



# SUSTAINABILITY REPORT 2021

Towards an efficient and  
**sustainable** future of mobility

# Reflecting on 2021 & looking forward with purpose

Marco van Kalleveen  
Chief Executive Officer




Dear Readers,

2021 was an extraordinary year as forces reshaped society, business, and the economy. We saw progress on battling COVID-19, economic growth, and recovery as well as nearly 200 countries agreeing the Glasgow Climate Pact to keep 1.5C alive. This is encouraging and is creating the basis for sustainable development. At the same time, global greenhouse gas (GHG) emissions have also increased once more, revealing the dilemma we face. At DKV Mobility, we experienced dynamic growth of our business in 2021 whilst also reducing GHG emissions. This encourages us to continue our efforts towards sustainable growth.

The past year also again demonstrated the effects of climate change: the extreme floods in Germany were among the worst natural events in the country's history. The deluge, following intense rains, also heavily affected parts of neighboring Belgium and the Netherlands. The pressure to act and limit the impact of climate change has therefore become even more apparent. Against this backdrop, the climate summit in Glasgow delivered encouraging resolutions, but also showed that we still have a long way to go.

That is true for our industry and for DKV Mobility as well. We do not regard sustainability as an additional activity, but as core element of our purpose. In 2021, we reinvigorated the "Why" behind our work by developing and articulating a new purpose statement for DKV Mobility: **"To drive the transition towards an efficient and sustainable future of mobility"**. Our purpose is built from our roots, guides us in everything we do, and carries our commitment of driving positive change towards a more sustainable future of mobility. That is why we at DKV Mobility are accelerating our LEAD IN GREEN strategy, and why we continued to push positive developments in this regard in 2021 and made significant progress.

One year into our climate commitment, to become a climate positive company by 2023, we are off to a promising start in the pursuit of our ambitious target. Compared with our baseline year of 2019, we cut our GHG emissions by more than 40% by the end of 2021. In addition to that, we have achieved important milestones in our commitment to help reduce the carbon intensity of our customers' fleets by 30% by 2030:

As of the end of 2021, we offered our customers access to more than 240,000 public and semi-public charge points for electric vehicles (EV) in Europe, thereby almost doubling our EV charge point network compared with the previous year. We acquired GreenFlux, an innovative European software-platform provider for EV charging, to further expand our supply solutions for electric vehicles. Moreover, we have extended our acceptance network for alternative fuels to about 20,000 service stations in Europe and experienced a more than 140% growth in fuel volume of CNG, LNG, and hydrogen sold to our customers within just one year.

One of our key focuses is to act as a facilitator of the energy transition by helping our customers switch to alternative energy sources through our products and services. However, we also acknowledge that sustainability responsibilities, risks, and opportunities for our business encompass the full scope of Environmental, Social, and Governance (ESG) factors. For this reason, we also advanced our ESG strategy in 2021 and made significant progress, for which we were awarded a gold-medal rating by EcoVadis, a well-known, independent sustainability rating agency. We are proud to say that we have already reached gender parity across all employees and have defined a new target and action plan to increase the female share of management positions to 35% by 2025. Beyond that, we pushed ourselves to define ten ESG impact targets to make an important contribution to the Sustainable Development Goals (SDGs) – reaffirming our ongoing commitment to the UN Global Compact's Ten Principles and always in line with our corporate purpose.

With this in mind, we hope you will enjoy reading the report and we look forward to engaging and exchanging ideas with you (contact: [sustainability@dkv-mobility.com](mailto:sustainability@dkv-mobility.com)).

Peter Meier  
Chief Financial Officer




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# ABOUT THIS REPORT

## Reporting scope and standards

This is the annual Sustainability Report of DKV MOBILITY GROUP SE (the “Company” and, together with its subsidiaries, the “Group”, “DKV Mobility Group”, “DKV Mobility”, “we”, “our”, and “us”). The Company was established in September 2021 and, after a corporate reorganization, became the parent company of the Group in December 2021. For the time before this reorganization, the terms “Group”, “DKV Mobility Group”, “DKV Mobility”, “we”, “our”, and “us” refer to DKV MOBILITY SERVICES HOLDING GmbH + Co. KG, together with its subsidiaries. Our headquarters are located at Balcke-Dürr-Allee 3, 40882 Ratingen, Germany, which is also the registered seat of the Company.

The Sustainability Report informs our stakeholders about our strategy, commitments, and progress regarding environmental, social, and governance aspects. The report covers activities in the financial year of 2021 (January 1 to December 31). Unless otherwise stated, the report includes information and consolidated figures from DKV MOBILITY GROUP SE. Any exceptions to this reporting principle or limitations to reporting methodologies are indicated accordingly in the sections “ESG performance data” and “ESG accounting principles”.

This report has been prepared in accordance with the GRI Standards: Core option and focuses on the reporting principles of stakeholder inclusiveness, sustainability context, materiality, completeness as well as accuracy, balance, clarity, comparability, reliability, and timeliness. Throughout the report, we refer to the respective GRI Standards disclosures at the bottom of the pages.

## Scope

DKV MOBILITY GROUP SE

## Standard

GRI STANDARDS  
CORE OPTION

## Aspects

ENVIRONMENTAL  
SOCIAL  
GOVERNANCE

## Included

UNGC COP

## Assurance

LIMITED

Since DKV Mobility joined the UN Global Compact (UNGC) in November 2020, our Sustainability Reports have also included the annual Communication on Progress (CoP) in implementing the UNGC’s Ten Principles on human rights, labor, the environment, and anti-corruption efforts.

## Materiality

We performed a comprehensive materiality assessment in 2020 to determine the sustainability issues of relevance to DKV Mobility. According to section 289c (3) of the German Commercial Code (Handels-gesetzbuch) and the Corporate Sustainability Reporting Directive Implementation Act (CSR-Richtlinie-Umsetzungsgesetz), this year’s reporting is in line with the double materiality principles encompassing the environmental, social, and governance impacts of and on our business. The order of the issues described does not reflect the order of their importance.

## Other reporting principles and external assurance

DKV MOBILITY GROUP SE is not subject to the publication requirements of sections 289b ff of the German Commercial Code (Handels-gesetzbuch). However, the structure and contents of the Sustainability Report 2021 are based on the statutory requirements concerning environmental, social, and governance factors.

As part of the reporting processes, we have examined our own business activities, business relationships, and our products and services for risks which have, or with a high probability are likely to have, a serious negative impact on the non-financial aspects stated in section 289b of the German Commercial Code (Handels-gesetzbuch). Against the background of a non-financial risk assessment, the precautionary approach and the compliance with the general statutory requirements concerning the selection of the material content of the report, we do not have to report any risks within the meaning of the law.

KPMG AG Wirtschaftsprüfungsgesellschaft has performed a limited assurance engagement. The independent assurance report can be found in the chapter “Data & assurance” of this report.

In line with our understanding of diversity and inclusion, we have decided to use gender-neutral language in the German version of the Sustainability Report as far as possible. Where the generic masculine form is used, we mainly refer to organizations such as companies or institutions (for example, business partners, manufacturers, suppliers, and customers). However, in all instances and without limitation, the wording also includes all other genders.

The cut-off date for the collection of all data and facts was April 29, 2022. The Sustainability Report is published in German and English on our website. More detailed information can be found in the GRI content index in the download section on our website.

The preceding report, which appeared under the title “LEAD IN GREEN”, covered the financial year 2020, was published in June 2021 and is also available online.



# OUR PURPOSE

A purpose-driven company stands for and takes action on something bigger than its products and services.

For us, a purpose addresses a company's very reason of existence, reflects its DNA, explains the "Why" behind its workings, and guides it into the future.

In the fall of 2020, our Administrative Board and the Management Board launched a project with the aim of finding the right articulation of our purpose and of translating it into a purpose statement. At the core of this exercise, which lasted almost a year, we primarily reflected on the following four purpose dimensions and tried to find simple answers to each of them:

- 01 About us:**  
What makes us unique?
- 02 About our market:**  
What role do we play?
- 03 About our customers:**  
What is our added value?
- 04 About our environment:**  
What is our environmental contribution?

## Our key purpose dimensions

### About us

It is our **DRIVE** that remains our constant companion, pushing us to always do better for all our stakeholders!

### About our market

Mobility is changing and as a leading European B2B platform for on-the-road payments and solutions it is our responsibility to be a driving force of this **TRANSITION!**

### About our customers

In terms of access, technology, finance & trust, we remain a reliable partner to our customers, guiding them to a more **EFFICIENT** future!

### About our environment

By offering our green energy & digital solutions to our large customer base, we create positive **SUSTAINABLE** change!

During this process, we listened to employees from different functions, backgrounds, subsidiaries, and generations and it became increasingly clear that our purpose is nothing new to us, but rather has always been our companion. In the fall of 2021, our majority shareholder and the Management Board communicated the purpose statement during an inspiring "purpose townhall" (see next page).



# Our purpose statement

Mobility is life. We humans are mobile by nature. We were born to keep going, to always be in motion. Imagine a world where goods and people cannot move: life, as we know it, would stop.

To keep the world turning, mobility needs continuous transformation. The entire sector is shouting for efficient and sustainable solutions. And this is our business: to care for the ones who manage supply and demand – who literally keep everyday life for everyone going. The haulers. The truck drivers. The professionals.

They all face enormous challenges, because their environment is changing rapidly. Never has our promise “you drive. we care” been more meaningful.

We are always in motion. It is in our DNA and runs through our teams of highly dedicated people. For over 85 years we have invented services and products to make mobility more efficient, seamless, and convenient.

No one can do it the way we do. Today, our job is more important than ever before. So, we bring our special strengths to bear: in access, coverage, technology, finance, and trust – to accelerate the way towards a better future. For the big players and the small companies. And by taking this road, we keep our blue planet green and turning.

This is our purpose:

To drive the transition towards an efficient and sustainable future of mobility.

To drive **the**  
**transition** towards  
an efficient and sustainable  
future **of mobility.**



# DKV MOBILITY AT A GLANCE

We have a history of almost 90 years successful purpose-driven growth, constantly adapting products and our business model to evolving customer needs.

Servicing around 260,000 active customers in more than 50 service countries across Europe with around 1,700 employees by the end of 2021, DKV Mobility is a leading European B2B platform for on-the-road payments and solutions.

We offer access to the largest energy-agnostic acceptance network in Europe, including fuel service stations, public and semi-public EV charge points, and alternative fuel service stations.

Our suppliers, on the other hand, benefit from the broad customer base using products provided by DKV Mobility.

## 2021 IN NUMBERS



We operate a pan-European platform for business customers for on-the-road payments and solutions that facilitates the cashless, secure, and reliable purchase of energy, toll services, and other vehicle services by our customers via our large network of acceptance partners at all stages of the customer journey across Europe. The means through which our customers access our platform are, in particular, our service cards, our OBU's (on-board units) and our apps.

We group the products and services that we offer through our transaction and payment platform into four categories:

- **energy**, comprising conventional fuels and green energy including alternative fuels and electricity and related services for the charging of electric vehicles and the processing of the related energy payments;
- **toll**, comprising national and European toll solutions (e.g., EETS) including the processing of the related toll payments;
- **mobility solutions**, comprising various vehicle services including, for example, cleaning, parking, maintenance, and repair, the sale of vehicle accessories and lubricants, and the processing of the payments related thereto as well as digital solutions including, for example, truck telematics, fleet telematics, and cost reporting; and
- **financial solutions**, comprising tax refund services and other financial services.

GRI: 102-45

The most important companies that operate under the umbrella of the DKV MOBILITY GROUP SE are named below under the respective business area.



## ENERGY SOLUTIONS

- **DKV EURO SERVICE GMBH + Co. KG (Fuel)**  
Ratingen, Germany
- **Smart Diesel S.R.L. (Fuel)**  
Arad, Romania
- **Port One Group**
  - **PORT ONE POLSKA Sp.z.o.o**  
Czerwonak, Poland
  - **Osaühing Port One**  
Tallinn, Estonia
  - **STATE PORT GROUP, UAB**  
Kauno, Lithuania
- **GreenFlux Assets B.V.**  
Amsterdam, Netherlands



## TOLL SOLUTIONS

- **DKV EURO SERVICE GMBH + Co. KG (Toll)**  
Ratingen, Germany
- **CONSORZIO DKV EURO SERVICE**  
Bozen, Italy
- **M. P. VAT SERVICES, S.L.**  
Madrid, Spain
- **Port One Group**
  - **PORT ONE POLSKA Sp.z.o.o**  
Czerwonak, Poland
  - **Osaühing Port One**  
Tallinn, Estonia
  - **STATE PORT GROUP, UAB**  
Kauno, Lithuania



## MOBILITY SOLUTIONS

- **DKV EURO SERVICE GMBH + Co. KG (Vehicle Services & Digital Solutions)**  
Ratingen, Germany
- **DKV Mobility LIVE GmbH**  
Kufstein, Austria



## FINANCIAL SOLUTIONS

- **DKV EURO SERVICE GMBH + Co. KG**  
Ratingen, Germany
- **LUNADIS GMBH + Co. KG**  
Ratingen, Germany
- **REMOBIS Refund Service C.V.**  
Utrecht, Netherlands  
(incl. branch Germany)
- **V.O.F. Alfa Transport Service**  
Alphen aan den Rijn, Netherlands
- **Port One Group**
  - **PORT ONE POLSKA Sp.z.o.o**  
Czerwonak, Poland
  - **Osaühing Port One**  
Tallinn, Estonia
  - **STATE PORT GROUP, UAB**  
Kauno, Lithuania
- **M. P. VAT SERVICES, S.L.**  
Madrid, Spain
- **Tax Refund S.R.L.**  
Bucharest, Romania





# ESG STRATEGY & GOVERNANCE

## ESG is in the spotlight

Organizations are facing elevated pressure to sharpen their focus with respect to the impact of their environmental, social, and governance (ESG) policy. The ESG landscape is changing at a fast pace to meet the needs of society, economy as well as current and future regulatory requirements.

At DKV Mobility, it is our strong belief and conviction that we must take active responsibility for the social and environmental systems we operate in.

While this belief has been heeded by the company since its early beginnings, the understanding of what constitutes taking active responsibility has changed over time. On the one hand, working strategically and actively with all aspects of environmental, social, and governance risks and responsibilities is a basic requirement of our customers, employees, and shareholders as well as of civil society and other stakeholders, whose expectations are increasingly converging. On the other hand, the mobility and transport industry is changing, especially with the ongoing energy transition, in which the decarbonization of transport plays a pivotal role to combat climate change.

## Driving progress on our ESG commitments

Among others, these factors make us rethink and adapt our sustainability work. Building on the contents of our Sustainability Report 2020, which had a strong focus on our climate pledge, we have further developed our ESG strategy in 2021. This change is mainly reflected in our progress on our commitment in the social and governance fields. For instance, in 2021, the Management Board released a new gender-diversity strategy and we made substantial progress to expand our corporate citizenship approach.

## ESG is anchored in our purpose and business strategy

With our ESG strategy, we are establishing ESG as core to the purpose of our company: To drive the transition towards an efficient and sustainable future of mobility. One of the key focuses is to act as a facilitator of the energy transition by helping our customers switch to alternative energy sources through our products and services. With this, we ensure that our ESG strategy is directly tied to our business.

## DKV Mobility ESG Strategy

### Our Purpose

To drive the transition towards an efficient and **sustainable** future of mobility

### Environment

### Social

### Governance

### Commitments

#### To lead in green

We aim to be at the forefront of helping our customers to switch to alternative energy sources

#### To be a great place to work

We promote equality, inclusion, and development and care for the communities where we operate

#### To act responsibly

We act in an environment of trust, transparency, and accountability in the interests of all stakeholders

### Core Targets

#### By 2023

Climate positive for our own operations

#### By 2030

–30% carbon intensity of customers' fleets

#### By 2025

50/35% women overall/in mgmt. positions

#### By 2025

85% employee engagement

#### By 2025

100% of main indirect suppliers act in line with our CoC

#### By 2025

100% employee participation in compliance training

### SDG Impact Areas



Our ESG strategy is centered around three core commitments (see graphic on this page) which encompass the fields that we have determined as strategic priorities within the environment, social, and governance aspects. The core commitments and the targets set to support them represent the issues where we believe DKV Mobility can create the most significant impact thanks to our position, size, and reach, and which we think are critical to the success of our business strategy.

**Environment:** With LEAD IN GREEN we have committed ourselves to being at the forefront of helping our customers to switch to alternative energy sources. In 2020, we defined two ambitious targets: By 2023 we intend to become climate positive for our own operations and even more importantly, we aim to help reduce the carbon intensity of our customers' fleets by 30% by 2030 compared to 2019.

**Social:** To be a "Great Place to Work" is at the center of our social commitment. We promote diversity, inclusion, and talent management and care for the communities in which we operate. Our new diversity strategy, which we launched in 2021, focuses on gender equality and comprises two new targets: By 2025, we aim to have approximately 35% female employees in management positions and to maintain the share of women at approximately 50% across all employees at all levels (including management). Employee engagement is key to the success of an organization. We want to increase our employees' engagement to 85% by 2025 (approximately 83% engagement level in 2021 according to a Group-wide survey conducted by us, so-called group Pulse Check 2021).

**Governance:** We operate on the basis of responsible-business practices in an environment of trust, transparency, and accountability in the interests of all stakeholders. We are striving to make 100% of our main indirect suppliers<sup>1</sup> act in line with our CoC (Code of Conduct) and all employees at DKV Mobility attend our compliance trainings by 2025.

<sup>1</sup> Supplier for indirect requirements cover, for instance, the areas of professional services (consulting, interim management, recruiting), IT (hardware, software, services), marketing (advertising materials, events, services), office supplies (consumables, furniture), travel (business travel and mobility services) and facility management (maintenance and cleaning services, energy).

With our ESG strategy, we undertake to contribute to the Sustainable Development Goals (SDGs), a universal call to action launched by the United Nations to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

At DKV Mobility, we have identified seven SDGs that resonate deeply with our purpose and strategy. These are key areas where we believe we can make the most positive contribution and where we will report our progress. The full ESG framework comprises ten ESG impact targets covering DKV Mobility's material sustainability responsibilities and opportunities (see graphic on the right side). In addition to the core ESG targets mentioned previously, we have established further commitments to address our broader ESG ambition over the course of 2021:

- We added a CO2 offset target which stands in relation to our service card DKV Card Climate, where the CO2 emissions of the customers' vehicles are offset by the payment of an additional CO2 surcharge per liter of purchased fuel (target #3)
- In our businesses with energy and vehicle services, we aim to drive forward the energy transition with the help of our e-mobility services and alternative fuel products (target #4 / #5)
- We expanded our approach focusing on our service to the community with the launch of the service card NGO Card +Charge, a no-fee fuel and charge card for NGOs (target #8).

These targets determine our activities and enable our stakeholders to measure and hold us accountable for our performance. As external expectations on ESG issues continuously evolve, and as our efforts progress, we recognize that our priorities will also evolve, and target-setting and reporting will mature.

## 10 ESG Impact Targets 2025

Actual 2021

### Environment



- |           |   |                 |
|-----------|---|-----------------|
| <b>01</b> | Become climate positive by 2023 and reduce CO2 by 60% by 2025 compared to 2019        | <b>-43%</b>     |
| <b>02</b> | Reduce the carbon-intensity of our customers' fleets by 30% by 2030 compared to 2019  | <b>-</b>        |
| <b>03</b> | Offset 500,000 tons of our customers' CO2 emissions in 2025 with the DKV Card Climate | <b>~115,000</b> |
| <b>04</b> | Have more than 500,000 charge cards in the market in 2025                             | <b>~68,000</b>  |
| <b>05</b> | More than triple our LNG, CNG & hydrogen fuel volume to 150,000 tons in 2025          | <b>~43,000</b>  |

### Social



- |           |   |                    |
|-----------|---|--------------------|
| <b>06</b> | Maintain & increase female share across all employees / managers to 50% / 35% by 2025 | <b>~50% / ~29%</b> |
| <b>07</b> | Increase and sustain employee engagement to 85% by 2025                               | <b>~83%</b>        |
| <b>08</b> | Have 5,000 NGO Cards +Charge provided to NGOs by 2025                                 | <b>-</b>           |

### Governance



- |           |  |             |
|-----------|--|-------------|
| <b>09</b> | Make all our main indirect suppliers act in line with our CoC by 2025            | <b>~15%</b> |
| <b>10</b> | Ensure that our annual compliance training reaches 100% of our employees by 2025 | <b>~66%</b> |

Governance of the ESG strategy

Governance of sustainability and ESG originates in the Administrative Board which determines principles and basic guidelines of the overall ESG ambition and supervises the progress.

The Management Board defines the ESG strategy and relevant targets upon consultation with the executive board and oversees its implementation.

Ownership and responsibility to drive action in the three fields of ESG lie within cross-organizational entities and our business units to ensure alignment with business priorities and a long-term focus on ESG.

