

# Towards Sustainable development

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**Sustainability Report of DB Schenker in Poland  
2019/2020**



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# Foreword from the CEO of Schenker Sp z o.o.

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## Ladies and Gentlemen,

The world has dynamically embraced the new era of digital transformation. Artificial Intelligence is developing at lightning speed, and commercial firms are offering flights to outer space.

Concurrently, we continue to struggle with mundane, everyday problems: poverty, social exclusion, pandemics, pollution of the natural environment, and climate change.

The United Nations' 17 Sustainable Development goals provide valuable guidelines on how to act together in a shared sense of responsibility to make the world a better place to live. People, planet, prosperity, peace, partnership, i.e., 5xP – represent a total of 169 concrete tasks in the fields of economy, society, and natural environment. These are the most urgent challenges of our times, and business plays a pivotal role in meeting them.

Our Report provides an answer to the questions: what actions does DB Schenker take to act responsibly, and what do we do in support of the UN's global goals?

Above all, we are heading towards clean ecological logistics to minimize our negative impact on the environment. Our employees' health and quality of life are important to us, and we conduct our business taking into account the expectations of our customers and other stakeholders. Our volunteers are involved in dozens of projects every year to support various organisations near the DB Schenker terminals.

We look for business solutions that are good for the environment, such as offering our customers zero-emission products, including climate-neutral flight connections.

Our overarching goal is to build transparent supply chains resilient to turmoil and crises. Right now, we are struggling with a crisis situation on a global scale. COVID-19 has dramatically changed the rules of the game, both in business and in daily life. In effect, we have realized the impact we have on the economy by operating local and global supply chains. As a result, our primary task has become to maintain the continuity of operations, and our crucial responsibility - to protect the health and lives of employees. Practically overnight, we managed to transform our modus operandi, getting ready to accommodate restrictions, safety requirements and the ever-changing needs of the clients.

Summing up the last two years, we can say that we have achieved our objectives. However, the situation continues to be volatile and the pandemic has probably yet to fire its last shots... We must be prepared for different scenarios. I am convinced that together with our customers and business partners, we can meet the complex challenges of today's world.

We invite you to read our Report.



**Piotr Zborowski**

President of the Board of Schenker sp. z o.o.

CEO NEE Cluster

# About us

We are a leading global logistics operator. We belong to DB Schenker Group, which is part of the Deutsche Bahn AG company. We provide integrated logistics solutions, servicing the needs of industry and commerce and offering complex solutions using land, air, ocean, and contract logistics. We manage global supply chains.

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## In this chapter you will discover:

- What are the origins of our company and what is its scale of operations in Poland
- What matters to us and how we contribute to sustainable development
- How our Group's strategy is meeting new challenges confronting the industry



# Who we are

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The nearly century-old history of our company began in Vienna, where Gottfried Schenker founded Schenker & Co. in 1872 on the principle that service must be fast and efficient.

We are a logistics partner to leading companies in many industries, including electronics, the automotive industry, FMCG and pharmaceuticals.

Our logistics network comprises more than 2.1 thousand branches worldwide. Nearly 74.2 thousand employees provide customer service.

We are the market leaders in land freight transport in Europe. Offering a uniformly high standard of service in more than 40 countries on our continent.

We have been operating in Poland for thirty years.

Together with Lithuania, Latvia, Estonia, Ukraine and Belarus, we form the North & East Europe DB Schenker Cluster.

## A brand with a future

**In 2020, we began a new phase of stakeholder communication. We have made a global change in the brand awareness process. The new visual identity fits the digital economy model perfectly: it is modern, innovative and eye-catching. It was presented as part of a global communication campaign.**

## Basic data about DB Schenker in Poland

Legal name:  
**Schenker Sp. z o.o.**

Headquarters of the Board Office:  
**02-092 Warsaw, Żwirki i Wigury st. 18**

Until January 14, 2019, Janusz Górski was the President of Shenker Sp. z o.o. and served as a sole member of the Board of Directors.

Currently, the company's Board of Directors has two members. It is headed by:

- **Piotr Zborowski, President of the Board**
- **Szymon Bielas, Vice President.**

According to the Articles of Association, the Supervisory Board supervises the company's operations. It consists of three members, appointed for a three-year term. For the period 2019 - 2020, Natachia Antonis and Karsten Keller invariably served on the Supervisory Board. The Chairman of the Supervisory Board is Helmut Schweighofer, who succeeded Heiken Reiner on August 8, 2019. There are no distinct stand-alone committees or commissions within the Supervisory Board.

- Among other things, the Supervisory Board carried out management based on the results of audits, which provide a complete picture of the company's economic, environmental and social standing.
- Through the Management Board, employees and shareholders have the opportunity to make recommendations to the Supervisory Board in writing.
- Decisions on important sustainability issues involve the Management Team and the managers/employees responsible for the specific area on the agenda. The Management Team includes members of the Board, directors of individual divisions, finance, communications, heads responsible for safety, project management and legal, ethical and compliance issues.

The share capital of the company as of 21 December 2020 was **PLN 186,294,439**.

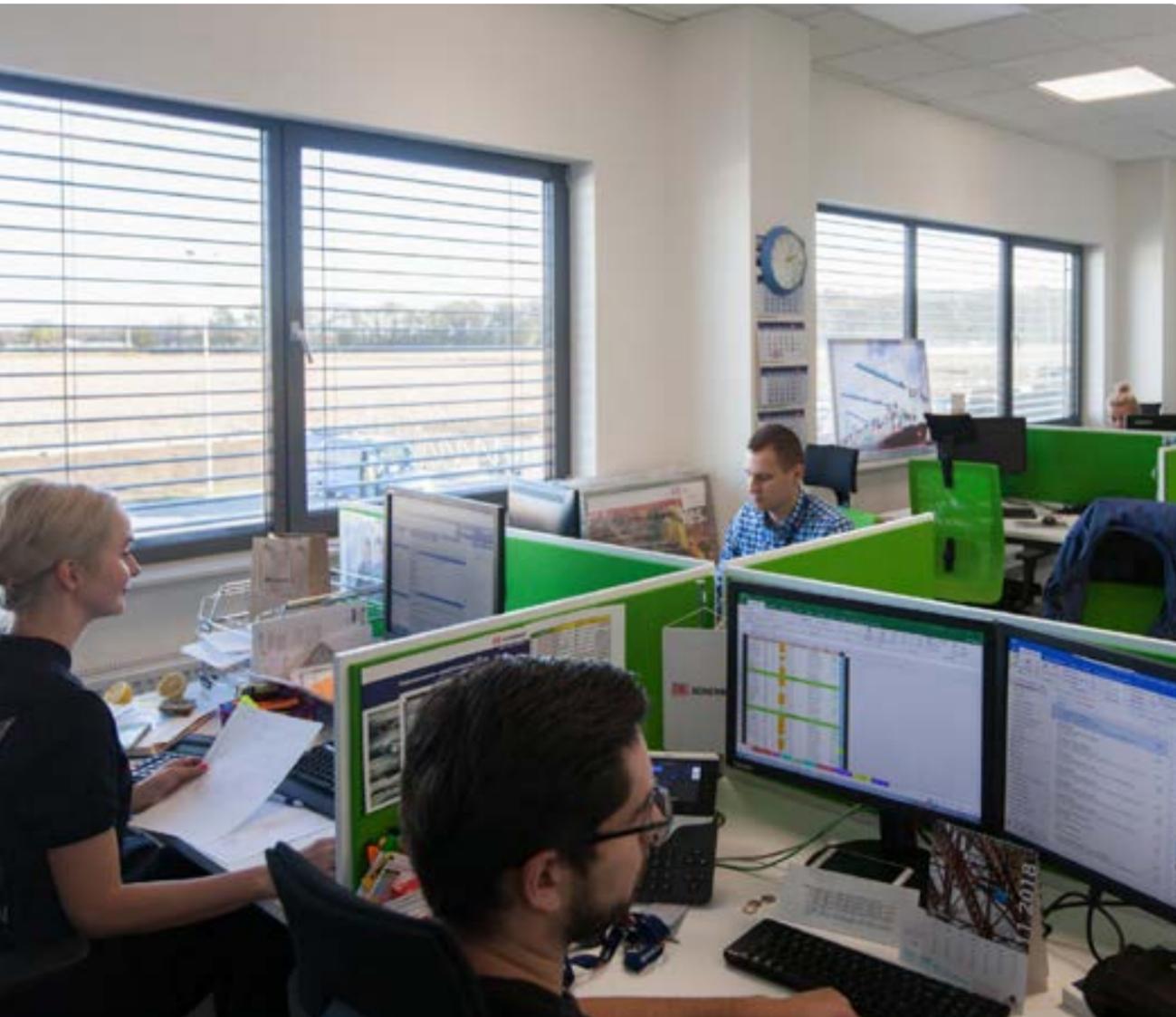
In 2020, the number of shareholders decreased. At the end of the year it amounted to 200 people (in 2019 - 206 people). At the end of 2020, Schenker Aktiengesellschaft, based in Essen, became the majority shareholder of DB Polska Holding (99.69 percent). The remaining 0.31 percent belongs to minority shareholders.

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## Best place to work

The vast experience and leading position in the TSL industry (transport, forwarding, logistics) results, among other things, from the commitment and knowledge of our team. We go to great lengths to ensure a safe workplace and the development of our employees. We are among the winners of the Poland's Best Employers 2021 ranking prepared by the Forbes magazine and Statista research company. We have also been awarded the title of the Best Employer in the era of the Covid-19 pandemic in the Wprost magazine ranking. One of our companies, DB Schenker Technology Center Warsaw, received the Great Place to Work certificate.



## We want to make a difference

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An important element of our strategy is to build and develop our business culture, including partnerships with various institutions.

We belong to the following organizations:

- Polish-German Chamber of Industry and Commerce (AHK)
- Employers' Union ECR Polska
- Polish Chamber of Forwarding and Logistics
- Infrastructure Employers' Association-associated with the Polish Confederation of Private Employers Lewiatan
- Railway Business Forum

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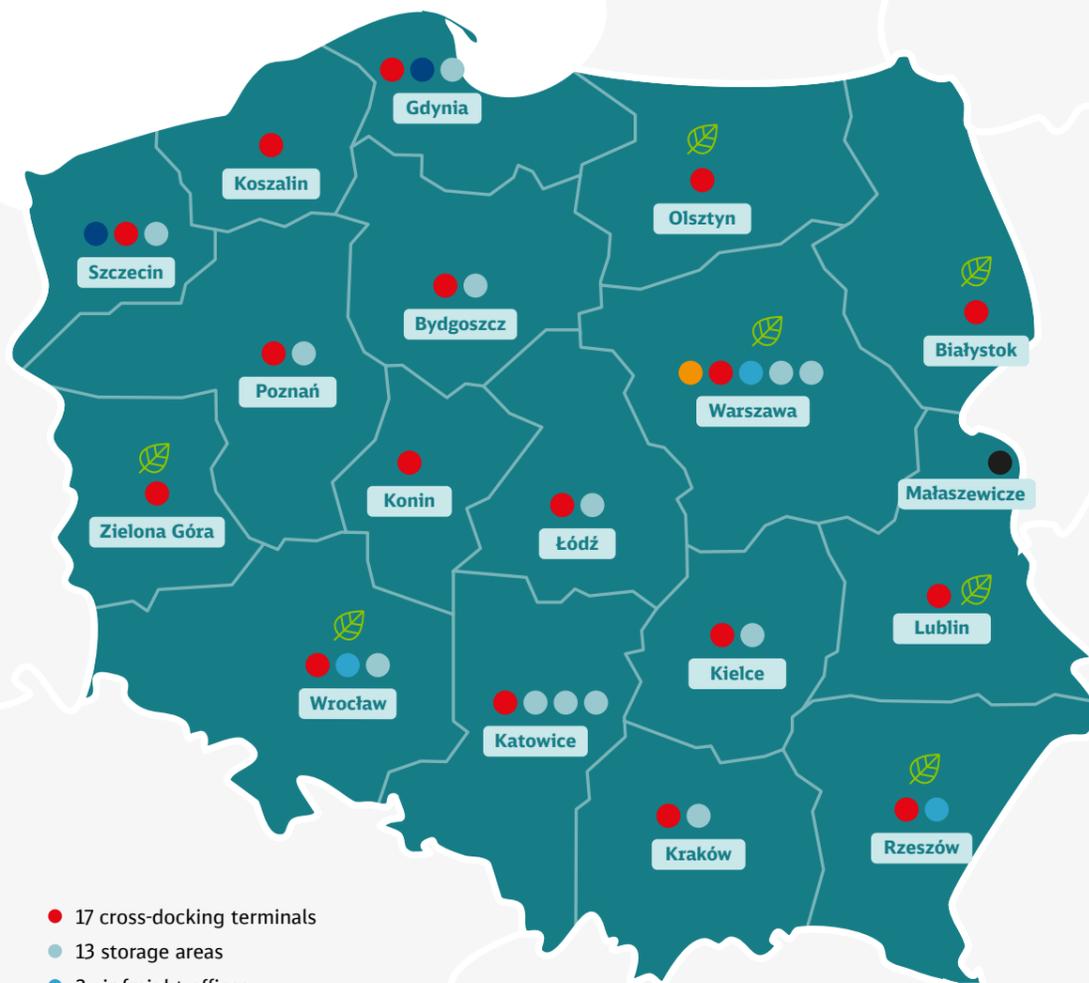
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## We are present all over Poland

We have the strongest logistics network in the country, with 17 cross-docking terminals connected by a network of regular truck lines. We have 13 logistics warehouses, air, ocean, rail and multimodal freight offices, and a central customs agency

### DB Schenker in Poland

Branches, offices, terminals, warehouses

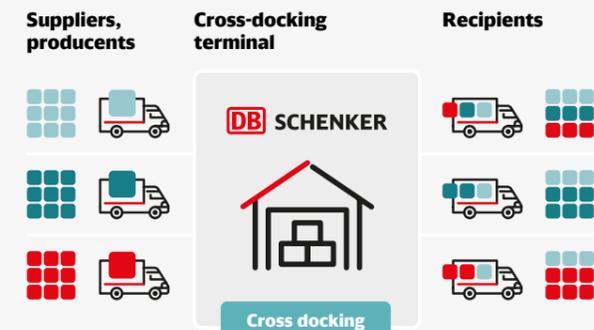


- 17 cross-docking terminals
- 13 storage areas
- 3 air freight offices
- 2 sea freight offices
- rail logistics office
- Central Customs Agency DB Schenker (serving customers of all branches)
- green buildings

## Fast and reliable deliveries

We deliver goods to our customers across the country within 24 hours. More than 3,000 vehicles and drivers pick up consignments from any location in Poland, transfer them to cross-docking terminals\* and deliver them to recipients.

The Polish logistics network is an integral part of DB Schenker's global network. This gives us a huge competitive advantage in terms of speed and quality of order processing, not only domestically but also worldwide. Together with our suppliers, we help our customers achieve their business goals.



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We design and organize solutions that respond to the companies' logistical and transport needs. We entrust transport-related tasks to our suppliers, and the carriers and drivers they employ. In addition to road carriers, we also cooperate with shipping companies, airlines, developers and warehouse space managers. We operate in a Business to Business (B2B) relationship. In some cases, such as large online shops, we also

reach out to individual customers. Serving customers operating on a global scale, we cooperate with our partners from the DB Schenker Group. We mutually benefit from the exchange of experience and know-how. We standardize our processes and offer to provide customers in Poland and all over the world with the same range of offer and the same high quality.

## Tailor-made products

We work with clients from various industries, such as the automotive industry, electronics, FMCG, machinery, furniture, pharmaceuticals, agriculture and chemicals. Depending on their needs and scale of operations, we develop tailor-made offers, using the most appropriate means of transport.

— **Transportation.** Our network includes 430 DB Schenker branches located throughout Europe (for more information visit [www.dbschenker.com/transport-ladowy](http://www.dbschenker.com/transport-ladowy)).

— **Air transport** is based on global network of connections, thanks to which we are able to execute an order to any destination in the world.

— **Ocean freight** – we offer direct regular connections between major ports on different continents.

— **Contract Logistics** covers standard warehousing services and additional services creating value for customers (value added services). Our warehouses are located in the vicinity of the largest economic hubs in Poland

GRI 102-2

\* Cross-docking consists in transshipment and dispatching of goods to the recipient directly after they have been delivered to the terminal, without the need to store them.

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## Stable business

In spite of the continuing pandemic, the financial standing of DB Schenker is stable.

Total revenues in billions PLN:	
<b>1.78</b> 2020	<b>1.75</b> 2019
EBITDA in millions PLN:	
<b>105.6</b> 2020	<b>106.2</b> 2019
EBIT in millions PLN:	
<b>53.2</b> 2020	<b>52.9</b> 2019
Remuneration of employees in millions PLN:	
<b>174.4</b> 2020	<b>168.1</b> 2019
CIT in millions PLN:	
<b>20.5</b> 2020	<b>12.4</b> 2019
Capital expenditures in millions PLN:	
<b>108.4</b> 2020	<b>19.1</b> 2019
Operating profit in millions PLN:	
<b>51.2</b> 2020	<b>51.9</b> 2019
Net profit in millions PLN:	
<b>32.1</b> 2020	<b>38.5</b> 2019

Profitability ratio: (operating profit/sales revenues)	
<b>2.9%</b> 2020	<b>3.0%</b> 2019
Number of consignments:	
<b>8 896 949</b> 2020	<b>8 393 190</b> 2019
Operating expenses in billions PLN:	
<b>1.73</b> 2020	<b>1.70</b> 2019
Social insurance and employee benefits in million PLN: <small>(including social security contributions payable by the employer, the write-off for the Company Social Benefits Fund, retirement and disability severance pay, payments to the pension fund)</small>	
<b>44.5</b> 2020	<b>42.6</b> 2019
Equity capital in million PLN:	
<b>338.8</b> 2020	<b>306.7</b> 2019
Liabilities and provisions for liabilities in mil- lion PLN:	
<b>450.1</b> 2020	<b>317.3</b> 2019
Number of employees:	
<b>2492</b> 2020	<b>2429</b> 2019

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# True to our principles

**Management in accordance with sustainable development principles requires special attention from us as to environmental impact assessment and protection of the natural environment. We are guided in this respect by the „Quality, Safety and Environmental Management Policy of Schenker Sp. z o.o.”, updated at the beginning of June 2020, and by the „Workplace and Environmental Improvement Plans”, which are prepared individually by each of the units.**

The most crucial guidelines of our „Quality, Safety and Environmental Management Policy” are, among others:

- building of innovation culture geared at improving operational processes in terms of quality, safety and environmental impact in order to generate more value to the customers,
- effective information flow between all stakeholders: internal and external, participating in the processes (customers, employees, carriers, drivers and suppliers),
- careful selection of suppliers and constant monitoring of processes entrusted to them,
- securing the safety of international carriage of goods of strategic importance to the state and of food safety in all stages of the processes,
- providing appropriate working conditions and their constant improvement, specifically elimination or mitigation of risk related to consignments’ operational handling.



# Our ambitions

The DB Schenker Group strategy is specified in the PRIMUS Pyramid. It consists of four pillars: an overarching objective, our ambitions, our values, and our commitment. PRIMUS defines a sustainable transformation process to meet the challenges of the global marketplace.

- **Global market leader:** whatever we do, we want to be the best, constantly increasing the company's global coverage.
- **Supplier of choice:** we always want to be a reliable supplier who commands the customer's trust and with whom it is easy to work. We meet our clients' needs and we keep our promise.
- **Leader in responsibility:** we are guided by the highest standards in all areas of our operations. We work together with local communities and provide them with long-term support. We reduce CO2 emissions.
- **Generator of digital value:** we create value and we keep developing based on data-driven business models and digitisation.
- **Leader in productivity:** we apply state-of-the-art technology to create value added. We build structures, systems and processes with the capacity to operate effectively.
- **Employer of choice:** we are keen on attracting and retaining talent. We enable employees' development at all levels. We are mindful of diversity & inclusion.

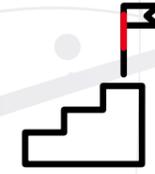
## The Great Six of Values



**winning together**



**transcending borders**



**we deliver future to our clients**



**we play fair**



**we keep our promise**



**we are one team in pursuit of one goal**



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GRI 201-2

# What we are confronted with

COVID-19 has challenged business strategies and development scenarios must be adapted to the new reality. This also applies to the vision of the transport and logistics industry. Below, you will find some scenarios that directly or indirectly affect the developments in our industry:

## Postpandemic Smart City

Cities are by far the greatest generator of global GDP. According to most recent data, urban centers are now inhabited by more than 50 percent of the world population who produce as much as 70 percent of global GDP, consume 60 percent energy, but also produce almost 70 percent waste.

