to increase the number of aircraft that meet the highest emission standard (CAEP/6) by 20 %.

In the interest of driving these efforts forward, in 2012 we will be replacing our Airbus 300-200 aircraft, which are currently deployed within Europe, with 18 newly purchased Airbus 300-600.

#### 40 Jet aircraft – by nitrous oxide (NO<sub>x</sub>) emission standards ✓



<sup>1</sup> Not reviewed

➔ Page 59

#### 41 Jet aircraft – by nitrous oxide (NO<sub>x</sub>) emission standards ✓

	2010	2011	Difference %
CAEP/6	49	59	20.4
CAEP/4	36	36	–
CAEP/2	34	34	–
No classification	28	26	–7.1
<b>Total aircraft</b>	<b>147</b>	<b>155</b>	<b>5.4</b>

### Building design and modern technologies improve efficiency

We are constantly evaluating the use of efficient technologies as well as the use of natural resources at our approximately 12,000 sites worldwide, covering a total area of 27 million m<sup>2</sup>. When building new sites, we make sure to comply with the regional environmental standards.

At Deutsche Post DHL, efficiency measures in the area of building design reflect the requirements of our business operations. In our own buildings and those of our customers, we improve energy efficiency through intelligent lighting, heating and cooling technologies. For optimal interaction between the individual technologies, a preliminary, overall assessment of each individual site is required. We have developed special tools which help us to assess the initial situation, uncover areas with improvement potential and calculate costs.

**Lighting Assessment Tool:** Calculates the energy savings potential of intelligent lighting systems on the basis of lighting conditions, existing technologies and costs.

**Self Assessment Tool:** Provides an assessment of the building in its entirety (heating and air-conditioning systems, water usage, and electricity) as well as suggestions for optimization.



### **Lighting – an important efficiency improvement lever**

Intelligent lighting technology allows us to significantly reduce electricity consumption in our buildings. In the reporting year, efficient lighting solutions were introduced throughout the Group along with the testing of innovative lighting concepts. The following measures helped us to significantly reduce energy consumption:

**Replacing lighting systems:** The comprehensive use of more efficient lighting technologies such as T5 lighting tubes and LED lighting in our sorting centers in Germany has led to power savings of approximately 30 %.

**Use of LED lighting:** In Belgium, a test of LED interior lighting solutions resulted in average savings of 70 %.

**Light control systems piloted:** In the Czech Republic, a lighting control system was introduced along with a conversion to T5 lighting. This has resulted in power savings of at least 60 %.

### **Alternative heating systems in buildings**

The heating systems used at our own sites correspond optimally to the building type. At the same time, we continue to test the use of sustainable heating fuels and the recovery of waste heat. The consumption data is continuously recorded in order to ensure the efficient use of raw materials. We are currently planning comprehensive evaluations of alternative heating systems for logistics centers and warehouses.

Our strategy also calls for getting employees involved by providing them with training on new technologies and offering workshops that illustrate the energy savings benefits. These measures help raise awareness with regard to natural resource consumption.

### **Using sustainable resources**

Combining the use of efficient technologies with the use of sustainable resources increases carbon savings even further. This is why Deutsche Post DHL pursues classical methods of sustainable resource use, such as increasing the daylight utilization, as well as solar energy and rainwater recycling. Insofar as possible, we make sure our electricity providers draw from renewable energy sources.

### **Solar energy gaining importance**

Solar energy is making an ever-greater contribution to power production from renewable sources. We see the use of photovoltaic systems as a way to combine innovative technology with the use of natural resources, and are currently analyzing how to expand the use of this technology within the Group. In the reporting year, we were able to generate some 16,000 kWh of electricity at our site in Troisdorf and some 100,000 kWh at the Leipzig air hub.

### **We use rainwater in our facilities**

We consider the use of rainwater at our sites where water consumption is high, but the need for drinking water is minimal. The results of our rainwater use are covered in [Non-carbon aspects](#).

### **Use of green electricity increases**

We use electricity from verified renewable energy sources (“green electricity”) to reduce the carbon footprint of our facilities wherever it is available and makes business sense. Facilities in Germany under our direct control have been using 100 % green electricity since 2009.

Overall in 2011, 92 % of our energy consumption in Germany came from renewable sources (previous year: 85 %), reducing our carbon emissions by more than 200,000 tonnes each year as compared to the conventional electricity mix. Worldwide, approximately 39 % (previous year: 37 %) of our electricity consumption draws on renewable energy sources, which represents a slight increase over the previous year. Our goal over the next several years is to significantly increase the proportional use of renewable energy in our major regions of Europe and North America.

## Non-carbon aspects

### Lending transparency to our environmental impact

We acknowledge that our business has other impacts on the environment such as local air pollutants, waste production as well as our use of water and paper. Unlike the global impact of carbon emissions, these environmental factors typically impact the environment at the local level. These issues are therefore addressed through our environmental management systems.

Because we manage these non-carbon impacts at the site or country level, we typically do not collect this data (including information regarding potential instances of non-compliance with environmental laws and regulations and serious cases of environmental pollution) at the Group level. Implementing a central database for the Group-wide collection of this data would involve enormous effort and expenditure, both of which are disproportionate to the overall benefit to the Group.

Nevertheless, we aim to report all of our environmental impacts, including our local impacts, and continuously reduce them. In 2011, for example, we began reporting data on our emissions of local air pollutants: nitrous oxides (NO<sub>x</sub>), sulfur dioxide (SO<sub>2</sub>) and particulate matter (PM<sub>10</sub>).

### Reducing local air pollutants

The combustion of both fossil fuels and biofuels to power aircraft, vehicles and buildings not only generates CO<sub>2</sub> emissions but also local air pollutants such as nitrous oxides (NO<sub>x</sub>), sulfur dioxide (SO<sub>2</sub>) and particulate matter (PM<sub>10</sub>). These pollutants typically affect a relatively limited area close to where they are generated, and can have a serious effect on people's health, as well as on plants and animals. Our Group-wide energy efficiency program, together with our ongoing fleet renewal initiative, is helping to minimize our emissions of local air pollutants.

#### 42 Emissions of local air pollutants<sup>1</sup>

Tonnes	2010	2011	Difference %
<b>Nitrous oxide (NO<sub>x</sub>)</b>	<b>34,281</b>	<b>35,022</b>	<b>2.2</b>
Road vehicles	20,085	18,655	-7.1
Air transport	13,098	14,913	13.9
<b>Sulfur dioxide (SO<sub>2</sub>)</b>	<b>1,695</b>	<b>1,746</b>	<b>4.2</b>
Road vehicles	714	679	-4.9
Air transport	831	946	13.8
<b>Particulates (PM<sub>10</sub>)</b>	<b>6,719</b>	<b>7,437</b>	<b>11.3</b>
Road vehicles	975	927	-4.9
Air transport	5,698	6,487	13.8

<sup>1</sup> Calculations are based on actual consumption data, the emission factors published by the US Environmental Protection Agency as well as air pollutant factors published in the EMEP/EEA Air Pollutant Emission Inventory Guidebook (2009).

### Investments in our fleet reduce noise pollution

We continue to invest in newer and more modern aircraft and road vehicles as well as in our facilities. In so doing, we not only reduce our noise emissions but mitigate our other environmental impacts as well.

Most of our larger facilities are located outside residential areas, so the risk of disturbing local neighborhoods is low. If buildings or facilities are located in or near to residential areas, local management is expected to work with residents and other stakeholders to ensure that noise emissions from our operations are kept to an acceptable minimum.

Our modern vehicle fleet and high maintenance standards help to minimize noise. New alternative-powered vehicles also help to reduce noise, since hybrid, electric and natural gas-powered vehicles are generally quieter than conventional diesel-powered vehicles.

We are aware of the burden that aircraft noise pollution can be for residents living near an airport, especially at night. Our EXPRESS division operates a dedicated fleet of owned and chartered aircraft and we invest continuously in the modernization of these aircraft. We are committed to meeting current emission standards and meet the most stringent noise pollution standards as set by the International Civil Aviation Organization (ICAO). In the reporting year, we increased the number of aircraft compliant with the strictest noise standard (ICAO Chapter 4) by approximately 16%. In 2011, we were also able to reduce the number of older aircraft in need of noise reducing “hush kits”. We do our best to minimize noise and work closely with our stakeholders to find ways of operating that generate less noise.