Across categories, the Sustainability department facilitates the overall ESG program, engages with stakeholders, runs the materiality assessment, crafts and shapes the ESG strategy, and ensures direction, coordination and ESG subject-matter expertise. This unit regularly informs the Management Board and the executive board about the progress made and possible need for action. In addition, it ensures that the ESG-related initiatives of our various business units, cross-functional units, and subsidiaries comply with our group-wide ESG strategy. The measures adopted by the ESG category owners are implemented by our line managers as well as interdisciplinary project teams.

More information on the organization in the individual departments owning the different ESG categories can be found in the respective sections that follow.

Governance of ESG at DKV Mobility Group



Environment		Social		Governance	
ESG category	Owner	ESG category	Owner	ESG category	Owner
Sustainable operations	Sustainability	Learning & talent development	HR	Business ethics	Enterprise Governance Syst.
eMobility	eMobility	Diversity, equality, and inclusion	HR	Data ethics	Enterprise Governance Syst.
Alternative fuels	Fuel/Vehicle Services	Health, safety, and well-being	HR	Sustainable procurement	Purchasing/Central Services
Toll	Toll	Corporate citizenship	Sustainability		
Digital solutions	Digital				
Offsetting service	Fuel/Vehicle Services				



# STAKEHOLDER ENGAGEMENT & MATERIALITY

## Dialogue with stakeholders

DKV Mobility defines its stakeholders as those individuals and organizations that affect or are affected by the company's business. We are in constant dialogue with our various stakeholders gathering their feedback and implementing this input in our operations. We focus on building and sustaining relationships of trust, acting transparently, and, whenever possible, uniting divergent interests of various stakeholder groups.

The interaction takes place in the markets we are active in and at our subsidiaries across Europe. Our stakeholder engagement approach aims to align corporate activities with all material ESG issues. We pay close attention to society's views, work to identify opportunities and risks in their early stages, and provide a variety of opportunities for dialogue with stakeholders.

For instance, we regularly conduct customer surveys and focus interviews, consistently engage with our employees through ESG-specific training sessions and several engagement surveys, and participate in working groups as well as through our consulting work and industry associations.

An overview of our stakeholder groups and the dialogue formats (such as trainings, fairs) and stakeholder management means (such as ratings, certification audits) used are listed on page 15.

## Approach to engage with policymakers

DKV Mobility Group is politically neutral and has no affiliation or involvement with any political party. Any such commitment is strictly prohibited in our compliance policies and guidelines. We also make no political donations, as set in our Code of Conduct (CoC) as well as the compliance policies and guidelines.

In interacting with external stakeholders, we act according to the guiding principles of transparency, integrity, and responsibility. DKV EURO SERVICE GmbH & Co. KG is registered in the transparency register of the European Union as well as the Federal Republic of Germany and complies with the associated guidelines.

To engage with policymakers, we have an active Public Affairs function and program that provides information and facilitates the process of dialog, whether individually or via industry associations. Dialog with policymakers is of paramount importance to promote our corporate and social-responsibility goals, especially regarding sustainability, as well as to ensure that the company is in the best-possible position to enjoy continued success. As to important industry-related topics where we have expertise, we wish to put forward expert positions that contribute to an informed decision-making process when determining whether to amend existing or introduce new legislation. In short, when dealing with policymakers, we want to enrich and make a meaningful contribution to the discussion whilst raising the profile and reputation of our company.

## Involving stakeholders to deal with material ESG issues

Five stakeholder groups are prioritized when dealing with our material ESG issues: shareholders, employees, customers, policymakers, and civil society. In our recent materiality assessment, we actively involved customers, employees, associations, campaign groups, and corporate networks by means of a survey to identify their needs and expectations, important trends and developments in society and in our business fields. The interests of other main stakeholder groups (such as shareholders or authorities) are always taken into account in our day-to-day activities. Experts across DKV Mobility continuously engage with these groups as they carry out their work, and their feedback is incorporated in the identification and validation of material issues.

Furthermore, in 2021 we re-evaluated the results of the latest materiality assessment, slightly readjusted the list of material issues where needed, and adapted the concept of double materiality.



Stakeholder management makes an important contribution to the success of our company.

In the future, we will continue to monitor the relevant markets at all our subsidiaries across Europe as to the needs, demands, and interests of our stakeholders – particularly with regard to sustainability matters.

We will remain in dialogue with our stakeholders and strive to also actively support their own efforts to achieve greater sustainability.

# DKV Mobility stakeholders & engagement opportunities

## Internal Stakeholders

### Employees

Employees require work to provide meaning and want to receive fair treatment and wages, a sense of belonging for all, a family-friendly environment, and good development opportunities.

- Formats: Personal contact, employee surveys, media (video messages, newsletters, intranet), townhalls, personnel-development talks, frequent meetings with the works councils

### Shareholders

We are majority owned by the Fischer family, which together with our minority shareholder CVC Capital Partners Fund VII supports long-term growth and value creation for existing and future generations. Our shareholders appreciate strategies and plans that mitigate current and future risks for our business. They are represented on the Administrative Board, which steers the Company, determines the basic guidelines of its activities, and monitors their implementation.

- Formats: Regular board meetings, rights towards the members of the Management Board, personal contact

## External Stakeholders

### Customers

Customers call for sustainable solutions to ensure responsible and efficient business practices.

- Formats: Daily personal contact, conferences, customer surveys, media

### Suppliers

Suppliers require trustful partnerships and fair treatment as well as a continuous improvement of sustainable operations across the entire value chain.

- Formats: Personal contact, Code of Conduct, Vendor self-disclosure process, ESG training for buyers and key suppliers

### Business partners

Banks, insurance companies or rating agencies increasingly incorporate sustainability and ESG in their business practices.

- Formats: ESG ratings, certification audits, presentations, Code of Conduct, personal contact

### Competitors

Competition helps us to continuously challenge the status quo.

- Formats: Associations, conferences, media

### Applicants, schools & universities

Applicants from schools or universities require work to provide meaning and want to receive fair treatment and wages, a sense of belonging for all, a family-friendly environment, and good development opportunities.

- Formats: Career fairs, online media, partnerships

### Policymakers

Policymakers are people responsible for formulating or amending policy. This includes authorities and governments creating and enabling legislation.

- Formats: Communication with policymakers

### Associations, campaign groups & corporate networks

Associations, campaign groups, and corporate networks create a strong standing and come up with solutions for a more sustainable future. A detailed overview of DKV Mobility Group's memberships can be found on page 85.

- Formats (for all three stakeholders): Working group meetings, regular communication, conferences, position papers

### NGOs and NPOs

NGOs and NPOs convey the main and basic needs of our society and look for trusted and long-term supportive partnerships.

- Formats: Personal contact, neighborhood magazine[s], philanthropic programs, donations, volunteering support activities<sup>2</sup>

### Local communities

Local communities look for trustful partnerships, fair treatment, while continually optimizing our value chains and making them more sustainable.

- Formats: Local events<sup>3</sup>, working groups, conferences, volunteering social support activities

### Media

The media demand a certain degree of transparency, fair treatment, and long-term collaboration.

- Formats: Press releases, interviews, media co-operation, social media channels, trade fairs and events, replying to media enquiries

<sup>2,3</sup> The format shown did not take place in the year under review due to the COVID-19 pandemic. It is only an example of an exchange and contact opportunity that has been used in the past.





# Materiality assessment

## Materiality process & methodology

In 2020, DKV Mobility Group conducted a comprehensive materiality assessment for the first time. Besides the constant qualitative engagement with stakeholders in our day-to-day business activities, we invited three key stakeholder groups to participate in an online survey on ESG matters, in which quantitative data was gathered. Their views and feedback were thoroughly incorporated in the identification of our material ESG issues.

Furthermore, we systematically monitored the topics that have a significant economic, environmental, social, and governance impact or that substantially influence assessments and decisions of our stakeholders. As a result, a list of material ESG topics was identified and we set clear priorities in how to manage them.

For this year's report, we built on this recent analysis. We extended our approach by additionally considering the impact of operations on the reportable aspects in accordance with section 289c (3) of the German Commercial Code (Handelsgesetzbuch) (environmental matters, employee-related matters, social matters, respect for human rights, anti-corruption and anti-bribery measures). Other than in 2020, we added the principle of double materiality of the Non-Financial Reporting Directive (NFRD) to the GRI Standards approach. Additionally, we reviewed issues that stakeholders expect us to address and that we view as relevant to our business. We also performed an analysis of ESG ratings. As the ESG rating landscape is still complex and very fragmented, we use the criteria in these ratings only as a benchmark for stakeholder expectations and to identify some potential gaps in our stakeholder engagement approach.



**Our materiality process enables us to regularly review the effectiveness of our ESG strategy and activities and to adjust them as necessary.**

# 01

## Identification of ESG issues

**1.1** Identification of 60 topics by the Sustainability, New Mobility & Public Affairs team (basis: GRI Standards, CSR-RUG, the Ten Principles of the UNGC, the 17 SDGs, relevant sustainability ratings and statutory requirements for the industry, media analysis)

**1.2** Internal assessment process with the participation of all relevant departments: consolidation into 34 topics considering importance for the business model and impact on society and the environment

# 02

## Prioritization of ESG issues

**2.1** Assessment of the 34 topics by the executive board and narrowing them down to 22 topics

**2.2** Review by the Sustainability, New Mobility & Public Affairs team and final proposal of 19 topics for the Management Board to review

**2.3** Review of the topics with the Management Board and narrowing them down to 16 topics

# 03

## Online survey

**3.1** Assessment of the 16 ESG topics by the three key stakeholder groups of employees<sup>4</sup>, customers<sup>5</sup> and external stakeholders<sup>6</sup> in a professional online survey using a semi-structured questionnaire with MaxDiff questions

■ Number of participants: 683,  
Response rate: 20%

**3.2** Survey results summary and presentation of results to the Management and executive board

# 04

## Analysis of results & finalization of materiality matrix

**4.1** Review of the survey results

**4.2** Study of the market environment, current and future European regulations (e.g., EU Green Deal "Fit for 55", German Supply Chain Act) as well as sustainability frameworks and ratings (including EcoVadis, UNGC, SDGs)

**4.3** Assessment of the relevance of the topics in the context of DKV Mobility's corporate strategy

**4.4** Re-assessment and re-grouping of the topics leading to a list of 15 topics

**4.5** Final draft of the materiality matrix and approval process with the Management Board

# 05

## Update of the results

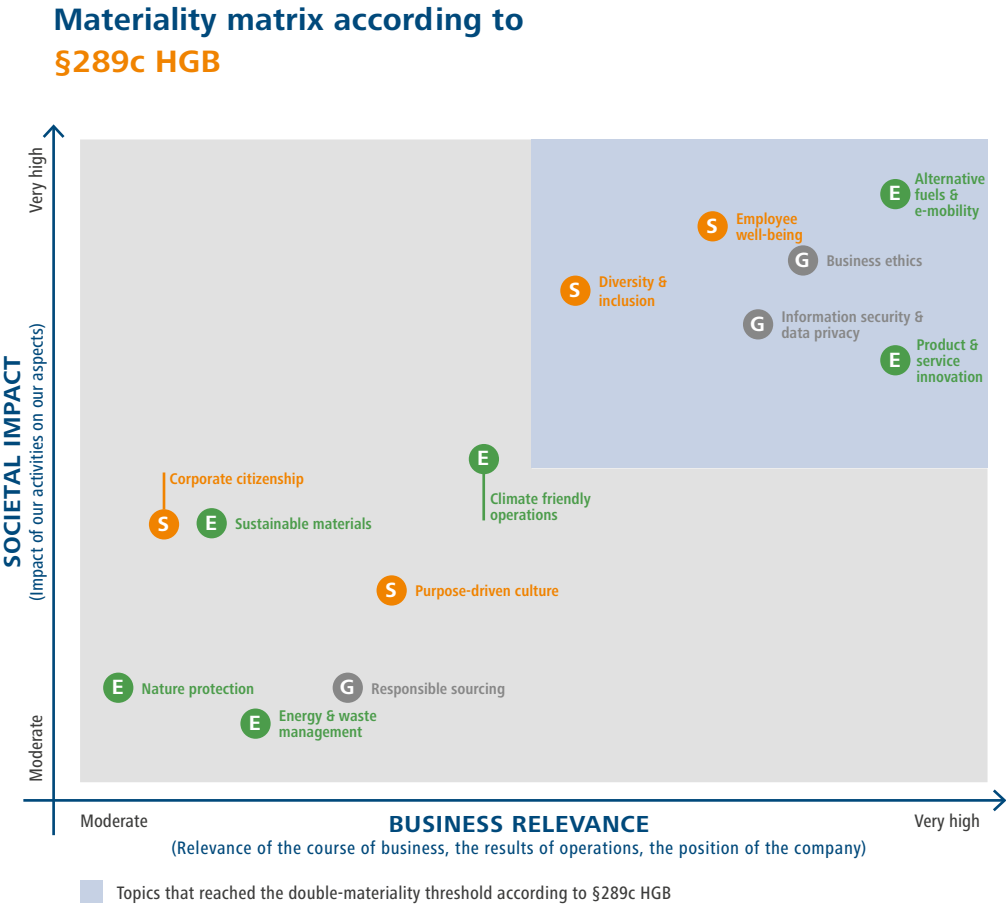
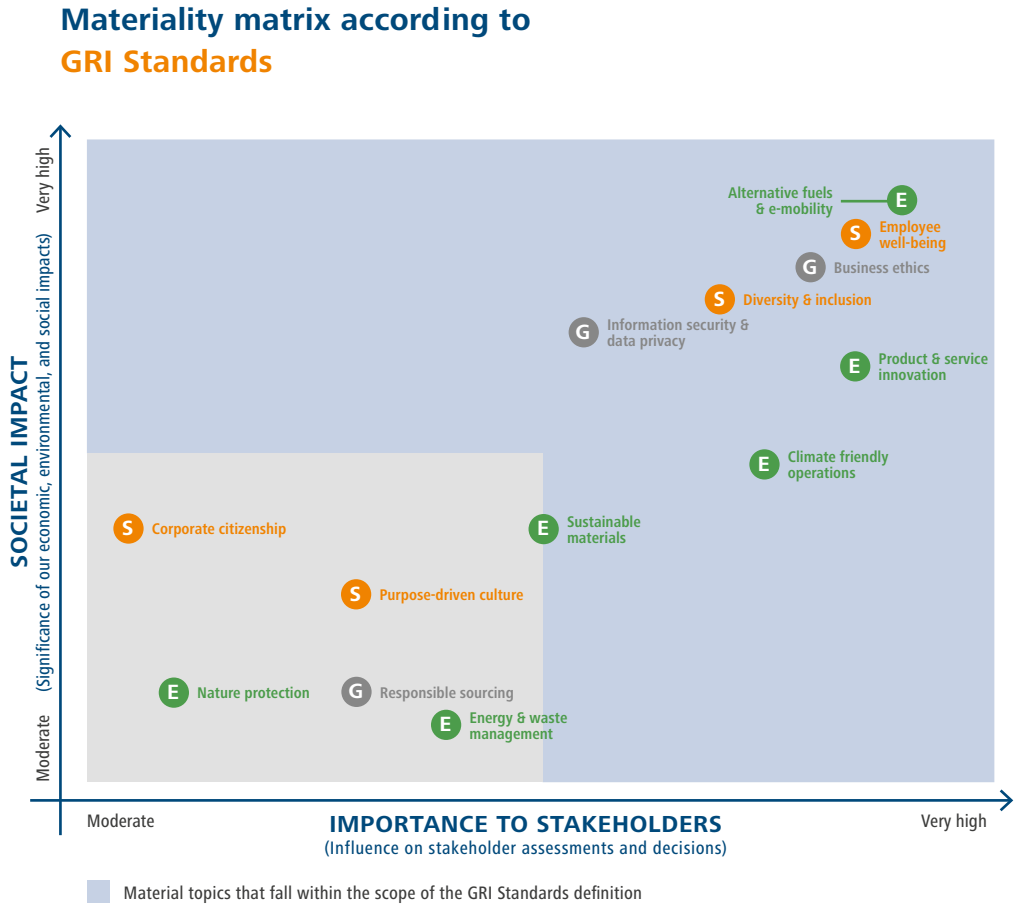
**5.1** On the basis of our analysis, we considered the current developments in the transport and mobility industry, in the field of ESG as well as in the context of our business strategy, and re-evaluated the 15 topics

The latest list contains 13 topics. Descriptions, including the detailing of significant changes compared to the preceding reporting period, can be found in the GRI content index on page 90

**5.2** Furthermore, we added the principle of double materiality of the NFRD to the GRI Standards approach

<sup>4</sup> Employees and managers across DKV Mobility Group (including DKV Mobility LIVE GmbH, REMOBIS Refund Service C.V. and V.O.F. Alfa Transport Service),

<sup>5</sup> DKV Mobility customers from seven European countries, <sup>6</sup> Sustainability experts, representatives of campaign groups and associations



Updated results

The 13 topics identified as being significant to our ESG management and reporting changed minimally compared to the previous analysis. The past list, which was clustered along the four dimensions of Customers, Environmental, Social, and Governance contained 15 topics. In the social cluster, no changes were made. The environmental cluster now contains the topics of “Product & service innovation”, as the customers cluster was removed and our customers increasingly demand sustainable products and services.

The topic of “Customer satisfaction” is considered to be a success factor and therefore was removed from the topics list. In the governance cluster, the topic of “Risk & compliance” management is no longer separately listed, as it was integrated into the “Business ethics” category.

More information on the eight material topics that fall within the scope of the GRI Standards definition can be found in the corresponding sections of this report. We refer to the material GRI topics at the bottom of the respective pages.

Double materiality

DKV Mobility applies the principle of double materiality for the first time. This requires us to disclose non-financial information when the following two criteria are met: first, when the information is necessary to understand our business performance, business results, and financial situation and second, when the information makes it possible to understand how our business activities affect non-financial aspects. To stay aligned with the GRI Standards and by applying the principle of double materiality according to section 289c of the German Com-

mercial Code (Handelsgesetzbuch), we are disclosing two materiality matrixes. The topics of “Alternative fuels & e-mobility”, “Employee well-being”, “Business ethics”, “Diversity & inclusion”, “Information security & data privacy” as well as “Product and service innovation” reached the double-materiality threshold. Topics that fall within the scope of the double-materiality definition are marked in the respective chapters in this report with the magnifier icon



# ESG HIGHLIGHTS 2021

## Environment



**-43% CO2 (CCF)<sup>7</sup>**

compared to base year 2019



**GreenFlux**

acquisition to expand further into EV charging sector



**>117,000**

EV charge points added to our network



**>140%**

YoY growth of LNG, CNG & hydrogen fuel volume



**>13,000**

trees planted and new DKV Mobility climate forest launched

## Social



**50/29% women**

overall/in management positions



**Top Employer**

certificate received for Germany



**Front Runners**

talent program launched



**NGO Card +Charge**

with no card or service fee launched

## Governance



**Gold EcoVadis**

rating for sustainability performance



**ISO 14001**

certificate for environmental management system received



**GRI Standards**

"Core option" successfully applied

<sup>7</sup> Corporate Carbon Footprint





# ENVIRONMENT

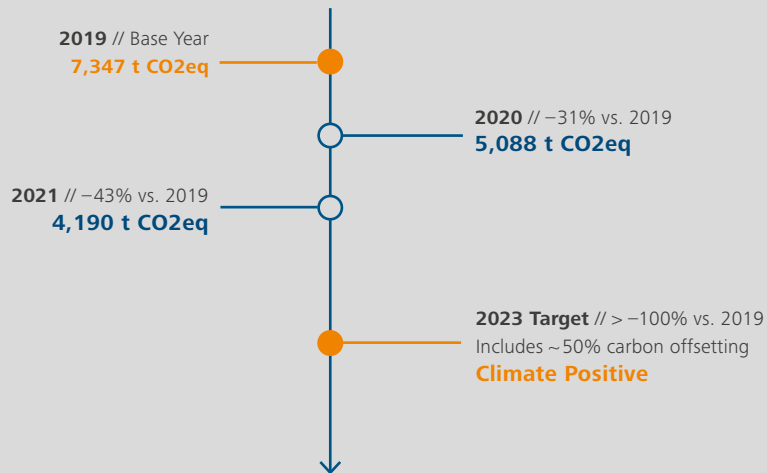
To drive the transition  
towards an efficient and  
**sustainable future of mobility**

Taking action to decarbonize transport and mobility is one of our greatest responsibilities. The next pages of this report describe how we strive to take leadership and activate our LEAD IN GREEN strategy. In this section, we also report on our efforts to become a climate positive company for our own operations by 2023.