In coming years, social and economic development will shape further expansion of cities, which will have to adapt to new challenges. On the one hand, urban development will move towards smart cities, and on the other, towards agglomerations that respond to climate and health challenges.

The smart city changes the way cities are managed by relying on innovation, creativity and efficient administration. Ideal cities of the future are to be resident-friendly while also upholding the principles of sustainable development. It is essential for the smart city to keep up logistics connections and cooperation with other centres in order to ensure an efficient flow of goods supplying the agglomeration. Therefore, state-of-the-art technological solutions, such as drones, autonomous vehicles, zero-emission small city terminals and logistics and transport centres located outside cities will hold great promise.



## Low-emission distribution terminal in Oslo

- **Grand opening in May 2019, the launch of new e-Trucks, including e-HDV (Electric Heavy-Duty Vehicles) in 2020.**
- **Deliveries provided by e-trucks, e-Vans and cargo bikes.**
- **Project financed with public funds earmarked for Oslo as „Europe’s Green Capital 2019”**

## Let’s take care of the planet

Market analysts are predicting that the global economy will enter a phase where a portion of profits will be allocated to combat climate change. In the implementation of this scenario, the transport and logistics industry will play one of the key roles. The fight against global warming will lead companies to move towards a zero-emission transport

system or the use of ultramodern channels such as hyperloops or underground tunnels. Even now, companies are implementing solutions that will ultimately lead to a maximum reduction in emissions. Innovations, efficient use of resources, automation and robotisation, elimination of waste are the answers to the emerging social and environmental management challenges.



## Legal regulations

A number of legal regulations are forcing the transport industry to mitigate its climate impact. New strategies to make the economy more efficient are being implemented in connection with EU initiatives. These include the European Green Deal, which aims to make the EU economy climate-neutral. A tool for classifying activities that fit into the European Green Deal strategy is the Taxonomy. The main objective of the regulation is to clearly define which activities are part of the development of a zero-carbon economy.

In December 2020, the European Commission presented its landmark document „Sustainable and Smart Mobility

Strategy”, which is meant to increase the resilience of transport industry to future crises. The document sets the goal of a 90% reduction in greenhouse gas emissions by 2050. One of the key topics for the sector is the development of intermodal transport, i.e. the carriage of goods using more than one mode of transport. The European Commission envisages shifting 50% of road freight transport over distances of more than 300 km to other modes such as rail transport or transport by water. This means that a significant part of investments will be allocated to linear infrastructure, modern automation systems and traffic management, and the expansion of the network of transshipment terminals.

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## Logistics of the future

Technological innovations and social changes are dynamizing the TSL industry. The future of this sector is based on the application of artificial intelligence and the implementation of new technologies such as autonomous vehicles, drones, robots, VR or AR.

The sector is rapidly absorbing new solutions. One of the innovations that will have extensive application is 3D printing. Its implementation can significantly change supply chains and reduce inventory by reducing warehousing costs.

Another solution is the Internet of Things (IoT), which greatly improves the management of transport fleets, e.g. in monitoring of shipments or smart transport systems. In the process of warehouse logistics, the Internet of Things enhances the protection of facilities and the security of employees, and improves the optimization of warehouse processes.

Robotisation of industries is becoming increasingly widespread. It is clear that this phenomenon will become the future of many sectors, especially in light of demographic changes. Recent data from the Central Statistical Office (GUS) show that the trend of ageing societies is becoming increasingly visible also in Poland. According to estimates, in 2050 the share of people of working age will be 57 percent, and those over 65 years of age - as much as 32.7 percent. This is a growing problem affecting the reduction of the workforce. For years, developed societies have been trying to cope with this tendency by supporting development in areas that are most likely to offset the negative effects of changes in their age structures. Companies are increasingly investing in robotics and artificial intelligence (AI). These innovations will not only speed up processes, but also reduce the risk of errors. It can be easily established even now that it takes a human being about 210 seconds to enter a PDF order into the system, while a robot needs

several-fold less time. Artificial intelligence also means a more efficient flow of information. It constitutes the “nerve system” of every modern logistics and transport company.

This is just a small snapshot of the possibilities that automation brings. The development of AI holds a great promise for the future, and yet it inspires many debates. Robotization and artificial intelligence are not welcomed eagerly by the part of the society who fear for their jobs. However, almost all analysts indicate that robots will not replace humans, but only relieve them in certain areas, especially those that are most time-consuming. Therefore, employees will be able to focus on more demanding and ambitious tasks. It is also worth remembering that robots will need to be operated, and so new jobs will be created. It is possible that the implementation of artificial intelligence will imply the need to retrain some employees. However, this process will proceed gradually.

## Blockchain technology

Logistics is no longer merely about transport and storage, but the management of delivery processes. Companies need to respond quickly to changes in demand and supply. One of the tools that can help is blockchain technology, which allows for secure contracting and transaction execution. Using this technology, you can create something like a smart contract, which is a computer program. Blockchain technology provides all parties of the contract with access to data, security and transparency. Currently, it is still in the modernization phase, but many analysts are convinced that blockchain technology will become a tool universally applied in the TSL industry.



## E-commerce

With its 30% turnover growth in 2020, Polish e-commerce is one of the fastest growing markets in Europe. This has an impact on companies' business strategies. It has become a crucial way to reach out to the customer and provide them with the best possible shopping experience.

Reaching a wide population of consumers through various channels is based on the idea of the multi-channel. However, this idea is not dynamic enough for the developing market, because it does not use the potential of building relationships with the recipients due to the absence of coherent communication. The answer to this challenge is the omnichannel, with a single strategy and penetration of many sales channels, including traditional channels, online with home delivery, as well as online channels with delivery to parcel machines

or other parcel collection points. An effectively implemented omnichannel approach presupposes the development of an excellent delivery system and of capacious data aggregation systems that can instantly handle enormous volumes of data.

E-commerce has become a permanent fixture in our business landscape. Two aspects are of particular importance in logistics: cheap, convenient delivery, and simple return procedures. The challenge, however, is the amount of packaging that needs to be used to send an order. According to estimates\*, it generates about 1 kg of carbon dioxide equivalent and by far surpasses all other negative environmental impacts of e-commerce. However, it is still far smaller than the environmental impact of transport in traditional commerce (e.g. transporting goods to stores).

\* “Environmental Analysis of US Online Shopping” MIT Center for Transportation&Logistics.

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# Capable of meeting any challenge

DB Schenker's strategy is based on innovation. This is why we closely follow trends, learn from changes and adapt rapidly to new challenges. In our business activities, we strive to achieve our objectives in line with the principles of sustainable development.

**We shape the way the world is connected.  
We make business thrive and life become fuller.**



**Our goal is to create sustainable value for customers and build supply chains that are resilient to turbulence and crises. That's why we continuously improve our processes and operations. As a result, we improve the quality of the solutions we offer, in land, ocean aviation and contract logistics.**

**On land**

We operate in line with the European strategy adopted for 2019-21.

BBFM+ (Bigger, Better, Faster & More) means the best quality of service, speed and transparency.

- We want to be our client's supplier of choice, offering the same high standard of service all across Europe.
- We standardise processes, systems and products as part of the continent's strongest regular route network. This enables our customers' goods to reach every corner of Europe quickly and efficiently.
- We roll out new technologies and digital solutions facilitating communications in supply chains and flow of data about consignments.

Land transportation also means railroads. Due to maritime transport problems caused by the outbreak of pandemic in China, many companies shifted their goods from sea routes to railroads. The Covid-19 situation has contributed to the development of trade supported by rail shipments on the New Silk Road.

In recent years, we have introduced more than 700 BDFs (Body Swap containers) to our vehicle fleet in Poland. Replacing trailers with swap bodies allows us to reduce annual CO2 emissions by more than 20 percent. We are also testing deliveries using vehicles with alternative propulsion systems (electric, LNG).



**On sea**

To comply with the guidelines of the International Maritime Organization (IMO), we are implementing a strategy that will enable us to reduce emissions of harmful substances. The new regulation on fuels used in maritime transport, introduced by the IMO on 1 January 2020, provides for a reduction in the sulphur content of fuel. As a result, the emission of sulphur oxides from ships to the atmosphere will be reduced by 85 percent.

- We use more expensive fuels with sulphur content of less than 0.5 percent (beforehand the sulphur content was up to 3 percent).
- We use vessels equipped with additional expensive filtering systems (scrubber), which decontaminate exhaust gases.
- We purchase vessels with propulsion systems capable of using alternative fuels, e.g. LNG, LPG. Due to the size of gas installations and tanks, this solution can only be applied on the biggest vessels cruising to selected destinations, equipped with appropriate refuelling installation.

- We are developing services involving LCL transportation by sea – the customers do not need to order the whole container. Instead they can import smaller volumes of goods, which travel along with other consignments.

In 2020, DB Schenker opened a Container Freight Station (CFS) in Sosnowiec for the consolidation and deconsolidation of small-volume containers. After arriving at the port in Gdansk, the containers are transported to Sosnowiec. After de-consolidation, individual consignments are delivered to their final recipients. This makes it easier and cheaper for customers in southern Poland.

COVID-19 has radically changed the world of logistics and freight trade, mainly along the Asia-Europe route. Problems have mostly affected maritime transport. Lock-down in China, then in Europe and other parts of the world, closed connections, lack of empty containers, traffic jams and pandemic restrictions in ports have all disrupted the current business model. As a result, shipowners' punctuality has fallen dramatically, while freight prices have reached their highest level ever.



## By air

Despite the pandemic, DB Schenker's Air Business performed well. This was made possible by the right Uplift development strategy. In the language of aviation specialists, Uplift means taking up cargo at the port of shipment and starting the flight to its final destination.

According to our strategy, we put emphasis on 3 areas:

- **Adapt:** effective use and adjustment of our systems and processes.
- **Accelerate:** accelerate growth and the pace of rolling out future-oriented solutions.
- **Accomplish:** achieving goals thanks to enhanced teamwork

Within these three areas, we focus mainly on satisfying customers' needs, improving processes and developing IT systems, encouraging sustainable development and building strong, motivated teams that can win in the market.

Under normal circumstances, belly cargo, which is transported by scheduled passenger aircraft, accounts for about 54 percent of the cargo capacity available in global air transport. In 2020, passenger traffic was down by 90 percent.

The pandemic started the biggest crisis in the history of the airline industry. Our company, despite the difficult situation, has coped well. Among other things, we have launched new scheduled flights between Shanghai and Europe, ensuring that space is available for customers.





## In the warehouses

DB Schenker Contract Logistics' goal is to be the global industry leader. We want to be the first choice for customers.

In line with our strategy, we focus on growth in 4 key areas. These are:

- sales development
- operational excellence
- innovation and new technologies
- organizational effectiveness

The best guarantee of our development is the passion and commitment of our employees. Therefore, we focus on their development. In January 2020 we started the "Effective Leader" training programme dedicated to warehouse managers. It focuses on practical elements of leadership building, strategic thinking and optimization of warehouse processes.

We operate according to XSITE - a corporate standard of operational excellence. In Poland, 7 warehouses in Łódź, Gdańsk and Szczecin have received XSITE Bronze status, Bydgoszcz, Chorzów, Młochów and Sosnowiec. Silver status: Teresin and Wrocław. This means that our warehouses have reached an exceptional level of operational maturity in the five dimensions examined: safety, people and leadership, performance management and process optimisation, finance and customer value.

Wherever it makes sense, we offer customers automation solutions that streamline warehouse processes. These include, for example, robots that enable efficient storage and picking order (AutoStore), pallets on a self-propelled platform (Pallet Shuttle), AGV transport robots, ProGlove, CubiScan dimensioning and weighing devices, ring scanners, exoskeletons, inventory drones or carton erectors.

# Clean Logistics

The goal is to significantly reduce the environmental impact of our products and operations by developing emission-free and low-waste offerings –and working closely with our customers and partners on industry solutions.



## From this chapter you will learn:

- What are our climate goals for the coming years?
- What is the energy consumption in our facilities?
- What vehicles do we drive and what do we carry?
- What do we do to reduce the amount of waste generated?

## Strategic directions of development

**13** CLIMATE ACTION

**Driving climate action**

We achieve climate neutral growth and are on track towards our 2050 carbon neutrality target

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**Managing resources effectively**

Towards zero waste to landfill or incineration across our operations

**7** AFFORDABLE AND CLEAN ENERGY

**Transitioning towards renewable energy**

Towards carbon neutral or carbon positive facilities

# Road to zero emissions

13 CLIMATE ACTION



The strategic objective of the DB Schenker Group is **climate neutrality by 2050**. We implement environmentally-friendly solutions that are not only beneficial to nature, but also economically efficient and contribute to the well-being of our employees and communities

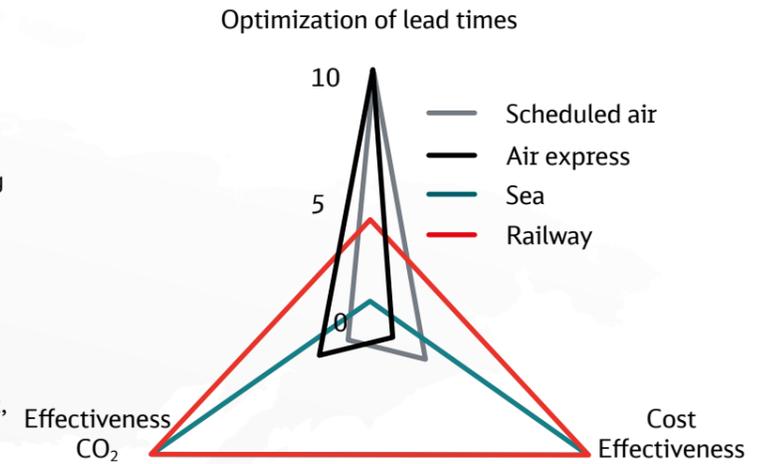
# We take action



We support our clients by advising them on sustainability.  
We offer tools to enable them to monitor their carbon footprint.

The calculation of emissions is based on EN 16258 and EcotransIT World ([www.ecotransit.org](http://www.ecotransit.org)).

Emissions volume is calculated using data concerning the DB Schenker fleet (according to fuel consumption and type, vehicle size, EURO class, load unit filling level). The calculations cover the following stages of transport: collection from customers, transport between ports, terminals and delivery to final consumers. For air transport, OAG data on flight schedules are used, and Eurocontrol "Small Emitters Tool" data on fuel consumption. In maritime transport, emission volumes are based on SCAC carrier codes (Standard Carrier Alpha Code).



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## DB Schenker Group initiatives towards zero-emissions

- The Clean Skies for Tomorrow Coalition is a global initiative of aviation value chain leaders to collectively facilitate the industry's transition to net zero emissions by mid-century.
- The Getting to Zero Coalition is a powerful alliance of more than 110 companies in the maritime, energy, infrastructure and finance sectors, supported by key governments and NGOs. It seeks to bring commercially viable deep-sea zero-emission vessels into service by 2030.
- Arctic Commitment, supporting the phase-out of heavy fuel oil from shipping starting in 2020.
- We are signatories of the global EV 100 electromobility initiative, which assumes that by 2030 we will introduce:
  - 100% electric vehicles up to 3.5 t\*,
  - 50% of electric vehicles in the 3.5-7.5 t\* range,
  - 100 percent of urban/last mile deliveries will be made by the electric fleet.

\* Electric vehicles are defined as battery-only vehicles, plug-in hybrids, extended range vehicles, and fuel cells.



We try to combine different modes of transport, taking into account their greatest advantages. For example, we use the ecological parameters of freight trains and the flexibility of road transport.

### Average carbon dioxide emissions by mode per tonne of freight



#### On land

Road transport is a high emitter of carbon dioxide. That's why we try to fill up our vehicles with shipments as much as possible and plan our routes so that goods from several manufacturers travel in one truck to the same destination. This enables us to reduce unit transport costs and emissions. We continually modernise our fleet and train our drivers in eco-driving.

Rail transport emits 60 to 80 percent less carbon dioxide than road transport. In response to our customers' expectations, we plan our transports so that the longest distances are covered by rail, with only the initial and final transports using trucks.

By using cars instead of air transport for short distances, we reduce emissions by up to 90 percent.

#### At sea and in the air

Greenhouse gas emissions converted per unit of goods transported on the ocean are relatively low. With sufficient ship speed, fuel consumption and exhaust emissions can be reduced.

Our DB SCHENKER service combines fast air freight with environmentally friendly sea freight. As a result, we can reduce CO<sub>2</sub> emissions by up to 50 % compared with air transport alone.

#### Our commitments:

- conducting shipment distribution using alternative fuel vehicles,
- the introduction of zero-emission air links,
- replacing trailers with interchangeable bodies,
- moving terminals outside cities,
- purchase of energy from renewable sources,
- building new terminals to international BREEAM standards.

### Cleaner air in cities - our contribution

Poland's problem is air pollution, which the European Environment Agency estimates caused 49,700 premature deaths in 2018. The urban population is most exposed to concentrations above EU standards. Therefore, improving air quality is a priority in the measures we take. In Europe, we are testing and introducing

alternative-fuel vehicles, including but not limited to:

- cargo bikes,
- electric vehicles (e.g., eCanter),
- autonomous vehicles.

**As part of our sustainability strategy, we have started to introduce electric cars. Globally, we have the largest fleet of eCanter electric vehicles in the world.**

In Poland, we tested vehicles powered by LNG fuel. As the results of our analysis show, they allow for a **27 percent reduction in CO<sub>2</sub>**.

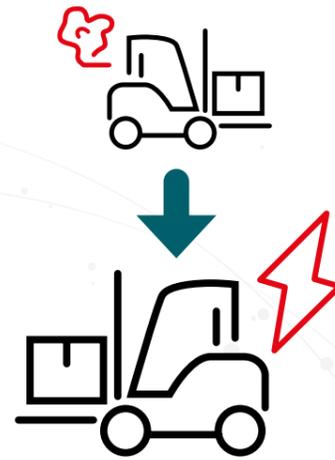
We have introduced 700 swap bodies with a double floor into the Polish network, thanks to which about 100 fewer trucks hit the road every day. As a result, **we are reducing CO<sub>2</sub> emissions by more than 20 percent a year.** Ultimately, we are planning to introduce 800 such bodies.



GRI 302-4

On our premises in Poland, we reduce energy consumption by using state-of-the-art technologies while building new terminals and modernizing old ones. We are rolling out a Building Management System. For example, we equip our buildings with systems that adjust temperature to users' needs. We use intelligent energy management by auto light-dimming, controlling outdoor lighting with astronomical clocks and motion sensors and installing automatic shutters that regulate light exposure levels depending on the time of day, season of the year and individual preferences. Our locations are equipped with LED lighting and solar panels for water heating. We build terminal halls with access to daylight.

We have replaced forklifts in our units in Poland. Those powered by lithium-ion batteries and electric have replaced internal combustion powered models. The use of lithium-ion batteries has made it possible to save electricity by up to



52 percent per year. One of the challenges for a logistics operator is to ensure efficiency energy and fuel consumption. Our suppliers - the trucking companies responsible for transporting shipments - are subject to a cyclical environmental impact assessment. On a quarterly basis, they provide us with information on the fuel consumption of each active vehicle in three tonnage categories:

- up to 3.5 t payload,
- from 3.5 to 18 t,
- over 18 t.

**Total direct greenhouse gas emissions (data expressed in tonnes):**

Carbon dioxide (CO<sub>2</sub>)

Direct Issues	2019	2020
Emissions from transport of materials, products and waste	1587,05	1214,98

Data shows a declining trend in energy consumption, which we purchase from local utility companies. We try to save raw materials and utilities, such as by replacing lighting, installing motion sensors, gradually eliminating paper documents and giving up printing.

**Total direct GHG emissions-transportation**

Direct Issues	2019	2020
Cargo carried (tonnes)	4 373 581	4 569 429
CO <sub>2</sub> (tonnes)	199 848	159 570
Nitric oxide (kg)	604 947	494 988
Carbohydrogenes (kg)	888 437	49 765
Dust (kg)	22 568	10 727
Sulphur oxide (kg)	239 913	69 223

Reduction of emissions year-to-year from 2019 obtained by exchange of fleet to those compliant with higher EURO standards and rollout of body-swaps in the logistic network. Calculation: EcoTransit

GRI 305-1

GRI 103-2

**eSchenker**

Our customers use the eSchenker application to order and track shipments, access reports and many other options to facilitate cooperation with the logistics operator. Detailed reports are generated in a central database in an aggregated form or by shipment.