#### 43 Jet aircraft – by noise pollution standards

	2010	2011	Difference %
Chapter 4	69	80	16.0
Chapter 3	75	73	-2.7
Equipped with hush kits	20	17	-15.0
No classification	3	2	-50.0
<b>Total aircraft</b>	<b>147</b>	<b>155</b>	<b>5.4</b>

### Paper is an important natural resource

The Group’s demand for paper and paper products is to be met in a way that conforms to the guiding principles of sustainability, resource protection and efficiency. Deutsche Post DHL is committed to the principles of sustainable forestry and has adopted a Group-wide Paper Policy. The Policy only allows recycled paper to be selected when procuring paper or services to manufacture or procure paper. Exceptions to this guideline must be verified and approved by Corporate Procurement and are only valid when:

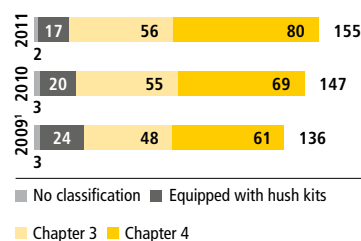
- Recycled paper cannot ensure the necessary physical and/or technical properties of a product (e. g. mechanical stability of packaging).
- Recycled paper is not available in the local market and cannot be obtained without an unreasonable amount of additional effort or expense.

Many of the paper products that we sell in our postal retail outlets in Germany, such as envelopes, cardboard parcel boxes or printer paper, are made from recycled paper, contain recycled paper content, or are made from paper certified as coming from sustainable sources.

→ AR 2011, pages 54 f.

→ Page 56

#### 44 Jet aircraft – by noise pollution standards



### Use of recycled paper increases

In 2011, we used 79,641 tonnes of paper for packaging, stationery and internal and external communications (adjusted 2010 figure: 90,049 tonnes). We were able to reduce the share of conventional paper used and replace this with fully recycled paper and sustainably sourced paper. For the reporting year, the share of recycled paper used in Germany was 65 % (previous year: 59 %). The share of recycled paper increased steadily throughout the rest of Europe as well, up from 18 % in 2010 to 28 % in the reporting year. This data accounts for 72 % of the Group's total paper use (previous year: 80 %).

### Waste reduction is managed locally

Waste management follows the established prioritization of "reuse over recycling over disposal". At Deutsche Post DHL, waste is largely generated from packaging used in customer shipments, particularly cardboard, plastic shrink wrap and wood from pallets. Another source of waste is paper from our offices and facilities, although this is expected to decrease significantly due to the increased use of electronic shipping and customs documents.

We generate little to no waste from the maintenance of our vehicle and aircraft fleets, since this has been largely outsourced to manufacturers or third-party maintenance service providers. A similar arrangement is in place for the maintenance and disposal of our IT and communications equipment. Good environmental practice forms an integral part of our maintenance contracts for both vehicles and IT equipment.

Waste management and waste reduction are handled by local environmental management systems.

### Water management

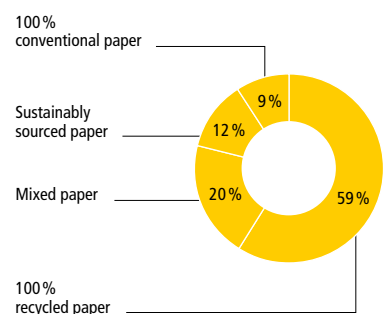
Due to the nature of our core business, water consumption does not share the same importance as carbon emissions in terms of our global impact. Nevertheless, sites with environmental management systems work to implement measures to minimize their use of water.

The cleaning of vehicles and aircraft, as well as aircraft de-icing, is handled mostly by specialized third parties such as airport authorities, ground service providers, and public car washes. These are neither owned nor operated by Deutsche Post DHL. At our offices, water is used primarily for drinking and sanitation. As part of our GoGreen program, we encourage our employees to reduce the consumption of important natural resources, such as water, as much as possible.

Water is primarily obtained from municipal suppliers and disposed of via public sewage systems. Our waste water is free from regular or process-specific pollutants. Spill preparedness and response plans are key tools to safeguard against any accidental release of water contaminants. They are an important part of the plans and documentation necessary for ISO 14001 certification.

In rainy climates, the use of rainwater for cleaning, irrigation and sanitary facilities is a longstanding and proven way of carefully and consciously managing water. In 2011, we collected 5,000 m<sup>3</sup> of rainwater at the Leipzig air hub's hangar and warehouses. The rainwater, which is stored in the 300 m<sup>3</sup> cisterns at the facility, is used in two industrial water and fire extinguishing systems as well as for sanitary facilities.

### 45 Paper use<sup>1,2</sup> ✓



<sup>1</sup> Adjustment to previous year's figures due to changes within the organization.

<sup>2</sup> Comprises country estimates.

### **Biodiversity**

We have identified our major impacts on biodiversity and natural systems as:

- Our contribution to climate change through greenhouse gas emissions
- The use of natural resources in our operations
- Air pollution and noise from our operations
- Unauthorized use of our network for the transport of protected, endangered or invasive species
- The unintentional dissemination of invasive species

According to our analysis, our greatest impacts on biodiversity and ecosystems are our contribution to climate change, our use of paper and wood-based products and our generation of local air pollutants. We report global data that helps to quantify our impact on biodiversity and ecosystems. This includes data on our annual CO<sub>2</sub> emissions, our paper use and our NO<sub>x</sub>, SO<sub>2</sub> and PM<sub>10</sub> emissions.

The management of any potential biodiversity impacts as a result of our operations takes place at a local level, for example through planning permission for new facilities as part of our normal course of business, or through our local environmental management systems.

As the vast majority of companies and customers we serve are located in big cities and urban areas, most of our facilities are concentrated in these areas as well. As such, they are subject to local urban planning and zoning regulations. Unlike other industry segments, it is very unlikely that any of our operations take place in protected areas or areas of high biodiversity value outside protected areas.

We also ensure that our General Terms and Conditions and operating practices are in accordance with the UPU conventions and the IATA Live Animals Regulations. We also cooperate with customs officials worldwide to detect and prevent unauthorized use of our network for the transport of protected, endangered and invasive species.

## Green solutions for our customers

Our green solutions are designed to help our customers reach their own environmental targets. We have been continually expanding our range of climate-friendly products and service since the launch of our GoGreen services in 2006. Our first step was to offer customers carbon-neutral delivery for letter mail, parcel and express items. We have now rolled out these services to all of our business divisions and have expanded the product range even further, allowing us to offer holistic solutions across the entire logistics supply chain.

### 46 Green products and services

Carbon Reporting <sup>1</sup>	Carbon Consultancy	Carbon Reduction	Carbon Offsetting
<p>We produce reports on the carbon emissions arising from products and services used by the customer, providing an account of the customer's carbon footprint. This product has been available Group-wide since the 2011 reporting year.</p> <p>GLOBAL FORWARDING, FREIGHT also offers the service "Carbon Dashboard". In addition to reports on actual carbon emissions, the product simulates alternative supply chains combined with a carbon efficiency analysis.</p>	<p>We analyze our customer's entire supply chain and offer strategies for optimizing transport routes and reducing carbon emissions.</p>	<p>We offer our customer measures for reducing emissions and saving costs (e.g. improved aerodynamics through "teardrop" trailers, engine modifications for reducing fuel consumption, or the use of hybrid vehicles).</p>	<p>We offset carbon emissions by investing in officially recognized climate protection projects. This process entails purchasing carbon credits for our customers' carbon-neutral shipments.</p>

@ [www.deutschepost.de](http://www.deutschepost.de)

@ [www.dhl.de/en.html](http://www.dhl.de/en.html)

<sup>1</sup> The calculation method follows principles from internationally recognized standards such as the Greenhouse Gas Protocol and the carbon reporting norms for transport shipments established by the World Economic Forum.

### Carbon-neutral shipping increasingly popular

We delivered some 1.86 billion carbon-neutral shipments in the reporting year (previous year: 1.76 billion) for our customers in the mail, parcel and express segments. Together with carbon-neutral logistics services, the total amount of offset carbon exceeded 134,000 tonnes (previous year: 82,000 tonnes). This rise is due to both increased volumes in the express segment and an adjustment made within our parcel segment. Effective July 1, 2011, all parcels from private customers within Germany are sent carbon-neutrally at no extra charge. The significant increase in the overall carbon offset is linked to the fact that shipments from the express and parcel segments, main growth drivers within the Group, emit more CO<sub>2</sub> than letter mail items. Thus, in 2011 we were able to invest even more in carbon-reducing climate protection projects through the purchase of carbon credits.