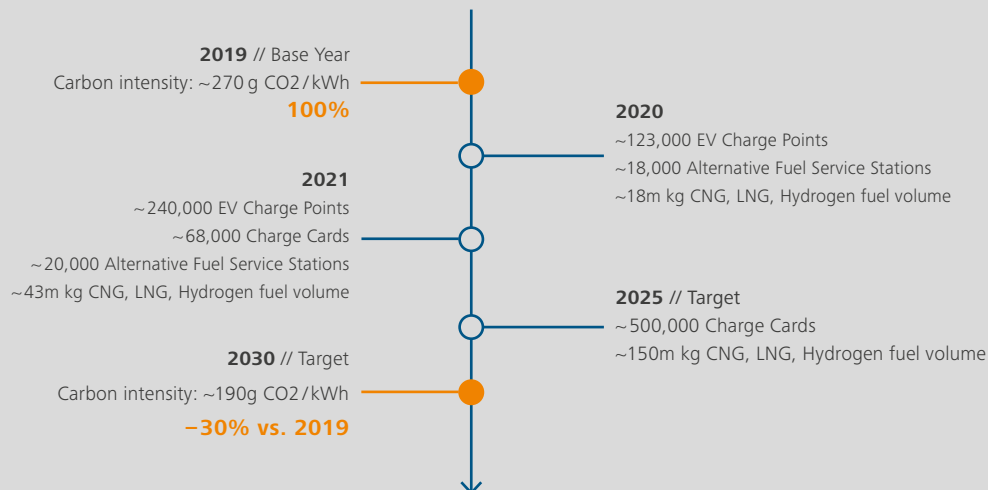
## Pledge 1

Being climate positive for our own operations by 2023



## Pledge 2

–30% fleet carbon intensity by 2030 for and with our customers



# Shifting towards green mobility and transport

A clear path is needed to achieve a 90% reduction in transport related GHG emissions by 2050. This is the effort required from the transport sector to ensure that the EU becomes the first climate-neutral continent by 2050, as outlined in the European Green Deal. In 2018, light-duty vehicles (passenger vehicles and vans) and heavy-duty vehicles (trucks and buses) were responsible for 20% of total economy-wide GHG emissions in the EU<sup>8</sup>. We must act with urgency to drive the transition to a net-zero economy by eliminating these emissions.

### All roads lead to net zero

In 2021, several events and developments directed more attention at and increased commitment to our work on decarbonization. First, the UN Intergovernmental Panel on Climate Change's (IPCC) 6th status report<sup>9</sup> warned that the world is set to reach the 1.5°C level within the next two decades and said that only the most drastic cuts in carbon emissions could from now on help prevent an environmental disaster. Second, as part of the 'Fit for 55' package, the European Commission proposed to set more ambitious 2030 targets to reduce carbon emissions of new cars and vans allowing only zero-emission vehicles from 2035. Third, the customer demand for green transportation and logistics solutions continues to grow.

### Delivering on our commitments

In 2021, DKV Mobility took a leading role in our industry with a strong commitment to becoming a climate positive company in our own operations by 2023 and to help our customers decrease their fleet carbon intensity by 30% by 2030 compared to 2019. Since then, we have substantially grown and further invested into our e-mobility and alternative fuels business segments and successfully activated several decarbonization initiatives across our organization in Europe. True to our ambition to LEAD IN GREEN, we will keep actively promoting the transition towards a sustainable future of mobility – whether through our products and services or within our own business operations.

<sup>8</sup> [https://ec.europa.eu/info/sites/default/files/amendment-regulation-co2-emission-standards-cars-vans-with-annexes\\_en.pdf](https://ec.europa.eu/info/sites/default/files/amendment-regulation-co2-emission-standards-cars-vans-with-annexes_en.pdf)

<sup>9</sup> <https://www.ipcc.ch/assessment-report/ar6/>



# Three questions

**For: Marc Erkens –  
Head of Sustainability,  
New Mobility & Public Affairs**



**We are confident that our customers consider us to be a strong and reliable partner on their journey towards switching to alternative energy sources.**

**Marc, a year has passed since DKV Mobility announced its ambitious climate pledge. What has been done so far to become climate positive by 2023?**

One year into our climate commitment, we are off to a promising start in the pursuit of our ambitious targets. Compared with our baseline year of 2019, we have cut our greenhouse gas (GHG) emissions by more than 40%. During the last year, we have launched many initiatives across the DKV Mobility Group to reduce our Corporate Carbon Footprint. To name a few examples: Together with the tremendous support of our international colleagues, we managed to switch to renewable energy at six offices, including the headquarters in Germany. For our service cards we commissioned a Product Carbon Footprint (PCF) analysis and will use recycled PETG plastic, which reduces carbon emissions by 42% compared to the commonly used PVC service cards, from 2022 onwards. We launched our new DKV Mobility Climate Forest in Portugal and planted more than 13,000 trees, contributing to a potential CO<sub>2</sub> sequestration of 3,000 tons in total over 40 years.

**And what about the second part of the pledge which is all about decarbonizing transport and mobility?**

Our product area Green Energy (e-mobility and alternative fuels) is growing and advancing at a fast pace. We grew in all major dimensions by

high double-digit numbers. Within just one year, we almost doubled our network of EV charge points and had around 68,000 charge cards in the market by the end of 2021. We again noticed an increasing demand for alternative fuels leading to a more than 140% fuel volume growth for Liquefied Natural Gas (LNG), Compressed Natural Gas (CNG), and Hydrogen (H<sub>2</sub>) compared to 2020. Overall, these examples and others make us confident that our customers consider us to be a strong and reliable partner on their journey towards switching to alternative energy sources.

**What has been your personal highlight in your role in 2021?**

My personal highlight in 2021 is not related to a single project or outcome we achieved; it has rather to do with the progress we have made to further embed sustainability into our business operations. For example, it was great to see how fast we were able to manage a switch to more climate-friendly fuel-card materials.

But also the acquisition of GreenFlux provided strong evidence on how committed we are as a company to deliver on our purpose to drive the transition towards an efficient and sustainable future of mobility.



# SUSTAINABLE PRODUCTS & SERVICES

For us, sustainable products and services are defined as those that generate measurable environmental or social benefits alongside financial returns, creating long-term value for customers, employees, shareholders, and society at large.

Sustainability at DKV Mobility is integrated into our business model enabling us to create value, manage risks, and address today's global environmental challenges.

We identified sustainability as one of our core strategic priorities and created a company-wide strategy called LEAD IN GREEN to ensure that sustainability is deeply embedded in our business, also committing our various departments. Alongside our corporate purpose "To drive the transition towards an efficient and sustainable future of mobility", we believe DKV Mobility represents a positive force in society by providing our customers with sustainable products and services that enable them to manage the ongoing energy transition more efficiently.

The transport and mobility sector is moving from conventional fuels towards a variety of power sources as its energy supply. Consequently, conventional fuel stations are expected to transform into multi-energy stations and an increasing

number of fleet managers, our customers, will move from the traditional internal-combustion engine to a mixed or hybrid fleet of drive technologies. In this transition, it is our role to act as an agent of change by matching the new lower-carbon fuel supply with customer demands and providing products and services to make this transition as efficient and successful as possible. We do this by leveraging and continually expanding and improving the following suite of sustainable product and service areas at DKV Mobility:

- E-mobility: Electrifying our customers' journey
- Alternative fuels: Growing the market
- Toll: Shining moment of opportunities
- Digital services: Solutions for greater efficiency and fewer emissions
- Carbon offsetting: Taking responsibility for unavoidable carbon emissions.

On the following pages, we are going to report on the progress we made in 2021 in these areas, in which many of our employees are passionately engaged every day.

# Electrifying our customers' journey

## The strong momentum of electric cars continues

To keep the Paris Agreement of limiting global warming to 1.5 degrees Celsius within reach, we must rapidly reduce GHG emissions resulting from transportation. Transitioning the global vehicle fleet to zero-emission vehicle (ZEV) technology is crucial to decarbonizing road transport and meeting climate goals. With its "Fit for 55" package, the European Commission identifies the electrification of transportation as a key instrument in decarbonization and recognizes that ZEVs and the development of the required technologies (e.g., batteries, hydrogen) are necessary for reducing the transport sector's emissions by 90% by 2050.

Besides this key regulatory milestone, another breakthrough in the field of electric vehicles (EV) was achieved at the recent COP26 in Glasgow when national governments, states, regions, cities, vehicle manufacturers, businesses, and investors committed to working towards 100% zero-emission vehicle sales by 2035 at the latest in developed markets, and by 2040 globally. Backed by ambitious anti carbon-emission measures and financial help through the EU's "Green Deal", the momentum is rising for electric vehicles, with Europe being one of the main growth markets. In 2021, battery-electric vehicles made up one in ten new cars registered in

Europe. While the overall new-car market was down 1.6% year-on-year in 2021, a total of approximately 1,200,000 battery-electric passenger vehicles were registered in 2021, according to data released by JATO Dynamics for 28 European markets. This is 63% more than in 2020, and 3.4 times more than the 2019 total. Owing to this rapid growth, EVs now have a foothold in Europe and their popularity has continued to grow, accounting for a 10.3% share of the market in 2021<sup>10, 11</sup>.

Besides the increased sales of electric vehicles, the EV infrastructure is advancing at a fast pace. According to the European Alternative Fuels Observatory, publicly accessible EV charge points in the European Union (EU27) grew by 74% between the end of 2020 and the end of 2021. However, the availability of EV charge points still varies between countries: The Netherlands, Germany and France account for 62% of all EV charge points across Europe, while these countries combined make up just 25% of the EU's total surface area<sup>12, 13</sup>. Despite achievements such as promoting a common EU plug standard and improving access to different charging networks, the EU has still a long way to go to reach its Green Deal target of one million EV charge points by 2025.

<sup>10</sup> <https://www.jato.com/in-2021-battery-electric-vehicles-made-up-one-in-ten-new-cars-registered-in-europe/>

<sup>11</sup> [https://www.acea.auto/files/economic\\_and\\_market\\_report-full-year\\_2021.pdf](https://www.acea.auto/files/economic_and_market_report-full-year_2021.pdf)

<sup>12</sup> <https://alternative-fuels-observatory.ec.europa.eu/transport-mode/road/european-union-eu27/country-comparison>

<sup>13</sup> <https://de.statista.com/statistik/daten/studie/1258286/umfrage/laender-und-gebiete-europas-nach-flaeche/>

## E-MOBILITY

### Ambition

Electric vehicles are crucial to decarbonize road transport and meet climate goals. We strive to help our customers accelerate the transition of their fleets towards zero-emission vehicles. Our ambition is to provide access to Europe's largest e-roaming network for EV-charging at public or semi-public EV charge points and to provide our customers with the best possible charging experience, regardless of where they prefer to charge – at work, at home or on the road.





### Key Target 2025

- 500,000 charge cards in the market


### Highlights 2021

- Acquisition of GreenFlux
- >240,000 EV charge points in our network
- ~68,000 charge cards in the market
- New features in eMobility cockpit
- Growing supply in green electricity at EV charge points

### Progress towards targets set in 2020

- Striving to supply as many EV charge points as possible with 100% green electricity 
- Striving to become market leader for cashless e-mobility services on the road 

 progressing

GRI material topic:  
Alternative fuels & e-mobility 



### Our role: Acting as a catalyst for change

In this transition, an increasing number of fleet managers – our customers – will move from the traditional internal-combustion engine to a mixed or hybrid fleet of driving technologies. The supply side will become more fragmented, new players will enter the market, and complexity will increase as fleet managers navigate a new, sometimes unfamiliar, ecosystem of technology and suppliers to successfully transition their fleet.

At DKV Mobility, it is our role and responsibility to keep up their efficiency and cost effectiveness when shifting towards mixed fleets and energy solutions. We believe a service card solution and invoicing system that accommodates multiple types of fueling and charging across both fuel stations and the various EV charge points is key to easing the operational management of these emerging mixed fleets. We electrify our customers' journey by making EV charging simpler and more efficient. Our mission is to provide access to Europe's largest e-roaming network for EV-charging at public or semi-public EV charge points and to provide our customers with the best possible charging experience, regardless of where they prefer to charge – at work, at home or on the road.

### On-the-road charging

At the end of 2021, we offered our customers an extensive network of more than 240,000 EV charge points in Europe. We added more than 117,000 EV charge points in just one year across Europe. This is an increase of 95% compared to 2020. Besides the growth of the network, our customers' demand for charge cards (including fuels, electricity and other services) is growing at a fast pace. A total of about 68,000 of our charge cards were in the market by the end of 2021.



**Providing the best possible charging experience, regardless of where our customers prefer to charge – at work, at home or on the road.**



@work



@home



@road

### At home and at work charging

The most convenient charging solution in the everyday lives of our customers and their employees remains charging at home overnight or at work during the day. With our @home and @work charging solutions, customers can lease or buy wallboxes. DKV Mobility, as a full-service provider, then takes care of the rest – from pre-check to installation, operation, and invoicing. Following the successful launch in Germany in 2019, we have continually developed further value-added services, allowing our customers to efficiently manage their fleets. We believe our software solutions are key in easing the operational management of the emerging mixed fleets of our customers.

### DKV Mobility Customer Portal & App

Our Customer Portal & App allows fleet managers to always keep an eye on their fleet. The cockpit provides a full suite of services needed for efficient fleet management, from cost overview and usage intensity of the charging infrastructure to a plug-in monitor for optimal use of plug-in hybrid vehicles. In addition, charging that takes place at the employee's home can be refunded directly to the employee and allocated to the employer through our invoicing. The use of their own charging infrastructure can be optimized by other services such as charging-load management and semi-public offering.





### Expanding into the EV-charging sector

In 2021, we acquired GreenFlux, an innovative European software-platform provider for electric-vehicle charging, to further strengthen our commitment to support fleet managers on their journey towards zero-emission vehicles. This acquisition marks another important milestone in our expansion into the fast-growing e-mobility charging market and provides us with the required expertise, helping us to further scale our existing EV-charging services and to offer new charging solutions across Europe.

GreenFlux's offering includes a complete range of solutions for charge point operators and eMobility Service Provider, enabling core, hardware-independent smart EV-charging capabilities such as charging point and e-charging card management, e-roaming, and payments. A more detailed description of GreenFlux and how we believe this acquisition will help us drive the transition towards a more sustainable future of mobility is given in the section "Towards zero-emission vehicles" on page 35.

### Accelerating our commitments

Already in 2015, when supply and demand for electric vehicles was still negligible, DKV Mobility took a pioneering role by taking the decision to invest in the e-mobility business with the launch of the service card DKV Card +Charge. Since then, we have not only reached many important milestones, but continuously accelerated our initiatives and ambitions. Reflecting the increased sense of urgency, we have set ourselves the very ambitious target to provide access to Europe's largest e-roaming network for EV-charging at public or semi-public EV charge points by 2025. In addition to this, we aim to increase the number of charge cards to 500,000 by 2025.

With the founding of the business department E-Mobility in 2020, we have focused on expanding our e-mobility business for fleet customers. In 2021, we established the necessary structures for further growth. Furthermore, with the acquisition of GreenFlux, a highly engaged team is now striving to provide one of the leading e-mobility "Software-as-a-Service" platforms in Europe.

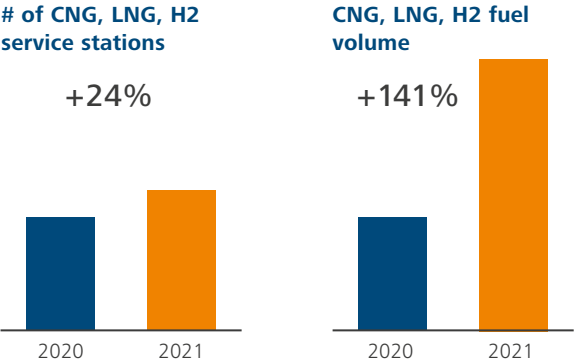
# Growing the market for alternative fuel solutions

## Scaling multiple technologies to decarbonize transport

Technology alone will not be enough to fight climate change. While the public debate focuses on vehicle technology, namely battery-electric vehicles (BEV) and hydrogen, it is important to consider all green options based on well-to-wheel emissions, regardless of the technology used. In terms of the main available alternatives, liquid fuels (including biofuels, electricity-based fuels/e-fuels), gaseous fuels (including CNG, LNG, hydrogen, e-fuels) or electricity will be essential to effectively decarbonize road transport and mobility.

The transition to alternative fuel solutions will not happen overnight, so increasing the decarbonization potential of current powertrain concepts based on low-carbon fuels used in internal combustion engines is expected to continue to play an important role towards 2050, as the change from existing fleet composition to new powertrains will take time.

At DKV Mobility, we believe that we are well positioned to help accelerate the use of alternative fuels in the European road transportation sector by leveraging our existing acceptance network and strong customer base. This is why we have already managed to offer our customers a strong network for LNG and CNG service stations in Europe. In 2021, this network experienced further substantial growth resulting in approximately 2,200 service stations across Europe, including the first service stations for hydrogen fueling.



In 2021, we again noticed an increasing customer demand for alternative fuels, especially for CNG, LNG, and hydrogen fuel volume, leading to more than 140% year-on-year growth. Particularly the interest in LNG for heavy duty vehicles is growing fast, as this transport fuel is cost-competitive with diesel, leads to lower emissions, and is exempt from toll on roads in Germany.

Apart from lower-carbon gaseous fuels, advanced biofuels are among the available options to decarbonize transport in the short to medium term. In this area, a great success story was created together with the international technology and service company Bosch.

## ALTERNATIVE FUELS

### Ambition

Alternative fuels such as natural gas, bio-methane or hydrogen are key to achieving greater energy efficiency and climate protection in the transport sector. It is our ambition to be at the forefront of boosting the use of alternative fuels in road transport by offering the biggest independent network for alternative fuel service stations in Europe.



### Key Target 2025

- More than triple our CNG, LNG & hydrogen fuel volume in 2025

### Highlights in 2021

- >140% YoY growth of CNG, LNG & hydrogen fuel volume
- ~24% YoY growth of CNG, LNG, and hydrogen service stations
- New partnership on alternative fuels with OrangeGas
- Launched a joint service card with LIQVIS to accelerate LNG
- Cooperation with ENGIE Solutions in France on LNG and CNG
- New partnership with Bosch to boost biodiesel R33 BlueDiesel

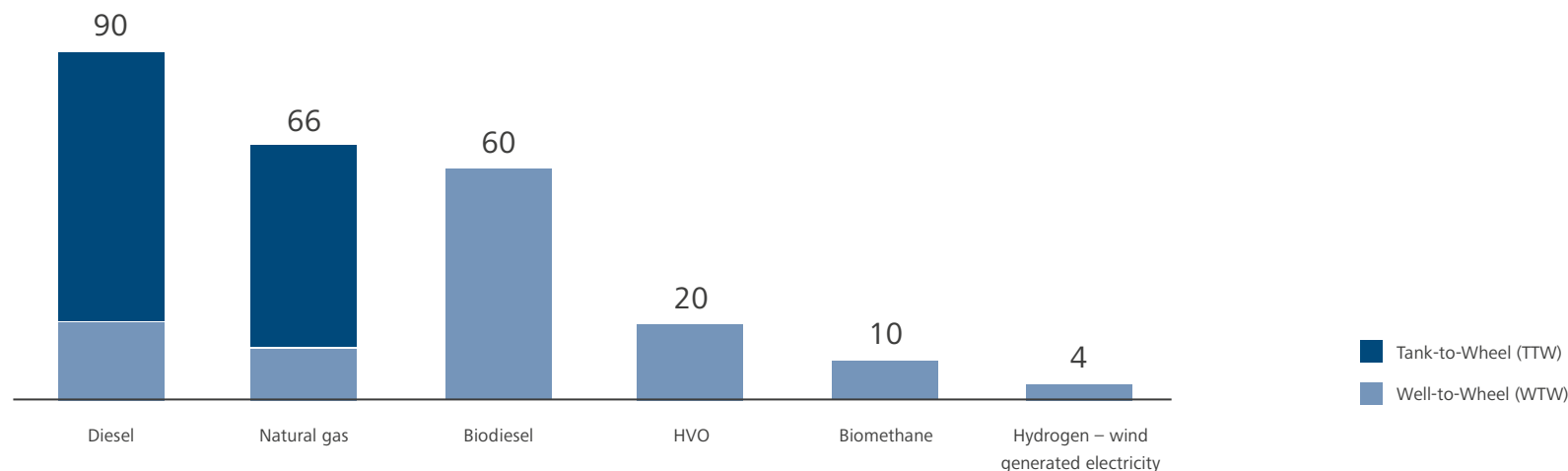
### Progress towards targets set in 2020

- Expansion of hydrogen service stations
- Further expansion of the LNG service stations



progressing



**Well-to-Wheel emission factors (kg CO<sub>2</sub>/GJ) per fuel type source<sup>16</sup>**

In a first cooperation, we are offering drivers of Bosch company cars in Germany the more climate-friendly R33 BlueDiesel through our service cards. R33 BlueDiesel fuel consists of up to 33% renewable feedstock, reducing CO<sub>2</sub> emissions by at least 22% compared to pure fossil diesel fuels. The remaining CO<sub>2</sub> emissions are offset by certificates. R33 BlueDiesel complies with the current EN590 standard and can therefore be blended with normal diesel as desired. To extend R33 BlueDiesel refueling accessibility for drivers of Bosch company cars, we identified fuel service stations with a notably high filling frequency from Bosch and successfully approached and convinced fuel service station operators to add R33 BlueDiesel to their service offering<sup>14</sup>.