It is also possible to calculate emissions of carbon dioxide, nitrogen oxides, hydrocar-

bons, sulphur dioxide and dust from transport on the basis of these data.

Greenhouse gas emissions such as carbon monoxide (CO), total dust, hydrofluorocarbons (HFCs), hydrochlorofluorocarbons (HCFCs), nitrogen oxides (NOx/NO<sub>2</sub>), and sulfur oxides (SO<sub>x</sub>/SO<sub>2</sub>) have decreased.

**Average fuel consumption per vehicle:**

Payload [t]	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020*
< 3.5	13,81	13,93	14,24	14,36	14,49
3.5 - 18	25,6	25,66	25,94	25,61	25,69
> 18	33,46	33,35	33,77	33,47	33,69

\* Data for Q2, Q3, Q4 2020 were not collected from carriers due to pandemic issues



GRI 306-2

## Protecting the environment - best practices

GRI 307-1

Environmental responsibility applies to all areas of our business. In 2019-2020, we were not handed any fines or penalties for non-compliance with environmental regulations. We strive to reduce the consumption of raw materials on an ongoing basis, while maintaining cost efficiency and reducing emissions.

GRI 103-2

In implementing activities in this area, we used the TORCH system, which collects and enables data monitoring on a global and local basis. Our goal is to reduce the total consumption of resources in all existing locations.

GRI 305-7

### Effects in numbers:

- Our 2020 electricity consumption decreased by more than 20% compared to 2019.
- Total direct greenhouse gas emissions associated with the transport of materials and products are down about 23 percent in 2020 compared to 2019.
- In 2019, 1262.28 tonnes of waste were recycled; in 2020, it was 1327 tonnes. The remaining waste is transferred to municipal services, and wood waste - is used by employees and drivers themselves. In 2019, this amounted to 134 tonnes of non-recyclable waste and 249 tonnes in 2020. The increase is due, to customer orders for disposal of goods.
- Our locations are equipped with water filters, supplied from running sources. In this way, we eliminate the use of plastic bottles.
- The pallet rotation system allows multiple use of the same EUR or EPAL pallet.

### We also plan to:

- Use dunnage bags (jute bags filled with



Our units operate in line with the central project of waste management coordination. In this regard, we cooperate with an external provider who verifies all waste collection companies in terms of all legally required decisions, waste management permits and entries in respective registers. The collection of waste for recycling from our branches is done in line with the dedicated procedure and using a dedicated on-line platform, integrated with the Product and Packaging and Waste Management Data Base (abbrev. BDO)

- waste such as pieces of foil) to protect the cargo from damage,
- Use anti-slip spacers, which keep goods on the pallet when tilted up to 40 degrees. They are reusable, recyclable, FDA Bio-markers Working Group&BGW positive recommendation.

### Environmentally Important Indicators:

Material efficiency (the ratio of the weight of all materials and raw materials used by the company to the weight of products manufactured or to the number of employees) in 2020:

- 0.15 tonnes (material efficiency relative to number of workers),
- 0.007 tonnes (material efficiency per 1000 operations).

Energy efficiency (in relation to to the company's total energy consumption for its own use and products to the weight of products manufactured or the number of employees) in 2020:

- 4628 kWh (relative to the number of employees),
- 220 kWh (relative to 1000 operations).

Water efficiency (as a ratio of the total volume of water abstracted from all sources to the weight of products produced or to the number of employees) in 2020:

- 14.32 liters.



# Sustainable construction

The resource efficiency programme aims to carry out green operations in offices, terminals and warehouses. Its goal is to reduce overall resource consumption at all locations and to monitor and lead with environmental reports.



# Terminals full of greenery

GRI 305-7

GRI 413-2

DB Schenker minimises the negative environmental impact of its operations and creates safe, modern workplaces. The green terminals help to increase energy efficiency and better manage waste, as well as to improve the efficiency of our transport operations. **Six of our terminals built in recent years are fully green facilities.**

In line with our strategy, we are moving terminals outside of urban areas. As a result, we are reducing air pollution, traffic congestion, and noise levels in cities. At the same time, we are improving road safety in urban areas.

The optimum use of storage space is fundamental, but a significant impact on reducing the negative impact of the environment is affected by thermal insulation systems, the installation of solar panels and other solutions used in modern construction.

### Eco-solutions at DB Schenker's green terminals:

- we install solar collectors for water heating,
- we introduced heating and ventilation devices with heat recovery at 70 to 90 percent,
- we install LED lamps with auto-dimming systems, such as adjusting light intensity to daylight,
- we use rainwater to flush toilets,
- we put insect boxes in newly built structures,
- we buy green energy.

BREEAM certificates (Building Research Establishment Environmental Assessment Method) are an objective confirmation that a building is designed and constructed in accordance with the principles of sustainable development.

### The following areas are evaluated in the certification process:

1. management
2. transportation
3. waste
4. health and comfort of users
5. water
6. ecology and land use
7. energy
8. materials
9. contaminants

### Six of our terminals have a BREEAM certificate with a rating of "very good":

- Złotonia near Białystok
- Nowa Wieś Wrocławska
- Świdnik
- Stawiguda near Olsztyn
- Rzeszów
- Zielona Góra

## Waste recycling

We strive to minimise waste and recycle as much as possible at all existing locations. That is why we have signed central waste management coordination agreements. Each unit has environmental management objectives.



We systematically monitor the level of material consumption and the waste generation process. In 2020, 84 percent of waste was returned to the material cycle (mainly plastics, plastic, paper and toners). In 2019, this rate was 90.4 percent.

### Closed loop - the second life of waste:

- We reuse the overlaps that arrive as security for the goods.
- The thimbles remaining after the entire roll of stretch film are reused by the material supplier.
- Clean pieces of stretch film/paper are used as fillers to secure goods inside cartons.
- Pallet turnover system - about 90 percent is reused to transport shipments.

## Eco-facts and eco-numbers

The use of green terminals is also cost-effective. Savings result from reduced consumption of thermal energy, water and generation of sanitary waste water, among others. For example, the following annual results were achieved at the Stawiguda Terminal (Olsztyn Branch):

- rain-fed toilets: saving: 171 m<sup>3</sup>/yr of potable water,
- thermal energy consumption for hot water heating: solar collectors - annual energy savings Q<sub>r</sub> = 60 000 kWh x 40% = 24 000 kWh,
- LED lighting: a difference of 14,400 W vs. traditional lighting.

Investments in the development of ecological solutions are supposed to eliminate the negative effects of our activity. Each year we try to reduce them.

GRI 306-2

GRI 302-4

GRI 203-4

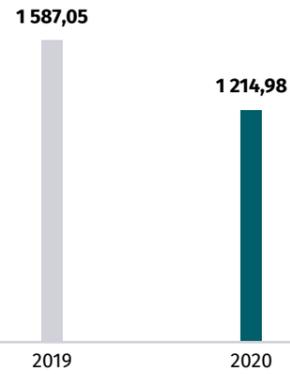


GRI 305-2

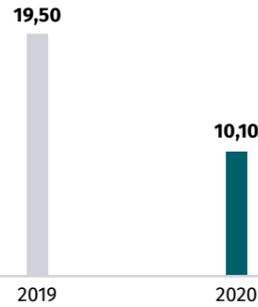
Emissions of pollutants emitted as a result of operations carried out in DB Schenker buildings:

GRI 305-7

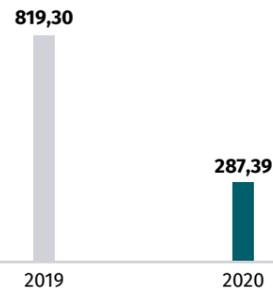
**CO<sub>2</sub> emission**  
(data expressed in tonnes)



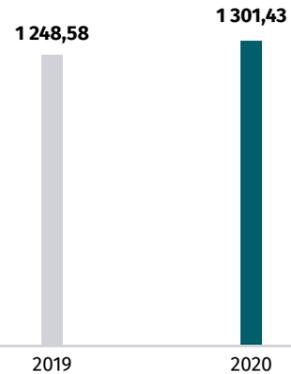
**Particulate emissions**  
(data expressed in kilograms)



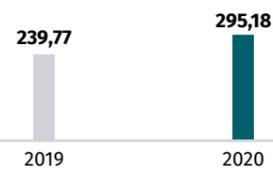
**Sulphur oxide emissions**  
(data expressed in kilograms)



**Nitrogen oxide emissions**  
(data expressed in kilograms)



**Other standard category of emission into air**  
(expressed in kilograms)



**Energy intensity at terminals and warehouses has decreased compared to 2019.**

GRI 302-3

Energy	2019	2020	Unit
Denominator - total energy consumption (GJ, MWh)	126 287	97 694	MWh
Divider - to be selected	54 934 594	49 316 140	Number of operations
Energy intensity index	0,0022	0,0019	MWh/1 operation

**Total energy consumption**

	2019	2020
<b>Total energy consumption from non-renewable raw materials</b>		
Fuel oil	171	152
Natural gas	71 787	44 830
<b>Total energy consumption of own or purchased production</b>		
District heating	40 108	41 760
Electricity	14 221	11 053
<b>Total MWh consumption</b>	<b>126 287</b>	<b>97 694</b>

GRI 302-1

The targets for the reduction of consumption of utilities are strictly defined in the annual blueprint for the Plans for Improvement of Working Conditions and Environmental Protection. They also take into account the indicators set forth at corporate level. The implementation of goals and objectives, as well as the use of necessary resources are monitored both on the local and central level, and reported annually via the corporate tool TORCH. In this system we collect and monitor data globally and at specific locations during a given reporting period.

The company did not purchase renewable energy in 2019-2020. This energy will be purchased starting in 2021.



# Thriving Communities



The goal is to improve the lives of people and their communities by providing a living wage with fair, safe and inclusive work conditions – across our operation and through sub-contractors.

## Strategic development directions

**From this chapter you will find out:**

- Whom do we employ?
- How do we care about our employees? What kind of employment benefits are included in our job offer?
- What is the work culture in our company? What do employees think about DB Schenker?
- How do we ensure the safety of people, goods and services?
- What was the impact of the pandemic on our operations?

8 DECENT WORK AND ECONOMIC GROWTH



**Providing fair work opportunities**

We lead our industry in raising working standards - both for our employees and in our supply chain

3 GOOD HEALTH AND WELL-BEING



**Protecting our employee wellbeing**

Towards a best-in-industry health & safety program

5 GENDER EQUALITY



**Driving gender equality at work**

Towards gender balance and equal pay for all

10 REDUCED INEQUALITIES



**Creating inclusive workplaces**

Towards an inclusive culture that values diversity

# Employment conditions

We set high expectations for ourselves and value creativity, innovation, knowledge and experience. We promote openness and respect for diversity. We want to create lasting value for customers and other stakeholders.



# Our strength is a unique team

GRI 103-1

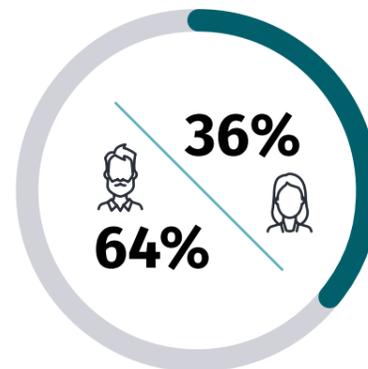
In the service industry, it is the people who have the strongest impact on the corporate image and the customer experience. Full-time employees identify more with the company and are able to offer better quality to customers.

GRI 103-2

GRI 103-3

We prefer full-time employment. We are convinced that this form of work ensures comfort for the employees and continuity for the company. In 2020, we employed 89.4 percent of women and 95.9 percent of men full-time.

In 2020 we employed 2429 people



GRI 102-8

## Data on employees and other persons working for the organisation

### Total number of employees by duration of employment and gender

	2019		2020		2019		2020	
	Women	Men	Women	Men	Total	2019	2020	
Employed for a fixed period	151	188	307	412	458	600		
Employed for an indefinite period	753	686	1,281	1,143	2,034	1,829		
<b>Total</b>	<b>904</b>	<b>874</b>	<b>1,588</b>	<b>1,555</b>	<b>2,492</b>	<b>2,429</b>		

### Total number of employees by FTE

	2019		2020		2019		2020	
	Women	Men	Women	Men	Total	2019	2020	
FTE	898	867	1,572	1,543	2,470	2,410		
Part time	6	7	16	12	22	19		
<b>Total</b>	<b>904</b>	<b>874</b>	<b>1,588</b>	<b>1,555</b>	<b>2,492</b>	<b>2,429</b>		

## Number of collaborators (per person)

	2019		2020		2019		2020	
	Women	Men	Women	Men	Total	2019	2020	
Employed under a contract of mandate	118	93	42	63	211	105		

## Composition of supervisory bodies and staff by age and gender

GRI 405-1

Employees by age category	Percentage of employees in each category in relation to the total number of employees in the organisation				Total percentage of employees	
	2019		2020		2019	2020
	Women	Men	Women	Men	2019	2020
<30 years	11.90%	18.70%	11.20%	17.80%	30.60%	29.00%
30-50 years	20.60%	37.60%	20.80%	38.50%	58.20%	59.30%
>50 years	3.80%	7.30%	3.90%	7.80%	11.20%	11.70%
<b>Total % by gender</b>	<b>36.30%</b>	<b>63.70%</b>	<b>36.00%</b>	<b>64.0%</b>	<b>100.00%</b>	<b>100.00%</b>
Foreigners	0.00%	0.10%	0.00%	0.04%	0.10%	0.04%

## Employees by employment structure and gender

Employment structure	Percentage of employees in each category to total number of employees in the organization				Total percentage of employees	
	2019		2020		2019	2020
	Women	Men	Women	Men	2019	2020
Manual workers	3.25%	36.48%	3.42%	36.89%	39.70%	40.30%
White collar workers	33.03%	27.25%	32.56%	27.13%	60.30%	59.70%

## Employees by employment structure and gender

Employment structure	Percentage of employees in each category to total number of employees in the organization				Total percentage of employees	
	2019		2020		2019	2020
	Women	Men	Women	Men	2019	2020
Top management	0.48%	0.76%	0.62%	0.86%	1.20%	1.50%
Middle management	4.25%	7.50%	4.41%	7.86%	11.80%	12.30%
white-collar and blue-collar	31.54%	55.46%	30.96%	55.29%	87.00%	86.20%

The Polish DB Schenker company is part of a global organisation, one of 130 countries which make up global DB Schenker Group. We head the North and Eastern Europe Cluster, which is also formed by Lithuania, Latvia, Belarus and Ukraine.





**Employees by employment structure and age**

Employees by employment structure	Percentage of employees in each age group to total number of employees in the organization						Total percentage of employees	
	2019		2020		2019		2020	
	<30 years	30-50 years	>50 years	2019	2020	2019	2020	
Manual workers	12.10%	12.40%	22.20%	22.40%	5.40%	5.60%	0.40%	0.40%
White collar workers	18.50%	16.70%	36.00%	36.90%	5.80%	6.10%	0.60%	0.60%

**Employees by employment structure and age**

Employees by employment structure	Percentage of employees in each age group to total number of employees in the organization						Total percentage of employees	
	2019		2020		2019		2020	
	<30 years	30-50 years	>50 years	2019	2020	2019	2020	
Senior management	0.00%	0.00%	1.00%	1.30%	0.30%	0.20%	0.01%	0.01%
Middle management	1.50%	1.20%	9.30%	10.10%	0.90%	1.00%	0.12%	0.12%
Skilled and unskilled personnel	29.10%	27.90%	47.90%	47.90%	10.00%	10.50%	0.87%	0.86%

The figures above show little change in the demographic structure of the workforce in favour of those over 30, especially among manual workers.

**Board Composition**

In both 2019 and 2020, the Board comprised men between the ages of 40 and 65.

The Supervisory Board was composed of foreigners. 33 percent of its members were women and 67 percent were men.

**New hires and departures**

GRI 401-1

**New hires**

	2019		2020	
	Number of newly recruited staff	Percentage of new hires	Number of newly recruited staff	Percentage of new hires
Total number of employees by age group:				
<30	317	41.55%	237	33.62%
30-50	278	19.16%	192	13.33%
>50	34	12.23%	16	5.63%
Total	629	25.24%	445	18.32%

	2019		2020	
	Number of newly recruited staff	Percentage of new hires	Number of newly recruited staff	Percentage of new hires
Total number of employees by gender:				
Women	184	20.35%	130	14.87%
Men	445	28.02%	315	20.26%
Total	629	25.24%	445	18.32%

**Staff departures**

	2019		2020	
	Number of employees leaving in a given age group	Percentage leave employees	Number of employees leaving in a given age group	Percentage leave employees
Total number of departures by age group:				
<30	228	29.88%	175	24.82%
30-50	217	14.96%	273	18.96%
>50	55	19.78%	49	17.25%
Total	500	20.06%	497	20.46%

	2019		2020	
	Number newly recruited staff	Percentage of new hires	Number newly recruited staff	Percentage of new hires
Total number of employee departures by gender:				
Women	145	16.04%	155	17.73%
Men	355	22.36%	342	21.99%
Total	500	20.06%	497	20.46%



# Binding Principles for All

DB Schenker’s minimum social standards specify the company’s operating principles in conformity with Group DB Code of Conduct as well as DB Schenker’s vision and values.

Our basic guiding principles emphasise our commitment to the International Labour Organisation Conventions, the UN Global Compact and the Universal Declaration of Human Rights. They are binding for all board members, managing directors, management

staff and employees all over the world. The knowledge and good understanding of these principles are crucial.

We strive for top quality performance. Consequently, we subject our performance to regular evaluation, analysing the employees’ career paths. The evaluation system covers all our employees. The data given below does not cover individuals in the course of notice periods or on long-terms leaves of absence.

GRI 404-3

Employment Structure	Percentage of employees subject to evaluation according to sex 2019		Percentage of employees subject to evaluation according to sex 2020	
	Women	Men	Women	Men
	Top management	100%	100%	100%
Middle management	100%	100%	96%	99%
Qualified and Unqualified Personnel	83%	90%	79%	88%
Percentage of all employees subject to evaluation	85%	91%	82%	90%

## No To Discrimination

Our underlying strategy is respect for diversity and equal treatment, regardless of sex, colour, views or religion. That is why we pursue a number of activities designed to raise the employees’ awareness about the importance of equality and tolerance.

In 2019, we held workshops for managers concerning diversity and preventing exclusion, among other things. The trainees passed on their knowledge to their co-workers.



# We Look After Our Team

We are aware that the employees must have an opportunity to preserve the life-work balance. Our offer of non-cash benefits relates to this area, among others.

GRI 102-15

GRI 403-6

In 2019, we introduced a new benefit: the Employee Retirement Programme (ERP). It is aimed at systematic, long-term saving, which will serve the employees upon reaching a certain age. ERP is a voluntary, collective form of saving, allowing a systematic accrual of capital for a future pension, independently of the pension from the Social Insurance Institution (ZUS). An important merit of ERP is that the basic contribution is wholly chargeable to the employer. In our company, the monthly contribution is 3.5 per cent of the salary, which is the employee's extra profit. All our employees under 70 whose time of service on the day of submitting a declaration to join ERP is no less than 6 months are eligible for the programme.

Other employee benefits:

- Subsidised medical package,
- Subsidised sports and recreation activities,
- Group life insurance,

- Participation in sports tournaments (suspended due to the pandemic),
- Annual influenza vaccination,
- Preventive medicine workshops,
- Family vacations subsidised from the Social Benefits Fund,
- Financial and non-cash support in extremely difficult situations,
- Loans for renovation work,
- Christmas and Easter coupons,
- Night-time work supplement.

In especially difficult situations, such as in the case of health problems, we can raise the ZUS allowance up to 100 per cent (sick leave).

We offer access to private medical care not only to our employees, but also to their family members. Their personal data is subject to protection under the RODO Act, and the medical data is stored by our partner.

## GOOD PRACTICE

### Good Practice

In one of our branches in the south of Poland, employees have put their knowledge to practical use. A few days after completing their training, they carried out a rescue operation using an Automated External Defibrillator (AED). They helped a driver who suddenly lost consciousness. Thanks to their courage, a quick and correct response, they saved their colleague's life. The knowledge and skills acquired during the training courses have proved to be very valuable.



## Balance Is Essential

We want to reinforce the employees' well-being in the areas of physical and mental health. We hold numerous training courses to help the employees work through and express their emotions.