@ [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

### One step ahead of the rest, even when it comes to carbon offsetting

In 2010, we initiated our very own climate protection project in Lesotho, where we distribute "SAVE80" wood-burning stoves to 10,000 households. These stoves use up to 80 % less firewood and help reduce carbon emissions. We expect the first carbon

credits from this project to be issued at the beginning of 2013. Once all the stoves have been distributed, the Lesotho project is expected to generate carbon credits for 20,000 tonnes of CO<sub>2</sub> annually.

## Driving dialogue on the environment

Our carbon efficiency target for 2020 also covers the CO<sub>2</sub> emissions of our subcontractors. Gaining greater transparency over the carbon efficiency of our transport partners is therefore a vital step towards achieving our goal. Doing so allows us to include environmental selection criteria when choosing our subcontractors. In the spirit of making transport emissions more transparent, we are not only actively involved in a number of industry initiatives but continue to develop our own internal management systems, which we have already rolled out in some of our divisions.

### Managing our road transport subcontractors

Subcontracted transportation accounts for most of the Group's carbon emissions, making the management of our subcontractors a highly relevant undertaking. This is why we have made it a key component of our environmental protection program. Determining the carbon performance of our third-party transport providers is difficult, however, due to the limited availability of universally applicable industry standards. This is why we have joined forces with Beiersdorf, Heineken, IKEA, La Poste, Procter & Gamble, TNT, UPS as well as other international companies to found the Green Freight Europe initiative.

 [www.greenfreighteurope.eu](http://www.greenfreighteurope.eu)

The goal of this initiative is to increase transparency in the road freight segment by setting up a standardized system for collecting and reporting CO<sub>2</sub> emissions from road freight transport. The project is inspired by the already successful SmartWay partnership, which was developed by the United States Environment Protection Agency. The aim is to get all companies along the supply chain involved in the green procurement of transport services by offering improved transparency and comparability for carbon efficiency.

### Subcontractor management in air and ocean freight

The business unit Global Forwarding, which covers both air and ocean freight, is responsible for the largest share of the Group's scope 3 emissions. This is why we have introduced the "Green Carrier Scorecard" in this segment. The tool not only lends greater transparency to the efficiency of our partners' fleets but enables us to offer our customers eco-friendlier routing with fewer carbon emissions. The Green Carrier Scorecard also provides us as well as our customers with an additional reference point when considering potential contract partners.

 [www.dhl.com](http://www.dhl.com)

The scheme is based on an already well-established procurement and performance management process that is used in collaboration with all major air and ocean freight forwarders. Central to this process is a Carrier Scorecard that integrates environmental performance, including carbon data, alongside network performance data as a key criterion for procurement decisions.

### Aviation initiative aireg e.V.

The aviation industry has committed to carbon-neutral growth by the year 2020 and to reducing its carbon footprint to half of 2005 emissions by the year 2050. Air transports for our express and logistics services have a large impact on the Group's overall carbon footprint. This is why we are actively engaged in the dialogue surrounding these issues and are committed to exploring developments along the entire supply chain. We are one of the founding members of the aireg e.V. initiative, a science and research platform to advance the development and deployment of alternative fuels in aviation.

@ [www.aireg.de](http://www.aireg.de)


### Helping to develop industry standards

Quality reporting depends on the existence of standards that are both sound and realistic. We therefore take an active part in the development of quality standards for quantifying greenhouse gas emissions and promote emissions management. We road tested, for instance, the new Greenhouse Gas Protocol standard developed by the World Business Council for Sustainable Development (WBCSD) and the World Resource Institute (WRI), a process which provided valuable information regarding its usability. We also serve on various committees and task forces in the ongoing effort to implement common, industry-specific metrics for measuring carbon emissions worldwide.

@ [www.ghgprotocol.org](http://www.ghgprotocol.org)

→ Page 22



A person wearing a blue uniform is shown from the side, reaching into a large, crumpled red tarp. A white FedEx shipping bag is attached to the tarp, with the FedEx logo and the word "WORLDWIDE" visible. The background consists of a dark green metal grid structure. The scene is brightly lit, suggesting an outdoor or well-lit indoor setting.

Just two days ago, Maria Granados was sitting in her office reading about the flood in the newspaper. Now she is at the San Salvador airport with colleagues, helping to sort and direct the steady stream of incoming relief goods. The method she is using is simple yet effective. Designed for easy transport, this Speedball is just one of hundreds of survival packs that will provide families with life-saving supplies over the next several days.

## COORDINATING RELIEF GOODS WITH LOGISTICS.

Natural disasters catch most people off guard, making the effective coordination of aid all the more important. Our Disaster Response Teams specialize in exactly that. They are part of our worldwide **GoHelp** program that puts our logistics expertise to good use by helping people in need.

# DISASTER MANAGEMENT – GoHelp

## Contents

Expediting relief efforts through logistics

67



The Speedball is an effective way to pack and deliver aid to people in disaster-struck regions. In 2011, 10,500 of these brightly colored, water-resistant shipping bags were packed and distributed to the people affected by the floods in El Salvador.

### **GoHelp: EXPEDITING RELIEF EFFORTS THROUGH LOGISTICS.**

Our partnership with the United Nations focuses on helping people in need. This includes the work of our Disaster Response Teams at disaster-site airports as well as our disaster preparedness training program that helps airports ready themselves for emergency situations. Our efforts also extend to post-disaster recovery with our We Help Each Other fund. Our teams, all made up of volunteers, can be on the ground at disaster-site airports within 72 hours. The support we provide the UN through our GoHelp program is free of charge.

# DISASTER MANAGEMENT – GoHelp

## Expediting relief efforts through logistics

### Cooperation with the United Nations

The growing number of natural disasters poses an enormous challenge. Governments, disaster relief organizations and businesses alike are called upon to provide quick and effective help for disaster victims. In the face of this responsibility, Deutsche Post DHL has entered into a strategic disaster management partnership with the United Nations. By becoming an integrated part of this internationally established humanitarian relief system, we are able to make an effective contribution to aiding disaster victims.

As part of our [GoHelp program](#), we provide the United Nations with access to our core competency in logistics, our global network and the logistics know-how of our employees at no charge. Our activities cover all phases of disaster management:

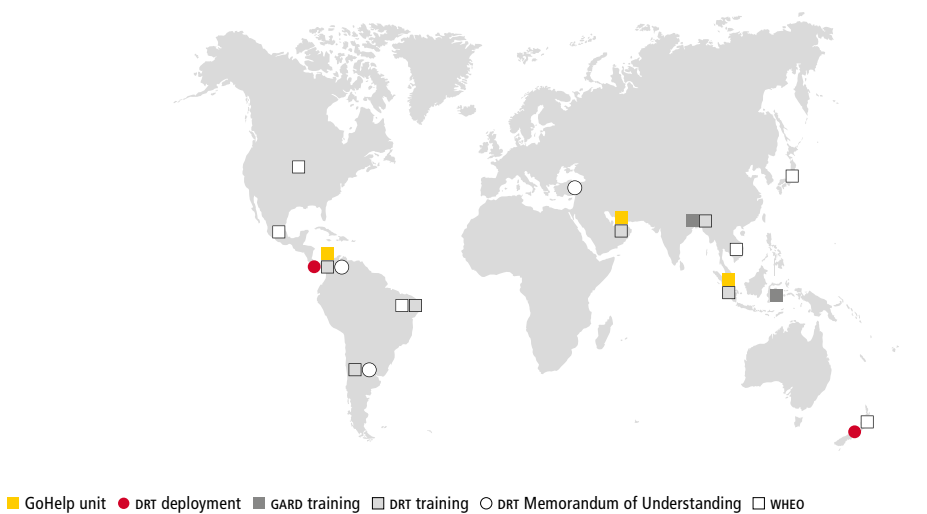
**Disaster Preparedness – Preventative measures at airports with “Get Airports Ready for Disaster” (GARD):** We prepare airport personnel and staff from disaster management agencies for the logistics challenges posed by natural disasters and their aftermath.