Another promising fuel to combat climate change is HVO (Hydro-treated Vegetable Oil), which is currently one of the cleanest fuels on the market and works as an advanced renewable diesel alternative eliminating up to 90% of net CO<sub>2</sub><sup>15</sup>. We have made a lot of progress in providing our customers with access to this lower-carbon fuel, especially in markets that started to apply HVO at an early stage, such as the Netherlands, Belgium, and Scandinavia.

**Policy frameworks to accelerate change**

While our size and position enable us to act as an agent of the transition towards zero emissions in road transport, we remain highly dependent on policy frameworks and commitments to further this process. In the context of delivering a socially acceptable and business-friendly energy transition, to meet the EU's decarbonization targets,

the European Commission proposed a revised Alternative Fuels Infrastructure Regulation (AFIR) in July 2021. We believe that this is one of the most important interventions to ensure that the transition is successful for the road-transport sector. In our view, a sustainable solution must be a package of all-round measures:

**1. Scale of infrastructure provision**

If emission reduction targets are to be achieved and if we as a society are to benefit from a low-carbon future, the alternative fuel infrastructure will require a very granular coverage to avoid range anxiety (along major transport routes but also beyond them, i.e. on secondary routes, in rural areas, etc.). The same applies to hydrogen technologies, where infrastructure is currently almost non-existent and must be further developed if alternative fuels and forms of energy are to stimulate the investments needed to present a viable alternative to conventional fossil fuels.

**2. Ensuring a just transition**

We need to employ a "technology-neutral" approach, encompassing the full scope of technologies which can help to phase out GHG emissions in the road transport sector. It must be ensured that this transition is manageable for the many family-owned SMEs and other small businesses that make up much of the commercial road transport sector in Europe. One industry cannot shoulder all the costs.

**3. Leveraging bridging technologies**

(Bio-based) natural gas, biodiesel, HVO, and biomethane can play an important role as a bridging technology with profound well-to-wheel decarbonization effects in the clean energy transition. We believe that the necessary supply network – in particular of publicly accessible LNG refueling points – must be located along the Trans-European Transport Network (TEN-T); it needs to be defined in support of the AFIR's long-term objectives.

**Accelerating our commitments**

For many years, we have continuously been accelerating our initiatives and ambitions in the field of alternative fuels and proven that low-carbon fuels are already available. Aware of the increased sense of urgency, we have set ourselves the very ambitious target to more than triple our CNG, LNG & hydrogen fuel volume in 2025 compared to 2021. Over the next few years, we expect further strong growth in the natural gas and biogas segment. At the same time, we will do our best to keep pushing for a further expansion of our alternative fuel solutions and of our acceptance network of advanced biofuels, of HVO, biomethane, and hydrogen. To deliver on our ambitious targets, we can rely on a strong team with expertise and experience.

<sup>14</sup> <https://www.shell.de/geschaeftskunden/mobilitaet/shell-kraftstoffe-fuer-geschaeftskunden/r33-blue-diesel.html>, <sup>15</sup> <https://www.crownoil.co.uk/faq/hvo-fuel-faq/>,

<sup>16</sup> I'ADEME, GLEC framework, "State of the Art on Alternative Fuels Transport Systems in the European Union", Joint Research Centre 202



# Shining moment of opportunity for toll

### Reinvesting toll charges to advance decarbonization

As climate resilience, rapid carbon reduction, and a broader focus on sustainability take center stage for governments around the world, toll charges are expected to play an important role in raising the funds needed to support more sustainable infrastructure investments. With the production cost of low-carbon solutions plummeting and public demand for climate action being at an all-time high, governments have begun to change their policies. In June 2021, the European Council's and the European Parliament's negotiators reached a political agreement on revising toll charges (Eurovignette Directive). The aim is to address GHG emissions and other environmental impacts, congestion, and road infrastructure financing. By establishing stricter and broader rules within a new regime to address carbon emissions, the agreement on road pricing is a significant element to meet the climate targets in line with the Paris Agreement and the EU Green Deal. Incentivizing cleaner transport operations provides a clear signal and more legal certainty to vehicle manufacturers and haulers for the next decade, as called for by the industry, environmental organizations, and other stakeholders. The new rules are set to greatly benefit the operators of hydrogen and battery-electric heavy goods vehicles, which are expected to benefit from significantly reduced toll amounts, and to end most time-based charges in favor of distance-based tolling.

We at DKV Mobility strongly believe that these new toll charges rules and a new regime to tackle carbon emissions are an important step forward towards meeting the EU's climate objectives. Boosting the use of the cleanest and most fuel-efficient vehicles will certainly help make transport more sustainable.

### Making our contribution with several toll solutions

Our customers can pay their tolls in numerous countries in Europe using our bespoke toll solutions. Our toll boxes enable drivers to continue their journeys uninterrupted, thereby easing traffic flows and reducing congestion, preventing climate damaging emissions in the process.

With our cross-border toll payment device "DKV Box Europe", we offer our customers the ability to settle tolls in several countries throughout Europe with only one toll box. The major advantage is that our customers use one device only instead of several national on-board units provided by the respective national or local toll service providers. Several thousand electronic on-board units will thus no longer be needed, saving valuable resources.



## TOLL

### Ambition

It is our clear ambition to offer our customers the most convenient toll payment solution for all types of vehicles in wider Europe and to keep connecting the continent with the help of the DKV Box Europe. We will, of course, support both our customers and policymakers amid the new road charging reform (Eurovignette directive) to reduce the carbon footprint of the transport sector in line with the Paris Agreement and the EU Green Deal.



### Key Target 2025

- Reduce more and more card-based solutions and increase use of our (EETS) on-board unit solutions to reduce the stop-and-go at toll stations and save resources by using a minimum number of toll devices for all service countries in Europe.

### Progress towards targets set in 2020

- Introduction of DKV Box Italy ✓
- Launch of customer portal for configuration of DKV Box Europe ✓
- DKV Box Europe usable in additional service countries (Italy, Hungary, Poland, and Switzerland) ✓
- Expected introduction of a dedicated on-board unit in Italy for light-goods traffic (DKV Box Italy fleet) in 2022 ②
- Expected introduction of mobile toll payment solutions in 2022 ②
- Additional service countries where DKV Box Europe can be used expected for 2022 ②

✓ achieved ② open



**DKV Mobility customers using  
and paying for ROLA with our  
service cards saved**

**>13,000 t of CO<sub>2</sub>**

from 2016 – 2021

**>3,000 t of CO<sub>2</sub>**

in 2021 alone

### Trucks on rails to tackle carbon emissions and the role we play

Our Toll department is continually looking for new ways to contribute to a clean environment with our solutions. A good example for this is our cooperation with Rail Cargo Operator – Austria GmbH. They organize the Rolling Road (ROLA) which unites road and rail transports. With this special transport system, entire trucks or trailer trucks can cover major parts of their route in an environmentally friendly way by train across Europe.

While the drivers enjoy the on-board food and drinks service on the train and comply with mandatory resting times, their trucks keep clocking up the kilometers. Thanks to this ac-

companied, combined (intermodal) transport, the transit routes of heavy good vehicles are environmentally more beneficial and their emissions can be lowered significantly.

DKV Mobility customers can use the ROLA and pay for their journeys using our service cards. As a result, more than 13,000 tons of carbon emissions have been reduced since 2016 according to the Rail Cargo Operator – Austria GmbH.

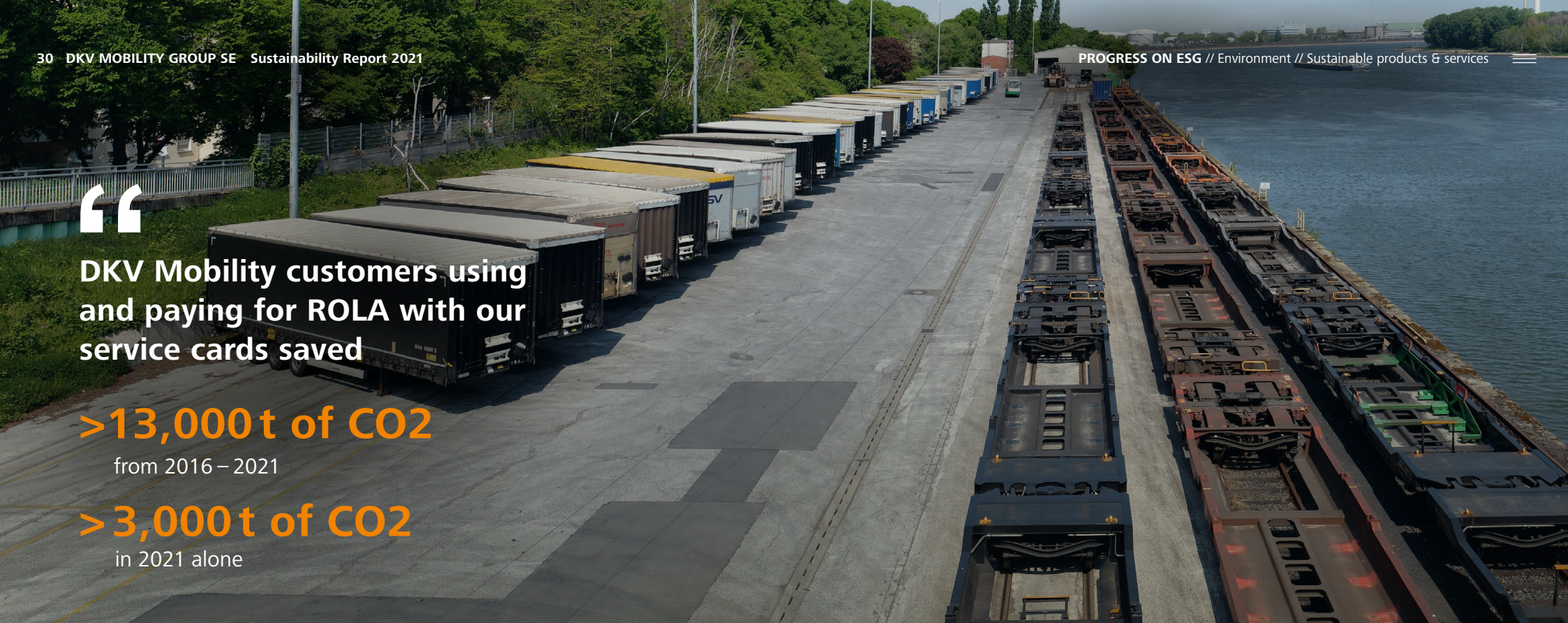
The Toll department at DKV Mobility comprises the teams Product Management, Process & Project Management and the EETS department

(European Electronic Toll Service with our DKV Box Europe). In addition to the development of, and the launch of products in new markets, the teams are responsible for the continual optimization of the existing products, tailoring them to regional customer needs.

The Toll department holds an ISO 9001 certification for quality management. It is based on the internationally recognized ISO 9001 standard. The Toll department has been certified since 2012.

The last audit was conducted in November 2021 by TÜV Rheinland as the inspection

agency, with the certificate (reg. no. 01 100 0100607) being valid until November 17, 2023. A surveillance audit is planned for October 2022.





# Digital solutions for greater efficiency and fewer emissions

## Digitize to decarbonize

In times when climate protection is no longer an option but an imperative, data processing and digital technologies have proven to be an important element for achieving a net-zero world. They can help reduce GHG emissions, strengthen resilience to climate related natural hazards, and improve the organizational capacity to act. We live in an age when novel technologies affect every aspect of society – and the world of transport is no exception. For us there is no doubt that digitalization and decarbonization will go hand in hand as catalysts for change in the years to come.

The road transport industry has long harbored hopes that digitalization may improve efficiency. However, road transport is in many cases still a traditional sector operating with numerous inefficiencies, such as people miscommunicating, delays due to traffic, and trucks driving back to their starting point empty. While, for example, Industry 4.0 already enhances processes in production or logistics, digitalization is still in its infancy in road freight transport. There are two main reasons for this: the low level of digitalization in transport processes, and a lack of connectivity, and thus the interaction between the various players involved. The solution to many of these challenges often lies in a better use of data.

Before reaching the full potential of a fully connected transport system, substantial efficiency gains and sustainability impacts can already be achieved by digitalizing a company's fleet management and increasing its productivity with actionable, in-vehicle information through telematics systems.

Whether for reasons of cost, time, efficiency or sustainability, any of the following factors can be important: smart route planning, digital fuel management, track and trace, digital freight search or emission tracking.

At DKV Mobility, it is our ambition to enable Europe's drivers, dispatchers, and fleet managers to efficiently manage and operate their business fleets with the needed emphasis on the sustainability impact of their mobility. We are striving to achieve this by providing the digital toolset, (real-time) transparency (data) and options for process automation that enable our customers to save emissions, operate carbon-neutral fleets, and, if needed, to (post) compensate for non- or not yet replaceable parts of conventional mobility.

## Greater efficiency for logistics with DKV LIVE

With DKV LIVE, we launched a telematics solution in 2020 that creates transparency along the customer journey for our customers monitoring location data, fuel tank levels, digital data from tachographs, and simple reporting functions. This allows dispatchers to reduce delays and avoidable tailbacks (live vehicle tracking) and to optimize and reduce their fuel consumption (digital fuel manager and smart route management).

For DKV LIVE, we are planning a number of additional functions for the user in upcoming upgrades, such as enabling drivers and dispatchers to communicate and navigate via the DKV LIVE app.

## DIGITAL SERVICES

### Ambition

It is our ambition to enable Europe's drivers, dispatchers, and fleet managers to efficiently manage and operate their business fleets with the needed emphasis on the sustainability of their mobility. We are striving to achieve this by providing the digital toolset, (real-time) transparency (data), and options for process automation which allow for saving emissions, operating carbon-neutral fleets, and, if needed, (post) offsetting for non- or not yet replaceable parts of conventional mobility.



### Key Target 2025

- Provide (real time) transparency (data) combined with digital toolset for a significant share of DKV Mobility's customers to enable sustainable operation of their mobility.

### Highlights in 2021

- Further growth of our DKV LIVE telematics solution
- Acquisition of minority stake in data integrator Route42
- Released BETA version of DKV Analytics for ~100 customers including free CO2 tracker and post CO2 offsetting features, which are going to be live in 2022

### Progress regarding targets set in 2020

- Launching of DKV LIVE (telematics) ✓
- Raising awareness of the range of available green products by communicating these across channels and offering upselling options ↗
- Offering a digital CO2 tracker and climate balance for customer ↗

✓ achieved    ↗ progressing

Tracking fleet carbon emissions

Awareness of carbon footprints in the transport and logistics sector has risen in recent years. We believe that transparency on carbon emissions is key to achieving Europe's climate goals in road transport. However, according to an analysis conducted by the Smart Freight Centre and the Carbon Disclosure Project (CDP) – a not-for-profit charity that runs a global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts – in 2020, only 20% of direct global freight emissions were disclosed to the CDP. While the majority of them came from aviation, the high-emitting road freight sector was barely represented<sup>17</sup>.

As there are many opportunities to increase transparency in emissions from road transports, we decided in 2021 to start developing an easy-to-use and fully automated carbon emissions tracking tool allowing our customers using our service cards to track and manage their fleet carbon emissions for every fuel transaction almost in real-time. In 2021, we created a first pilot involving ~100 test customers and plan to release the tool as part of our DKV Analytics platform to all customers in the course of 2022. Apart from the pure reporting functionalities, we also created a prototype that will allow customers to immediately digitally offset their fleet carbon emissions through a renowned climate protection agency and to receive a voluntary carbon-offsetting certificate at the click of a button/mouse. Given the large number of European transport and logistics customers that use our service cards, we intend to keep improving our CO<sub>2</sub>-related reporting services in the course of the upcoming years.

Accelerating our commitments

At DKV Mobility, we are serving a large digital customer community. It is our clear objective to become a one-stop shop to meet the digital needs of our customers, helping them to manage their costs, monitor their vehicles, create freight offers, and acquire new orders, and to consistently identify and manage the efficiency of their fleets to obtain a positive impact on their carbon footprint. A lot of progress was made in 2021: We substantially improved our DKV Mobility app, released a new version of our customer cockpit interface with several new features, and extended our DKV LIVE solution, on which we are further working to connect it to our other services.

Responsibility for the digital advancement of DKV lies with the Chief Digital Officer (CDO) and Managing Director of Toll. The product development agenda directed by them and other operational activities are the responsibility of IT, Solution Sales, and DKV Mobility LIVE GmbH for DKV LIVE.

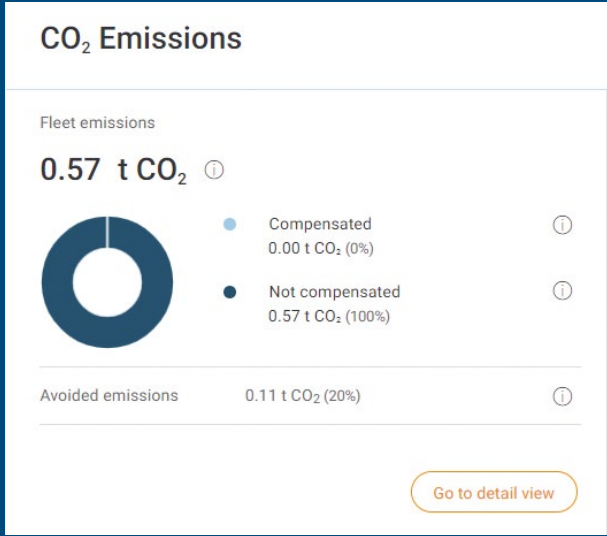
DKV LIVE for trailers

Always up to date.  
Transparent data exchange without stop-and-go



DKV CO<sub>2</sub> Emissions Tracker

Full transparency of fleet carbon emissions.



<sup>17</sup> <https://www.smartfreightcentre.org/en/news/closing-the-logistics-emissions-disclosure-gap-an-analysis-of-carbon-disclosure-to-cdp-by-multinationals-worldwide/29464/>



# Taking responsibility for unavoidable carbon emissions

Most of our customers, particularly in the long-haul logistics and transportation sector, still require combustion engine fleets to run their business efficiently. Regardless of the Euro emissions standard and despite the use of particle filters and catalytic converters, every liter of fuel burnt causes the discharge of climate damaging carbon emissions. Already in 2014, DKV Mobility took a pioneering role in our industry by offering our customers a voluntary carbon offsetting service with the DKV Card Climate. By using the service card, our customers pay us a carbon offset contribution, which is calculated based on actual consumption. We pass the entire amount on to myclimate Germany. myclimate is a non-profit organization and, as a charitable foundation, uses most of its funds for its primary purpose of protecting the climate.

To compensate for our customers fleet related tank-to-wheel carbon emissions with the DKV Card Climate, we chose three high-quality climate protection projects. These projects were certified according to the internationally recognized Gold Standard. Regular controls by independent partners in the respective countries ensure that the projects do in fact reduce carbon emissions and that they are correctly certified. Aside from reducing GHG emissions, these projects also demonstrably contribute to sustainable development. They help create jobs, improve the general living conditions of people at their respective locations (for instance by making energy supply more reliable), and protect biodiversity (such as by preserving trees).

These additional effects also contribute to achieving the Sustainable Development Goals (SDGs) set by the United Nations. The positive effects generated by the projects in 2021 are highlighted on the next page. As a non-profit organization, myclimate guarantees that at least 80% of the money transferred to the organization for carbon offsetting will be used for local climate protection programs. The remainder, which accounts for a maximum of 20%, is used to cover the administrative and internal costs of the non-profit organization.

In cooperation with



## CARBON OFFSETTING

### Ambition

It is our clear priority and responsibility to avoid and reduce as much carbon emissions as we can. However, for the vast majority of our customers, it is still impossible to effectively run their business without combustion engine fleets. In this case, carbon offsetting is an internationally recognized way of taking responsibility for unavoidable carbon emissions. With our service card DKV Card Climate, it is our ambition to give our customers access to high quality and cost competitive carbon offset projects and substantially expand offset fuel volumes.



### Key Target 2025

- Offsetting 500,000 tons of carbon emissions via the DKV Card Climate

### Highlights in 2021

- 56% YoY growth of fuel volume (in liters) offset with the DKV Card Climate
- 140,000 tons of carbon offsets via climate protection projects
- ~100,000 tons of saved wood with climate protection projects
- 28,700 people benefiting from climate protection projects
- 674 jobs created through climate-protection projects
- Start of the development of a digital offsetting service for our customers

### Progress towards targets set in 2020

- Increase offset of carbon emissions with the DKV Card Climate (in liters) ✓

✓ achieved

SOLAR STOVE PROJECT  
MADAGASCAR



In order to curb the rapid process of deforestation in Madagascar, we have supported the manufacture and distribution of climate friendly stoves. As part of this project, school children are taught about climate protection and one tree is planted for every stove sold, contributing to reforestation. Detailed information about this project can be found at [here](#).



Impact report 2021:

Reduced amount of CO2 (in tons)	34,338
Installed cook stoves	3270
Reduced amount of CO2 per stove per year (in tons)	2.4
Saved wood (in tons)	40,875
Saved forest area (in hectares)	212
People benefiting from these cook stoves	18,312
Jobs generated in the project in total	176

“STOVES FOR LIFE”  
KENYA



Efficient stoves contribute to reducing wood consumption and to preserving the unique vegetation and biodiversity of the Kakamega rain forest. These stoves are manufactured by independent local women’s groups. The project has received a number of awards. Detailed information about this project can be found at [here](#).