We offer healthy lifestyle education, including work ergonomics, such as how to take care of your spine, and life-work balance. We encourage people to engage in physical activities by organising tournaments and competitions, for example:

- DB Schenker President Cup, which was held in Warsaw in 2019. About 1000 employees and suppliers participated.
- The "We burn off calories" challenge using the Endomondo app.

It is crucial to train the employees in first aid, most importantly in the use of the defibrillator. We want to ensure that there is a trained individual at every shift and at every location. All locations (over 40) have been equipped with Automatic External Defibrillators (AED).

As early as December 2020 we trained over 150 individuals at 13 units. The training has continued in 2021 and it has covered nearly 300 individuals.

Our employees' harmonious development is supported by the 360 degree evaluation/assessment. It is a method permitting a comparison of self-evaluation with evaluations made by other people: the superior, the subordinates, the colleagues. The results allow an identification of strengths and areas in need of development. They also show the importance of particular competences for the post held. In effect, it is possible to make a realistic development plan for a given individual.



## We Measure Job Satisfaction

Every two years, we measure our employees' satisfaction levels. As the methodology is invariable, we are able to analyse data in the long term. This research provides us with information on the employees' needs and expectations. Each country receives its local report. The results are analysed by particular teams, and solutions are worked out together. Each employee can suggest their ideas for the implementation of a repair programme.

The latest edition of the employee satisfaction survey was held in September 2020, and the eNPS indicator was 3.6 on a 1-5 scale. The turnout during the latest survey was 86 per cent of all those eligible. We noted a slight decline during the pandemic. The former result was 3.7.

## Resource Planning

Forecasting is an extremely important element of the supply chain, impacting cost optimisation. The company's day-to-day operations are supported by a number of systems. Among them is OBIT, which makes it possible to plan work better and to estimate how many people are needed to service a given volume. Correct scenarios help us streamline the work, manage vacation schedules, and eliminate overburdening. All this directly translates into an improvement of labour safety and comfort.

# Safety at the workplace

## 3 GOOD HEALTH AND WELL-BEING



We are all responsible for security, which is why we all have to be committed to maintaining it. We all work to ensure a safe working environment for the employees, couriers and clients. We promote responsible conduct on the road. We also take care to ensure the security of our parcels and the data processed by our systems.

# Human Safety

GRI 103-2  
GRI 103-3  
GRI 403-1

Our safety system is based on the Integrated Quality, Environment and Occupational Safety Management System, and the Occupational Health and Safety guidelines included in the Plans for the Improvement of Working Conditions and Environmental Protection. The latter document specifies the rules that have to be unconditionally respected in the workplace.

During 2019-20 we were subject to annual surveillance audits of our Integrated Quality, Safety and Environmental Management System for compliance with ISO 9001, ISO 14001, ISO 27001, ISO 45001.

The auditors did not find any irregularities during the audit, but they did formulate a few areas for improvement. These areas included: clarification of communication and responsibility for common areas and the integration of documentation with Schenker Group corporate requirements.

As a result of the identified areas, improvement actions are being implemented continuously, such as through the creation of a new document, "Organisation Context". This document describes the functioning of the company, with particular consideration given to communication, roles and responsibilities within the Integrated Management System.

### Our safety goals:

**ZERO**

tolerance for accidents at work (i.e. a complete elimination of accidents, with a special focus on risks related to internal hand and mechanised transport as well as falls and slips). This applies both to our employees and subcontractors.

**ZERO**

excess of the maximum acceptable concentrations and intensities (NDSiN) of harmful factors at work stations and ongoing monitoring of the current measurements of conditions prevailing at work stations.

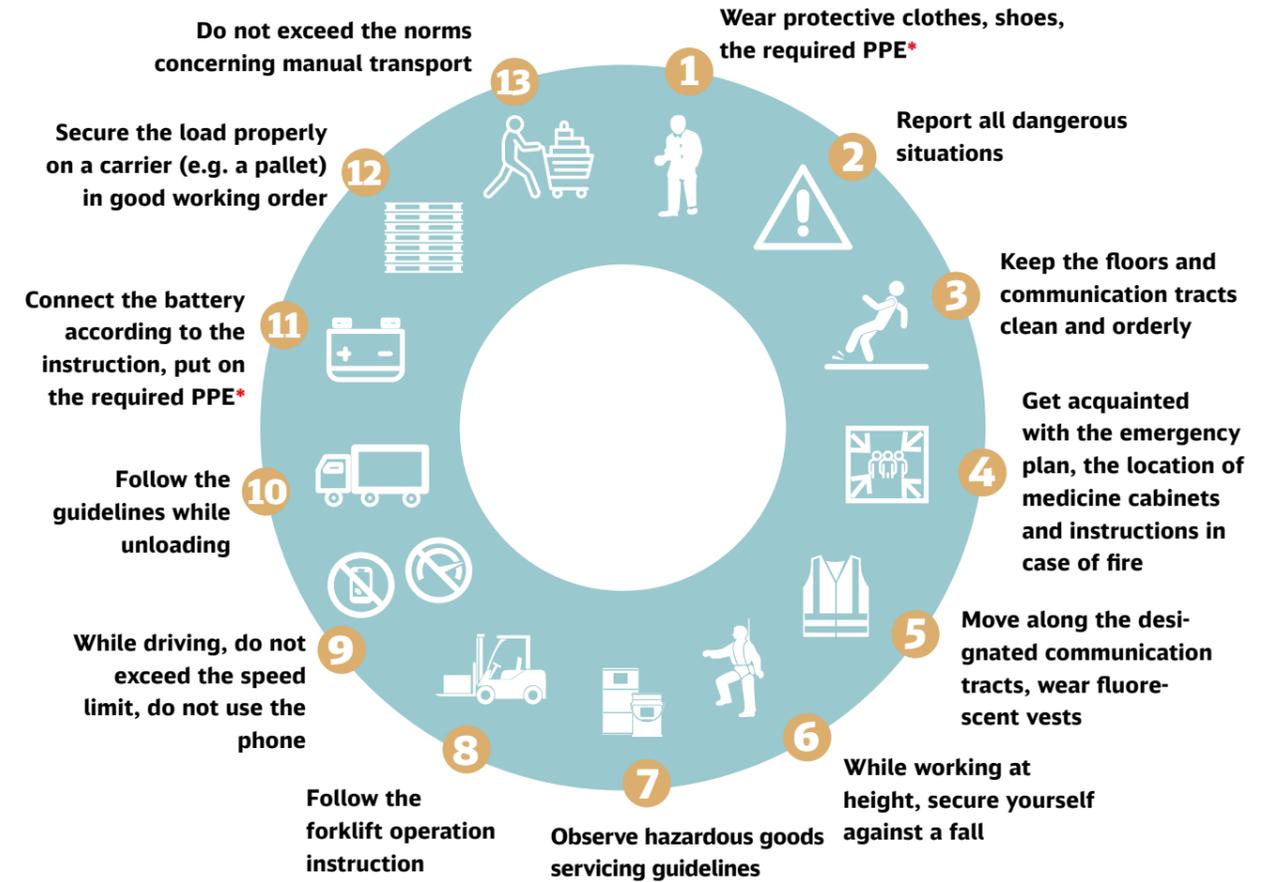
GRI 403-4

In 2020, our company obtained an ISO 45001:2018 certificate, related to Occupational Health and Safety (OHS). The correct implementation of all OHS guidelines is overseen by the Safety Division, including OHS specialists, among other members. They are responsible for coordination of measures related to operational safety at the company.

Safety is regulated both by internal regulations and corporate documents. One of the standards in force across the group is 'SOP RM02 Global Occupational Health and Safety Management System'. We have also developed 'Golden OSH Rules', i.e. guidelines relating to working safely. The list comprises 13 rules.

### Golden safety rules

GRI 403-2



\* Personal Protective Equipment

Our safety system comprises:

#### Observations

The main observation instrument, prior to the pandemic, was the, "I See and Respond" system, the aim of which is to eliminate risky forms of behaviour in favour of safe ones. We carry out our observations openly and individually, always with feedback.

Anonymity is protected while collecting and analysing the data, which means that only conclusions made on the basis of observing individual behaviours and habits will be subject to analysis. No personal data of participants in the survey will ever be included. The main thrust of our analysis is to identify the most frequent barriers and errors which might impact safety and security. It is very important to secure the well-being of the person monitored, which is why observations are always in a "peer-to-peer" format carried out by specially trained staff, and not by the managers.

Trained observers carry out several-minute-long observations and analyse employees' and subcontractors' behaviour while at work. In 2019, we carried out **32 521** observations; in 2020 - **4 928** (they were suspended from March 2020 because of the pandemic).

At every branch, there is a team for eliminating barriers, involving both employees and subcontractors.

#### eKASK audits

It is a system of audits carried out by the managements of particular units with the aim of identifying risks at the workplace. In 2019 we carried out **17 283** audits, and in 2020 - **3 145** (they were suspended from March 2020 because of the pandemic).

GRI 102-43



**Kaizen**

A system in which employees present their ideas for improving the processes, including those related to occupational safety. In the autumn of 2019 we took part in the XVI European Kaizen Congress in Wrocław, at which we presented our strategy for improving the processes.

**SIMS Portal**

A system of reporting accidents at work accessible at the 'ACCIDENTS' application. Each employee who has an individual account on the SIMS portal can enter information on a dangerous occurrence.

An important area is communication on safety. We hold:

- Meetings of a managing group of the division concerning processes and safety at the units.
- Meetings of a regional managing group concerning the same area.
- Central meetings of a management team on subjects including safety.
- Daily whiteboard briefings, where supervisors discuss the current occupational safety results and aspects with their employees.
- Annual meetings at each unit concerning plans for improving working conditions and environmental protection.
- OHS commission meetings - board and employee representatives discuss the crucial OHS measures.

Safety system management requires an ongoing analysis and monitoring of the situation at the company, identifying potential risks and implementing proper procedures in order to eliminate the risk. Monitoring is continuous.

Continuous identification of risks and updating of information on OHS threats and the environmental aspects related to the operation of our company is among our priorities. This area is coordinated by the Chief for Occupational Safety

in cooperation with the Chief for Environmental Protection and Special Product Safety.

Their cooperation covers:

- Identification of risks
- Planning measures to minimise or eliminate the risk
- Implementation of corrective measures. A report with a list of potential risks and ways to prevent them is sent to all units and managing groups.

An identified risk is entered into the Occupational Risk Assessment forms, updated annually.

**The structure of the Job Security team is divided into 3 levels:**

**– Central team**

Four persons with a specialist education in the field of occupational health and safety. They carry out activities resulting from the Regulation of the Council of Ministers of 2 September 1997 on Health and Safety at Work and DB Schenker's policy.

**– Regional coordinators of work safety and 5S**

Four persons who support the central team. They work on accident prevention, audits, training of employees and subcontractors, improving 5S principles, and overseeing the BBS Behaviour Based Observation program (See and Respond system).

**– Local OSH coordinators**

They work in each unit to support staff in H&S and coordinate with External H&S Companies.

Currently DB Schenker cooperates with 19 Safety at Work Companies, which support central activities at the local level and help to build a work safety culture.

During meetings of the Health and Safety Committee, which includes representatives of the employer, employees, health and safety services and the Social Labour Inspectorate, current health and safety issues, including COVID19, are discussed.

**Notification system for potentially hazardous events and accidents**

At DB Schenker we use an application which makes it possible to report potentially hazardous events and accidents. Availability via laptop or smartphone and the simplicity of the application means that more and more potentially dangerous events are reported. Exchange of data between units on hazards has an impact on their elimination before an accident occurs.

In 2019-20, 625 near misses were reported. The app generates a report that is sent to a group of several hundred recipients. The most important information about the incident can be easily checked on a smartphone. Full data are encrypted and only authorized persons have access to them. The database enables central verification of information from various angles in order to check the causes and effects of a particular event, and above all, prevention. Monthly analyses of the entered incidents are presented to the Management Board.

**We Do Not Wait, We Prevent**

Since we want to prevent accidents and risky situations as much as possible, we carry out periodical overviews of processes and verify the provisions of relevant documents (instructions, procedures, orders). If necessary, we update our guidelines and adjust them to the current legal and ISO requirements.

At the same time, we monitor the effects. Based on analyses of data on risks, we carry out activities aimed at improving working conditions and environmental protection. We adjust the set goals and indices to the changing conditions.

We base safety on clear procedures and team education.

- We hold 'single-subject lessons' on noted dangerous situations in order to avoid them in the future.
- The Occupational Safety Team systematically sends warnings concerning accidents and incidents that may have a major impact on employees' and subcontractors' safety. It publishes information on the source of risk and preventive measures to be undertaken in order to limit the possibility of a repeated occurrence of that risk. Thanks to this kind of action, 'stair climbers' have been introduced to transport parcels on stairs and instructional films for the employees have been made, as well as films showing dangerous incidents, shown at meetings with employees or subcontractors.
- The '5 minutes on safety' principle - recently reported incidents are discussed at daily whiteboard briefings for employees.
- Regular audits and observations are held.
- Training courses for our drivers are held, such as 'Daddy's Return', which teaches safe behaviour on the road.
- Before the pandemic, all drivers were subject to sobriety testing prior to leaving our units' premises.
- In contract logistics, we run the DB Schenker Safety League programme, under which a subject relevant to safety is discussed once a month, and particular units present their ideas to eliminate risks. The proposed solutions are evaluated and rewarded.

GRI 102-15

GRI 403-2

GRI 403-3

GRI 403-7

GRI 403-2

GRI 403-1

GRI 403-7



GRI 403-9

## Work-related Traumas

Monitoring serious work-related traumas has shown a decline in the number of the injured. Most accidents are related to trauma to the lower extremities, such as bruising or surface wounds.

Traditionally, we analyse risks posing the greatest threats. In 2020, the list included:

- COVID-19,
- Hits and knocks,
- Falls of individuals or objects from heights,
- Chemical substances and dust.

By July 2021, 2 employees died of COVID-19. None of the other risks had caused deaths or severe injuries.

We are carrying out a number of measures to reduce most arduous work, such as replacing the forklift fleet with modern electric models or retrofitting forklifts with additional equipment (e.g. a grabber for white goods). In 2019, 1 occupational disease relating to “bilateral carpal tunnel syndrome” was reported at DB Schenker. No occupational diseases were reported in 2020.

**Our actions are effective. The overall number of registered accidents has declined as compared to 2019.**

Data concerning the employees	2019		2020	
	Women	Men	Women	Men
The number of fatal accidents (incidents)	0	0	0	0
The number of serious (non-fatal) accidents (incidents)	0	0	0	0
The overall number of registered accidents and the overall number of individuals injured in the accidents	4	36	2	35
The percentage of all registered accidents and individuals injured in the accidents - the FTIFR indicator	2.47	11.69	1.27	11.48
The number of LTI accidents	4	36	2	35

However, the number of accidents resulting in surface wounds and bruising has grown. It is worth emphasising that in this area there is a zero percentage of fatal accidents.

Data concerning individuals working for the organisation (employed under a contract other than an employment contract)	2019		2020	
	Women	Men	Women	Men
The number of fatal accidents (incidents)	0	0	0	0
The number of serious (non-fatal) accidents (incidents)	0	0	0	0
The overall number of registered accidents and the overall number of individuals injured in the accidents	0	20	2	34

\* Number of all recorded accidents/total hours worked \* 1,000,000

### For an Improvement of Working Conditions

An exoskeleton combines the force of the machine with human motor competences. Thanks to that, the strain on the lumbar vertebrae and back muscles is reduced. It makes the tasks performed by the employees put less strain on the backbone.



## Health Is Crucial

Accident prevention is but one area of action. At the same time, we run a number of campaigns promoting care for health and safety.

Examples of implemented measures supporting employee well-being:

- We have launched **Worksmile Platform**, which serves, among other things, to promote physical activity and healthy lifestyles (offering motivating challenges and activity rankings, as well as a possibility to follow the results individually).
- Worksmile Platform also serves benefit management and facilitates access to information for employees through their own smartphones.
- Terminals have their own canteens, where employees can eat wholesome meals.
- The company offers subsidising of health care and sports activities.
- We promote cycling to work. Employees can use the proper infrastructure.
- Before the pandemic we organised sporting tournaments for employees and suppliers.
- During the pandemic, we organised a sports challenge, webinars on a healthy backbone and labour ergonomics. We promote these subjects on the intranet and the company newspaper.
- We have held training courses on dealing with emotions in stressful situations, and on managing a dispersed team.

In 2020 we also launched a **Healthy Challenge programme**. We held a survey ‘Work Healthily’, in which we asked our employees about their healthy lifestyle needs. As a result, we carried out a campaign.

Our measures implemented in 2020 have been very well received. This is why we have decided to continue some of them in the following years.

Concern for health and safety also involves an ongoing analysis of occupational diseases and other ailments. In 2019 and 2020 we noted only one case of an occupational disease. We have marked out the following potential causes of occupational diseases:

- Non-ergonomic work stations,
- Overstraining of the wrist or the hand.

We place a strong emphasis on our employees’ education and proper equipment. **Our goal is ZERO accidents at work.**

As far as occupational medicine is concerned, all DB Schenker units cooperate with Medicovert. This makes it possible to carry out tests with similar methodology and quality control. In cooperation with Medicovert, we conducted webinars about the risks associated with COVID19. One of them was made available on the intranet, so that people who could not attend the meeting had a chance to familiarize themselves with the lecture of the epidemiologist.

GRI 102-15  
GRI 403-3  
GRI 403-10  
GRI 413-2



## The Pandemic Has Changed Our Lives

The pandemic has brought major changes in the market as well as in our private lives. Despite the difficult situation, our company has dealt with the crisis. Nevertheless, a lot of plans and solutions have had to be adjusted to new challenges.

- Over 700 individuals switched to remote work.
- We introduced training sessions and workshops on the maintenance of the employees' physical and mental health in the conditions of social isolation and other restrictions.
- We developed new sanitary procedures, including, among other things, social distancing, wearing face masks, hand washing and disinfection, taking the temperature, repeated disinfection of common surfaces during working hours and a separation of shifts.
- We have launched a round-the-clock alarm telephone line in order to make a quick and proper response possible in the case of a suspected infection or necessity for quarantine.
- We are carrying out a continuous information campaign on protection against the coronavirus.
- We encourage people to get vaccinated.

The measures related to the imposed sanitary regime have been described in the instruction 'Organisation of the Working Conditions, Prevention and Containing COVID-19 Infections'.

After the outbreak of the pandemic, we developed new plans for business continuity. They are subject to verification under the PDCA (Plan, Do, Check and Act) model, which ensures day-to-day adjustment to the changing circumstances.

### Trained in Safety

All employees undergo the introductory and periodical OHS training courses as required by law. The training courses are held using the developed materials and presentations. Additionally, we carry out specialist training courses.

#### GOOD PRACTICE



In the wake of the COVID19 outbreak, we moved over 700 employees to work remotely to minimize virus transmission. We introduced a 24/7 hotline to receive reports of illness among our employees, subcontractors and people whose health affects the continuity of our work. We analyze the reports and their potential impact on the services we provide and commitments we make. Each report is verified, also in the case of people who had contact with the reported employee. Such individuals are transferred to remote work or, in the case of production workers, sent home and released from work duties until it is verified whether the person is infected. If confirmed positive, infected workers and those in the close contact circle are quarantined under the terms of the regulations.

The company complies with the Labour Code, which provides that an employee has the right to abandon the workplace in case of danger. This is also enshrined in the Working Arrangements and Regulations. Employees are encouraged to report dangerous incidents or potential hazards. Those who report are not subjected to any mobbing on that ground. In addition, DB Schenker has procedures in place to prevent any kind of discrimination.

Reports are analyzed, barriers are removed, and preventive measures are taken. For a group of people who may be affected by such an incident, thematic lessons are organized.

We periodically monitor the state of the working environment in cooperation with external, accredited laboratories which carry out tests in our units. As a result, all units are obliged to send a confirmation to the safety department that they comply with regulations, including those concerning permissible concentrations and standards (PAC, NDN).

At DB Schenker, there have been no life and health-threatening situations in which an employee has abandoned the workplace because of the danger involved.

All of the courses end in a theoretical and practical test. After passing both exams, the employee receives an internal licence to operate a given type of equipment or process.

- Operators of engine drive vehicles undergo cyclical training on the safe operation of this kind of equipment every 3 years. If the operator has participated in a dangerous accident or incident, he is obliged to renew his training as soon as possible.
- KAMAG drivers undergo cyclical training on the safe operation of terminal tractors.