**Disaster Response – Our “Disaster Response Teams” (DRTs) offer support after a natural disaster:** Our employees provide on-site logistics support on a volunteer basis at airports to ensure the successful processing and dispatch of relief supplies. DRTs can be on the ground and operational within 72 hours after being called upon by the United Nations.

**Recovery - Employees help employees with the relief fund “We Help Each Other” (WHEO):** Employees can use the WHEO fund to donate money to fellow employees who are victims of natural disasters.

[www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

### 47 GoHelp activities, 2011



**GARD: Preventative measures at airports**

Extreme natural phenomena such as earthquakes or tsunamis can turn into disasters if communities and infrastructures are not adequately prepared. Bottlenecks occur most often at local airports, which quickly become overwhelmed with the large volume of incoming relief supplies. This can delay – or even stop – the onward transport of life-saving supplies. To avoid such scenarios, in 2009 Deutsche Post DHL developed the GARD training program together with the United Nations Development Programme (UNDP).

Our experienced employees with airport logistics expertise offer local airport employees and representatives of disaster relief organizations free training. Over the course of several days, they show participants how to rapidly increase the capacity of their airports in the wake of a natural disaster. They also analyze the airport's maximum capacity for processing goods and passengers in the event of an emergency. The GARD training program is constantly being developed in terms of both content and structure.

In 2011, GARD training was conducted at four airports (previous year: five airports) in Bangladesh and Indonesia. Among the participants were representatives from 19 airports throughout the region. In all, 80 local airport employees and representatives from disaster relief organizations received GARD training in the reporting year (previous year: 20 participants).

**DRT: Quick to mobilize when disaster strikes**

In cooperation with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), we have established a global network of Disaster Response Teams (DRTs) consisting of over 400 specially trained DHL employees who volunteer their time to the GoHelp program. The DRT network covers nearly all parts of the world considered vulnerable to natural disasters with three strategically located teams: the Americas (Panama), Middle East/Africa (Dubai) and Asia Pacific (Singapore).

When the United Nations calls on us for support, we deploy our logistics experts to the disaster site airport within 72 hours. Once on the ground, our DRTs provide critical support in the movement of relief supplies, including unloading cargo planes and conducting professional warehousing and inventory at no charge. Our teams make sure that relief supplies can be forwarded expediently to the people in need. Our DRTs deploy for up to three weeks at a time. Up to ten employees make up a single DRT, with teams rotating on a weekly basis.

A total of seven DRT training courses held in the reporting year prepared more than 250 employees for future deployments (previous year: 143 employees). The participants learn about disaster relief fundamentals, warehouse management of relief supplies and aligning with the United Nations and disaster relief organizations.

In 2011, the DRTs were called upon for deployments in New Zealand and El Salvador. A total of 64 employees (previous year: 105 employees) were deployed for a total of 20 days (previous year: 83 days) and helped process 115 tonnes (previous year: 7,000 tonnes) of relief supplies.

48 DRT deployments in 2011 ✓

		New Zealand	El Salvador	Total
Employees	Headcount	6	58	64
Deployment days	Days	10	10	20
Processed relief supplies <sup>1</sup>	Tonnes	60	55	115
Speedballs packed	Number	–	10,500	10,500

<sup>1</sup> Volume based on estimates and forecasts

We have bilateral Memoranda of Understanding in place with several countries in disaster-prone regions. This not only allows governments to request our support directly but significantly accelerates any possible DRT deployments in those countries once assistance has been requested. In 2011, we signed a Memorandum of Understanding with the governments of El Salvador, Turkey and Chile.

**WHEO: A way for employees to help each other**

The “We Help Each Other” (WHEO) Fund was founded in 2010 after the earthquake in Haiti and is an officially registered charitable organization within Germany. Our employees can use the fund’s accounts to donate money to their colleagues who have fallen victim to natural disaster, enabling them to provide support quickly and easily.

In 2011, several natural disasters directly impacted the lives of many of our Deutsche Post DHL colleagues. Thanks to the WHEO fund, donations in the amount of some €180,000 were made available to 835 employees in New Zealand, Japan, USA, Brazil, Guatemala and Thailand, providing them with quick support without bureaucracy getting in the way.

This well-worn briefcase belongs to Anita Dhillon, a teacher – a so-called Fellow – in her classroom in Pant Nagar in Ghatkopar. She joined Teach For India in 2010 right after graduating in Mumbai with a degree in Management Studies. After completing the two-year Teach For India fellowship, Anita decided to work on-staff with the organization to help other Fellows offer students improved educational opportunities and thus a brighter future.



## ENGAGING IN EDUCATION WORLDWIDE.

For many children, the chance at a good education remains a pipe dream. With our **GoTeach** program, we support equal opportunity in education around the world. The Teach For India initiative is an important part of our global partnership with Teach For All.

# CHAMPIONING EDUCATION – GoTeach

## Contents

Our education promotion program

72



Anita Dhillon's briefcase contains her students' report cards, which will allow them to pursue additional education and qualifications. Anita is one of 11,800 Fellows around the world in 2011 who, after successfully completing their university education, took on a two-year teaching stint to make a difference in the lives of young students. In her role, Anita not only made a valuable contribution to the students' development, but also gained valuable experience for her own career. We have supported her in her endeavor.

**GoTeach: A VALUABLE INVESTMENT IN THE FUTURE.**

Together with our partner Teach For All, we work towards equal opportunity in educational systems. In addition to this, our partnership with the SOS Children's Villages helps improve career chances for young people. We know that every investment in education helps secure the economic success of both organizations and the larger community.

# CHAMPIONING EDUCATION – GoTeach

## Our education promotion program

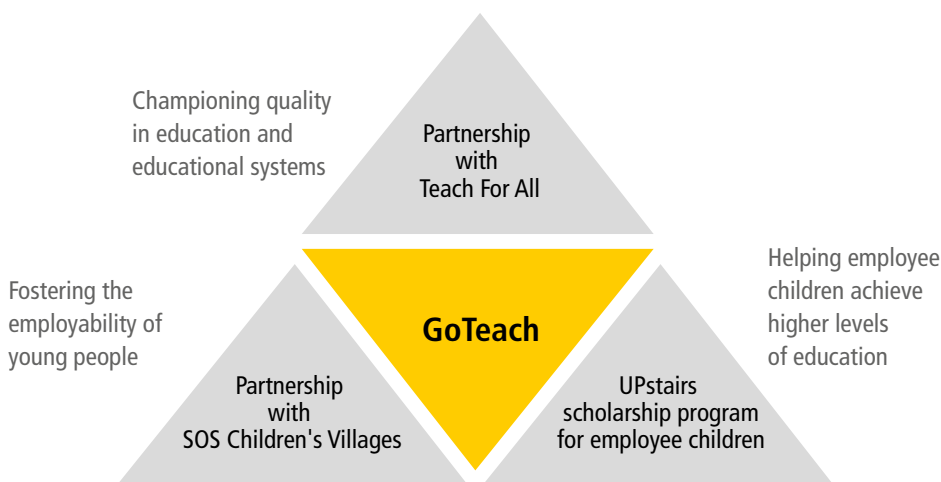
### Better education and improved preparation for the working world

Around the world, education is a prerequisite for personal and economic development, employment and prosperity. This is why every child should have the right to receive a high-quality education. To this end, we have made it our mission to create and improve educational opportunity for children and teens. Deutsche Post DHL, as one of the largest employers worldwide, is living up to its responsibility through its Group-wide initiative GoTeach. Our company benefits both directly and indirectly from improvements in the quality of education and a better qualified workforce. We collaborate with two strong partners – Teach For All and SOS Children’s Villages. Together we aim at turning society’s attention toward greater educational equality and supporting local initiatives that help improve future opportunities of young people.

GoTeach provides hands-on support where it is needed. Working in close cooperation with our partners, our employees volunteer their experience, knowledge and time to provide youths with support and insights into the working world. We also help the children of our employees through our scholarship program UPstairs.

 [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

#### 49 Partnerships and programs



### Teach For All recruits university graduates to work as temporary teachers

All partner organizations in the Teach For All (TFAll) network work according to the same model: They recruit outstanding university graduates from various disciplines to serve as schoolteachers, called “Fellows”, for two years in disadvantaged communities. Teaching participants not only raise student achievements in the short-term, but become long-term advocates of educational equality and ultimately affect change in educational systems around the world. The TFAll network deployed some 12,000 teaching participants in the reporting year 2011, providing support to more than 800,000 children and teens.