Impact report 2021:

Reduced amount of CO2 (in tons)	20,524
Installed cook stoves	888
Reduced amount of CO2 per stove per year (in tons)	3.3
Saved wood (in tons)	12,342
Saved forest area (in hectares)	37.3
People benefiting from these cook stoves	5061
Jobs generated in the project in total	483

BIOGAS PROJECT  
NEPAL



This project involves building small biogas plants on property owned by farming families to enable them to avoid using wood for fuel, which is linked to various risks for humans and nature. This project has created hundreds of jobs since its inception. Detailed information about this project can be found at [here](#).



Impact report 2021:

Reduced amount of CO2 (in tons)	86,449
Installed biodigesters	785
Reduced amount of CO2 per plant per year (in tons)	3.3
Saved wood (in tons)	46,315
People benefiting from these biogas plants	5416
Jobs generated in the project in total	15





# TOWARDS ZERO-EMISSION VEHICLES

## Charging the transition to EVs

To achieve the goal of global net-zero emissions by 2050, as outlined by the Paris Agreement objectives, accelerating the shift to zero-emission vehicles is a crucial and urgent objective. The European Commission's sustainable and smart-mobility strategy aims for at least 30 million zero-emission vehicles to be in operation in Europe by 2030 and close to 100% zero-emission vehicles to be on European roads by 2050<sup>18</sup>. We welcome the increasingly ambitious targets established by cities, regions, states, companies, and car producers as well as fleet owners to accelerate the necessary transition to zero-emission vehicles in line with the Paris Agreement. Meeting these ambitious goals will, how-

ever, also require an equivalent level of ambition for the planning and deployment of a comprehensive network of electric vehicle (EV) charging infrastructure. That infrastructure will help drive, accelerate, and catalyze this necessary transition and is fundamental to the success of meeting national and global zero-emission vehicle targets.

With the acquisition of GreenFlux, an innovative European software-platform provider for electric-vehicle charging, DKV Mobility aims to contribute to this necessary transition by further expanding its supply solutions for electric vehicles.

## GreenFlux in brief

GreenFlux was founded in 2011 with the vision to realize a world in which all cars would be powered by the sun. Initially, the mission was to build a network of EV charge points, giving drivers confidence to adopt electric driving without worrying about finding a place to charge. However, on the way to deploying and operating an extensive network of EV charge points in the Netherlands, GreenFlux recognized that some of the most challenging and significant barriers to worldwide EV adoption would arise around interoperability and scalability. The company set out to address these challenges early and head on. GreenFlux took up a leading role in driving open, standard communication protocols for the EV industry. The company was one of the initiators of OCPI (Open Charge Point Interface), a roaming-facilitating protocol used for technical con-

nections between CPOs<sup>19</sup> (Charge Point Operators) and EMPs<sup>20</sup> (E-Mobility Providers). Further, they were early contributors in the development of OCPP (Open Charge Point Protocol) and OSCP (Open Smart Charging Protocol), which facilitate communication between EV charge points and backend management software. These protocols are widely utilized today as the predominant standards in the EV charging industry.

Today, GreenFlux connects charge point operators and e-mobility providers to the future with the help of smart EV charging solutions. GreenFlux helps these customers implement their ambitions in building and scaling their e-mobility businesses. The GreenFlux team is motivated and highly committed to accelerate the transition to a better, more sustainable future.

<sup>18</sup> [https://www.europarl.europa.eu/RegData/etudes/BRIE/2022/698920/EPRS\\_BRI\(2022\)698920\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2022/698920/EPRS_BRI(2022)698920_EN.pdf)

<sup>19</sup> Charge Point Operators (CPOs) install and maintain charge stations so drivers can charge their electric vehicles.

CPOs can either own and operate a set of charge stations, or simply operate them for third parties.

<sup>20</sup> E-Mobility Providers (EMPs) are companies that provide and operate the charging infrastructure for electric vehicles.



# Three questions

**For: Martijn Verbeek –  
CEO, GreenFlux**



**GreenFlux ultimately reduces obstacles to EV adoption – facilitating rapid e-mobility growth.**

## **Martijn, how would you explain GreenFlux to a five-year-old?**

Imagine a driver wanting to charge her car. She searches for an accessible EV charge point, plugs in, charges, and pays. Her experience can vary depending on many factors such as location, the type of EV charge point or its owner, the electricity source, the cost, or even how she chooses to pay. GreenFlux facilitates this driver's journey by providing all the essential EV charging functions that jointly form these experiences, invisible to the driver in the background.

## **The momentum is rising for electric vehicles, especially in Europe. What is the role of GreenFlux in this transition?**

Infrastructure barriers are often cited as the main inhibitor of purchasing an EV. Our customers are actively building this infrastructure, creating EV charging value propositions that attract drivers and contribute positively to their bottom line. GreenFlux provides them with a flexible set of tools to succeed in that endeavor. Whether it is efficient, cost effective management of charge point hardware, immediate access to a big roaming network of publicly available EV charge points, data connectivity, convenient payment options, or a white-labeled driver-facing app – GreenFlux offers innovative solutions for customers to operate their business and offers a seamless driver experience.

By supporting our customers to grow and scale quickly and by providing innovative solutions for barriers drivers face, GreenFlux ultimately reduces obstacles to EV adoption – facilitating rapid e-mobility growth.

## **Since summer 2021, GreenFlux has been a part of the DKV Mobility Group. How does GreenFlux contribute to DKV's existing e-mobility business and what are the key synergies of this combination?**

We support and enable DKV Mobility's @road, @work, @home EV charging solutions that DKV Mobility offers to its customers. We strengthen the European growth of DKV's offering to CPOs and EMPs. We aim to expand our customer base and increase the number of EV charge points, charge cards, and value-added service used on our platform to generate recurring revenue for the DKV Mobility Group. Furthermore, we strive to rapidly scale the number of transactions and kWh's processed on our platform, actively helping DKV Mobility to reduce the CO2 footprint of its customers as part of the LEAD IN GREEN strategy.





## GreenFlux in Numbers (figures 2021)



**> 40,000**

managed EV charge points



**~50m kWh**

volume delivered via EV charge points directly connected to the GreenFlux SaaS backend

### Smart charging to power the electric-vehicle revolution

As millions of EVs arrive on European roads, they will add pressure to an already-strained electricity grid. Rather than investing in grid upgrades only, intelligently charging vehicles will be essential to relieve this burden. Simple forms of so-called smart charging, by which charging sessions are spread over a longer period of time, can support 10 to 20 times more EV charge points in a single location. Through a reduction of grid connection fees, smart charging drives down expenditure and reduces the cost of operations for charge point operators, making more locations attractive for building charging hubs. And as EV adoption is closely linked to the availability of suitable charging infrastructure, we are convinced that smart charging will help to accelerate its growth.

Looking at it from another angle, smart EV charging can also be leveraged to balance power grid demand and supply. EVs can flexibly use local, renewably generated supply (e.g. wind, solar), ensuring that the greenest and cheapest electricity is used to power transportation.

GreenFlux is widely recognized in the industry as an expert on smart charging – and with its advanced technology, the charging speed adapts itself to the capacity available on the grid. The capacity is divided in a flexible, smart way to make optimal use of the grid capacity and to prevent peak loads.

### Scalable Software-as-a-Service platform for EV charging networks

According to the European EV Charging Infrastructure Masterplan, a research whitepaper analysis conducted by the European Automobile Manufacturers' Association (ACEA), up to 6.8 million public charging points are required by 2030 to reach the proposed 55% CO2 reduction for passenger vehicles. This means that, on average, 14,000 public charging points would need to be installed every week between 2021 and 2030, compared to just 2,000 per week as of date. Charge point operators and e-mobility providers must be prepared to scale rapidly to reach the required growth. GreenFlux's cloud-based smart charging management platform is highly flexible and scalable, providing the capability to support CPOs and EMPs in scaling up the infrastructure.

GreenFlux's platform includes white-labeled web applications for EV charge point and driver management, white-labeled driver facing mobile applications, flexible integration capabilities, plus a range of related EV charging services including smart charging, e-roaming, data connectivity, 1st line driver support, and integrated services such as integration of payment processing. Platform customers can choose the software and service options they need to manage their e-mobility business operations. Charge point operators can remotely set up, manage, and troubleshoot issues with their EV charge point infrastructure, offer new locations in a big e-roaming network, utilize tariffs that match their business model, and offer a wide variety of payment options (pre-pay, post-pay, direct pay). These customers use the GreenFlux platform to provide accurate charge session details required for accurate billing and payment reconciliation.

E-mobility providers can easily manage their subscribers, as well as different retail tariffs and/or coupons they want to offer to their subscriber network.



# SUSTAINABLE BUSINESS OPERATIONS

Dealing with limited resources and protecting ecosystems is more important than ever as society and economy are battling with big environmental challenges.

DKV Mobility Group is a service provider and operates in office spaces only. However, we believe acting more sustainably and causing less environmental harm is something everyone can contribute to – no matter whether a manufacturing company or a service provider. Sustainability starts at our own doorstep and acting more sustainably includes systematically reducing energy and water consumption, lowering waste generation, switching to eco-friendly alternatives and ultimately decreasing GHG emissions.

The overall responsibility for making our business operations more sustainable lies with the Sustainability, New Mobility & Public Affairs team in close cooperation with the IT and Central Services departments.

Central Services caters for the individual departments by ensuring that the workplaces are adapted to the constantly changing requirements of our growing business. It oversees all matters relating to facility management as well as occupation of the workplace and design (except for the IT systems) at our headquarters in Germany. Furthermore, the department manages our vehicle fleet for the DACH region and DKV Mobility Group's business trips.

Our offices abroad have appointed dedicated contact persons whose responsibilities include creating annual consumption data reports as well as implementing awareness campaigns

on decarbonization measures and handling any other questions surrounding LEAD IN GREEN that might arise.

According to our Code of Conduct (CoC), our employees have committed themselves to acting responsibly with a view to protecting the environment.

DKV Mobility Group's Environmental Policy, which was launched in August 2021, details the framework outlined in the CoC. Our overall aim is to increase the energy efficiency of the offices we use and to increase the share of renewable energy we use, cut back on operation costs by lowering our consumption of fuel, water and waste, and by all available means to reduce our Corporate Carbon Footprint (CCF) emissions.

We have designed our facility management processes as well as our everyday operations at our offices along sustainable lines. We aim to systematically reduce our energy consumption, switch to green electricity where possible, and source consumables (paper, office materials, IT hardware) according to criteria of sustainability. Furthermore, we pay attention to receive energy efficiency certificates for the offices we use.

Smaller efficiency investments are covered by the overall budget of the respective cost center. Should more extensive changes in terms of energy and economy be necessary for which no budget is available, the departments in charge will decide jointly with the Management Board about a budget supplement, for instance for the installation of a solar collector.

# Managing resources efficiently

### Certifications

We aim for continuous improvement. With this in mind, DKV Mobility introduced an Environmental Management System (EMS) at its headquarters in Germany. The EMS is subject to regular internal and external audits. It is based on the internationally recognized ISO 14001:2015 standard and was certified for the first time in 2021. The certificate (regist. no. 01 104 2100533) is valid until November 10, 2024. A control audit is scheduled for August 2022. Based on the squaremeter ratio, 51% of DKV Mobility Group's activities have received external ISO 14001 certification.

DKV Mobility at its headquarters in Germany is under a legal obligation to conduct an energy audit for this location as laid down in the German Energy Services Act (Energiedienstleistungsgesetz). The energy audit is conducted according to DIN EN 16247-1. The last audit was conducted on March 25, 2020 and its results are valid until March 24, 2024.

We also take up suggestions made by our staff in order to further improve our environmental performance. The Environmental Management Team reviews the suggestions on a quarterly basis. This team consists of people from across the organization who have a direct impact and influence on the company's environmental performance by managing and implementing environmental performance measures.

### Energy

DKV Mobility is a service provider. This makes the energy consumption for electricity and heat in our offices one of the major factors regarding our CCF emissions.

Our headquarters in Germany was built in 2010 and is already in itself highly energy efficient owing to its mode of construction as well as the technologies used. This includes the use of geothermal energy and 100% green electricity<sup>21</sup>, the predominant use of LED lighting, motion and presence detectors, automatic shading controls, and energy schedules for our IT operations.

Across the DKV Mobility Group in 2021, six energy contracts were switched to 100% green electricity. In total, seven of 25 offices now run on 100% green electricity.

### Water

DKV Mobility is aiming to reduce the water consumption in its offices as much as possible. For this purpose, we have deployed water-saving devices such as sensor-controlled water taps at our headquarters in Germany, which help reduce our already low consumption of fresh water. Water is supplied almost exclusively from the public infrastructure.

<sup>21</sup> The use of 100% green electricity refers to our main headquarters building in Ratingen, Germany. Our operations center in Ratingen, Germany is running on conventional electricity.

GRI: 301 - 103-3 (see Certifications),  
303 - 103-1/2/3, 303-1 | UNGC: 8

## SUSTAINABLE BUSINESS OPERATIONS

### Ambition

Our commitment for 2023 is to become a climate positive company in our own operations. We are addressing this challenge by redesigning our business operations to make them less harmful in terms of energy and water consumption, waste generation, and ultimately the emission of greenhouse gases. This ambition is supplemented by a climate forest in Portugal with 3,000 tons of predicted CO2 sequestration over a span of 40 years.



### Key Target 2025

- Avoid and reduce Corporate Carbon Footprint (CCF) emissions by 60% compared to the base year of 2019

### Highlights in 2021

- Switched six energy contracts to 100% green electricity
- 21 new EV charge points at our headquarters in Germany
- ISO 14001 certification for our headquarters in Germany
- Launched climate forest in Portugal and planted > 13,000 trees
- New key user program in IT which also aimed to decrease business trips

### Progress towards targets set in 2020

- |   |   |
|---|---|
| ■ Launch LEAD IN GREEN training program   | ✓ |
| ■ PCF calculation for our service cards   | ✓ |
| ■ Switch to climate neutral postal and courier services                                   | ✓ |
| ■ Energy consumption behavior analysis of our headquarters                                | 📈 |
| ■ Successive replacement of conventional lighting with LED at the headquarters in Germany | 📈 |
| ■ Evaluation of compensation scheme for company bicycles (JobRad®)                        | ✓ |
| ■ Evaluation of more sustainable travel options   | 🔓 |



## Waste

In our daily operations, waste is mainly generated in the form of residual/household, paper, cardboard, cartons, and lightweight packaging/plastic waste. Our aim is to avoid generating waste and to re-use and recycle raw materials as much as possible as part of our efforts to support the circular economy.

At our headquarters in Germany, employees are sensitized to separate the different types of waste, aiming at either re-using waste or disposing of it correctly.

With the help of a diligent approach to information and data management including cloud computing, we have been able to digitalize an increasing number of processes. This has enabled us to reduce the quantity of the hardware we use – and thereby ultimately the generation of electronic waste. Each system that can be virtualized based on the hardware already available helps us save energy and other resources. IT terminal devices that we do not use any more are returned to the lessor to be resold.

## Sustainable materials

After commissioning Product Carbon Footprint (PCF) calculations with our service card supplier, we decided to launch the industry's, as far as we know, first eco-friendly service card made of recycled PETG plastic (glycol-modified polyethylene terephthalate; PETG for short). DKV Mobility's new service cards are made of 90% recycled material and reduce carbon emissions per service card by 42% compared to commonly used PVC cards. With the introduction of recyclable PETG service cards, we are addressing the global environmental concern of plastics pollution in our industry and are confident of providing our customers the best ecological option without compromising on quality. The new service cards will be issued from February 2022.

## Green IT

The Information Management department supports the individual companies and departments of the DKV Mobility Group and ensures that everyday business runs smoothly. In this context, the IT strategy follows the basic principle that "Business is Leading": this means that the solutions provided by Information Management are designed to meet the requirements of both customers and the market.

This department is divided into the four sub-departments for IT Governance, Business Application Services, Integration Services, and Infrastructure Services. The Infrastructure Services department is the central pit stop for all IT-related issues or requests for our companies and departments as well as external organizations. It is responsible for the smooth functioning of the decentralized IT infrastructure and the evolution of the standard workplace systems. This department is also an essential internal driver regarding sustainability in IT.

To be able to act energy efficiently, we seek to operate and source information and communication technologies (ICT) in a way that will help preserve resources and proceed to digitalize an increasing number of processes.

## 01 Measures designed to save resources

As regards the deployment of IT terminal devices, we aim at designing this process to be as resource-saving as possible. The last generation of workstation hardware had been in use for more than the usual three years. After retiring them, we returned them to the lessor for resale.

Furthermore, our printing architecture is linked to a central management software that enables inactive printers to automatically switch into standby mode. Also, the default settings for the printing architecture are set to black-and-white and duplex printing. The chosen system has been certified with the "Blue Angel" label.



## 02 Measures designed to save energy

To save energy, we have deployed what is known as "Cloud Managed WiFi Access Points" at our DKV Mobility offices. These are configured to prevent the transmission of WiFi networks outside of business hours. In addition, this solution allows its range of functions to be continuously extended. This enables us to use new technologies without having to purchase new hardware.

environment to a Share Point Online solution. This made it possible to switch off local servers that were operated specifically for DKV Mobility. By migrating to the Microsoft Cloud, this solution now runs on a Microsoft-operated environment that is scalable rather than permanently providing resources even when they are not needed.

## 03 Measures to increase digitization

The rollout of the Digital Asset Handover Protocol in 2020 resulted in a further step towards achieving LEAD IN GREEN. Previously, each hardware output or input was preceded by a document printout. We have now made this process completely digital. With around 4,000 terminal devices in circulation at DKV Mobility, this is an important step to save large amounts of paper.

## 04 Measures for more Cloud Services/ Cloud by Default

Examples from the reporting period include the migration of the Share Point On Premises envi-





### Commuting and business trips

When our employees commute to work or drive vehicles from the company's fleet, this leads to energy consumption which translates to carbon emissions. We are working on ways to make these journeys more climate friendly. For instance, we offer a reduced-rate monthly ticket for the use of public transport to our employees in Germany. Also, employees are given the opportunity to use an intranet-based car-sharing service.

In 2021, DKV Mobility extended the number of EV charge points from six to 27 at the headquarters in Germany for the benefit of its employees. Another driver for the transition to hybrid or full electric vehicles was a restatement of the company car policy in 2020. All DKV Mobility's company cars in Germany and most of the company cars abroad are running on the

DKV Card Climate or the DKV Card Climate +Charge, which means we compensate for the tank-to-wheel carbon emissions.

Driven by the COVID-19 pandemic, a video conferencing infrastructure was rolled out in all offices to reduce the need for business trips. This is a momentum we would also like keep in the future by only recommending business trips if they are absolutely necessary.

### New key user program in IT

IT know-how is mainly available at our headquarters in Ratingen and to some extent at the Shared Service Center in Romania. All other offices are supplied with IT services remotely. In the past, we therefore often had to visit local offices to solve minor problems on site. This led to many business trips. With the new key user program, we have created a process that reduces the need for these trips. We provide so-called key users with on-site IT know-how to enable them to resolve certain issues autonomously. In addition, we have integrated the local IT key users directly in our support processes. Before, if a laptop was malfunctioning, it was sent to the headquarters and repaired there by a Lenovo technician. Today, the local key user can open a ticket directly with the service desk of Lenovo and the laptop is repaired on site by the supplier.

### Sustainability training

We launched different sustainability training formats in 2021 to increase awareness for the connections between our employees' behavior and our climate positive target. Mandatory LEAD IN GREEN introduction training for new employees and an online training course for energy efficient behavior at the workplace has been introduced for employees in Germany, among other measures.