Based on the information concerning the identified risks, thematic OHS presentations are cyclically developed, such as concerning the safety of pedestrians and vehicles. If major changes occur in the process, extra training sessions are organised (for example, the introduction of swap body BDF containers).

The effectiveness of training courses is checked on the basis of evaluation forms or - in the case of training held as part of whiteboard meetings - on the basis of the feedback from the employees. Training sessions concerning risks include film footage to intensify the message.

GRI 103-3

GRI 403-5



GRI 102-43

GRI 413-2

GRI 403-8

# Safety on the Road

We actively participated in the 'Safe Transport 2014 - 2020' project, implemented under the UN Global Compact. The programme comprises: an analysis of the situation on the roads, a discussion of the traffic safety system, safe driving factors, costs of traffic accidents, education, discussion of connections between the railway network, water trails and the road network, dangerous goods transport (ADR) and propagation of standards and activities promoting safety.

We are aware that a good driver means the safety of other road traffic participants. Every day over 3000 couriers service our clients. That is why we lay a strong emphasis on respecting the correct driving rules.

## We Share the Knowledge With Subcontractors

Since 2013 we have implemented the Safe Driving Plan, which specifies, among other things, recruitment and education of the couriers employed by shipment firms cooperating with us. The programme includes the monitoring of accidents and possible post-accident measures. It provides for carrier audits. Under the Plan, we organise training courses provided by the police, paramedics (first aid provision) as well as by specialists on load securing.

Preliminary training for drivers includes safety rules.

Moreover, we offer a package of courses for experienced drivers, comprising several modules: road safety, terminal safety and information safety. This way we prevent redundancy, raise the awareness of potential risks and suggest practical solutions.

- At the entrance to our units there are signs informing about basic safety rules. Individuals performing permanent or ad hoc work on the premises of the company are familiarized with the applicable safety rules (concerning both the area of the terminal / warehouse and the maneuvering area).
- We analyze dangerous incidents on the roads involving our drivers. The analyses are a starting point for properly defined trainings dedicated to drivers. All doubts regarding drivers' state of sobriety are verified on an ongoing basis.
- We reduce the impact of our operations on the local community by locating green terminals outside of residential areas.

## Traffic Accidents and Collisions 2019 - 2020

	Fatal accidents	Traffic accidents with casualties	Traffic accidents without casualties
2020	5	16	65
2019	5	10	35

## Those injured in traffic incidents

	Fatal accidents - casualties	Number of casualties
2020	5	29
2019	5	18

We increase the number of training courses and sessions in response to accidents that have occurred. One of our major campaigns is the programme 'Do I Drive Safely?', motivating drivers to behave correctly on the road.

We believe that each of our carriers and couriers – just like each of our employees - should be aware of the risks that may occur at work and know how to prevent them.

Our procedures require reporting every traffic accident and incident to the Management Team. We systematically analyse the causes of accidents, and if the fault lies with our courier or if someone has been injured, we implement post-accident measures.

We collect information and opinions from other traffic participants by means of a special infoline (500 707 000). All comments are analysed by us and discussed with the couriers and their superiors - the carriers.

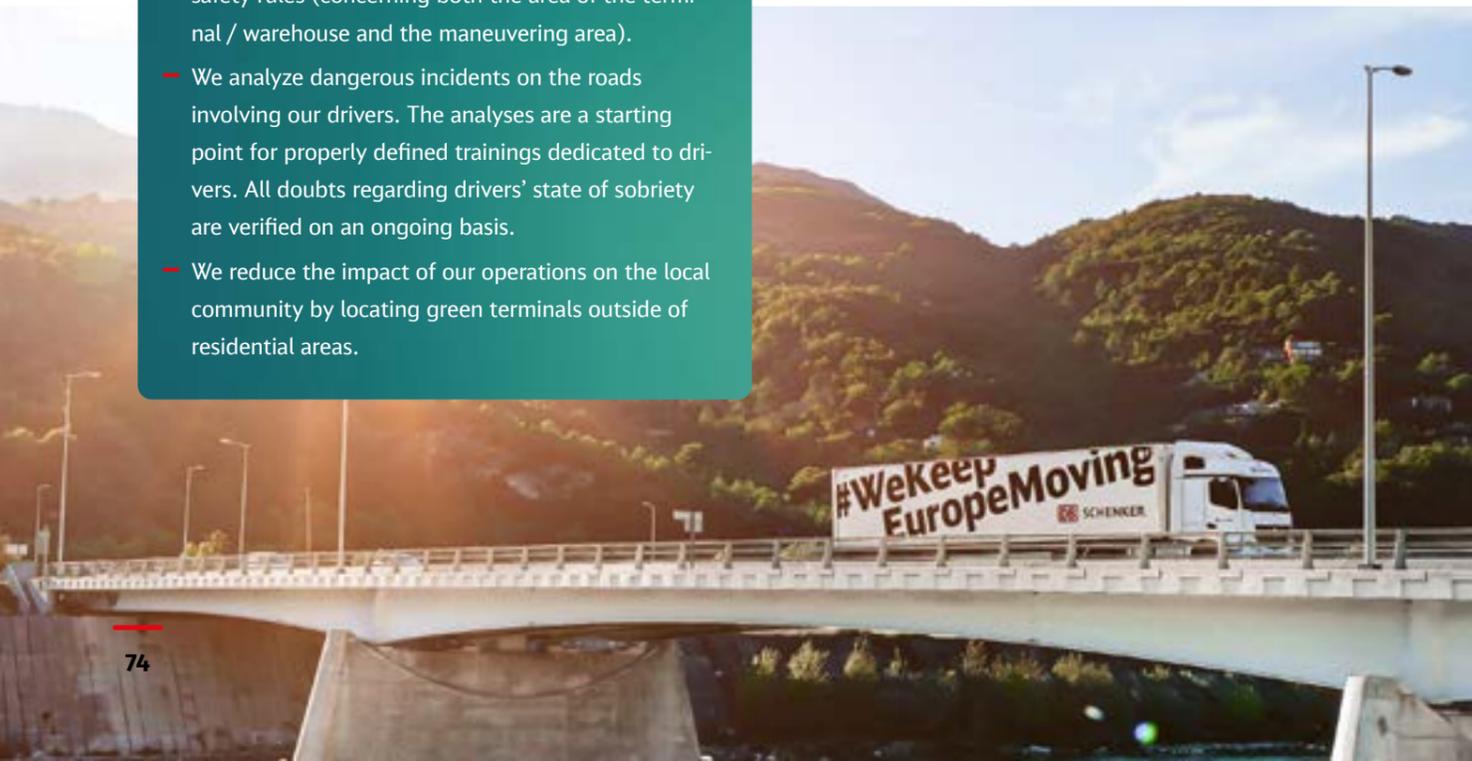
Before starting on a journey, each driver undergoes an obligatory sobriety test. Since 2014, we have signed trilateral agreements, under which the carrier, the security firm and DB Schenker undertake to carry out sobriety tests in couriers leaving and entering our premises. If a test shows the presence of alcohol, the vehicle is handed over to the carrier and we call the police in order to carry out a second test. During the pandemic, sobriety testing has been suspended.

- In 2019-2020 we trained over 5000 drivers, including:
- at introductory training courses - 1220 individuals,
  - at an economic driving (or 'eco-driving') course - 1065 individuals,
  - at the 'The Client Is Most Important' course - 1081 individuals,
  - at the 'Is It Possible to Avoid Complaints?' training course - 718 individuals,
  - at the 'Safely to One's Destination' course - 916 individuals.

## The Vehicles Must Be Roadworthy

Since 2018, we have been modernising our national motor vehicle fleet. We are introducing swap body BDF containers into the logistic network. Sets of BDF containers have a higher capacity as compared to semitrailers and allow reducing the number of runs between our branches. Additionally, they ensure a better safety of the transported goods, as the double floor reduces damage risk. We have been testing alternative motor vehicle drives.

GRI 305-7



# Information Safety

GRI 103-2

We undertake a number of measures to eliminate all kinds of risks, including those connected with the development of digital services, electronic commerce and ensuring safe data transfers.



certificate ever since 2002. The Information Security Management System helps ensure proper security of resources such as personal data, intellectual property, financial information or data entrusted by third persons (for example by the customers). Even if incidents happen, we are prepared to explain them. We draw the conclusions and implement safeguards for the future.

The certificate confirms our concern to ensure access to information, a cohesion of systems processing it and the protection of data secrecy. Moreover, we are regularly audited and we systematically implement the newest IT and data security solutions.

In 2019 and 2020, we did not note any notifications or complaints on the part of external agents or regulatory bodies.

We begin data security training from the moment of recruitment of each new employee, regardless of the post.

The newly recruited must undergo obligatory information security courses, and all employees undergo refresher training annually.

Furthermore, we continually analyse the needs of our business partners and new IT technologies to ensure an effective information resources protection. We prevent unauthorised data use, modification and loss.

The IT Security Competence Center, functions in the Warsaw technological centre, responsible

GRI 418-1

## Cyberrevolution

Digitalisation streamlines business processes. That is why cybersecurity issues are becoming crucial. An increasing number of documents (orders, invoices) is being sent electronically, which accelerates information circulation and reduces paper use.

As one of the few logistics companies, we have decided to certify the Information Security Management System ISO/ IEC 27001 in all business processes. We have maintained this

## Key Elements of Information Safety Management System

1

### Ensuring Confidentiality

giving access to information only to authorised individuals or processes.

2

### Ensuring Accessibility

giving access to information whenever it is needed.

3

### Ensuring Integrity

means that no unauthorised changes have been made to the information or to the software code.

We can speak of information safety if confidentiality, accessibility and integrity are all ensured at the same time.

for the implementation and compliance with information security procedures at DB Schenker all over the world.

The members of that team deal with the following:

- Analysis of the risk of IT applications and systems,
- Verification of the security of the external and internal infrastructure (Red-Teaming), at DB Schenker Group,
- Developing IT security policies and standards within the Group, controlling compliance and checking the IT security awareness levels among the company's employees,
- Running a Vulnerability Management programme and penetration testing,
- Administering a global IT security training programme for our employees.

## Carriage of Dangerous and Sensitive Goods (ADR\*)

In the reporting period we introduced changes in the carriage of dangerous and sensitive goods, in particular of lithium-ion batteries. Orders on the carriage of dangerous goods are accepted for execution following the delivery of copies of the final results of tests specified in the Tests and Criteria Handbook. These steps are designed to eliminate the so-called HIDDEN HAZARD in the entire supply chain. Thus, we help our customers and indicate the correct path of conduct in the transport of dangerous goods as well as chemical materials.

An ADR advisor (DGSA advisor) as well as a group of several dozen ADR specialists watch over the safety of transport of ADR goods. Our couriers undergo systematic training courses on that subject. We have the SQAS (Safety and Quality Assessment System) certificate concerning traffic in chemicals. We have also obtained the Good Distribution Practice Certificate in the organization of carriage of pharmaceutical products.

\* ADR, from the French L'Accord européen relatif au transport international des marchandises Dangereuses par Route – The Agreement concerning the International Carriage of Dangerous Goods by Road



# Shared Value



The goal is to create sustained customer value and supply chain resiliency through our products and operations – ensuring we create long-term value for all our stakeholders.

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## From this Chapter you will learn:

- How we understand the future and our role in the context of creating values for the stakeholders,
- How we promote our employees' development,
- What our social engagement looks like.

## Strategic Development Directions

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**Developing sustainable solutions**

Schenker is known for pioneering the logistic solutions of the future

**11** SUSTAINABLE CITIES AND COMMUNITIES



**Pioneering urban logistics**

Towards low emission urban logistics and support smart city mobility concepts

**4** QUALITY EDUCATION



**Developing people for the future**

Towards building a learning organization which drives sustainability goals

# New technologies capital

Modern technologies and implementation of innovative solutions – these are our goals set globally as a necessary condition of further development.

Our Group cooperates with over 70 start-ups and follows a further 300. Company laboratories collect information and develop new projects, which we test and adjust to the customers' and market needs.

11 SUSTAINABLE CITIES AND COMMUNITIES



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



GRI 102-2  
GRI 203-1

# Investing in Research and Development

We have implemented an extra Connect 4.0 communication channel with the customers, thanks to which we make an effort to meet our customers' changing needs. This solution offers an immediate, automatic estimate of an on-line order. The platform is meant mostly for small and medium enterprises. The customers can make land, air and ocean transport orders.



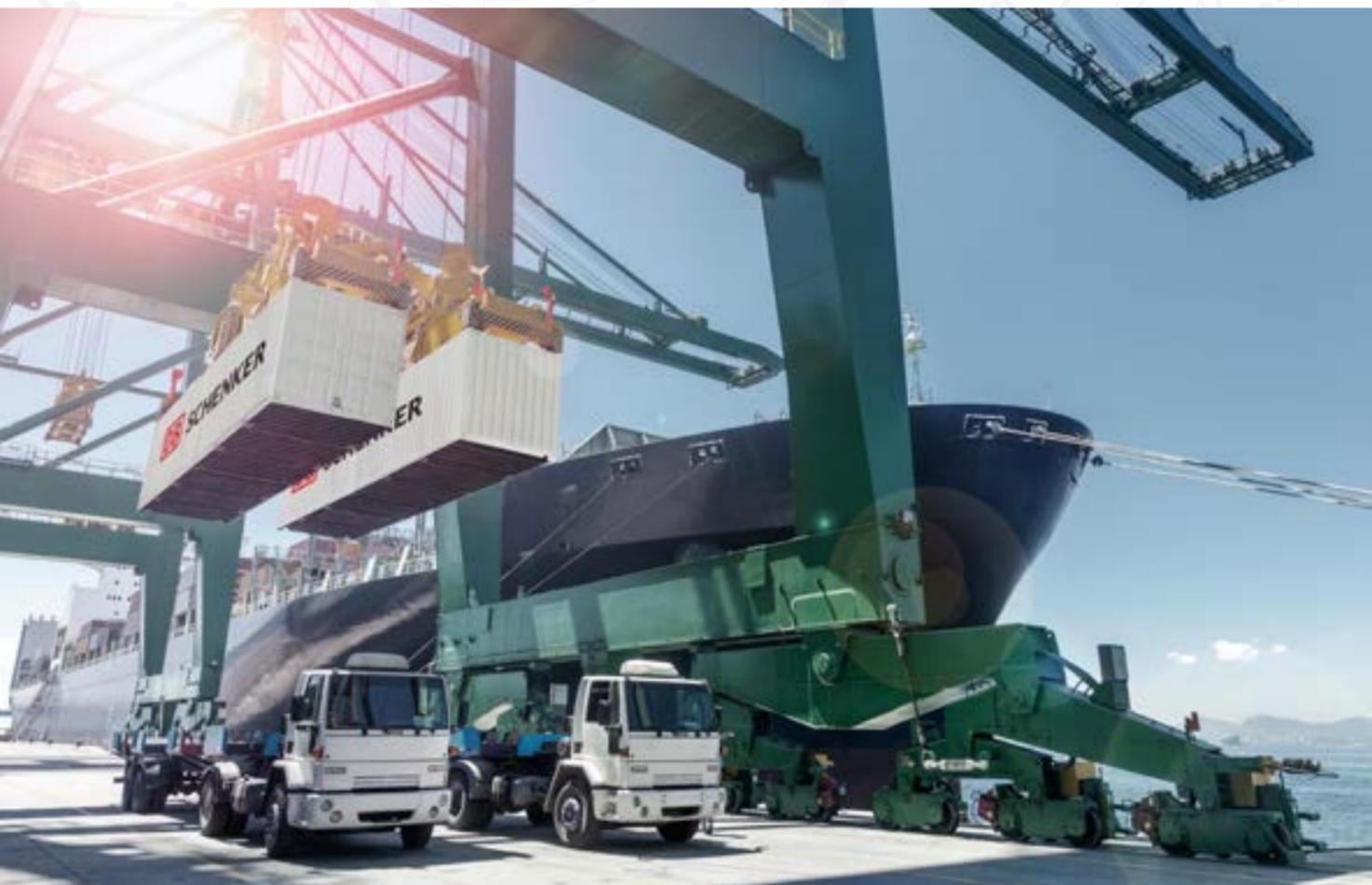
Connect 4 land



Connect 4 air



Connect 4 ocean



## On Land

In mid-2020, we began testing vehicles powered by alternative LNG (Liquefied Natural Gas) fuel. Six carriers participated in the project. The aim of the test was to check the benefits of using an alternative fuel, as well as to analyse the costs involved for DB Schenker and the carriers.

LNG is a cheaper kind of fuel, which translates into cost optimisation. At the end of 2020, the first electric van, Nissan E-NV200 Tekna, was purchased. The driver transports parcels from one of our storehouses and covers about 20 kilometres to reach the centre of Warsaw. The 'electric' can cover the distance 3-4 times daily without charging, which is usually carried out at the end of the day, and our facility has been adjusted for this purpose. Additionally, in cooperation with MAN company, we have been testing electric cars in distribution of parcels across big cities: Warsaw, Katowice, Wrocław.



## In the Ocean and in the Air

We have implemented a global TANGO (Transport Application for Air & Ocean Freight Network and Global Operation) system. The solution covers the entire transport transaction process - from placing an order to generating an invoice in the air and ocean business. Moreover, it makes possible a cohesive analysis of the transport chain in terms of costs, receipts and process quality.



GRI 102-15

## In Storehouses

We are automating the processes in storage logistics. Last year, we began analysing and testing advanced solutions in our company. Here are some of our new projects.



### Automated guided vehicles (AGV) in Sosnowiec

We have been analysing and developing the concept of vehicles that will receive pallets from an automatic foil wrapping machine and transport them to the designated loading gate without the presence of operators. The appliances sense and avoid obstacles and independently connect to the charger.

### A Drone Controlling the State of the Chorzów Storehouse

We are testing drones, which, after being programmed with the storehouse topography, independently control the pallets located on high storage shelves. Photographing the pallet, the drone reads the label. The information on it is recorded in a database. We eliminate the time-consuming manual control of the merchandise stored.

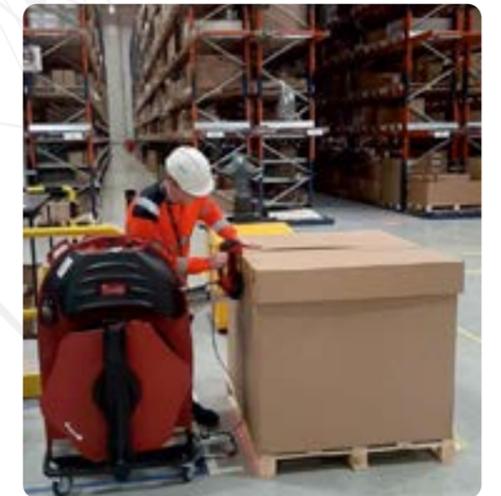


### A Scanner Integrated Within a Glove (ProGlove) in Gdańsk

A small scanning module attached to a workglove and integrated with a tablet mounted on a vehicle has replaced a hand-held device. Accordingly, there is no need to constantly look for a place to put away the scanner. We also considerably reduce the risk of the device falling or getting damaged.

### ErgoPack, or a Semiautomatic Pallet Strapping Device in Poznań and Szczecin

We are introducing a semiautomated strapping device, which allows securing a pallet within moments – without unnecessary bending or circling the pallet multiple times.



### The Pallet Vehicle With the 'Follow' Option in Gdańsk and Cracow

We have carried out a test of a pallet vehicle equipped with technology allowing the vehicle to follow the operator (the 'follow' option). Preparing the order, the employee does not need to mount the vehicle to reach the next pallet. The vehicle follows him and stops precisely beside the employee. The device senses all kinds of obstacles in its way and stops at a safe distance from them.



GRI 102-15

# On the Road to a New Dimension of Transport

- Together with the manufacturer of the special KAMAG vehicles, we are implementing a pilot remote operation project. This is meant to be a first step towards driverless ‘manouvers’ while changing the swap bodies.
- We have cooperated with Einride as part of creating a transport system of the future. The first autonomous, fully electric T-pod truck in the world was tested on public roads in Sweden, servicing a route between two DB Schenker branches. T-pod is a self-propelled vehicle, but monitored by the operator, who may, if necessary, remotely steer it. The operator may control several vehicles at the same time. The loading capacity is about 20 tonnes, and the range about 200 km on a single charge.
- We are introducing the Internet of Things (IoT). DB Schenker smartboxes contain GPS receivers and sensors monitor the temperature, motion and dampness in real time while the parcels are in transport.
- We are expanding work on RPA (Robotic Process Automation) technology, developing a robot which automates the process of insuring parcels in the land business.
- We are testing VoloDrone in logistics operations. DB Schenker participates in work on industrial drones for transporting heavy parcels, capable of carrying loads up to 200 kg over a 40 km distance.