 [www.teachforall.org](http://www.teachforall.org)



As part of our partnership with TFAI, we are currently supporting the network to grow from 23 to more than 30 independent national partner organizations by 2013. In addition to this, we also work closely with the country organizations in Argentina, Chile, Germany, India, Peru and Spain. Together we develop competency profiles, for example, and take part in the recruiting process of new teaching participants.

We also support the teachers in their personal development and help them to discover job and career prospects with mentoring programs, internships or trainings. Our partnership activities make Deutsche Post DHL attractive as an employer and as a place to launch a career. In Germany alone we were able to recruit in the reporting year seven highly qualified Fellows, who had completed their two years of teaching, for positions within the Group.

### Activities with our partner organizations

In the reporting year, we also conducted numerous activities for children in schools of TFAI partner organizations. Along with special events at the schools, we also organized student visits to our branch offices, offered mentoring and internship opportunities and held donation drives for teaching materials. Examples include:

**India:** Together with [Teach For India](http://www.teachforindia.org), our employees organized a donation drive, generating 270 used computers, 50 boxes of writing materials and monetary donations for over 100 public schools.

@ [www.teachforindia.org](http://www.teachforindia.org)

**Germany:** As part of our 15-month mentoring program, around 50 of our employees provided students with career counseling and support. In 2012, this is also planned in Spain. As in previous years, we organized four two-week [summer camps](#) in Germany together with our partners. In 2011, a total of 240 children took part in the camps, including employee children as well as children from [Teach First Deutschland](#) partner schools.

@ [www.camp4us.de](http://www.camp4us.de)

@ [www.teachfirst.de](http://www.teachfirst.de)

**Chile:** Our employees delivered book packets to [Enseña Chile](#) partner schools, participated in instructional activities and helped make repairs to earthquake-damaged school buildings.

@ [www.ensenachile.cl](http://www.ensenachile.cl)

In 2012 we will expand our activities in existing partnerships and launch a new [partnership in Brazil](#).

+ Page 19

### Fostering the employability of young people with SOS Children's Villages

In December 2010, we launched a partnership with [SOS Children's Villages](#), which helps provide young people between the ages of 15 and 25 with better opportunities for a professional career, an own income and a self-determined life. In the reporting year, initial pilot projects were successfully implemented in Brazil, Madagascar, South Africa and Vietnam, leading to the extension of the contract for three more years. Our focus will be in the following areas: Career orientation and job qualification programs, mentoring support through our employees, and financial support for the SOS Children's Village educational programs and facilities.

@ [www.sos-childrensvillages.org](http://www.sos-childrensvillages.org)

### One-on-one support from our employees

The young people receive individualized support from our local employees, who volunteer in their respective countries. In internships, young people gain valuable insight into the working world, learn to take on responsibility and gain important internship experience which they can use in their CVs. Examples of employee activity in this area include:

**Madagascar:** Nearly all employees are involved in the program. They have divided themselves into teams of four with each team supporting a young person over a period of ten months. Currently, a total of 17 young people are receiving support.

**Vietnam and South Africa:** Our employees offer mentoring and career counseling days for youths to help improve their chances on the job market. In addition, 16 young people in South Africa have completed internships at DHL.

**Brazil:** Our employees work every Saturday with 25 young people at our locations in Sao Paulo for three months at a time.

In the coming years, we will be expanding our cooperation with SOS Children's Villages to other countries as well.

@ [www.vesosmad.org](http://www.vesosmad.org)

@ [www.sosvietnam.org](http://www.sosvietnam.org)

@ [www.sosvillages.org.za](http://www.sosvillages.org.za)

@ [www.aldeiasinfantis.org.br](http://www.aldeiasinfantis.org.br)

➔ Page 19

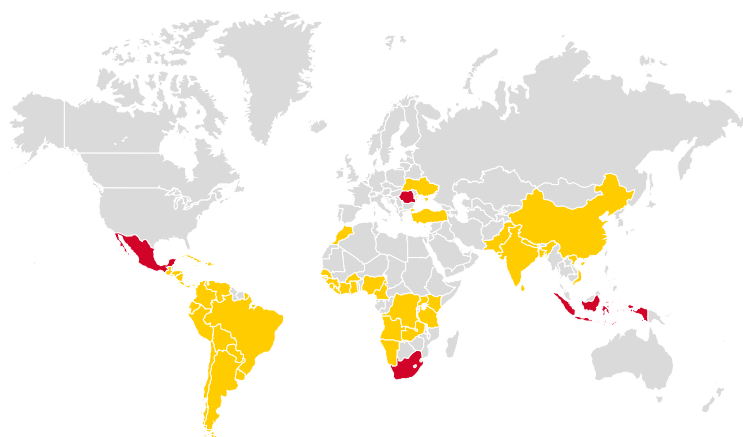
### Scholarships for helping employee children achieve higher levels of education

Some family incomes are not enough to support children through further schooling or higher education. That is why in 2010 we founded the UPstairs scholarship program for the children of our employees. The three-year program provides not only financial assistance but individual support, such as mentoring through a Group employee, internships at a branch, or IT and language courses. To be eligible for the scholarship, the family income may not exceed a certain threshold, which varies by country.

In the reporting year, 60 scholarships were awarded in Indonesia, Mexico, Romania and South Africa, with more countries to follow.

➔ Page 19

#### 50 UPstairs scholarship program



■ 2011 ■ 2012

# ASSURANCE REPORT

## ASSURANCE REPORT

### Independent Assurance Report

#### To Deutsche Post AG, Bonn

We have been engaged to perform a limited assurance engagement regarding the information provided in the chapter “Organization & Strategy” and the selected performance indicators and figures labeled with ✓ of the “Corporate Responsibility Report 2011” of Deutsche Post AG, Bonn (the “CR Report”).

#### Management’s Responsibility

Deutsche Post AG’s management is responsible for the preparation of the CR Report in accordance with the criteria stated in the Sustainability Reporting Guidelines Vol. 3.0 (pages 7-17) of the Global Reporting Initiative (GRI):

- Materiality,
- Sustainability Context,
- Stakeholder Inclusiveness,
- Completeness,
- Balance,
- Clarity,
- Accuracy,
- Timeliness,
- Comparability and
- Reliability.

This responsibility includes the selection and application of appropriate methods to prepare the CR Report and the use of assumptions and estimates for individual CR disclosures which are reasonable in the circumstances. Furthermore, the responsibility of Deutsche Post AG’s management includes designing, implementing and maintaining systems and processes relevant for the preparation of the CR Report.

#### Practitioner’s Responsibility

Our responsibility is to express a conclusion based on our work performed as to whether any matters have come to our attention that cause us to believe that the information provided in the chapter “Organization & Strategy” and the selected performance indicators and figures labeled with ✓ in the CR Report have not been prepared, in all material respects, in accordance with the above-mentioned criteria of the Sustainability Reporting Guidelines Vol. 3.0 of the GRI. We also have been engaged to report on recommendations for the further development of CR management and CR reporting on the basis of the results of our assurance engagement.

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to express our conclusion with limited assurance.

In a limited assurance engagement the evidence-gathering procedures are more limited than in a reasonable assurance engagement (for example, an audit of financial statements in accordance with § (Article) 317 HGB (“Handelsgesetzbuch”: “German Commercial Code”), and therefore less assurance is obtained than in a reasonable assurance engagement.

The procedures selected depend on the practitioner's judgment. This includes the assessment of the risk of material non-compliance of the information provided in the chapter "Organization & Strategy" and the selected performance indicators and figures labeled with ✓ in the CR Report with the above-mentioned criteria. Within the scope of our work we performed amongst others the following procedures:

- Review of documents and interviews performed with responsible persons regarding CR strategy, CR program, CR management and stakeholder dialogue;
- Inquiries of the responsible persons in the departments of Corporate Public Policy and Responsibility, Procurement, Idea Management, Human Resources, Health Management, and representatives of the divisions MAIL, EXPRESS, GLOBAL FORWARDING/FREIGHT and SUPPLY CHAIN about the process to prepare the CR Report and the internal control system aligned with this process;
- Review of the development regarding the processes for gathering, analyzing and aggregating the content data on the level of the headquarters and for some data on the level of operations in Roosendaal and Tiel (Road fleet), Brussels (Air fleet) and Bonn (various data);
- Comparison of selected data with corresponding data in the Annual Report 2011;
- Substantive testing on selected information in sample sizes, amongst others by the review of internal documents, external reports, contracts and invoices as well as by the analysis of reports generated from IT systems.