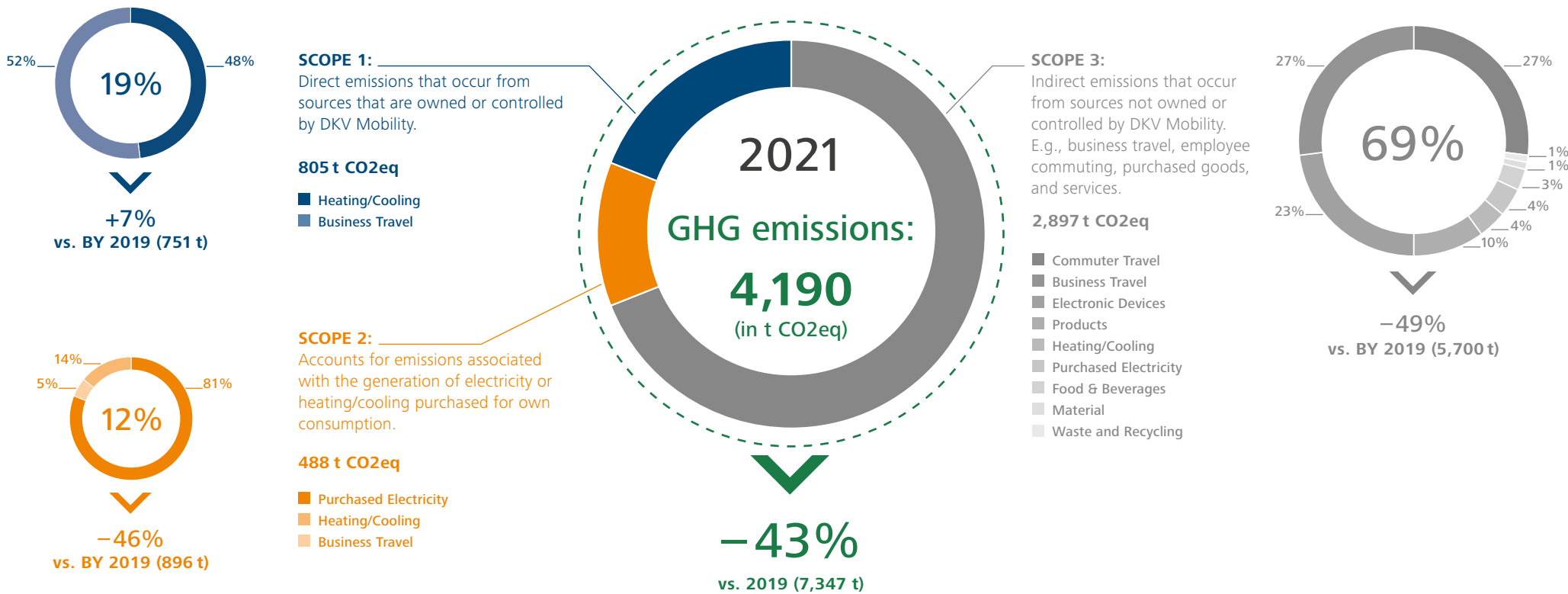
# Our Corporate Carbon Footprint

We have pledged to become a climate positive company in our own operations by the end of 2023. As a part of this pledge, it is our aim to avoid and reduce at least 50% of the Corporate Carbon Footprint (CCF) greenhouse gas (GHG) emissions we reported in the base year of 2019 by 2023. For those GHG emissions that we can or choose to neither avoid nor reduce, we intend to keep partially investing into Gold Standard climate protection projects. 2021 was another good year with regards to our LEAD IN GREEN strategy.

Overall, we managed to decrease 43% of our GHG emissions in just two years. It is important to mention, that the COVID-19 pandemic and its effects had a significant impact on the results. Our scope-3 emissions that accounted for 69% of our overall 2021 CCF are mainly driven by commuting and business travel – both substantially decreased because of lockdowns, working from home, and travel restrictions. However, considering that in the past two years, we included twelve additional offices in our CCF calculation,

we could not have achieved these reductions without the successful implementation of several decarbonization measures across the DKV Mobility Group. Compared to the year 2020, which was already affected by the effects of the COVID-19 pandemic, our CCF decreased by 18% in 2021. This motivates us to further invest in our various decarbonization activities. As methods and data measuring carbon emissions improve, our Corporate Carbon Footprint can be expected to change

in the future. Please see a more detailed overview of our environmental performance data on pages 71 and 72 in the ESG performance data section. DKV Mobility has fully offset those carbon emissions that have not been avoided or reduced at its headquarters in Germany in 2021, as in previous years – i.e. in the amount of 1,627 tons of CO<sub>2</sub> equivalents (CO<sub>2</sub>eq). Further information on the climate protection projects we supported can be found on page 34.







# Our climate forest

To achieve our ambitious goal of becoming a climate positive company by 2023 in our own operations, we have already put many projects and initiatives in place to reduce our CCF emissions. In one of our many efforts to implement LEAD IN GREEN, we are excited that we have achieved the next milestone on this journey at the end of 2021: The start of DKV Mobility's own climate forest.

This climate forest is located in Freguesias de Tavares, Portugal, and has a size of about 190,000 m<sup>2</sup> or 19 hectares, equivalent to 27 football fields.

Together with our partner Land Life Company, we planted more than 13,000 trees, contributing to a potential CO<sub>2</sub> sequestration of 3,000 tons in total over 40 years.

Through an [interactive online map](#), the growth of the trees can easily be monitored remotely at any time.

The first tree – a Hawthorne – was symbolically planted by our CEO Marco van Kalleveen at our headquarters in Ratingen.

To learn more about the DKV Mobility climate forest, watch the video of our first visit onsite [here](#).





# SOCIAL

## Achieving more **together**

Our commitment as an employer has been recognized with a Great Place to Work® certificate and the Top Employer award. We feel a strong commitment to society. Our workplace culture is governed by the principles of team spirit, respect, diversity, and a family-friendly work environment.

# Employee engagement is the key to our success

The labor market is undergoing rapid changes, requiring companies to continually adjust their strategies and change their day-to-day operations. Companies consider the development of new managers and leaders (64%) and attracting new talents (60%) to be one of the most important future challenges<sup>22</sup>.

Work processes are subject to changes resulting from the megatrends of globalization, digitalization, and automation, while demographic trends also lead to structural changes within society. Correspondingly, the requirement profiles on the labor market and of DKV Mobility have undergone significant changes in recent years. In addition, the specifics of the transport and logistics sector need to be taken into account, as well as a change in the requirements and expectations of our customers. We need to attract and retain talented colleagues at all levels, but particularly within the IT domain.

The COVID-19 pandemic has accelerated these developments, exposing the labor market to additional challenges over the past years. Faced with this demanding situation, we invest great efforts to find new qualified employees, retain our current employees and to keep our Great Place to Work® (GPTW) certification.

In 2021, we made great efforts to modernize our HR processes, to sponsor young talents and continually invest in the development of our people while giving our employees the tools and skills necessary for offering our customers competitive products and services.

For instance, we implemented an international DKV Group Academy, accompanied by attractive job options within our company. In addition to that, we strengthened our employer brand on social media and initiated a Corporate Influencer program to attract the attention of potential applicants.

## Employee engagement

Group-wide GPTW employee surveys and pulse checks are established feedback tools at DKV Mobility Group and are used to actively involve our employees in shaping their work environment. We transparently communicate the results to our employees.

In the reporting period, our GPTW employee engagement level was at 88% (GPTW survey 2020) and our engagement level in 2021 according to a Group-wide survey conducted by us, so-called group Pulse Check 2021, was at 83%. With the surveys, we aim to keep the high level of determined employee engagement and improve it even further. As part of the ESG strategy, we therefore set ourselves the goal of 85% employee engagement by 2025.

Throughout 2021, we introduced various short surveys, so called Pulse Checks, in order to gain feedback and insights from our employees. The anonymous surveys are conducted on a voluntary basis, are directed at specific target groups, and their completion only takes a few minutes each.

In our Pulse Check onboarding survey, our new hires stated that they were generally very satisfied regarding DKV Mobility's welcoming culture. Our trainees<sup>23</sup> provided the highest satisfaction ratings in a Pulse Check assessing the feedback

on our training program. All our trainees would recommend the training at DKV Mobility to friends and acquaintances. This is a great result and appreciation for everyone involved in DKV Mobility's trainee program. Based on the survey results, we have established an internal network where former trainees help younger colleagues prepare their exams and serve as a contact to answer possible questions. Throughout the long work-from-home phases during the COVID-19 pandemic, it was quite challenging for training instructors to look out for the well-being of our trainees while ensuring our ambition of high-quality training. We have therefore provided several virtual get togethers, dailies, and challenges to tackle these topics. In addition, we conducted a specifically designed training for people involved within the training program to provide detailed information on how to learn best during work-from-home, e.g. on how to make sure that a task is understood, the importance of more regular feedback etc. We based the training contents on the Pulse Check results as well as on earlier trainee feedback from our "Great Place to Work" survey.

## Organization and responsibilities

The HR department is responsible for the DKV Mobility Group's HR strategy and related objectives. In everything we do, we are aiming to comply with internationally recognized labor and social standards. We want to further strengthen our employer brand through attractive work conditions, new ways of working, and through diversity and inclusion. Lifelong learning, individual employee development, and a trust-based cooperation with employee representatives lay the foundation for this.

## DKV MOBILITY IS RANKED AS ONE OF THE "BEST-EMPLOYER(S) NRW 2021"

In order to receive regular feedback, DKV Mobility – in collaboration with the independent Great Place to Work Institute® – regularly conducts anonymous, voluntary surveys among all of its employees as well as a comprehensive cultural audit that takes place every two years. In 2021, we won third place in the "Best-Employer(s) NRW 2021" competition in our company size based on our GPTW survey results from 2020 and on our cultural-audit submissions.



## Top Employer certification

In 2021, DKV Mobility was awarded the Top Employer certificate by the Top Employers Institute for the fourth time in a row. The award recognizes companies for being trustworthy employers and offering outstanding work conditions to their employees.



<sup>22</sup> [https://www.managerseminare.de/ms\\_Artikel/Unternehmensagenda-der-Zukunft-Die-groessten-Herausforderungen,266493](https://www.managerseminare.de/ms_Artikel/Unternehmensagenda-der-Zukunft-Die-groessten-Herausforderungen,266493)

<sup>23</sup> Trainees and dual students at DKV Mobility





# Three questions

**For: Jana Eggerding-Tenhagen –  
Chief Human Resources Officer**



**The more perspectives you include and try to understand, the better the product you end up with.**

---

**Jana, COVID-19, digitization and demographic change have strongly impacted HR management. What does the future of HR look like?**

It includes attracting and recruiting qualified talents via new channels like social media. But employee expectations have also evolved beyond mere compensation and benefits – a sense of shared identity, interactions, engagement, and individual development plans are crucial success factors to retain employees. Furthermore, diversity and inclusion should be on top of everyone's mind.

**What is your motivation to drive diversity at DKV Mobility?**

My interest in diversity and variety of perspectives is the common thread that runs through all diversity topics. I love debates and they thrive on their colorfulness and diversity of perspectives. One of these perspectives is the view of women, although diversity is much bigger than that: it also includes internationality, age, and much more. The more perspectives you include and try to understand, the better the product you end up with. This is why I try to include as many different perspectives and needs as possible in the development of my products for employees. This is a real matter of the heart for me.

At DKV Mobility Group, we introduced a major change in 2021 by setting ourselves targets for women in management positions. For many years, I was against a "women's quota" because I thought women deserved better. But I have learned that we need it. The impact target values can have is demonstrated by the improvement of our diversity indicators over the past year – very impressive.

**What were your personal DKV Mobility HR highlights in 2021?**

I am very proud of the DKV Mobility team. In 2021, we once again were awarded as Top Employer and Great Place to Work®. Our HR team launched new initiatives to develop our employees, such as our Front Runners talent program and our Corporate Influencer program. We supported our international growth by growing our international HR Business Partner population. We digitalized many HR processes to improve our employee experience. By working together across our entire Group, we made great progress as regards our diversity agenda and were able to increase our share of women in leadership/management positions.



# Well-functioning employee relations

In principle, freedom of association and collective bargaining form the basis of a well-functioning social partnership between the employer and its employees. DKV Mobility Group considers this principle as an important building block for HR policy and thus of entrepreneurial success.

Acting responsibly toward our employees is important to us. Part of this is our commitment to respecting international labor and social standards, which are embedded in our CoC.

In many countries in which DKV Mobility Group has employees, national labor law (based on the basic rights of freedom of association and collective bargaining) stipulates that staff interests should be represented by constituted bodies like trade unions and works councils. We welcome and support activities in this field and value the chance of being able to shape the work conditions of employees in dialog with employee representatives.

## DKV Mobility works council Germany

DKV Mobility's works council in Germany was founded on March 23, 1988 and represents the employees of DKV Mobility in Germany in matters of employee attendance at the corporate level. It conducts its work based on the German Works Constitution Act (Betriebsverfassungsgesetz, BetrVG).

The works council in Germany consists of eleven members who meet on a regular basis, including various committees. Every four years, according to German law, new elections are due – the next time in 2022.

Our employees are given the opportunity to access all company agreements and further information concerning the work of the works council via a dedicated site on our Intranet. Due to the ongoing COVID-19 pandemic, the works meeting for employees in Germany in 2021 was held as a virtual event only.

In Germany, the Head of HR for the DACH region (i.e. German-speaking countries) is responsible for the scope of social partner management and is supported by a lawyer specializing in employment law and labor relations.

## Dialog with employee representatives across DKV Mobility Group

In addition to Germany, collective bargaining agreements exist in the subsidiaries of DKV Mobility in France, Italy, and at our subsidiary SV Transportservice. There is a works council at our subsidiaries in France and Italy and at REMOBIS (the Netherlands), holding works-council meetings once a quarter.

In our subsidiaries in France, Italy, and the Netherlands, the respective local HR Business Partners are the management's counterpart for employee representatives. Depending on the topic, additional experts are involved on a case-by-case basis, e.g. when works agreements are negotiated.

**62%** of the total workforce across all subsidiaries are covered by written collective bargaining agreements relating to work conditions

**43%** of DKV Mobility Group's employees are covered by collective bargaining agreements

**59%** are covered by formally elected employee representatives

## WELL-FUNCTIONING EMPLOYEE RELATIONS

### 2021 highlights:

- We planned and developed an offering of leasing bicycles within the framework of tax-privileged pre-financing for our employees in Germany, which was launched in spring 2022. In addition, we started to develop a comprehensive mobility concept together with the German works council.
- Works agreement on new company pension scheme – As part of this program, employees in Germany have been able to pay part of their gross salary into a pension scheme, which the company tops up by means of a subsidy since November 2021.
- Works agreement on new job-evaluation system and remuneration principles – A new job evaluation/grading was introduced in Germany.
- Works agreements on the different types of mobile work – In light of the ongoing COVID-19 pandemic, the topic of how to facilitate mobile work was on the agenda of the works councils in Germany, France, and the Netherlands. In Germany, the conclusion of a permanent, non-pandemic-related collective bargaining agreement on mobile work will be one of the focal topics in 2022.

# LEARNING & DEVELOPMENT

Our people are the foundation for our success as a company, and we want everyone to continue to learn and grow. In this respect, the year of 2021 was, because of the COVID-19 pandemic, again predominantly characterized by remote learning. We are in the process of establishing a new learning culture at DKV Mobility Group by modernizing our learning and development initiatives, expanding our training content, and reacting to challenges and megatrends impacting the labor market. Learning and development for us means

- empowering our employees with the right skills needed to drive DKV Mobility's future and business performance,
- enabling our leaders to motivate, give impulses, and coach their employees,
- customizing our initiatives and learning programs to fit the need for experience-based, collaborative ways of learning in different settings and
- offering a wide program ranging from external courses to micro-learning "on the job".

## Regular feedback & development planning

Regular and open feedback about performance and potential serves as a foundation for the development planning of our employees. Our competence and development talk is a standardized format that all employees undergo on a yearly basis. It is a feedback process and the basis for custom-tailored development planning considering the specific needs of the individual. This enables us to determine whether an employee will benefit most from an individualized set of training measures consisting of seminars and workshops within the framework of the DKV Group Academy, or from an extension of the respective employee's field of responsibilities.

In addition, we offer all our employees the opportunity to use our digital learning tools on our internal platform "we@DKV" at any time to benefit from further training at their own initiative and at their own pace.

## we@DKV – Digitizing our HR processes

Our objective is to enable our employees to develop their talents to the best-possible degree. To achieve this, operative processes have to be organized in an efficient and effective manner. For this reason, we continue our journey of digitalizing our HR standard processes. Introduced in 2019, our HR management system we@DKV (Cornerstone on Demand) supports a process-oriented approach to communicate within the HR department as well as among employees and their managers. All processes are completely paperless – which means that we@DKV does not only make the workflows within DKV Mobility more efficient, but also more sustainable.

In 2021, we made several updates to we@DKV, set standards in HR reporting, and enabled many colleagues to work independently on software interfaces with our tool, such as rolling-out mandatory training sessions on occupational safety, data security, and compliance.

## LEARNING & DEVELOPMENT

### Ambition

We aspire to be a Great Place to Work and to create an environment in which all of our employees are able to thrive in the long term. We promote their individual skills and know-how and help our employees develop their full potential.



### Key Target 2025

- 85% employees' engagement

### Highlights in 2021

- Implementation of a new onboarding process
- Launch of remote leadership trainings
- Launch of Corporate Influencer program
- Group-wide Front Runners talent program
- New English language training concept

### Progress towards targets set in 2020

- Extension of the format "Who knows, teaches!" ✓
- Implementation of the second round of the talent program Front Runners ✓
- Offering of a broad range of online training courses and seminars for employees through the DKV Group Academy ✓
- Support for managers to enable them to successfully lead remotely connected teams, now and in future ✓
- Implementation of a new onboarding process to ensure the smooth showing-the-ropes to new employees ✓

✓ achieved





### **“Who knows, teaches!” – Learning from each other**

Our employees are first-rate experts in their respective fields. Their knowledge and experience are an important resource for us. For our training programs we, therefore, put an increasing emphasis on colleagues learning from colleagues. Under the headline “Who knows, teaches!”, we developed a format enabling employees to share their knowledge, expertise, experiences, and best practices with others.

In 2021, over 20 “Who knows, teaches!” training sessions were held with almost 440 participants, covering themes such as digitization, sustainability, e-mobility, agile work habits, and the use of digital tools such as Microsoft Teams.

### **Corporate Influencer Program – Using social media for employer branding**

In 2021, we enhanced our employer-branding and recruiting initiatives by a more extensive social media presence. We aim to engage with the outside world and to increase our attractiveness as an employer with existing and potential new employees. A big step towards achieving this objective is to create more visibility and reach by means of a meaningful imagery and inspiring social media postings on platforms such as LinkedIn and Instagram. We use pictures of our very own employees to give authentic insights into our work life.

In addition, we started the Corporate Influencer program: A 12-week program which was kicked-off by a motivational keynote address by LinkedIn top voice Céline Flores Willers for a group of selected German employees.

During the training, the participants improved their technical LinkedIn skills by taking part in interactive sessions with the coaches and by working on self-directed assignments at home to gain the necessary hands-on LinkedIn practice and become DKV Mobility ambassadors. An international version of the program is planned for 2022.

### **Front Runners – Our new group-wide talent program**

Front Runners is our international talent program to support employees who are ready for the next step in their career. The 12-month program is a powerful opportunity for participants to boost their visibility within the organization, expand their network, and develop new skills. In addition to personal mentoring and leadership training, employees strengthen their agile skills in the digital age. Using the design-thinking format, small interdisciplinary teams turn actual DKV Mobility business challenges into solutions, guided and trained by agile and innovation coaches.

As a result of our Front Runners program, 50% of the participants moved into more responsible roles already by the end of 2021.







### Youth learning

We are firmly committed to the training and development of young talents. This way, we will benefit from employees with top qualifications who are familiar with our products and services as well as customers. Within the scope of vocational training, we continuously develop our junior staff. Apart from traditional training courses in five professions, our offering also includes various options for a dual course of academic study and in-company training at our head-quarters in Germany. We are very satisfied with the success of the model, that brings theory and practice together. Young students get to know our company from the bottom up.

27% of our current trainees first joined DKV Mobility through an internship. In 2021, nine new talents started their training as office management assistants, IT specialists (fields of application: development and systems integration), and as digitization management assistants. Six of the nine trainees will be completing their training within the context of a dual course of studies. We are particularly pleased that all our trainees passed their exams with good grades, despite the difficult conditions caused by the COVID-19 pandemic, and that we were able to keep up the tradition of having one of our trainees take part in the IHK Best Honors and the further education scholarship of the “BMBF, Federal Ministry for Education and Research”.

	2021	2020
<b>Total number of trainees<sup>24</sup></b>	<b>26<sup>25</sup></b>	<b>22<sup>26</sup></b>
Vocational Training	7	6
of which female	3	3
of which male	4	3
Dual course studies	19	16
of which female	10	6
of which male	9	10
Training ratio (share of total workforce in Germany)	3%	3%
<b>Retention rate after completion of training</b>	<b>100%</b>	<b>100%</b>

<sup>24</sup> in Germany, <sup>25</sup> Trainees from the years 2019 to 2021 plus three trainees from the 2018 “Trainee on the Job” program

<sup>26</sup> Trainees from the years 2018 to 2020 plus three trainees from the 2017 “Trainee on the Job” program



**“Against all odds, I am pleased that we even increased the number of training and study positions at our headquarters to a total of nine in 2021. This shows the high priority and value the company places on this field, and it is very promising for the future.”**

Claudia Hanf-Schüler,  
Training Manager at DKV Mobility

**“It is great to see how the topic of Youth Learning is growing and steadily gaining importance at DKV Mobility. I am particularly pleased that even in challenging times, we have continued to maintain the exchange and work with the trainees and students and have intensified it through many new projects and workshops. This has bound us together even more as a team and supported everyone individually in their personal development.”**

Katharina Meschig,  
JAV and Specialist HR International  
at DKV Mobility

### Hiring concept for graduates of training and studies

In 2021, we developed and introduced a hiring concept for graduates of training and studies. This concept provides that every trainee or student is guaranteed a job for two years after successfully completing their dual training or studies. To a large extent, this ensures that they can be hired by their respective desired departments through a so-called “on top” position, regardless of the departments’ respective budgets. The two years then make it easier for the departments to include these positions in the budget planning with the ultimate aim to employ them in a permanent position.