## DB Schenker Technology Center Warsaw

One of the most innovative companies in our Group, Schenker Technology Center (Warsaw) Ltd., operates in Poland. It is tasked with maintaining the global IT infrastructure, supporting operational systems and developing applications for customers. Schenker Technology Center Warsaw is one of the four hubs providing IT solutions and operating in the global Technology Solution Center structure. The other three are based in China (Nanjing), India (Delhi) and USA (Denver). DB Schenker Technology Center operates in a follow-the-sun system on a 24-hour basis, seven days a week.



# In our company you can spread your wings

**4** QUALITY  
EDUCATION



As a global logistics network, we offer a number of opportunities for development in various areas of the company: from land business, ocean and air freight, to contract logistics. We shape our employees' career paths through participation in training courses, workshops and the mentoring programme. We have an offer for students, graduates and specialists. We invest in social programmes and support local activism.

GRI 103-3

# Developing a Modern Organisation



As consumer expectations concerning higher quality and lower costs rise, embracing the philosophy of 'slim management' has become necessary in order to eliminate waste and streamline processes.

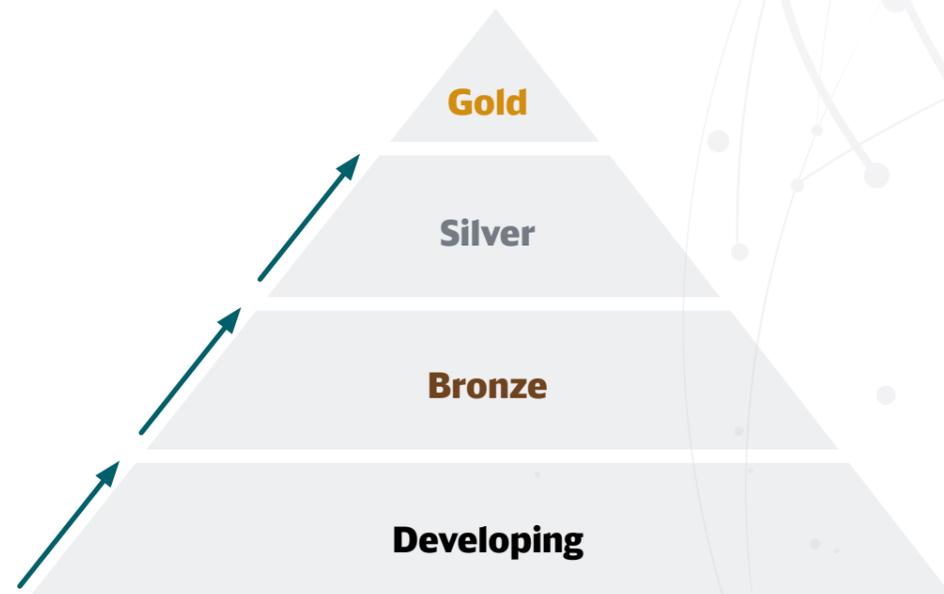
XSITE is a global standard of reaching business maturity at DB Schenker Group. It was first introduced in contract logistics. Nowadays, it is being implemented in land business, and it will also cover ocean and air transport in the future.

## XSITE Standard

In contract logistics management, the following are subject to evaluation:

- Shaping of relations with the customers and suppliers,
- Financial management,
- Employees and leadership in LEAN culture,
- Process optimisation,
- Health, safety and environment.

In certification, one can reach four levels of evaluation: developing, bronze, silver and gold. In Poland, 7 storehouses have so far gained the bronze status in the XSITE model, and two, distinguished by exceptional operational maturity levels, the silver status.



## While implementing the XSITE excellence model in land business, we focus on three areas

<p><b>1</b></p> <p>Common, suitably cascaded goals, in the pursuit of which employees of all organisational levels are engaged, from the branch management to operational employees.</p>	<p><b>2</b></p> <p>Communication matrix, i.e. a mode of communicating information within a branch and between various DB Schenker localisations. Ensuring a quick identification of risks and an early response to potential threats.</p>	<p><b>3</b></p> <p>Capacity Management within branches. The aim is to optimise the use of the network and terminal productivity.</p>
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In eliminating waste, we are supported by the safety system and 5S, i.e. a set of rules streamlining labour organisation. As a result, security at the workplace, efficiency and error prevention are improved.

The abbreviation 5S comes from five Japanese words:



GRI 103-3



# Employee Development

GRI 102-43

GRI 103-3

One of our ambitions is to become the preferred employer. We are eager to create a workplace that attracts and retains talented employees. We believe in continuous development of competences. Everyone has an opportunity. We have a clear information policy concerning the current vacancies targeting both our employees and external contacts. Internal recruitment processes are especially important to us – the employees participating get detailed feedback.

We also carry out recruitment at the regional level, offering a possibility to undertake work in our global structures.

We support our recruitment activities through the Employee Recommendations campaign, which helps us acquire candidates recommended by our employees.

During recruitment (both internal and external), we choose candidates with the best qualifications. We also run traineeships and internships (suspended in 2020 because of the pandemic).

We make an effort to ensure a good atmosphere at the workplace. We want the DB Schenker system of values to be reflected in our actions. Every year, we take part in the ‘DB Schenker Values Ambassador’ global campaign designed to distinguish those employees whose attitude is above average in this respect.

Raising our employees’ qualifications is crucial to us. Over the past two years, we have increased the number of training hours (from 25,037 in 2019 to 27,852 in 2020). Because of the pandemic in 2020, the form of training courses has changed from stationary to on-line.

## Training For All

GRI 404-1

### Average Number of Training Hours

Employment-structure	Total number of employees by employment structure		Total number of training hours by employment structure		Average number of training hours by employment structure	
	2019	2020	2019	2020	2019	2020
Management	324	334	11 046.5	12 950.34	34.1	38.8
Employees	2 168	2 095	12 289.49	14 901.36	5.7	7.1

### Total number of training hours by gender

	2019			2020		
	Women	Men	Total	Women	Men	Total
Total number of training hours by gender	9 706	15 331	25 037	12 163	24 138	36 301
Average number of training hours by gender	10.74	9.65	10.05	13.92	15.52	14.94



### DB Schenker Manager’s Academy

– a two-year training programme which covered the company’s 380 managers in 2019 and 2020, from top managers to deputy foremen. It is a comprehensive cycle of training courses developing managerial skills in the areas of communication, team management and employee motivation. We run training courses for three levels of participants: higher, medium and operational (foremen). Additionally, for selected managers’ groups, we have organised training on dispersed team management in remote work.

We placed a strong emphasis on training managers in supporting diversity, and creating an environment in which each employee feels respected and safe. The programme also covered the subject of equal treatment and preventing undesirable phenomena, such as mobbing and discrimination. During the pandemic, the Manager’s Academy continued teaching remotely.

GRI 404-2





GRI 403-5

### We Evaluate and Appreciate

In 2019 and 2020, we carried out training courses on periodical evaluation of employees and carrying out development interviews. The courses were dedicated to new managers in the company, and had a refresher character for the bosses who have already carried out such an evaluation. We also run a **mentoring programme** for managers willing to develop their team management skills. The programme has an international outreach, covers participants of the North-Eastern Europe cluster and lasts a year and a half.

It is preceded by recruitment and a careful analysis of the participants' needs. During the programme, we hold workshops for mentors and mentees devoted to self-reflection and some selected soft skills useful during mentoring sessions.

We also sponsor external studies and training courses - 2019 and 2020 we co-financed, among other projects, studies involving psychological aspects in management and Leadership Psychology Academy courses on organisation, management and logistics.

- Difficult interviews,
- Management of a dispersed team (in hybrid work),
- Motivating the employees during the pandemic,
- First aid provision with the use of the defibrillator,
- An ergonomic work station at home,
- A healthy backbone.

Training courses were also held on recruitment standards, the aim of which was raising skills for the proper recruitment of the best candidates.

### A Student Today, a Specialist Tomorrow

GRI 103-2

We have cooperated for years with the Warsaw School of Economics, sharing our knowledge and experience with the students. Prior to the pandemic, we used to organise study visits and offered internships and traineeships in various divisions. Each student can choose an area they are most interested in: land, air or ocean transport, or contract logistics. Our Summer Internship Programme makes it possible to get acquainted with the logistics industry in practice and to run independent projects. We offer a full-time 3-month employment contract, access to all the benefits our employees are entitled to and a comprehensive introduction process to each intern. Graduates interested in global logistics can take part in an international sixteen-month 'Talents International' traineeship programme, the participants of which get acquainted with all the areas of the company's operation, thereby gaining a comprehensive perspective. In 2020, the programme was suspended due to the pandemic. We also participate in career fairs and other events staged by institutions of higher education.

### More Training Courses During the Pandemic

In connection with the pandemic, in 2020 we launched a cycle of short, four-hour on-line courses on management and using soft skills. The courses were addressed to managers and employees of all levels.

New training subjects:

- The VUCA world and coping with uncertainty,
- Emotions at work,

GRI 102-15

GRI 103-1

GRI 103-2

GRI 305-7

GRI 102-43

# Development Through Helping

Despite major restrictions caused by the pandemic, DB Schenker employees have participated very actively in charity activities.

On the average, 20 percent of our employees get engaged in each edition of the 'Helping Time' volunteer programme. Every year, we organise two editions: **Festive Helping Time** and **Green Helping Time**. The former comprises a number of initiatives in aid of children's homes, hospitals, hospices, schools and community clubs. Assistance is also offered to homeless individuals. We also support animal shelters.

In the spring and summer season, we run Green Helping Time, under which our employees carry out ecological and social projects, such as development of green areas, renovating playfields and organising workshops on ecology, healthy lifestyles and traffic safety for children.



### Examples of our projects:

- Christmas Eve feast for the homeless in Białystok
- Spring Ecological Education
- Gardens for Hospices in Gdańsk and Gliwice
- Support for the Pyskowice hospital
- Collections in aid of animal shelters
- Vegetable gardens in a Primary School in Łódź
- Bees from an Enchanted Beehive – a field game for scouts
- We are painting the world green
- Book lovers are among us
- Vegetable gardens from scratch
- Four Paws Campaign
- And many more...





The number of projects we ran under the Helping Time programme fell in 2020 because of the pandemic. Nevertheless, we sought to provide assistance to the largest group of beneficiaries possible.

	Green Helping Time 2019	Festive Helping Time 2020	Green Helping Time 2019	Festive Helping Time 2020
Number of projects	35	40	24	32
Number of employees involved	771	889	304	285
Number of hours given by DB Schenker volunteers	2 207	1 762	692	491
Number of customers (firms)	28	36	15	19
Number of carriers (firms)	40	44	10	38
Number of help recipients	5 917	3 556	3 176	2 074

Last year was exceptional for us, including in helping the needy. We are proud that our employees carried out **over 50 projects as part of the Helping Time campaign**. A lot of them were about meeting the needs generated by the pandemic, such as:

- Katowice branch: donation of contact cameras to a hospital, facilitating work and communication with patients, provision of lamps to ensure a better lighting in hospital rooms as well as resources for patient care,
- Air Freight Office, Rzeszów: purchase of stationery, toys and puzzles for children and donating them to a hospital youth club,
- Wrocław branch: making 271 face masks for the personnel and patients, purchase of protective clothing and disinfectant liquids, donating building blocs, books, coloured pencils and colouring books to a hospital youth club.

### We Help Food Banks

We helped Food Banks by providing free transport of food products to the needy.

We cooperate with the Olsztyn, Lublin and Białystok branches of Food Banks. In 2020, the worth of our help (donation) to the Olsztyn Food Bank branch was PLN 17,500, and a year earlier PLN 24,600.

### 'A Healthy Perspective'

At the invitation of the Warsaw School of Economics, we took part in the 'Healthy Perspective' programme aimed at sharing knowledge about good practices, thanks to which entrepreneurs cope with the challenges posed by the pandemic and society at large. Based on the work of six project teams participating in activities in the field, we developed 'A Healthy Firm' and 'A Healthy Society', an expert report indicating the desirable directions of development and methods of taking action under the new circumstances.

Representatives of various circles, including academia, the media, business and NGOs took part in the 'Healthy Perspective' project. Our President, Piotr Zborowski, was also invited to join.

It is up to our employees to decide which projects we get engaged in. Twice a year, they send applications with descriptions of initiatives to the Helping Time Chapter. The Chapter includes managers from various departments. They evaluate and accept the proposed projects and assign grants for their implementation. The main criteria for obtaining financial support are the benefits to be gained by the local community and implementation of the project in cooperation with representatives of non-governmental organisations, public bodies, clients and suppliers (carriers, couriers) and teamwork.

GRI 102-43

GRI 305-7



## We Help by Doing What We do Best

We took part in the campaign of assistance to the medical personnel in connection with the coronavirus pandemic. DB Schenker supported the Dr Irena Eris company by providing free transport for products donated to hospitals. We collected care products from the Dr Irena Eris Cosmetic Laboratory storehouse and delivered them to medical establishments across the country. The delivery included carrying commodities into hospitals, with all due precautions, naturally.

**As a result, we delivered Dr Irena Eric products worth about PLN 1.5 million to 200 hospitals across the country. That's over 55 000 cosmetics altogether.**

GRI 413-2

### GOOD PRACTICE

## Ecological Education

We place a strong emphasis on the ecological education of our employees, clients, and suppliers. Environmental subjects are present in our company, such as in the company newspaper and on social media. We encourage our employees to participate in projects promoting environmental protection. An example is the campaign related to the World Ocean Day, designed to highlight their immense pollution. Other activities of that kind include reducing the use of plastics in everyday life, correct waste segregation and promoting the Berlin Ecosia

search engine, which donates part of its receipts to tree-planting non-profit organisations. We support a number of initiatives aimed at propagating the awareness of the importance of environmental protection, including 'Clean Up the World' a major event. Every year, in late August and early September, we are responsible for the distribution of promotional materials for this campaign. Through our logistics network, we transport parcels from Warsaw to nearly 500 schools and other organisations involved in the 'Clean Up the World' programme.

We do recognize that our operations can be disturbing to the neighborhood, for example, due to noise of nighttime deliveries or intensified traffic on local roads. This is why we move our terminals outside of residential areas wherever possible. We build environmentally friendly facilities to minimize interference with local ecosystems. We train our drivers on safe and ecological driving. We do our best to maintain constant communication with local communities, to find out about their needs and to assist in problem solving. Our volunteer scheme "Helping time" is an expression of that desire. It is focused on those in need who reside close to our entities, but also on ecological education and road safety. We carry out assistance projects having previously agreed with local organisations what the goal and scope of our engagement should be.



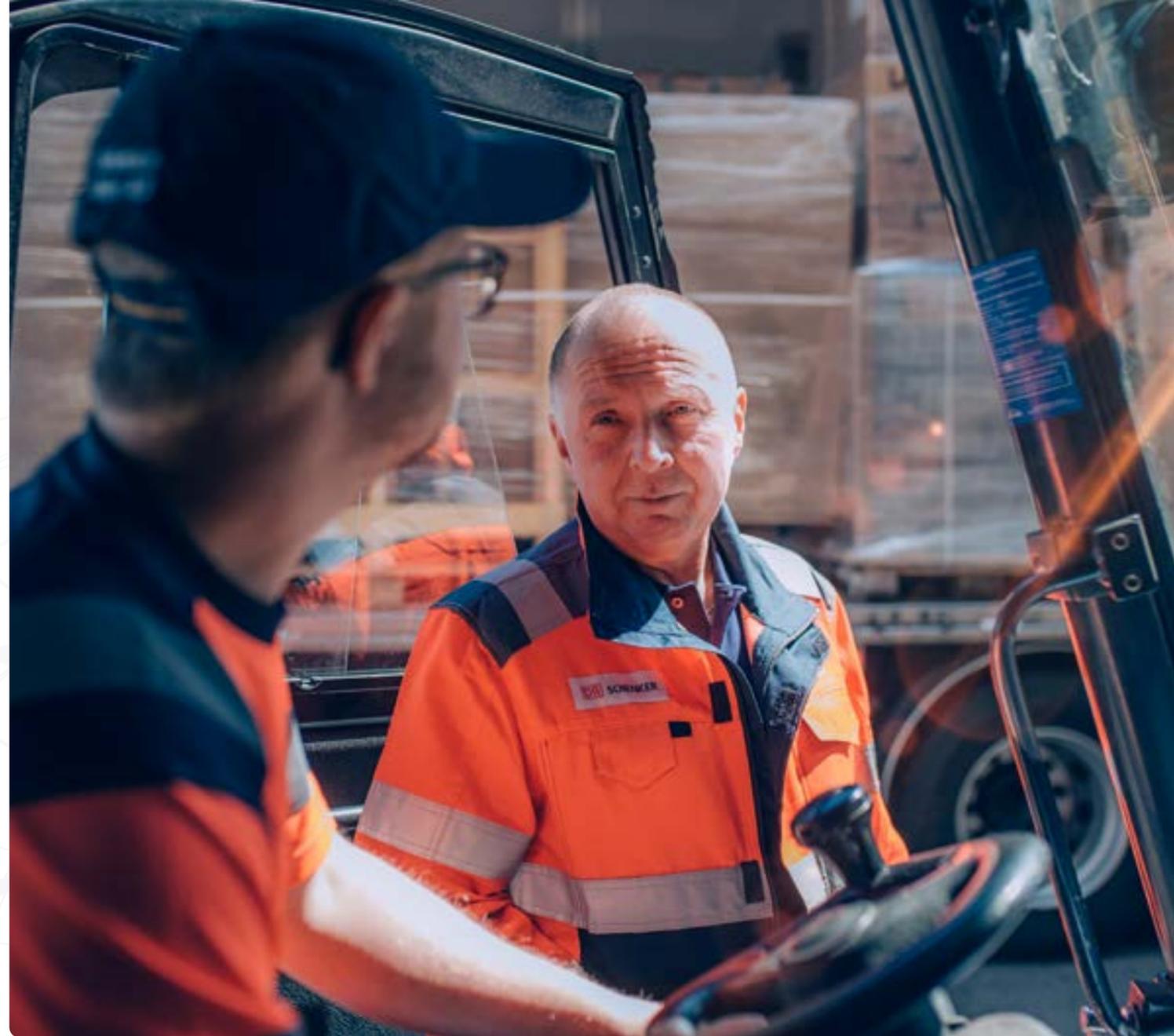
# Shared Principles in Partnership

The goal is to drive sustainable transformation through partnerships – within our industry and across borders.

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## From this chapter you will learn:

- With whom we cooperate,
- How we are perceived - what the carriers and couriers think about DB Schenker,
- What our approach to ethics is,
- What our approach to management is.