### Conclusion

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe that the information provided in the chapter "Organization & Strategy" and the performance indicators and figures labeled with ✓ of the CR Report have not been prepared, in all material respects, in accordance with the above-mentioned criteria of the Sustainability Reporting Guidelines Vol. 3.0 (pages 7-17) of the GRI.

### Emphasis of matter – Recommendations

Without qualifying our conclusion above, we make the following recommendations for the further development of CR management and CR reporting:

- Following the first Corporate Responsibility Day on February 24, 2011 at Group headquarters in Bonn, Deutsche Post AG has further advanced its stakeholder management by initiating a stakeholder survey. We recommend further development of a systematic stakeholder engagement approach and a regular internal review of materiality of CR issues that considers the results of the stakeholder dialogue.
- The data collection and consolidation process has been further improved through the implementation of new IT systems. We recommend further consolidating data gathering processes and implementing Group-wide reporting guidelines for all material KPIs in order to gain efficiencies in the data collection process and to enable expanding the reporting of all relevant KPIs to a worldwide scope.
- We recommend further anchoring of CR within the Group organization and governance structures to ensure discharging of assigned responsibilities for CR issues and CR reporting.

Frankfurt am Main, April 30, 2012

PricewaterhouseCoopers  
Aktiengesellschaft  
Wirtschaftsprüfungsgesellschaft

Michael Werner

ppa. Aissata Touré  
Wirtschaftsprüferin  
(German Public Auditor)

# ADDITIONAL INFORMATION

## CONTENTS

UN Global Compact and GRI Index	79
Selected awards	84
Index	85
List of charts and tables	86
Contacts	87



## UN Global Compact and GRI Index

The Corporate Responsibility Report 2011 also serves as our Advanced Level Communication on Progress (COP) for the UN Global Compact (UNGC). This year's CR Report marks the first cycle to use Advanced Level reporting, which means we have chosen to go beyond the minimum reporting requirements and report on sustainability, corporate governance and relevant management processes. A detailed presentation of our progress toward meeting the Global Compact's ten principles and 24 advanced criteria can be found on our [website](#).

The overview of our achievements in accordance with the GRI criteria (Version 3.0) has been organized to reflect the ten principles of the [UN Global Compact](#). The linkages to the Global Compact's ten principles are based on the publication "Making the Connection. The GRI Guidelines and the UNGC Communication on Progress".

The contents of this report have been carefully assessed against the GRI criteria; we declare our report as fulfilling the requirements of the B+ application level, as our reporting does not meet the requirements of the GRI Guidelines in full. Committed to both credibility and transparency, we shall not mask this shortcoming by providing superficial treatment of issues for which we currently have no solutions.

 [www.dp-dhl.com/en/responsibility.html](http://www.dp-dhl.com/en/responsibility.html)

 [www.globalcompact.de](http://www.globalcompact.de)

### 1. Strategy and Analysis

UNGC Principle	GRI Indicator	Status	Notes	
	1.1	Statement from the most senior decision-maker	●	• Pages 6 f.
	1.2	Key impacts, risks and opportunities	●	• Pages 6 f.; pages 15 ff.; page 28; pages 62 f. • AR 2011: pages 101 f.

### 2. Organizational Profile

UNGC Principle	GRI Indicator	Status	Notes	
	2.1	Name of the organization	●	• Page 3
	2.2	Primary brands, products and/or services	●	• Page 3 • AR 2011: pages 61 ff.; page 95
	2.3	Structure of the organization	●	• Page 3; page 10
	2.4	Location of organization's headquarters	●	• Page 87
	2.5	Countries where the organization operates	●	• AR 2011: page 38; pages 223 ff. • <a href="http://www.dp-dhl.com/en/about_us/locations.html">www.dp-dhl.com/en/about_us/locations.html</a>
	2.6	Nature of ownership and legal form	●	• AR 2011: page 30; pages 31 ff.; page 44
	2.7	Markets served	●	• AR 2011: pages 35 f.; page 38; page 39
	2.8	Scale of reporting organization	●	• Page 3 • AR 2011: page 46; pages 60 ff.
	2.9	Significant changes during the reporting period	●	• Pages 4 f. • AR 2011: page 46
	2.10	Awards received in the reporting period	●	• Page 84

● Fully reported   ● Partially reported   ○ Not reported/not relevant

*Italics:* Additional indicators

### 3. Report Parameters

UNGC Principle	GRI Indicator	Status	Notes
	3.1	Reporting period	● Page 4
	3.2	Date of most recent previous report	● Page 4
	3.3	Reporting cycle	● Page 4
	3.4	Contact point	● Page 5; page 87
	3.5	Process for defining report content	● Page 4; page 21; page 23
	3.6	Boundary of the report	● Page 4 ● AR 2011: pages 156 ff.; pages 223 ff.
	3.7	Limitations on the scope or boundary of the report	● Page 4
	3.8	Joint ventures, subsidiaries, outsourced operations	● Page 4 ● AR 2011: pages 223 ff.
	3.9	Data measurement techniques and the bases of calculations	● Page 4
	3.10	Explanation of the effect of any re-statements of information provided in earlier reports	● Page 4
	3.11	Changes from previous reporting periods in the scope, boundary or measurement methods	● Page 4 ● AR 2011: pages 156 ff.
	3.12	GRI index	● Pages 79 ff.
	3.13	External assurance for the report	● Page 4; pages 76 f.

### 4. Governance, Commitments and Engagement

UNGC Principle	GRI Indicator	Status	Notes
1 – 10	4.1	Governance structure	● Page 10 ● AR 2011: front inside cover; page 31; pages 125 ff.
1 – 10	4.2	Independence of Chairman of the Supervisory Board	● Page 10 ● AR 2011: pages 125 ff.
1 – 10	4.3	Independent members of the highest governance body	● Page 10 ● AR 2011: pages 125 ff.
	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	● Pages 35 ff.; pages 37 f. ● AR 2011: pages 31 ff.; pages 125 ff. ● <a href="http://www.dp-dhl.com/en/investors/events_and_presentations/annual_general_meeting.html">www.dp-dhl.com/en/investors/events_and_presentations/annual_general_meeting.html</a>
1 – 10	4.5	Linkage between compensation for members of the highest governance body and the organization's performance	● AR 2011: page 31; pages 139 ff.; page 217
1 – 10	4.6	Processes in place for ensuring conflicts of interest are avoided	● Pages 10 ff.; pages 13 f. ● AR 2011: pages 125 ff.
1 – 10	4.7	Qualifications of the members of the highest governance body	● AR 2011: pages 125 ff. ● <a href="http://www.dp-dhl.com/en/investors/corporate_governance/board_of_management.html">www.dp-dhl.com/en/investors/corporate_governance/board_of_management.html</a>
1 – 10	4.8	Internally developed statements of mission or values, codes of conduct, and principles	● Pages 13 f.
1 – 10	4.9	Procedures of the highest governance body for overseeing the organization's performance	● Pages 15 ff. ● AR 2011: pages 133 ff.
1 – 10	4.10	Processes for evaluating the highest governance body's own performance	● Pages 15 ff. ● AR 2011: pages 133 ff.
7	4.11	How the precautionary approach or principle is addressed	● Pages 11 f.; pages 15 ff.; pages 47 ff.
1 – 10	4.12	Endorsement of externally developed charters and principles	● Pages 13 f.; page 22
1 – 10	4.13	Memberships in associations	● Page 12; page 22; page 40; pages 68 f.
	4.14	Stakeholder groups	● Page 21
	4.15	Identification of stakeholders	● Page 21
	4.16	Approaches to stakeholder engagement	● Page 21; pages 35 ff. ● AR 2011: pages 92 ff.
	4.17	Key topics and concerns of the stakeholders	● Page 21; pages 35 ff. ● AR 2011: Pages 92 ff.