### Trainee newsletter

In February 2021, our trainees started their own quarterly newsletter format as part of the Digital Apprenticeship project designing program. The team thought about the design, the name, the content, and the structure and then developed a suitable newsletter template. The purpose of the newsletter is to publish quarterly news about projects and activities in order to provide insights into the topics related to youth learning.



# DIVERSITY & INCLUSION

## Fostering a diverse workplace

We aspire to create a company where diversity and inclusion form an integral part of our corporate culture. We are convinced that a diverse workforce and a culture of respect and inclusion are cornerstones for growth, success, and innovation both at DKV Mobility and in society.

We pursue a holistic diversity and inclusion approach, promoting the different characteristics of our workforce such as age, gender, sexual orientation, origin or religious and educational backgrounds.

As a company serving customers throughout Europe, DKV Mobility employs people from 59 nations in 23 countries as at the end of 2021. 54% of our employees work outside of Germany. Fresh ideas and different perspectives, cultures and abilities help us make better decisions and meet our customers' demand for innovative solutions.

In 2021, we amplified our diversity and inclusion strategy. Our focus lies on strengthening gender diversity, especially in leadership positions, as well as creating a culture where everyone has equal opportunities. 50% of our workforce is female. By 2025, we want to increase our share of female managers to 35%. Our diversity and inclusion strategy lays out specific targets and actions along four pillars (see next page).

2021:

50% 29%

share of women across all employees

share of women in management positions

Diversity and inclusion management is coordinated by the HR department. HR works in close cooperation with four designated diversity sponsors of the Management Board and the Executive Board who push diversity in all business fields. In addition, we work with internal diversity networks at our subsidiaries to define and implement targeted actions.

## DIVERSITY & INCLUSION

### Ambition

We advocate equal opportunities. Our aim is to strengthen diversity and inclusion at DKV Mobility by interacting openly and constructively with each other and achieving our targets with a particular focus on strengthening gender diversity.



### Key Targets 2025

- Maintain 50% share of women across all employees
- 35% share of women in management positions

### Highlights in 2021

- Appointed Management Board and executive board sponsors for diversity & inclusion
- FKİ women-career index audit
- Women in Leadership (IWIL) mentoring network participation
- Internal equal-pay analysis for Germany based on job grades

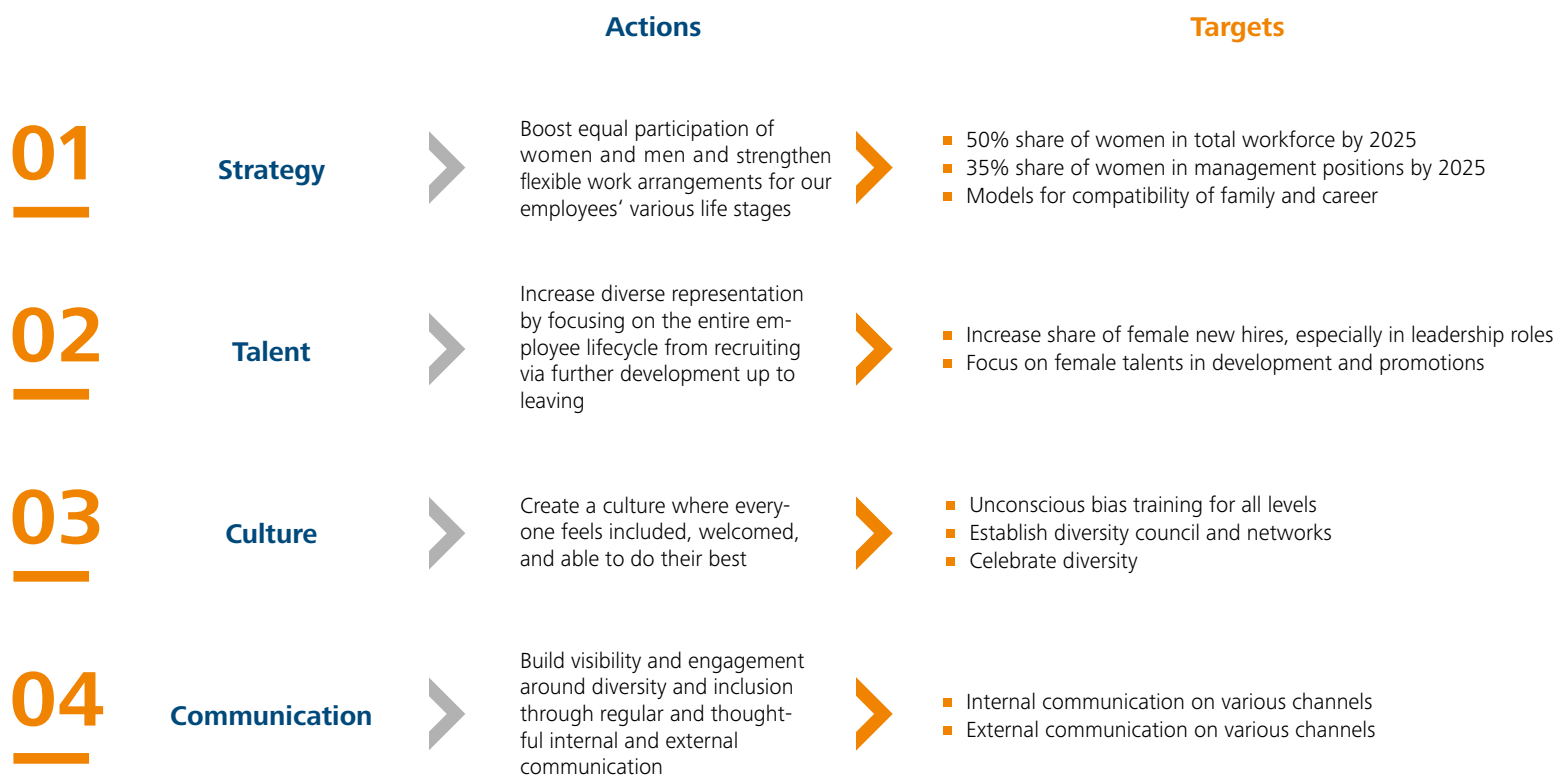
### Progress towards targets set in 2020

- Definition and implementation of a diversity strategy and roadmap for DKV Mobility ✓
- Development of a reporting framework for key diversity figures and regular reporting ✓
- Talent management taking into account the principles of diversity and inclusion (e.g., considering diversity in recruiting, training and development, succession planning and employee retention) ✓
- Encourage women to take on leadership positions ✓

✓ achieved



## Our action plan for diversity and inclusion



### Recruitment and career progression

In 2021, we were able to rise the share of female managers to 29% (from 26% in 2020). We were especially able to increase the number of female new hires for leadership positions. We also strengthened our initiatives to develop women for a first or next management position, for example through our talent program Front Runners and business-unit area-specific career and development planning.

### Women Career Index (FKi)

Our commitment to diversity was also recognized by the Women Career Index (FKi) in September 2021. This independent and science-based management audit examines how women at different management levels are able to advance in their careers, and to what degree cultural changes and openness for transformation progress exists in the respective company. The results provided us with valuable impulses to improve our gender diversity strategy.

### Unconscious bias training

We have set up a training program on unconscious biases in partnership with the AllBright Academy. Starting with our top management, we are training managers and employees on all levels to raise awareness about the impact of biases to our everyday life as well as strategies to outsmart them to make better business decisions.

# HEALTH, SAFETY & WELL-BEING

It is our prime responsibility to keep our employees healthy, safe, and free of harm while they perform their work duties in the office and on the road across Europe every single day. We invest great efforts to safeguard them against both accidents and work-related diseases. With a view to stress prevention, beneficial nutrition, and exercise, we aim to help our employees avoid health problems through steps that are easy to integrate into their daily work routine, especially when faced with new challenges such as the COVID-19 pandemic.

We support preventive measures that help us keep our workforce healthy. Our occupational health, safety, and well-being management system is based on three pillars:

## 01

### Occupational safety

The aim of occupational safety is to design work processes in such a way as to reduce any hazards to the extent possible. Important subtopics of occupational safety include, for instance, occupational medicine, workplace design, and ergonomic furniture in the workplace as well as further training in occupational safety and hygiene. At DKV Mobility in Germany, these matters are regulated in various risk assessment guidelines and company agreements. We also offer our employees in Germany occupational healthcare services provided by the specialized personnel of B.A.D. Gesundheitsvorsorge und Sicherheitstechnik GmbH.

## 02

### Maintaining and improving health & well-being at the workplace

DKV Mobility supports preventive measures which help us promote our employees' physical health. We offer yearly consultations for skin cancer screenings, regular ophthalmological examinations, and flu vaccinations. Our employees get access to gyms and sports clubs at discount rates – and free weekly fruit baskets are provided at the headquarters in Germany. We also support our employees in maintaining their mental resilience by offering consulting about time, stress, and conflict management, as well as coaching through a preventive, development, and coping service. Our digital learning platform we@DKV offers learning paths on physical and mental health with short learning units.

## 03

### Occupational integration management

As an employer, it is our obligation to offer occupation integration management services to all employees in Germany who are continuously or repeatedly incapacitated for more than six weeks. To better respond to certain situations, we have been working together with the Fürstenberg Institute, a leading systemic consulting company, for six years now. All employees and their dependents in Germany can use the services to obtain advice on personal, professional, and health issues. In the Netherlands, the same service is provided by Resilians. The emphasis of the consulting services ranges from leadership issues and topics around work/life balance to debt counseling. Counseling services for employees are free of charge and, of course, strictly confidential.

## HEALTH, SAFETY & WELL-BEING

### Ambition

"WE CARE" also applies to our workforce. We promote the health and well-being of our employees to create an agile, high-performance organization. To do so, we provide various health and preventive-care programs to safeguard against workplace risks and general health risks that could lead to illnesses. We aim at tailoring our offerings to the individual needs of our employees.



### Key Target 2025

- Increase attendance quota in our occupational safety training at the headquarters in Germany to >90%

### Highlights in 2021

- Digital Health Day featuring various lectures and active training units about the topics of health and well-being
- New company agreement on the joint Committee on Occupational Health and Safety in Germany
- Development and roll-out of a digital first-aid book

### Progress towards targets set in 2020

- Flu and COVID-19 vaccinations ✓
- Training of safety officers, first-aid and fire protection assistants ②

✓ achieved ② open

### Our approach to occupational health, safety, and well-being

Experience shows that most workplace accidents can be prevented by proper conduct. We educate our employees on occupational health and safety, actively engaging them in our efforts. Our people best understand their actual work conditions and what is needed, enabling us to constantly improve our occupational health and safety practices and performance.

Group-wide, all employees must complete an occupational safety training once per year. Through this initiative, we raise employee awareness of workplace dangers and teach them rules for safe behavior. Overall, a range of up to 75 e-learning courses is offered on our digital learning platform we@DKV on topics such as behavior in case of emergencies and fire, handling hazardous substances, or COVID-19 and hygiene.

In 2021, we introduced new digital learning content on occupational safety, including implementation and success controls. 82% of our workforce in Germany completed the mandatory online training on "Occupational Health and Safety".

The responsibility for occupational health, safety, and well-being is with the HR team for Talent Management & Employer Branding. At the headquarters in Germany, the HR colleagues are supported by the Central Services team and a Joint Committee on Occupational Health and Safety (Arbeitsschutzausschuss, ASA) exists.

The respective sales unit leaders provide support in the implementation of internal guidelines, programs, and legal requirements promoting occupational health, safety, and well-being. It also oversees the local implementation of health programs in the local language and taking local requirements into account.

### Occupational safety is a priority

In 2021, we recorded six occupational accidents among our employees at the headquarters in Germany. In 2021, there were no fatal occupational accidents involving an employee of DKV Mobility Group or an external company working for us at any of our sites.

### Handling COVID-19

The COVID-19 pandemic has been an on-going challenge. The health and well-being of our employees is a top priority for us. At the same time, it has been important to ensure the continued operation of our business. To cope with the situation, we established a task force to monitor the latest developments, to develop risk scenarios and action plans. Among various measures, we set up special occupational safety standards for our offices. In addition, an audit was conducted by B.A.D. Gesundheitsvorsorge und Sicherheitstechnik GmbH at DKV Mobility Group's headquarters in Germany, confirming compliance with the occupational health and safety standards for COVID-19.

We used direct communication through regular e-mail circulars and our intranet to keep our workforce informed of specific behavioral protocols and new requirements. To mitigate our employees' risk of infection, we offered them the option of telework (working from home), modified workflows, social distancing regulations, and provided them with personal protective equipment (PPE) such as face masks and rapid antigen self-tests. COVID-19 vaccinations were also a key contributor to protecting our employees.

### Remote leadership workshops

The pandemic has demanded a lot from our employees and managers. A rapid change from work in the office to work exclusively from home, to leading virtual teams and being led remotely. While the adjustments worked well at first, long periods of work at home can lead to challenges such as the lack of personal interaction, motivation, energy, and creative joy in the team.

To support our managers, we offered "Remote Leadership Workshops", providing impulses on self-management from home, important conversations at a distance, and improving team spirit. More than 100 managers participated in these highly interactive sessions, led by specialized coaches.

### Digital Health Day 2021

On April 20, 2021, we invited our employees to participate in our Digital Health Day 2021. In cooperation with a team of doctors, mental-health coaches, and sports scientists we offered various free-of-charge keynotes and active sessions on the topics of health and well-being.

The DKV Digital Health Day can be considered as a success as over 330 employees took part in various events such as Back Fit, Qi Gong, Stress Reduction, Healthy Sleep, or Happiness.

The next Digital Health Day is scheduled for April 2022. Reflecting on the events that have recently happened and are happening around the world including the COVID-19 pandemic, we consider staying strong mentally to be very important which will therefore be the focus topic of our next Digital Health Day.





# CORPORATE CITIZENSHIP

## Our corporate-citizenship approach

At DKV Mobility, corporate citizenship is our way of leveraging our in-kind, human, and financial resources to add social value and to create higher standards of living in the communities we operate. Going beyond our core daily business by serving our communities has always been our aspiration.

Over the course of 2021, together with our majority shareholders, we reorganized our corporate-citizenship approach and defined the following three dimensions of our commitment:

## 01

### In-kind resources (products and services):

Leveraging our key assets and skills to add social value with our products and services.

## 02

### Human resources (time):

We encourage our employees to volunteer and engage with charitable organization. For 2022, a corporate-volunteering day is planned at our headquarters in Germany. At that day, our employees will engage with 15 social projects.

## 03

### Financial resources (money):

Donations of cash are an integral part of our approach. We foster long-term relationships to create a high impact.

Along all the three dimensions, we always aim to engage in long-term partnerships that leverage DKV Mobility's assets and skills to make an impact in prioritized areas in line with our ESG and business goals as well as the Sustainable Development Goals (SDGs).

### No-fee fuel and charging cards for NGOs

A key highlight of 2021 was the launch of the service card NGO Card +Charge in Germany. The NGO Card +Charge comes with no card or service fees and offers access to DKV Mobility's full network of fuel service stations and EV charge points across Europe.

On top, DKV Mobility assumes all expenses for offsetting carbon emissions per driven kilometer. The NGO Card +Charge shall particularly support NGOs which depend on mobility to fulfill their missions.

The first NGO to receive the service card was "interaktiv gGmbH" (see picture below) from Ratingen, Germany. The service card applies to NGOs with a fleet of up to 20 vehicles. For now, the NGO Card +Charge is available in Germany, but an international version is in preparation.



## CORPORATE CITIZENSHIP

### Ambition

To be a good corporate citizen by adding social value and creating higher standards of living in the communities we operate with our in-kind, human, and financial resources.



### Key Target 2025

- Have 5,000 NGO Cards +Charge provided to NGOs by 2025

### Highlights in 2021

- Launch of NGO Card +Charge
- Provided approximately € 480,000 of financial donations to 36 projects
- Defined a new programmatic corporate citizenship approach
- New membership in the board of the chamber of trade and commerce, IHK, of Ratingen (Germany) including active positioning in the future incubator concept "Gründerhaus"

### Progress towards targets set in 2020

- Development of a structured approach for corporate citizenship at DKV Mobility Group ✓

✓ achieved



# Emergency aid, long-term partnerships & local support

## 01

### Monetary donations

In the past year, DKV Mobility Group supported at total of **36 social projects** and 35 different non-profit organizations. **Cash donations** amounted to **about € 480,000** during the reporting year.

We take responsibility – both at a regional level (at the location of our headquarters in Germany) and at international level in the countries where our subsidiaries do business. Our monetary social commitment is primarily intended

- 01** to react to humanitarian and emergency aid situations, such as in the event of natural disasters,
- 02** to support long-term partnerships in the fields of health, safety and well-being, and children's education, and to help NGOs that are engaged in the field of mobility and transport, and
- 03** to promote various local social projects in the countries where we operate.

### Emergency aid – Flooding in Germany



Project example: € 26,000 were donated to support Germany's Aid Coalition „Aktion Deutschland Hilft“

The extreme and catastrophic floods in Germany in 2021 were among the worst natural disasters in the country's history. The deluge, following intense rains, also heavily affected parts of the neighboring countries the Netherlands and Belgium. At DKV Mobility, we took a fast and unbureaucratic approach to provide emergency aid by immediately offering to affected employees the opportunity to take special leave and started a fundraiser to support Germany's aid coalition „Aktion Deutschland Hilft“. In total, about € 26,000 of which € 13,000 were kindly contributed by our employees, were donated to provide emergency aid to the people affected by the flood disaster. In addition, our sales and product management teams, together with our business partner ROLAND Assistance, made the necessary arrangements that emergency vehicles that use our service cards got the necessary access to our fuel stations without any limit constraints on their service cards.

## 02

### Long-term partnerships



Project example: DKV Mobility supported „DocStop für Europäer e.V.“ with € 6,000

About € 62,000 were donated to support 12 different social projects located close to our headquarters in Germany. Here, we relied on long-term partnerships to create long-lasting impact. For example, we continued our commitment to eliminate social disadvantages in the community of truck drivers. The initiatives DocStop für Europäer e.V., Truckers Life Foundation and the association Fahrer helfen Fahrern e.V. follow the mission of improving the health and well-being of long-distance drivers. DocStop für Europäer e.V., for example, offers free-of-charge medical care for long-distance truck drivers through a network of volunteer doctors. In 2021, we also entered into a new partnership, putting the focus on sustainable mobility and living. For the association „Ratingen Nachhaltig e.V.“ we bought a cargo bike, which the citizens of Ratingen can borrow free of charge from 2022 onwards.

## 03

### Local support projects at our subsidiaries



Project example: Our colleagues from Smart Diesel S.R.L. supported the „Fundatia pentru Educatie de Calitatea“ with its school building project with ~€ 320,000

Many other social projects and NGOs were supported by our subsidiaries throughout Europe in 2021. For instance, in the Netherlands, the Ronald McDonald House, among others, received a donation. Ronald McDonald Houses offer relatives of seriously ill children free accommodation close to clinics. In Romania, the Motivation Foundation Romania and the SOS Satele Copiilor project were funded by us. The latter's work focuses on supporting children and young people in difficult family situations.

Our colleagues from Smart Diesel S.R.L supported the „Fundatia pentru Educatie de Calitatea“ with its school building project with about € 320,000. The foundation's aim is to support coming generations by offering them access to educational activities in an ethical, spiritual environment. Overall, DKV Mobility supported 23 projects across Europe with donations in total of about € 405,000 in the reporting year.



# Fischer Foundation: constant commitment to support employees' social engagement

The Fischer Foundation has promoted civic engagement and social responsibility since its inception by the Fischer family on DKV Mobility's 75th corporate anniversary.

Civic engagement refers to the ways in which citizens voluntarily participate in the life of a community, to improve conditions for others or help shape the community's future. At DKV Mobility, many employees engage in volunteering activities outside of work through relief organizations, social institutions, or sport clubs. Both the existence and success of these non-governmental organizations depend on volunteering and financial support for their programs and causes.

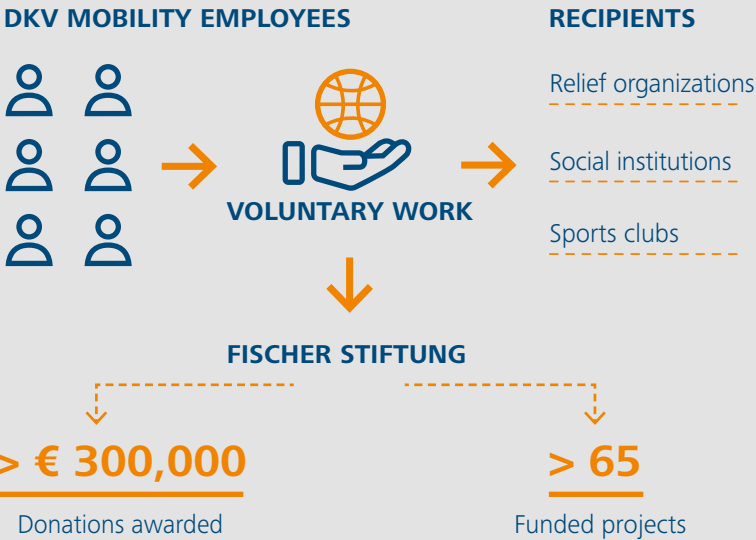
For more than a decade, the Fischer Foundation has actively encouraged and financially supported our employees in civic engagement. In addition, the Foundation has assisted existing and former employees faced with hardship through no fault of their own. Social organizations and/or associations can submit applications to the Fischer Foundation for former employees who are in need.