## Strategic development directions

17 PARTNERSHIPS FOR THE GOALS



### Partnership for the goals

In all our key markets, we engage with partners to drive sustainable goals

# Dialogue, ethics, principles

17 PARTNERSHIPS  
FOR THE GOALS

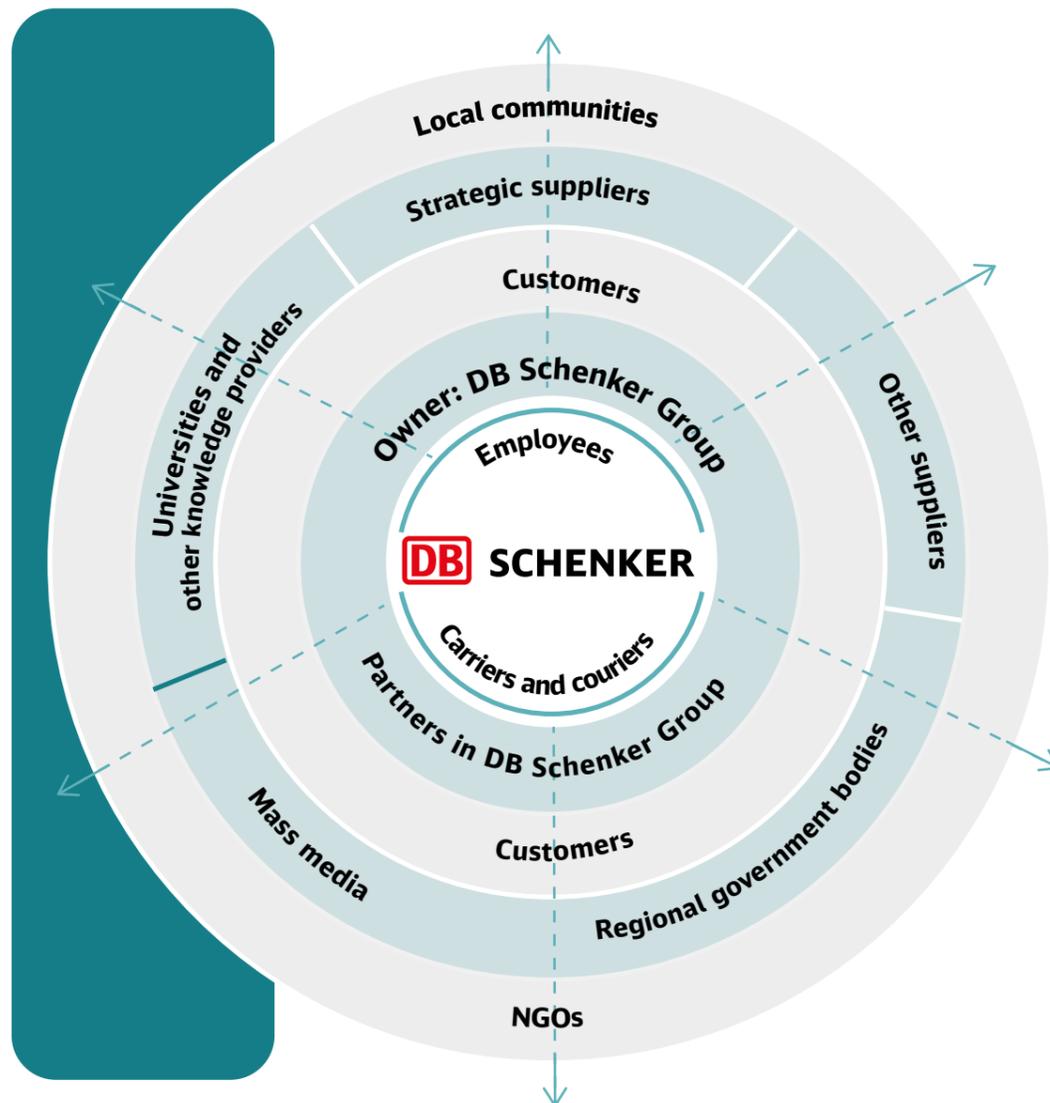


Dialogue is the fundamental precondition for a prospering community. We enquire our stakeholders about their expectations and opinions about us. We check if we are proceeding in the right direction and what we can do better. We wish to promote partner-like relations and mutual trust.

GRI 102-40  
GRI 102-42  
GRI 102-43

# We impact the environment

Significant reductions in environmental impact are possible to attain by reducing emissions from transport and from our facilities, and by reducing waste and increasing recycling rate. It is important to work closely with our customers, suppliers and other partners. A map of key stakeholders enables us to understand the relationships between us and each respective group and helps us to manage relationships effectively.



The basis for our actions is the AA1000 international standard, founded on three principles: inclusion, materiality and responsiveness. Our work is delivered on many levels and involves all employees, associates and clients. In order to get to know the opinions of our team, we conduct interviews with employees and organise workshops for managers and people in charge of the most important areas in the company. An important opinion-making group are the leaders of the employee volunteers' scheme programme, whom we consult several times a year. We meet with customers and suppliers to share experiences.

We use surveys to gauge opinions and expectations towards our company. We periodically carry out satisfaction surveys among employees, key suppliers, clients and their customers. The reports obtained from these surveys serve us to draw conclusions for the future.

## Carriers' and couriers' satisfaction surveys

We have been taking stock of suppliers' satisfaction for years. Following the survey, each branch or larger carrier is provided with an individual report, which we then analyse and, if necessary, respond with corrective measures.

The surveys are conducted every two years. In 2020, due to the pandemic, the survey did not take place. In 2018, the average level of satisfaction from cooperation with DB Schenker among carriers and couriers stood at 302 on a scale from 100-400. This value represents a high level of satisfaction. Responding to the carriers' needs, we support them in their search for drivers – at present, we are short of over 120,000 professional drivers on the Polish market. We organise purchasing groups, which enable drivers to purchase fuel at a lower price than the market one and with deferred payment. We secure drivers' development through dedicated training programmes on customer service, safety and eco-driving. We promote topics related to environmental protection. Carriers and drivers participated in tests organised by DB Schenker which involved carriage of shipments by vehicles running on alternative fuel (LNG, electric).

GRI 102-44

### GOOD PRACTICE

#### Unique relations

We build long-term relations with our customers. Hilti, the company for whom DB Schenker runs Regional Distribution Centre, may serve as an example. We oversee processing orders: assembling and packaging, unloading and loading of cargo. We service returned cargo and secure storage. Moreover, we handle storage of oversized goods, labelling and other VAS (Value-added services). Within certification processes, DB Schenker obtained the silver status according to XSITE model. Together with our customers, we actively participate in congresses and conferences.

Mid-October 2019, we took part in the Pharma 360-degree Planet Forum. Together with Polpharma representatives, we ran a presentation on risk analysis, hidden costs and supply chain security. Logistics in the pharmaceutical industry calls for an in-depth analysis of customer's needs and provision of tailor-made solutions. What matters most in cooperation is securing top quality of service, trust and good relations.

GRI 102-44

## We listen attentively to our customers

A thorough understanding of the market needs is a precondition for successful cooperation. To this end, we run regular analyses of customers' expectations. The process involves Customer Service Department as well as designated trade representatives.

We survey the level of satisfaction among the recipients: customers of our customers. We apply NPS (Net Promoter Score) technology. The NPS approach boils down to obtaining the customers' answer to the single question: how likely is it that they would recommend the service-provider to an acquaintance or a friend? Depending on the answer provided, which ranks from 0 to 10, the respondents are divided into three groups: promoters, neutrals and critics. By deducing the percentage of critics from the percentage of promoters we arrive at the net promoter score.

Conclusions from NPS surveys are then grouped into 4 categories:

- processes and organisation,
- quality and timeliness of delivery,

- communications,
- human factors.

Another important stage involves the implementation of conclusions drawn, and at the next edition of the survey: monitoring the results thereof.

NPS is ran on a quarterly basis through telephone interviews. In Q4 2020, the NPS value stood as 31 percent compared to 47 percent at the end of 2019.

The surveys are translated into tangible changes to streamline cooperation. For example: workshops attended by customers to jointly resolve a problem, changes in the organisation structure of our Complaints Team, changing packaging instructions for the customer, feed-back checks with drivers or trade representatives handling the particular customer.

GRI 102-43

### Ethics and Compliance Management Pillars

**1**

**Prevention**

Laying down processes which prevent the emergence of incompliant behaviours or those not compatible with ethical principles.

**2**

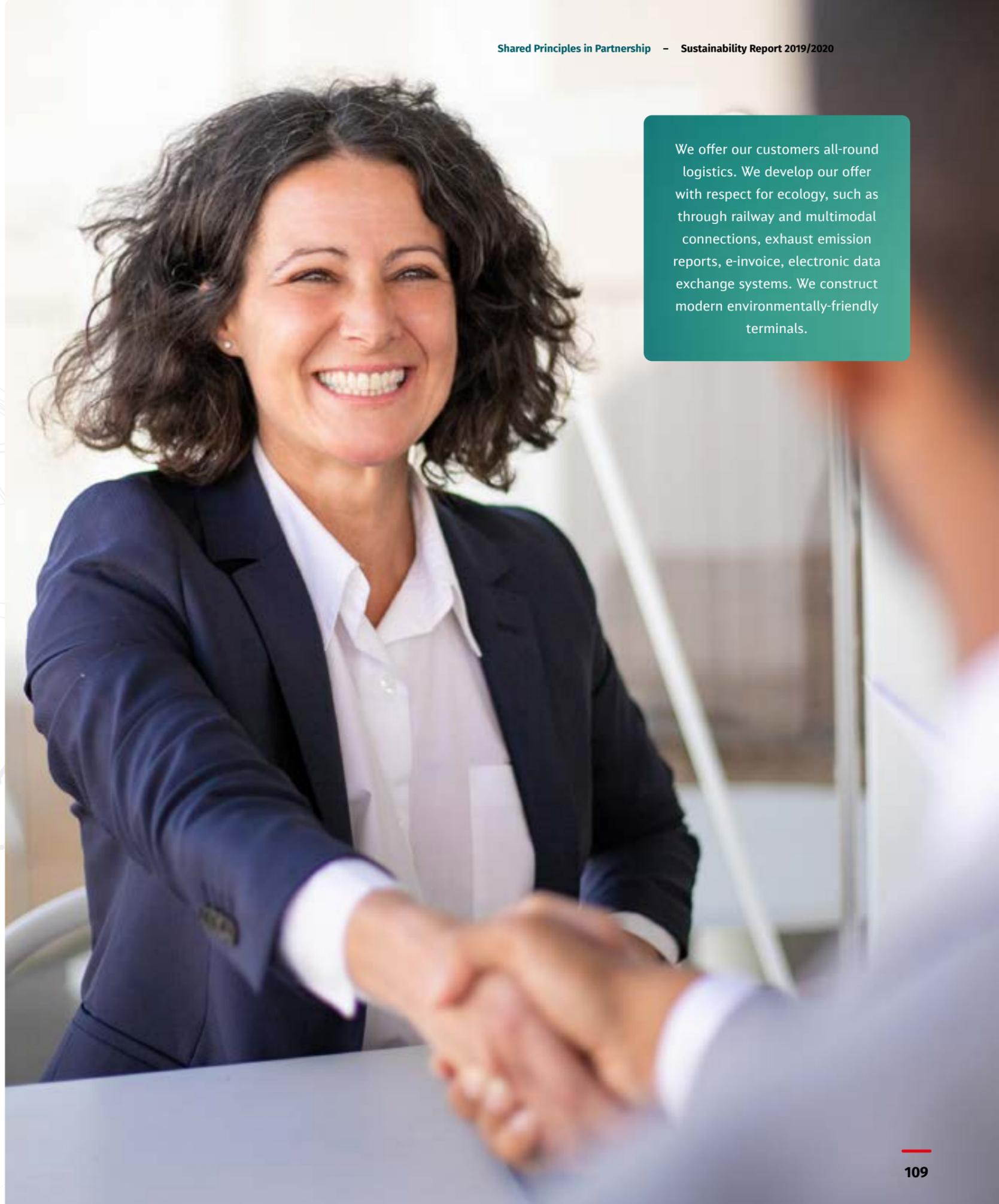
**Detection**

Risk identification and assessment, spotting potential weaknesses.

**3**

**Reaction**

Continuous improvement and measures to mitigate risk.



We offer our customers all-round logistics. We develop our offer with respect for ecology, such as through railway and multimodal connections, exhaust emission reports, e-invoice, electronic data exchange systems. We construct modern environmentally-friendly terminals.



GRI 102-43

## How do we cooperate with and engage Stakeholders?

Through ongoing relationships, we receive information about what our environment wants to know about us and what areas we need to improve.

### Employees:

Employees build the success of the company. They influence the company through their professionalism and involvement. They impact the company's style of work through actions such as submitting their ideas for improvements to the Good Change Book. They know the company's goals, strategy and values, and by that they understand their role in the organization. They take part in satisfaction surveys and other questionnaires where they share their opinions. They participate in company tournaments, sport challenges and health-related webinars under the umbrella of promoting healthy lifestyle. They develop their skills in numerous training sessions and programmes. The company offers the employees the Employee Pension Plan, contributes to their private healthcare coverage, sport cards and family holidays. Particular attention is paid to security, ergonomics and good working conditions. The goal is zero accidents at work. The employees build relations with their local communities and take part in more than 50 community projects every year.

### Carriers and couriers:

They are a group of DB Schenker strategic suppliers who represent the company vis a vis customers day in day out, which is why we depend on their professionalism and sharing of our values and principles. They take part in dedicated training sessions, such as those on customer service and specifics of logistics operator's work, safety aspects, ecological and safe driving, ethics and compliance. Before the pandemic, they took part in the DB Schenker-sponsored Championship of Secure and Ecological Driving. They are invited to company events,



sports tournaments and volunteers' schemes. They take part in in the program "Am I Driving Safe". Its aim is to limit the number of accidents by reinforcement of compliance culture and promotion of good behaviour on the road.

### Owners and Partners in DB Schenker Group

We operate within a global organization. We are part of the DB Schenker company, which is in turn part of the Deutsche Bahn Group. We closely cooperate with the owner, the leadership and companies in Group's other countries. The ultimate goal is to standardize the processes so as to build a consistent high-quality offer to our customers, no matter what their place of residence. We exchange knowledge and experiences, train and develop our competencies, and have a say on the company strategy and development directions. We make use of global IT solutions, systems to improve customer communications and in-house communications. The Polish branch of DB

Schenker reports to the region Europe and leads the cluster of North and Eastern Europe, where, in addition to our organisation, there are DB Schenker companies operating in Estonia, Latvia and Lithuania, Belarus and Ukraine.

### Customers

Our customers are predominantly big and medium-sized companies: leaders in their respective branches. We conscientiously deliver on the promises made to them and develop long-term relations founded on honesty, respect and mutual trust. We systematically research and improve production processes looking at punctuality of deliveries, credibility of data and elimination of potential waste. Data transfer is appropriately secured against any interference from unauthorized persons or cyberattacks. From 2000 on we have held certificate of the Information Security Management System ISO 27001. This confirms our commitment to the availability of information, the integrity of the systems that process it and the protection of data confidentiality. We continually improve our processes and systems, in order to offer our customers ever better service and swift access to information, including on emissions in freight transport. We regularly survey customer satisfaction with our services in order to improve cooperation. We invite them to volunteers' projects for the benefit of local communities.

### Local communities and NGO's

We build ecological terminals and locate them outside city centres and housing estates. This way we contribute to reducing pollution, noise and hazards on the streets of cities and towns. In construction, we use local suppliers. We care for the natural environment. We invest in green technologies, creating the most ecological network of transshipment terminals in Poland. We place reduction of emissions and efficient use of water, electricity, film and paper high on our agenda. We wish to maintain good relations with our neighbours around our terminals and warehouses. Every year, our volunteers organise over 50 such projects

benefitting local communities through the „Helping Time” programme.

We cooperate with the Our Earth Foundation, offering transport support in the Clean Up the World campaign, and we distribute materials promoting it to hundreds of schools and local governments across the country. We also support Food Banks free of charge by delivering goods from producers and wholesalers to warehouses and outlets of this organisation.

### Universities and other knowledge providers

For many years we have been cooperating with schools and universities. We are a partner of the Warsaw School of Economics, where our experts share their knowledge with students. Before the pandemic, students visited us on study visits, job fairs and other events. We offer internships and traineeships in many departments. Graduates interested in global logistics can take part in the Talents International internship programme. In the 16-month Programme, the participants work in every business area, gaining a comprehensive view of global business.

We support university initiatives. The President of our company, CEO Piotr Zborowski, took part in the Healthy Perspective programme run by the Warsaw School of Economics, which aims to exchange knowledge on good practices. Thanks to the programme, entrepreneurs can better cope with the challenges of the pandemic.

### Media

We reach out to stakeholders with information about our company through the media. We communicate our new solutions, activities that implement our strategy, and our conditions. We are present mainly in the press and electronic media focusing on the industry and economy, i.e., in publications read by our customers. We are also active in social media. We respond truthfully to questions coming from journalists and Internet users. We monitor our brand presence in the media as well as the the situation in our industry and on the market, so that we can react in real time.

# Ethics in practice

GRI 102-12

GRI 102-16

GRI 103-2

Compliance with ethical standards is inscribed into DB Schenker's strategy. We rely on the Ethics and Compliance Management system. This area is led by our national Compliance Officer (the post created back in 2012), as well as the Compliance Committee, founded in 2014.

The discussion on compliance with ethical standards is an ever-present element in our motivation interviews with employees. We run training sessions on ethics and compliance. We make sure that compliance-related subjects be discussed at various meetings organized on all levels of the organization. These aspects also considered in the regular employee satisfaction surveys.

The rules of ethics are laid down in detail in the respective documents such as "Ethics - the Code of Conduct".

## Training on legal and ethical aspects:

Every employee of DB Schenker takes part in training sessions on ethics. The newcomers must attend remote compliance training. Thanks to this, we increase awareness of risks and advice on conduct in difficult situation. Cascade training involves all: from top level management, through line managers down to operational personnel. E-learning is one of the formats applied.

We also make use of a competition game. The game Fair Play is a very effective method of acquisition of knowledge, very much appreciated by our employees and carriers. It allows them to master and remember all subjects under discussion more easily. By way of promoting ethics and compliance-related problems, we also address these topics at conferences and during students' classes.

GRI 205-2



In 2019, 100% of DB Schenker employees familiarized themselves with compliance policy and the existing anti-corruption procedures (1503 white-collar workers, and 989 blue-collar workers). Moreover, 1439 white-collar workers (96%) and 581 blue-collar workers (59%) took part in the dedicated training on the subject.

In 2020, 100% of employees again acquainted themselves with these topics (1450 white-collar workers and 979 blue-collar workers). Training was delivered to 1344 white-collar workers (93%) and 575 blue-collar workers (59%).

## The system for reporting of non-compliance

GRI 102-12

In order to secure full compliance with law and ethical standards, DB Schenker has implemented a Compliance System. It covers areas such as anti-corruption, conflict of interest, protection of business secret and company's assets, and rules of competition.

One of the key elements in the area is the corporate whistleblowing system. This is a hotline available also on the website [www.dbschenker](http://www.dbschenker) where anyone inside and outside the organization based on full anonymity may report a case of non-compliance by telephone or e-mail. You will find more information on the next page under the heading: We Respond to Signals.

GRI 103-2

## We Respond to Signals

We go to great lengths to make sure of that employees, suppliers, customers and other business associates are aware of our ethical principles and are able to freely and securely report any suspected cases of incompliance.

There are a few channels of reporting suspicions in this respect. All information obtained is treated as strictly confidential and one can also submit it on an anonymous basis. All personal data are only used in the examination stage as we look into the matter.

GRI 102-12

An employee may report a case of incompliance to their immediate supervisor. The employee may also use the dedicated telephone number to report irregularities, the reports being equally accepted from people outside and inside the DB Group. In the case of telephone reporting, it is also possible to get in touch with regional or national compliance department or compliance units. Global, regional and national compliance departments (compliance.polska@dbshenker.com) or to those in charge of Compliance Helpdesk within Deutsche Bahn AG accept also written reports sent by electronic or traditional mail.

The whistle-blowers may rest assured that each incompliance case in violation of ethical standards will be thoroughly analysed and the interested parties will be informed about the outcome of such examination.

We have undertaken the number steps to provide safety to whistle-blowers who report on cases of incompliance:

- Personal data entered into the system are encrypted and protected with a password
- Any retaliation against whistle-blowers is forbidden
- The examination of a case is carried out by an impartial person
- Disciplinary measures are triggered off by a resolution
- Anonymity

Detailed information on the methods of reporting incompliance cases can be found on the posters put up in our office premises and in DB Schenker branches, and in the Intranet, and they are communicated via in-house communications.

GRI 205-3

GRI 206-1

In the period under discussion, we have not confirmed truthfulness of reports submitted by employees, customers or business associates, following their in-depth examination. Neither have we found any confirmed cases of corruption. There were no court rulings issued on the ground of corruption or violating anti-trust laws, and no such court cases are pending.



## We observe international regulations

We carry out the ongoing screening of business operators which also covers candidates to be employed in our company. Once a year, we run a screening of currently employed individuals. This operation is dictated by the UN Security Council resolution 1373 which among others, obliges Member States not to provide any assistance to entities or individuals engaged in terrorist activity.

We carry out various forms of screening. One of them is the sanctions screening, which determines whether an entity with whom we start relationship (employee, recipient, sender, counterparty) is listed on international or national sanction lists. Such screening involves comparison of the name of the counterparty with the names entered on sanction lists. This is achieved by the distributed search. Until final verification is completed, we do not engage in cooperation with such an entity. If a given entity appears on the sanction list, we terminate cooperation without undue delay.

Moreover, we also run negative news screening of our business associates who are subject to due diligence procedures. This is about verifying if information about incompliance cases concerning a given entity can be found in the public domain, for example using Google search engine. In such a case, determination if the company has a negative track-record does not automatically trigger termination of cooperation, but it contributes to the risk analysis of the entity.

Back in 2019 and 2020, none of our customers, suppliers, employees or candidates were found on any of such lists.



# Principles for Our Partners

GRI 102-43

GRI 102-9

GRI 103-2

We want our suppliers, with whom we work within supply chains, to share the same values and ethical principles. We also value professionalism, the scope of operations as well as honouring agreements and keeping promises.

