

DHL SERVICES LIMITED

(REGISTERED NUMBER: 03324664)

SECTION 172 STATEMENT

Section 172(1) of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole. In doing this, section 172(1) requires a director to have regard, among other matters, to:

- the likely consequences of any decision in the long-term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment;
- the desirability of the company maintaining a reputation for high standards of business conduct;
- and the need to act fairly with members of the company.

The directors give careful consideration to the factors set out above in discharging their duties under section 172(1). The most significant stakeholder the Board has identified with regard to this are the employees of the company. The Board sees the value of building and maintaining strong relationships with the employees as critical to the business.

Employees

Employee Engagement is the emotional commitment to the company and the motivation to contribute to business success. Our people are the greatest competitive advantage we have. A shared culture of engagement inspires our people to provide best service quality for our customers. Our organization brings together people from many different cultures and backgrounds – with a wide variety of skills, experiences and perspectives. We firmly believe that all employees can contribute to our shared success.

The company is fully engaged with the DHL Group Strategy 2025 'Delivering excellence in a digital world', which focuses on strengthening what we do best; our core businesses. It provides a framework for accelerating, especially digital, opportunities to enhance our customer services and continuously improve our processes.

The strategy has three 'Bottom Lines'; to be the 'Provider of Choice', 'Employer of Choice', and the 'Investment of Choice'. With regard to the employees, the focus is on the core strategy to be the 'Employer of Choice' for which the following are significant:

- With our Certified program we have created a team of Certified experts and a best-in-class culture. We will increase the focus on Certified modules for management and for supervisors. We focus on feedback in both directions as a key tool to drive personal development. The employees take part in the annual DHL Group-wide Employee Opinion Survey, which comprises 35 questions grouped into ten key performance indicators. Local management review the feedback of this survey with their teams, and take action to strive for continuous improvement in all areas.
- We share a joint management approach expressed in our Leadership Attributes. We train and assess our management in these attributes.
- We promote a culture of "Respect & Results".
- There are a number of awards schemes that promote recognition of outstanding employees.
- Employees have the opportunity to discuss their career aspirations and implement development plans through regular discussions with their management.
- Employees have the opportunity to participate in a share plan for the shares of the DHL Group.
- Rules set out in the Group's Code of Conduct set out the behaviour that is expected of all employees.