● Fully reported ● Partially reported ○ Not reported/not relevant  
*Italics:* Additional indicators



## Economic

UNGC Principle	GRI Indicator	Status	Notes
	DMA EC Management approach	●	• Page 11 • AR 2011: pages 110 ff.; pages 129 ff.
	EC1 Direct economic value generated and distributed	●	• Page 20 • AR 2011: pages 42 ff.; pages 46 ff.; page 48; pages 54 f.; pages 60 ff.; page 176
7	EC2 Implications and Impacts of climate change	●	• Pages 14; page 47 ff. • AR 2011: page 107
	EC3 Coverage of the organization's defined benefit plan obligations	●	• Page 38 • AR 2011: page 169, page 176, page 177
	EC4 Significant financial assistance received from government	●	• AR 2011: pages 156 ff.
1	EC5 Range of ratios of standard entry-level wage compared to local minimum wage	●	• Pages 38 f.
	EC6 Policy, practices, and proportion of spending on locally based suppliers	○	• Page 14; page 49 • AR 2011: pages 90 ff.
6	EC7 Local hiring	●	• Pages 29 f.
	EC8 Development and impact of infrastructure investments and services provided primarily for public benefit	●	• Page 31; pages 34 f.
	EC9 Significant indirect economic impacts	○	• Page 72

## Environment

UNGC Principle	GRI Indicator	Status	Notes
	DMA EN Environmental Protection: Management approach	●	• Page 15 ff.; pages 47 ff.
8	EN1 Materials used by weight or volume	●	• Page 50; page 60
8,9	EN2 Percentage of materials used that are recycled input materials	●	• Page 60
8	EN3 Direct energy consumption	●	• Pages 49 ff.
8	EN4 Indirect energy consumption	●	• Pages 49 ff.
8,9	EN5 Energy saved	○	• Pages 52 ff.
8,9	EN6 Initiatives for energy efficiency	●	• Pages 52 ff.; pages 62 f.
8,9	EN7 Initiatives to reduce indirect energy consumption	●	• Pages 49 ff.
8	EN8 Total water withdrawal	●	• Pages 60 f.
8	EN9 Water sources significantly affected by withdrawal of water	○	
8,9	EN10 Percentage and total volume of water recycled and reused	●	• Page 61
8	EN11 Land owned in protected areas	●	• Page 61
8	EN12 Impacts of activities in protected areas	●	• Page 61
8	EN13 Habitats protected or restored	●	• Page 61
8	EN14 Strategies for protecting biodiversity	○	• Page 61
8	EN15 Endangered species	●	• Page 61
8	EN16 Total direct and indirect greenhouse gas emissions	●	• Pages 49 ff.
8	EN17 Other relevant indirect greenhouse gas emissions	●	• Pages 49 ff.
7,8,9	EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	●	• Pages 52 ff.; pages 62 f.
8	EN19 Emissions of ozone-depleting substances	○	Not relevant
8	EN20 NO <sub>x</sub> , SO <sub>x</sub> and other significant air emissions	●	• Page 53; page 56; pages 58 f.
8	EN21 Total water discharge	●	• Pages 60 f.
8	EN22 Waste by type and disposal method	●	• Page 60

● Fully reported ○ Partially reported ○ Not reported/not relevant

*Italics:* Additional indicators

## Environment

UNGC Principle	GRI Indicator	Status	Notes
8	EN23	Total number and volume of significant spills	○ • Page 44
8	EN24	Transported treated waste deemed hazardous	○
8	EN25	Impacts of water discharge on biodiversity	○
7,8,9	EN26	Initiatives to mitigate environmental impacts of products and services	● • Page 47; pages 49 ff.; page 62
8,9	EN27	Packaging materials that are reclaimed	● • Page 60
8	EN28	Fines and non-monetary sanctions for non-compliance with environmental laws and regulations	● • Page 58
8	EN29	Impacts of transporting products and other goods	● • Pages 49 ff.
7,8,9	EN30	Total environmental protection expenditures and investments	● • AR 2011; pages 54 f.

## Society

UNGC Principle	GRI Indicator	Status	Notes
	DMA LA	Labor Practices and Decent Work: Management approach	● • Page 11; pages 15 ff.; page 28; page 39
	LA1	Workforce structure	● • Pages 27 f.
6	LA2	Employee turnover	● • Page 28
	LA3	Benefits provided to full-time employees	○
1,3	LA4	Percentage of employees covered by collective bargaining agreements	● • Pages 38 f.
3	LA5	Notice period(s) regarding operational changes	● • Pages 37 ff.
1	LA6	Percentage of total workforce represented in formal health and safety committees	● • Page 39, first paragraph
1	LA7	Occupational diseases and workplace accidents	● • Page 40; pages 41 ff.
1	LA8	Training and prevention programs regarding serious diseases	● • Page 40; page 41; page 43
1	LA9	Health and safety topics covered in formal agreements with trade unions	● • Pages 37 ff.
	LA10	Training per employee	● • Pages 32 ff.
	LA11	Programs for skills management and lifelong learning	● • Pages 30 ff.
	LA12	Percentage of employees receiving regular performance and career development reviews	● • Pages 31 f.
1,6	LA13	Composition of governance bodies	● • Pages 28 ff.
1,6	LA14	Ratio of basic salary of men to women	● • Pages 28 f.
	DMA HR	Human Rights: Management approach	● • Page 12; pages 15 ff.
1,2,3,4,5,6	HR1	Investment agreements that underwent human rights screening	● • Page 12; page 13
1,2,3,4,5,6	HR2	Suppliers and contractors that underwent screening on human rights	● • Page 14
1,2,3,4,5,6	HR3	Employee training on aspects of human rights	● • Page 13
1,2,6	HR4	Incidents of discrimination and actions taken	● • Page 29
1,2,3	HR5	Limits placed on the freedom of association and actions taken to support rights	● The Code of Conduct is applied in accordance with national laws and customs.
1,2,5	HR6	Risk for incidents of child labor and measures taken	● • Page 12 • AR 2011: pages 135 f.
1,2,4	HR7	Risk for incidents of forced or compulsory labor and measures taken	● • Page 12 • AR 2011: pages 135 f.
1,2	HR8	Security personnel trained in aspects of human rights	○ Not relevant
1,2	HR9	Violations involving rights of indigenous people and actions taken	○ Not relevant

● Fully reported ● Partially reported ○ Not reported/not relevant  
*Italics:* Additional indicators

## Society

UNGC Principle	GRI Indicator	Status	Notes
	DMA SO	Community: Management approach	● • Page 11; pages 15 ff.
	SO1	Programs and practices that assess the impacts of operations on communities	○ • Pages 67 ff.; pages 72 ff.
10	SO2	Business units analyzed for risks related to corruption	● • Pages 11 f.; pages 13 f.
10	SO3	Employees trained in anti-corruption policies and procedures	● • Page 12
10	SO4	Actions taken in response to incidents of corruption	● • Page 12
1 - 10	SO5	Public policy positions and participation in lobbying	● • Page 21; page 40
10	SO6	Contributions to political parties	○
	SO7	Legal actions for anti-competitive behavior	● • AR 2011: page 109; page 216
	SO8	Fines and non-monetary sanctions for non-compliance with laws and regulations	● No significant incidents • AR 2011: page 46; page 109; page 177
	DMA PR	Product Responsibility: Management approach	● • Pages 15 ff.
1	PR1	Health impacts along the product life cycle	● • Pages 42 ff.
1	PR2	Incidents of non-compliance with health and safety regulations by type and outcome	○
8	PR3	Products and services subject to information requirements	○
8	PR4	Incidents of non-compliance with regulations concerning product information and labeling	○
	PR5	Surveys for measuring customer satisfaction	● • AR 2011: pages 92 ff.
	PR6	Programs for adherence to laws and voluntary codes related to marketing communications	○
	PR7	Non-compliance with regulations concerning marketing communications	○
1	PR8	Complaints regarding breaches of customer privacy	● • Pages 12 f.
	PR9	Fines for non-compliance with laws and regulations concerning the use of products and services	● No significant incidents • AR 2011: page 46; page 109; page 177

● Fully reported ● Partially reported ○ Not reported/not relevant  
*Italics:* Additional indicators

## Selected awards

In the reporting year, Deutsche Post DHL received several honors and awards in recognition of its commitment to Corporate Responsibility and its various initiatives in this area. This report provides a selection of the most significant awards won by the Group in 2011.