In 2015, we enacted a 'Code of Conduct for Business Partners'. The document lays out the principles of cooperation between DB Schenker and its suppliers. It concerns:

- Compliance with the existing labour legislation, including in particular OSH, working time and wage regulations
- Respecting ethical standards
- Respecting human rights, including countering discrimination
- Meeting the legally binding as well as voluntary environmental standards in the manufacturing process, storage and transport and relating to the product or service itself
- Using innovative, energy-saving and environmentally-friendly technologies

The following internal regulations in force at the time of our 2019-2020 audit are the basis for our operations:

- The principles in force in the concern
  - Ethics - Code of Conduct
- Policy on compliance with the Law on Foreign Corruption Practices
- Policy on respecting dignity in the workplace
- Director's Order HR 1/18 on the identification and prevention of conflicts of interests
- SOP RM08 Compliance & Compliance Guidelines
- SOP RM09 Sanction List Screening
- 101.02 10 Corporate Guideline Risk Minimization
- SOP RM05 Corporate Crisis Management Plan.

Compliance Guidelines concern the following:

- Gifts and benefits
- Fighting corruption
- Relations with the competition
- Conflict of interests
- Protecting the assets (including confidential information)
- Compliance with the regulations on the part of the customer
- Adherence to the law by the business partners

A clause obliging our business partners to get acquainted with our anti-corruption principles and regulations has been and remains part of our model cooperation agreement with carriers as well as other contractors.

Since 2015, our company has been a member of the Ethics Alliance, founded at the initiative of the UN Global Compact. The Alliance is open to companies and organisations respecting responsible business and ethical principles. The programme comprises 169 Ethics Alliance members, including 106 organizations and 86 companies.

We have actively participated in developing the Ethical Standards Declaration in an effort coordinated by the UN Global Compact in Poland.

## A Transparent Purchasing Process

GRI 103-2

An effective purchase process involves taking actions commensurate with the value, scale and complexity of the purchased object so as to ensure the best possible terms of offer as well as the continued transparency of the decisions being made.

A well-defined purchase process is the basis for the operation of any business. In our company, its mechanism has been described in detail in SOP GP01 Global Procurement. The instruction is an element of the Integrated Quality, Security and Environment Management System.

The aims of the process are as follows:

- To achieve effectiveness and efficiency in purchase operations
- To ensure transparency and compliance with ethical principles in the offer selection process
- To manage the suppliers efficiently
- To maintain and expand relations with suppliers
- To promote responsible business principles.

We regularly analyse the effectiveness of our purchase system. Observation results are compared against the expectations and needs of our customers, suppliers and the other subcontractors.

At the moment, we are supplementing our purchase process concerning our suppliers with climate and environmental aspects. In selecting our suppliers and implementing change (e.g. the vehicle policy, energy and office supplies purchases), we pay special attention to their environmental impact. In 2019 and 2020, no contract of purchase was dissolved on these grounds.





In 2019, 550 suppliers were instructed on the DB Schenker ethics and compliance policy. In 2020, there were no courses because of the pandemic.

### Tried and Tested Partners

We carry out an ongoing market, costs and processes analysis. One of our initiatives is reducing the number of suppliers and a centralisation of purchases in selected categories. As a result, the purchases department manages a growing number of purchase and expenditure categories.

- GRI 102-9
- GRI 102-40
- GRI 102-42
- GRI 102-44

The criteria and specific requirements related to the selection of suppliers and market analysis are set out in the following documents:

- Request for quotation
- Request for information

These operations result in a recommendation concerning the selection of a supplier.

Depending on the purchase category, different criteria are applied (importance and percentage share), primarily related to:

- Security of cooperation with a supplier
- Terms of cooperation (commercial terms)
- Experience

### Risk Management Strengthens Security

Observing security principles is an element of business operations. Active risk management is of particular importance in this context. In our company, this is the responsibility of the Risk Management Group. It comprises the board and department directors who produce cyclical reports concerning risks in their areas of responsibility (describing, among other things,

the importance of a given risk, its probability and countermeasures). At least once a year, meetings are held to discuss the crucial changes in risk levels reported to the corporate structures.

We Produce ‘Risk Reports and Risk Maps’

The information on the highest risk levels (the impact on EBIT over 10 million euros) is communicated to the corporate structures once a quarter, and on all the active risks in excess of 0.5 million euros are reported once a year, most recently in June 2021. At that point, we identified and valued 98 risks.

The risk management process is aimed, among other things, at an adequately early risk identification and a minimization of its consequences,

a complete and credible risk valuation, ensuring an appropriate circulation of information within the organisation and to the owners.

The analysis covers the following:

- External risks (related to the market, legal changes, the activities of the competition, the pandemic)
- Operational risks (related to the customers, suppliers, operations, resources and the environment)
- HR risks (related to transfer of knowledge, know-how, adjustment of employee qualifications to the company’s needs)
- IT risks (e.g. related to control of access to the key IT systems, system failures)
- Risks related to ensuring compliance with the rules and regulations (connected with violations of various regulations, e.g. anti-monopoly legislation)
- Financial risks (e.g. connected with payments due from customers, and exchange rate risk)
- Strategic risks.

At present, the greatest risks are related to the current market situation and its impact on the Company’s costs. We observe a limitation of accessibility of resources, which translates directly into market prices and profit margins. Also important are IT risks, information security and Compliance. At the time, about 55 per cent of the risks identified have a low threat value for the Company, another 35 per cent a medium threat value, and only about 10 per cent have a high threat value.

Pandemic-related risks represent a completely new, additional area of analyses, for example those related to the accessibility of human resources, maintaining the continuity of operations, an analysis of risks in the supply chain, on the part of the customers and the suppliers. The effects of the identification of the pandemic risks included an introduction of contactless deliveries, plans ensuring continuity of operations, launching a reserve server room, upgrading audits and measures, as well as a training cycle on Internet security.

- GRI 102-11
- GRI 102-15



# High-quality Reporting

GRI 102-1

GRI 102-50

GRI 102-54

The Social Report covers the period from 1 January 2019 up to 31 December 2020 and relates to DB Schenker Company in Poland, the legal name Schenker Sp. z o.o. (Schenker Ltd.). The document has been prepared in keeping with the most recent version of international guidelines on non-financial reporting, the Global Reporting Initiative Standards, at the basic Core application level. It is the only full version, available online only due to our environmentally-friendly approach. We determined the scope of the subject matter covered in the Report in consultation with our key stakeholders. A detailed description of the significance analysis is given below.

## GRI Reporting Model

GRI 102-46

Reporting in accordance with the GRI standards involves, first and foremost, the need to carry out an analysis and selection of the contents of a report, which we have done with the utmost diligence.

### The process of identification of the key topics included the following stages

**Identification:** we began the process of producing a report with an overview of documents, research and internal materials, assessment of the best practices and market trends within the Company's operations and industry guidelines developed by a consulting firm. The analysis took account of the opinions and assessments concerning our previous social report for 2017-2018.

**Prioritization:** in order to identify the major needs, a workshop was held with DB Schenker employees. Next, an anonymous survey for the stakeholders (customers, suppliers, local communities and all the employees) was carried out, regarding the key areas of the Company's responsibility towards the environment. The survey was completely anonymous and lasted 22 days (22 May 2021 - 15 June 2021); it made it possible to identify the needs and address them in the plans for the years to come. The matters pointed out by the respondents concerned the following subjects:

digitalisation of paper records, reducing waste, wage raises, making an effort to ensure good manners, accelerating the switch of the company's fleet to ecological vehicles.

**Validation:** after analysing the survey results, 16 reporting areas were identified that were deemed crucial. The issues addressed have been covered in this Report and indicate the development direction for the next few years.

### Additional Information

In our previous social reports no restatements were made to allow for events such as mergers, takeovers, changes of base years/periods, the nature of operations or measurement methods. The company has adopted a biennial reporting cycle. The latest report was published at the end of 2019 and presented the data for 2017-2018. While developing the report, we used social media for the first time, posting the survey for the stakeholders there. All workshops and meetings were held online. In the reporting period, no major changes occurred to the size, structure or the form of ownership of the Company. Schenker Sp. z o.o. does not hold capital shares in any other economic entities and consequently does not prepare a consolidated financial report, so the report covers a single entity.



The changes to the company's mode of operation resulted primarily from the Covid-19 pandemic. The new situation necessitated remodelling some processes, such as introducing contactless deliveries, new security procedures and imposing restrictions to protect the employees' and suppliers' health, transferring part of the employees to working remotely.

### We Defined the Crucial Topics

In the process of defining the contents of the Report, a matrix of crucial sustainability topics was developed. In the process, the opinions of our key customers as well as representatives of local communities were taken into consideration

The areas deemed crucial to the Company and to its external stakeholders:

#### Social:

- Human security
- Traffic security
- Building an organisational culture
- Implementation of equality principles
- Maintaining good employment standards

- Performance-based remuneration in accordance with the market standards
- Ensuring training and supporting our employees' and couriers' development
- Managing the impact on the local community

#### Environmental:

- Waste management and recycling
- Emission management and the energy efficiency of the buildings
- Fleet management

#### Economic:

- Innovation and future challenges
- Observing the highest ethical standards in running the operations
- Management of customer relations (cooperation standards, communication and dialogue)
- DB Schenker's economic performance and market position

All the issues above have been covered in the Report, presenting the solutions applied and an assessment of the situation.

GRI 102-49

GRI 102-44

GRI 102-47

GRI 103-1

GRI 103-2

GRI 102-5

GRI 102-48

GRI 102-49

GRI 102-51

GRI 102-52

GRI 102-10

GRI 102-45



## GRI table

GRI 102-55

Given in the GRI table below are definitions of Global Reporting Initiative standards 2016 and 2018, disclosure definitions and references to the pages in the present Report.

GRI Standard Disclosure Title	Disclosure Number	Page in the Report
<b>Reporting Principles and Bases</b>		
<b>Reporting Principles and Foundation</b>	GRI 101	
<b>Profile Disclosures</b>		
<b>Organisation Profile [2016]</b>		
Name of the organisation	GRI 102-1	p. 120
Activities, brands, products and services	GRI 102-2	p. 8, 12, 13, 82
Location of headquarters	GRI 102-3	p. 9
Location of operations	GRI 102-4	p. 12
Ownership and legal form	GRI 102-5	p. 9, 120
Markets served	GRI 102-6	p. 12
Scale of the organisation	GRI 102-7	p. 8, 12, 14
Information on employees and other workers	GRI 102-8	p. 56
Supply chain	GRI 102-9	p. 13, 116, 118
Significant changes to the organisation and its supply chain	GRI 102-10	p. 8, 9, 120
Precautionary Principle or approach	GRI 102-11	p. 119
External economic, environmental and social declarations, principles and initiatives adopted or supported by the organisation	GRI 102-12	p. 38, 112, 113, 114
Membership of associations	GRI 102-13	p. 11
<b>Strategy [2016]</b>		
Statement from senior decision-maker	GRI 102-14	p. 4
Key impacts, risks and opportunities	GRI 102-15	p. 20, 22, 24, 38, 62, 69, 71, 84, 86, 96, 119
<b>Ethics and Integrity [2016]</b>		
Values, principles, standards, and norms of behaviour	GRI 102-16	p. 16, 112
<b>Governance [2016]</b>		
Governance structure, including the committees subordinated to the highest governance body	GRI 102-18	p. 9
<b>Stakeholder Engagement [2016]</b>		
List of stakeholder groups	GRI 102-40	p. 106, 118
Identifying and selecting stakeholders	GRI 102-42	p. 106, 118
Approach to stakeholder engagement, including the frequency of engagement by stakeholder type and group	GRI 102-43	p. 67, 74, 92, 96, 100, 106, 108, 110, 116
Key topics and concerns raised by stakeholders and the organisation's response, including by reporting them	GRI 102-44	p. 107, 108, 118, 121

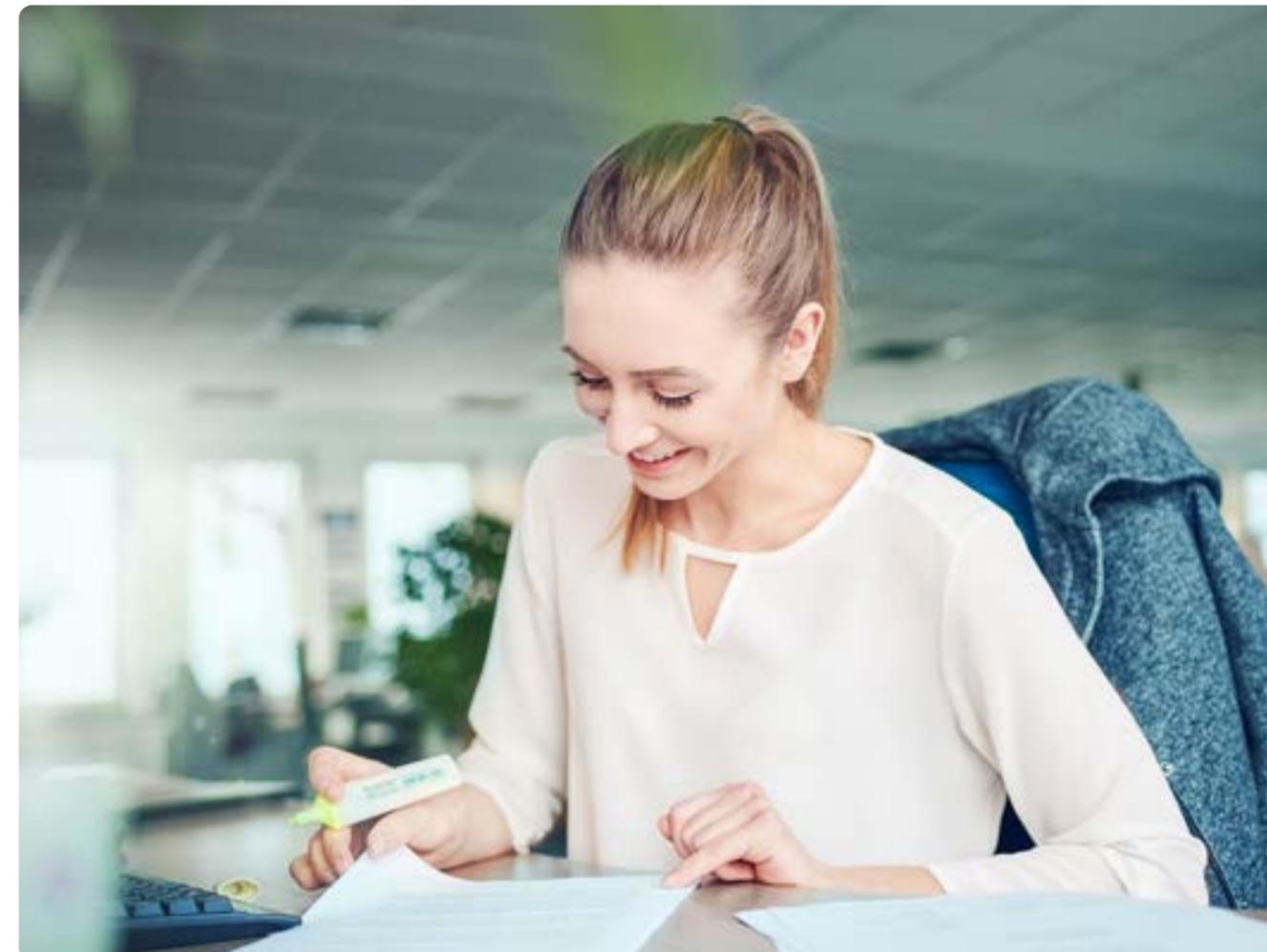
GRI Standard Disclosure Title	Disclosure Number	Page in the Report
<b>Reporting Practice [2016]</b>		
Entities included in the consolidated financial statements	GRI 102-45	p. 120
Defining report content and topic Boundaries	GRI 102-46	p. 120
List of material topics	GRI 102-47	p. 121
Explanations concerning restatements of information given in the previous reports providing the reasons for their introduction and their impact (e.g. mergers, takeovers, change of base year/period, nature of operations, measurement methods)	GRI 102-48	p. 120
Changes in reporting	GRI 102-49	p. 9, 120, 121
Reporting period	GRI 102-50	p. 120
Date of most recent report	GRI 102-51	p. 120
Reporting cycle	GRI 102-52	p. 120
Contact point for questions regarding the report	GRI 102-53	p. 126
Claims of reporting in accordance with the GRI standards in the Core or Comprehensive option	GRI 102-54	p. 120
GRI content index	GRI 102-55	p. 122-125
External assurances - policy and the current practice	GRI 102-56	p. 125
<b>Management Approach [2016]</b>		
Explanation of the material topic and its Boundary	GRI 103-1	p. 56, 96, 121
The management approach and its components	GRI 103-2	p. 16, 43, 44, 56, 66, 76, 95, 96, 112, 114, 116, 117, 121
Evaluation of the management approach	GRI 103-3	p. 16, 56, 66, 72, 90, 91, 92
<b>Topic specific disclosures</b>		
<b>Economic topics</b>		
<b>Economic Performance [2016]</b>		
Direct economic value generated and distributed (including gross receipts, operational costs, employee wages, donations and other investments for the benefit of the community, undivided profits and payments to the capital owners and government institutions)	GRI 201-1	p. 14
Climate change: financial implications, risks and opportunities	GRI 201-2	p. 20
<b>Indirect Economic Impacts [2016]</b>		
Infrastructure investments and services supported	GRI 203-1	p. 82
<b>Anti-corruption [2016]</b>		
Communication and training about anti-corruption policies and procedures	GRI 205-2	p. 112
Confirmed incidents of corruption and actions taken	GRI 205-3	p. 114
<b>Anti-competitive Behaviour [2016]</b>		
Legal actions for anti-competitive behaviour and monopoly practices	GRI 206-1	p. 114

GRI Standard Disclosure Title	Disclosure Number	Page in the Report
<b>Environmental Topics:</b>		
<b>Energy [2016]</b>		
Energy consumption within the organisation, including types of fuel	GRI 302-1*	p. 51
Energy intensity	GRI 302-3*	p. 51
Reduction of energy consumption	GRI 302-4*	p. 42, 49
<b>Emissions [2016]</b>		
Direct (Scope 1) GHG emissions	GRI 305-1	p. 42
Energy indirect (Scope 2) GHG emissions	GRI 305-2	p. 50
Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	GRI 305-7	p. 44, 48, 50, 75, 96, 100
<b>Effluents and Waste [2016]</b>		
Waste by type and disposal method	GRI 306-2	p. 44, 49
<b>Environmental Compliance [2016]</b>		
The financial value of any fines and the overall number of non-financial sanctions for non-compliance with environmental laws and regulations	GRI 307-1	p. 44
<b>Social Topics:</b>		
<b>Employment [2016]</b>		
New employee hires and employee turnover	GRI 401-1	p. 59
<b>Occupational Health and Safety [2018]</b>		
Occupational health and safety management system	GRI 403-1	p. 66, 68
Hazard identification, risk assessment, and incident investigation	GRI 403-2	p. 67, 68, 69
Occupational health services	GRI 403-3	p. 69, 71
Worker participation, consultation and communication on occupational health and safety	GRI 403-4	p. 66
Worker training on occupational health and safety	GRI 403-5*	p. 72, 94
Promotion of worker health	GRI 403-6	p. 62
Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	GRI 403-7	p. 68, 69
Workers covered by an occupational health and safety management system	GRI 403-8*	p. 74
Work-related injuries	GRI 403-9*	p. 70
Work-related ill health: work-related factors having a negative impact on health and occupational disease indicators	GRI 403-10	p. 71
<b>Training and Education [2016]</b>		
Average hours of training per year per employee	GRI 404-1*	p. 92
Programmes for upgrading managerial skills and continuous education, supporting employment continuity and transition assistance programmes	GRI 404-2*	p. 93
Percentage of employees receiving regular performance and career development reviews by gender and employment category	GRI 404-3	p. 60

GRI Standard Disclosure Title	Disclosure Number	Page in the Report
<b>Diversity and Equal Opportunity [2016]</b>		
Diversity of governance bodies and employees by gender, age and other diversity indicators	GRI 405-1	p. 57
<b>Local Community [2016]</b>		
Operations with significant actual and potential negative impacts on local communities	GRI 413-2	p. 48, 71, 74, 100
<b>Customer Privacy [2016]</b>		
Substantial complaints concerning breaches of customer privacy and losses of customer data	GRI 418-1	p. 76

\*A partially reported disclosure

**GRI 102-56** The Report has been subjected to internal verification





**Do not hesitate to contact us!**

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