### Significant awards in 2011

- Corporate Health Award
- CRE Awards for customer service excellence across Asia Pacific
- CSR Online Award Germany 2011
- Deutscher Unternehmenspreis Gesundheit (German Enterprise for Health Award)
- DeutscherIdeenPreis™ (German idea award)
- Finalist in the Innovationspreis der Deutschen Wirtschaft (German business award for innovation)
- German Diversity Award
- Green Controlling Award
- Trainee-Siegel (Quality seal for trainee programs)
- ZI Awards 2011

## INDEX

<b>A</b>		<b>F</b>		<b>Q</b>	
Accident rate	39, 42	Fellows	72-73	Qualification	31-32, 72-73
Additives	55	Fleet	19, 53-56, 59	<b>R</b>	
Aerodynamics	52, 55	Fuels	53-55, 58	Recovery (WHEO)	67, 69
Age-based career solutions (Generations Pact)	38	Fuel consumption	50, 52	Recycled paper	60
Age structure	28	Further training	32	Relief fund for employees (WHEO)	67, 69
Aircraft	56, 59	<b>G</b>		Risk management	14
aireg e.V.	47, 52, 55, 64	Generations Pact	7, 38	Road Safety Code	42
Air pollutants	56, 58-59	Get Airports Ready for Disaster (GARD)	67-68	<b>S</b>	
Air traffic noise	59	Global Reporting Initiative (GRI)	5, 76	Scholarship program	72, 74
Alternative drive systems	53	Global Road Safety	22, 42	Scopes 1, 2, 3,	49-52
Anti-Corruption Policy	12-14	Global trade	20	Sickness rate	40
<b>B</b>		Global Volunteer Day	34	Solar energy	57
Biodiversity	61	Green electricity	52, 54, 58	SOS Children's Villages	7, 72-74
Biofuels	54, 58	Green Freight Europe	63	Subcontractors	14, 59, 51, 63
Board of Management	6-7, 10-11, 26, 35	Greenhouse gases	49	Suggestions for improvement	34
<b>C</b>		<b>H</b>		Sulfur dioxide (SO <sub>2</sub> )	58-59
Carbon Accounting and Controlling	49	Human rights	12-13, 15	Supervisory Board	10, 14
Carbon credits	62, 63	Hush kits	59	Supplier Code of Conduct	49
Carbon Dashboard	62	Hybrid vehicles	52-54	Suppliers	13-14, 49
Carbon dioxide (CO <sub>2</sub> )	49	<b>I</b>		Supply chain	63
Carbon Disclosure Project (CDP)	23	International Civil Aviation Organization (ICAO)	59	Sustainable resources	57
Carbon products	62	Idea Management	33-34	<b>T</b>	
Career planning	17, 32	ISO 14001 certification	48, 61	Taxes	20
Childcare	30	Internships	31	Teach First Deutschland (TFD)	73
Chronic illness	40	International Labour Organization (ILO)	13, 38	Teach For All (TFAll)	7, 72
Climate protection projects	62	Investments	20	Trainees	31
Code of Conduct	12-14	Investment Policy	13, 52	Training	32
Collective bargaining agreement	38-39	<b>J</b>		<b>U</b>	
Compliance	11, 12	Jet aircraft	56, 59	UN Global Compact	5, 12-14, 22, 38,
Corporate culture	13, 26-27	<b>K</b>		UN Global Compact Communication on Progress	5
Corporate Governance Code	14	Lesotho Project	62-63	Unions	37-38
Corporate Health Policy	13-14, 39	Lighting systems	56, 57	United Nations	67
Corporate Procurement	10, 20, 59	Living Responsibility Fund	15, 34	UPstairs	7, 72, 74
Corporate Responsibility Day	7, 21	<b>M</b>		<b>V</b>	
Corruption	12-14	motiv8	31-32	Vehicles	52-59
<b>D</b>		<b>N</b>		Vocational training	30, 31
Data protection	12	Nitrous oxides (NO <sub>x</sub> )	56, 58	<b>W</b>	
Dangerous goods management	44	Noise management	59	Wages and salaries	20, 38
Deutsche Post DHL Forum	38, 39	<b>O</b>		Waste	48, 58, 60
Disability	29	Occupational safety	37, 41, 43	Water use	60-61
Disaster management	67-69	OCHA (Office for the Coordination of Humanitarian Affairs)	68	Women in executive positions	29
Disaster Response Teams (DRT)	67	Occupational Health and Safety Assessment Series (OHSAS)	14	World Health Organization (WHO)	14, 40, 42
Discrimination	27, 29	<b>P</b>		World Safety Day	43
Dividends	3, 20	Paper Policy	13, 60	Workforce structure	27-28
<b>E</b>		Paper use	60	Work-life balance	30
E-City-Logistik	54	Particulate matter (PM <sub>10</sub> )	58-59	Workplace accidents	42
E-learning platform	33	Partnerships	72	<b>Y</b>	
Electric vehicles	54	Photovoltaic systems	57	Young talents	26, 31, 33
Electricity consumption	57	Prevention training	43	<b>Z</b>	
Electricity from renewable energy sources	52, 54, 57-58	Procurement	10, 20, 49	<b>ZZ</b>	
EMIL	54	<b>Q</b>		<b>ZZ</b>	
Emissions	47-58, 62-64	<b>R</b>		<b>ZZ</b>	
Employee Opinion Survey	35-37	<b>S</b>		<b>ZZ</b>	
Employee satisfaction	21, 36-37	<b>T</b>		<b>ZZ</b>	
Employee turnover	28	<b>U</b>		<b>ZZ</b>	
Energy use	49-50, 52, 57	<b>V</b>		<b>ZZ</b>	
Environmental Policy	13	<b>W</b>		<b>ZZ</b>	
Environmental risks	14	<b>X</b>		<b>ZZ</b>	
EURO emission standards	53	<b>Y</b>		<b>ZZ</b>	
Executives	17, 29, 33	<b>Z</b>		<b>ZZ</b>	

## LIST OF CHARTS AND TABLES

### The Group

01 Selected key figures	3
-------------------------	---

### Organization & Strategy

02 Organizational structure of Deutsche Post DHL	10
03 Key principles and Group policies	13
04 Deutsche Post DHL Corporate Strategy	15
05 The goal of Corporate Responsibility	16
06 Focus of our HR work	17
07 Targets: Corporate Responsibility	18
08 Targets: Employees	18
09 Targets: Environmental Protection – GoGreen	19
10 Targets: Disaster Management – GoHelp	19
11 Targets: Championing Education – GoTeach	19
12 Online survey: Topics with the highest relevance	21
13 Key indices for Deutsche Post DHL	23
14 Key ratings for Deutsche Post DHL	23

### Employees

15 Employees by region, 2011	27
16 Employee numbers	27
17 Employee turnover	28
18 Age structure	28
19 Citizenship within management	29
20 Employees by gender	29
21 New hires by gender	29
22 Employees with disabilities (Deutsche Post AG)	29
23 Work-life balance	30
24 Traineeships	31
25 Trainees	31
26 Training	32
27 Idea management	34
28 Employee Opinion Survey: Response rate by division	36
29 Employee Opinion Survey: Agreement rates	37
30 Sickness rate	40
31 Occupational safety	42

### Environmental protection – GoGreen

32 Employees at ISO 14001 certified sites	48
33 Fuel use for transportation	50
34 Energy use in buildings and facilities	50
35 Carbon emissions by scope	50
36 Development of carbon efficiency	51
37 Efficiency improvement measures	52
38 Road vehicles with alternative drive systems	53
39 Road fleet in Europe by EURO emission standards	53
40 Jet aircraft – by nitrous oxide (NO <sub>x</sub> ) emission standards	56
41 Jet aircraft – by nitrous oxide (NO <sub>x</sub> ) emission standards	56
42 Emissions of local air pollutants	58
43 Jet aircraft – by noise pollution standards	59
44 Jet aircraft – by noise pollution standards	59
45 Paper use	60
46 Green products and services	62

### Disaster management – GoHelp

47 GoHelp activities, 2010-2011	67
48 DRT deployments in 2011	69

### Championing education – GoTeach

49 Partnerships and programs	72
50 UPstairs scholarship program	74

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