The activities range from charity concerts held during the COVID-19 pandemic, the funding of school projects in Africa to supporting diversity and equality in sports. The Fischer Foundation is committed to meeting the needs of our society and diverse requests for help.

In the year under review, the Fischer Foundation supported several projects, such as:

- Kinderhilfe Organtransplantation – Sportler für Organspende e.V.**  
The "Kinderhilfe Organtransplantation – Sportler für Organspende e.V." supports children with organ diseases and their families before and after a transplant in social emergencies. The non-profit and charitable association helps in cases of hardship and has developed special leisure programs that give children new self-confidence after long years of illness.
- Diakonisches Werk – Kölner Wohnungslosen-Frühstück**  
Homeless and poor residents of Cologne were invited to the Cologne Homeless Breakfast on three Sundays a month for a breakfast in a pleasant atmosphere. They were served at long tables laid by a team of volunteers. On some Sundays, there was also live music.
- Prinzengarde Blau-Weiss Ratingen – Hüttenzauber**  
The so called "Rater Hüttenzauber" was an initiative that supported a curling event for school kids in the city of Ratingen, near our headquarters at Christmas time. In total, more than 600 school kids from local elementary schools enjoyed a unique sporting experience with their teachers and sports coaches.

Since 2010, the Fischer Foundation has supported our employee's civic engagement through more than 65 projects and awarded more than € 300,000 in cash donations.



## WHO IS FUNDED?

Organizations that appreciate the importance of volunteering for society	Educational institutions: Children's nurseries, schools, colleges, educational projects etc.	Cultural institutions: museums, exhibition venues, theatres etc.
Sports clubs and projects with a sporting focus	Environmental protection, nature conservation & animal welfare organizations	Projects with an occupational health & safety focus
		Scientific and research institutes

# GOVERNANCE

## Acting in an environment of trust, transparency, and accountability

Adhering to business ethics, data ethics, and sustainable procurement is self-evident. We expect compliance with law and ethical behavior from our suppliers, service providers, and contractual partners, as exemplified by our management and employees. We have a strong conception of data ethics, which must grow in parallel to our increasing use of technology, the development of new products and services, and the corresponding increasing amount of data.

# Our business ethics, data ethics, and sustainable procurement standards

Corporate governance issues are an integral part of DKV Mobility Group’s ESG strategy. In this section, we report on our strategic commitments as regards business ethics, data ethics, and sustainable procurement.

## Business ethics

DKV Mobility Group’s compliance culture stands for conduct in conformity with the rules – regardless of the level of hierarchy within the Group. We are counting on our employees and can only be successful as a company if they act responsibly every day.

By joining the UN Global Compact (UNGC) in 2020, DKV Mobility has made a commitment to integrating the Ten Universal Principles of Sustainability in the fields of human rights, labor, the environment, and the fight against corruption into its corporate strategy and to implementing them in its daily activities in a transparent manner.

## Data ethics

DKV Mobility is a pan-European B2B platform for on-the-road payments and solutions and, as such, a digitalized organization. Data and technology create great opportunities to deploy products and services that improve our customers’ business. As our business operations are increasingly dependent on data and technology, we aim for high data ethics standards. Integrating information security and data protection into our daily business is an essential prerequisite for providing high service quality and for earning the trust and satisfaction of our customers.

## Sustainable procurement

Almost every day, we make several purchasing decisions. This makes responsible procurement and transparency along our supply chains an essential requirement. Also, there is increasing regulatory pressure on the responsible management of global supply chains. Based on the number of employees we have, the German Supply Chain Act (Lieferkettensorgfaltspflichtengesetz, LkSG), which specifies the requirements for a responsible management of supply chains, is not mandatory for DKV Mobility until 2024. As a signatory of the UNGC however, we have already integrated the Ten Universal Principles of Sustainability into our daily procurement routines.

Our customers clearly communicate that they expect us to secure responsible practices across the products and services we provide, and to help them deliver on their commitments to achieve sustainable supply chains, especially in the fields of decarbonization, labor conditions, and anti-corruption.

We have made substantial progress in the field of sustainable procurement in 2021 and reworked our procurement management and monitoring system. Regarding the supplier risk assessment and in particular the supplier ESG performance evaluation, we strive for further standardizing our processes in 2022.

## GOVERNANCE

### Ambition

At DKV Mobility, we aspire to act in an environment of trust, transparency, and accountability in the interests of all stakeholders. We have systematic risk, information security, and data privacy management systems that we have designed with the objective to enable us to detect possible risks in time and prevent them from causing any damage. From a procurement perspective, we intend to maintain DKV Mobility Group’s position as a “customer of choice” and to only work with suppliers that meet our legal and ethical requirements.



### Key Targets 2025

- Make all our main indirect suppliers act in line with our Code of Conduct (CoC)
- Raise the participation rate of our employees in our annual compliance training to 100%

### Highlights in 2021

- Roll-out of the revised CoC to all employees
- Extension of our whistleblower system to external stakeholders<sup>27</sup>
- Successful ISO 27001 recertification audit for the headquarters Germany
- Cyber Security Week 2021
- Modularizing Data Privacy Management System (DPMS) and Group wide roll-out started
- Integration of ESG aspects in sustainable procurement documents
- Training on ESG topics for Buyers in the Purchasing department

### Progress towards targets set in 2020

- Improvement of the process for selecting and evaluating suppliers ✓
- Mandatory compliance training for employees on the new CoC 📈

✓ achieved    📈 progressing

<sup>27</sup> Within the context of the Directive (EU) 2019/1937 on the protection of persons who report breaches of Union law





# Three questions

**For: Frank Spanier –  
Head of Enterprise  
Governance System**



**In 2021, we started to systematically identify our non-financial risks.**

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## **Frank, what are the responsibilities of the enterprise governance system department?**

DKV Mobility's Enterprise Governance System (EGS) team reports directly to the Management Board and controls the measures that ensure our compliance with legal and internal requirements. The aim is to identify potential risks associated with non-compliance with these requirements at an early stage and, as far as possible, to mitigate them. In this context, the EGS department develops and communicates group-wide requirements regarding compliance, data privacy, information security, enterprise risk management, and our internal control system. It supports our business units to comply with the requirements through training sessions and internal consulting. Ultimately, we also monitor the appropriateness and effectiveness of the measures implemented to ensure compliance with the external and internal rules.

## **To what extent are non-financial risks integrated in the enterprise-risk management?**

In 2021, with the Sustainability, New Mobility & Public Affairs team in the lead, we started to systematically identify the non-financial risks of DKV Mobility in accordance with section 289c (3) No. 3-4 German Commercial Code (Handelsgesetzbuch, HGB). We applied the complemen-

tary outside-in perspective (how ESG issues affect a company's financial performance and value) and the inside-out perspective (a company's impact on ESG). The traditional risk management assumes that a risk is generally an external event that affects companies. The approach we took was a very helpful exercise for better understanding the entire scope of ESG and to better meet stakeholder expectations in the future.

## **What are your 2021 highlights with regard to enterprise governance?**

In 2021, we completed very important groundwork. We revised our organizational governance system for internal policies and guidelines and assigned clear internal responsibilities. The existing whistleblower system was internationalized and extended, now covering all countries where DKV Mobility Group serves customers. Also, our external stakeholders now have access to this important tool to ensure compliance. Data protection was another key priority by rolling out group-wide rules and regulations and extending our data privacy management system to our newly acquired subsidiaries.



# Business ethics

Our Code of Conduct (CoC) is the building block of our Compliance Management System. It sets out those principles of conduct that all employees must comply with. By accepting the CoC, employees undertake to act in a legally and ethically impeccable, responsible, and fair manner towards their colleagues and any third parties. Anti-corruption, anti-fraud, and the UNGC's Ten Principles are important components of our CoC. DKV Mobility Group's CoC is regularly updated and was last updated in October 2021.

Furthermore, we also expect legally and ethically impeccable behavior from our suppliers and service providers along the entire supply chain. This means that the principles of conduct set out in our CoC similarly govern the compliance requirements we impose on our business partners. Detailed information can be found in the "Sustainable procurement" section below.

## Compliance management is risk management

At DKV Mobility Group, compliance means promoting, monitoring, and controlling adherence to essential legal regulations and requirements as well as internal policies and ethical standards and reducing the risk of negative effects (e.g. regulatory fines or damage to the company's reputation) that could result from any non-compliance.

The objectives of our compliance management are to set clear rules, define responsibilities and reporting channels, and create transparency and acceptance in relation to all compliance relevant matters. Any non-compliance should thus be recognized, analyzed and evaluated at an early stage so that remedial measures can be initiated if necessary.

Our Compliance Management System (CMS) is part of the functional field of audit planning and is also audited by the Company's auditor as part of the annual audit of the consolidated financial statements of the Company.

Employees are sensitized to observe the internal and external requirements, to report any infringements as soon as they are aware of them, and to assist in clarifying them. The Management Board made a commitment to undertake all necessary measures to ensure that compliance provisions are adhered to. These commitments and procedures are designed to ensure that any risks arising from non-compliance with the rules will be detected and picked up as quickly as possible.

Mechanisms for monitoring the effectiveness of the management approach for the GRI material topic "Business ethics" are currently being planned for implementation and will be included in next year's Sustainability Report.

The Group Compliance Office (GCO) is responsible for the design and further development of the group-wide compliance management. Moreover, the Group Compliance Office supports DKV Mobility's business areas and cross-organizational activities in the process of risk identification, risk response, and the transmission of information and requirements.

The Group Compliance Office also coordinates the compliance related activities of DKV Mobility Group in Germany and abroad.

Most foreign subsidiaries and affiliates have each appointed local compliance managers during the reporting period who supervise the implementation of the group-wide compliance management procedures at the local level. According to the CMS, that was established in 2021 and is currently under approval, these compliance managers are functionally assigned to the Group Compliance Office and report to the latter on a regular basis.

### Two key building blocks: Enterprise Risk Management and Internal Control System

At DKV Mobility Group, a uniform Enterprise Risk Management System (ERMS) and Internal Control System (ICS) are operated with the aim of both meeting regulatory requirements and the challenges resulting from a changing market. The criteria for an appropriate and effective ERM and ICS result from various legal and regulatory requirements. In addition, efficiently operated ERM and ICS also form the basis for sustainable operations, which is of key importance when competing with competitors.

Our risk management process is aligned with and designed based on the recognized international risk management standard ISO 31000 – Principles and Guidelines on Implementation of Risk Management.

The task and goal of both ERMS and ICS are not to avoid all risks, but rather to identify risks in a timely and systematic manner and to manage them appropriately. Risks are handled based on a defined risk strategy and defined principles.

Our Administrative Board bears the overall responsibility for DKV Mobility Group's risk management, whereas our Management Board is responsible for the practical implementation.

In 2021, we launched the internal policy "Principles of risk management and risk management process", which is targeted at our employees and details the principles of risk management and includes a description of the risk management process at DKV Mobility.

### Whistleblowing system: Our commitment to develop a "speak-up" culture

We promote a speak-up culture encouraging employees to speak up if they see something not in line with our standards, ensuring that the matter is treated confidentially and that the employee does not have to fear any form of retaliation. Our whistleblower system is only one way to raise concerns and to detect any misconduct at an early stage in addition to other ways (e.g. direct contact with supervisor, etc.). The whistleblowing system aims to offer protection both for the people reporting misconduct and for the people who might be accused of it. The information provided is processed and treated fairly, quickly, and confidentially.

In 2021, we published a new policy "Whistleblowing System" and since then, the system has been open to both internal and external stakeholders and can be accessed via the corporate [website](#). In 2021, two instances were reported with respect to potential compliance cases. One case was resolved and in the other case, there was no non-compliance.

### Information and knowledge management as a key success factor

We have set up an intranet page that informs all employees about DKV Mobility's applicable compliance rules. Furthermore, the company-wide regulations can be found on the intranet.

We ask all employees to complete an annual training on our CoC. The Group Compliance Office conducts compliance training for new and existing employees on a regular basis. New employees are familiarized with the relevant topics shortly after joining the company. These trainings comprise our CoC, including anti-corruption and anti-fraud rules, the whistleblowing system, as well as information concerning the UNGC's Ten Principles. Participation in the training is mandatory for all employees and is tracked by the Group Compliance Office.

In the reporting period, 66%<sup>28</sup> of DKV Mobility Group's employees participated in the compliance training. The training of the remaining employees is planned for 2022.

As regards the future outlook, we intend to continue reporting progress in the field of business ethics, setting ourselves a target of 100% of employees being trained in our CoC by 2025.

<sup>28</sup> The compliance training was rolled out to all active employees in 2021. The participation rate of 66% also includes employees who completed the training by February 2022, three months after the training was assigned.





# DATA ETHICS

DKV Mobility Group processes large amounts of data in multiple IT systems. Our approach to data ethics considers information security as well as the careful use of confidential data. Our strong conception of data ethics must grow in parallel to our increasing use of technology, the development of new (digital) products and services, and the corresponding increasing amount of data.

A lack of information security and inadequate data protection entail great risks, such as industrial espionage, identity theft, attacks on unprotected data leaks, and other forms of cybercrime. Customers, business partners, service providers, and DKV Mobility Group itself can become a target of any of these incidents. Additionally, issues relating to information security and data privacy may affect the operation of business processes

and thus diminish the trust in the reliability of DKV Mobility Group. Finally, inadequate information security may also entail financial risks.

More and more customers request information about our information security practices and data privacy measures. By providing competent replies and fast communication, we aim to demonstrate that DKV Mobility Group has implemented high-quality measures and processes and is a trustworthy partner.

We implement industrial-grade standards and aim to act in compliance with international requirements to protect both sensitive company data and personally identifiable information (PII) through which a person can be unequivocally identified. We strive for continuous improvements.

DKV Mobility Group has an Information Security Management System (ISMS) and a Data Privacy Management System (DPMS) in place. Both risk-oriented management systems are applied throughout the entire Group. The ISMS is subject to regular external audits.

The information security management and the data privacy management functions have published several group-wide policies covering processes, roles, and responsibilities as a basis for their activity. All employees must be familiar with the requirements applicable to their respective field of work.

Complaints related to information security or data privacy issues can be reported directly to the GISO or the GDPC. Customers, service providers, and other stakeholders can either directly contact

their key-account managers, or they can lodge their complaints via e-mail. All data protection complaints are documented and reviewed whether they qualify as data breaches in accordance with Art. 33 GDPR. In 2021, we did not receive any justified complaints from third parties nor regulatory authorities. Furthermore, there were no identified leaks, thefts, or losses of customer data.

Information security and data privacy are managed within the Enterprise Governance System department. While the Group Information Security Officer (GISO) is responsible for the management of information security, data privacy management is in the hands of the Group Data Privacy Coordinator (GDPC), who both report to the Management Board.

### Information security

Information security can be broken down into the three security goals of confidentiality, availability, and integrity. Our security measures also consist of three different aspects: technology, processes, and organizational controls. The success of all three aspects depends largely on the knowledge and behavior of our employees. Technology can be nearly worthless if employees do not deploy it or use it in an improper way. Processes can only provide benefits if employees know, understand and implement them. This also applies to organizational controls.

Our management system for information security is built in a hierarchic order and based on our "ISMS Policy". The requirements of this policy are laid out and specified in the "ISMS handbook".

The ISMS is designed to comply with the technical and organizational requirements for the protection of data and sensitive company assets. It is based on the internationally recognized ISO/IEC 27001 standard and has been certified for the corresponding areas of information security at the headquarters in Germany since 2019. The last recertification audit was conducted in November 2021 by Dekra Certification GmbH, with the certificate (reg. no. DS-0122003) valid until January 9, 2025. A surveillance audit is planned for November 2022.

We offer web-based awareness training to our employees that familiarizes them with the requirements of information security. They need to answer questions on the training contents to successfully pass the training. New employees undergo this training within the first three months of joining the Group, and existing employees have to complete it once a year. In 2021, the attendance rate for the Group was at 42%.

### Data privacy

The General Data Protection Regulation (GDPR) is the core legal basis for data protection in Europe, supplemented by local laws. Our DPMS is built on the GDPR requirements. The DPMS is a group-wide framework and guideline for all relevant data privacy processes and their documentation.

We offer web-based training to our employees that familiarizes them with the most important topics regarding data privacy and dealing with personal information. In 2021, the attendance rate for the Group was at 47%.

Mechanisms for monitoring the effectiveness of the management approach for the GRI material topic "Information security & data privacy" are currently being planned for implementation and will be included in next year's Sustainability Report.

# Cyber Security Week 2021

In September 2021, our Information Security and Data Privacy teams conducted the "Cyber Security Week 2021" to make our employees aware that they are DKV Mobility's most important firewall to protect against data incidents.

For the Cyber Security Week, the team put together various measures helping our employees to boost up their skills:

- Phishing-attack test
- Event-awareness training
- Event videos (phishing)
- Online raffles with prizes
- Information security posters spread around the headquarters in Germany







# SUSTAINABLE PROCUREMENT

We strive to manage the interactions with our suppliers and business partners along the lines of diligence, mutual appreciation, respect, and fairness is a matter of course for DKV Mobility Group. In 2021, we adjusted our sustainable procurement approach to manage sustainability in a more integrated manner by incorporating ESG criteria into our procurement guidelines.

Our procurement management and monitoring system for indirect suppliers concerns all phases of the supplier engagement life cycle and is based on the following six integrated elements:

## 1. Purchasing guideline

Superordinate guideline for external procurement activities including sustainability aspects which lays down the essential requirements for all local purchasing policies



## 2. Supplier letter

Information letter on DKV Mobility Group's sustainable procurement practices

## 3. Code of Conduct for suppliers and business partners

Fundamental moral and ethical values and minimum requirements to the adherence of which DKV Mobility Group obliges its business partners

## 4. Vendor self-disclosure questionnaire

Query of all relevant economic aspects, extended by questions concerning ecological and social practices

## 5. Contractual clause on sustainability

Integration of a clause on environmental, labor, and human rights requirements in the standard framework contract

## 6. ESG training

For members of the purchasing department and for main indirect suppliers



In total, in 2021, DKV Mobility Group dealt with 759 (2020: 642) suppliers for indirect materials and services, most of which were located in Germany or Europe.

Confirming the receipt of the CoC, filling out the self-disclosure questionnaire, and acting in full compliance with all applicable laws and regulations are minimum requirements for a listing in DKV Mobility's indirect supplier pool and thus for potentially acting as a supplier for the Group. Before starting to work with a particular supplier, we have, for six years already, adopted the practice of having them provide relevant economic information by means of a vendor self-disclosure questionnaire. In 2021, the existing questionnaire was revised and was extended by questions regarding ESG issues. The new questionnaire was rolled out to 100% of our A-suppliers. B- and C-suppliers will follow in 2022. To date, 15%<sup>29</sup> of DKV Mobility Group's indirect suppliers are covered by our Code of Conduct.

We review the information provided by our suppliers, and important aspects are agreed on in contractual provisions before the commencement of a business relationship. In our supply contracts, we generally reserve the right to check compliance with our requirements and the information provided in the self-disclosure questionnaire by means of a certificate issued by accredited bodies (e.g. ISO 9001, 14001 or 27001) and as part of an internal audits. If any serious cases of non-compliance occur, we generally reserve the right to immediately terminate the contractual relationship with the supplier in question. There were no such incidents in 2021.

As a matter of principle, we focus on long-term and sustainable supplier relationships in which both sides act on a par. Our Purchasing and IT departments conduct regular reviews with their key suppliers in which positive and negative aspects of the respective cooperation are openly discussed.

Our purchasing teams also constantly evaluate our purchasing portfolio with respect to sustainability criteria such as environmental labels (e.g. FSC, PEFC) and adapt it to the changing standards on an ongoing basis. When rolling out new technologies or onboarding new IT service providers, we also check whether they have the corresponding sustainability certificates in place. Our main instruments in this respect are public tenders. In addition to the Blue Angel and Energy Star labels for energy-efficient electric devices, we also examine, within the context of the tender procedure, whether the supplier offers options for taking back electric devices for recycling when they are no longer needed at the end of their life cycle.

### Resources for managing our sustainable procurement efforts

The primary responsibility for sustainable procurement lies with the purchasing department, which oversees the sourcing of any indirect materials and services for our headquarters in Germany and partly also for our subsidiaries abroad. Indirect materials and services cover, for instance, the fields of professional services (consulting, interim management, recruiting), IT (hardware, software, services), marketing (advertising materials, events, services), office supplies (consumables, furniture), travel (business trips and mobility services) and facility management (maintenance and cleaning services, energy contracts). The department works in close cooperation with the Group Compliance Office, Legal, Facility Management, IT and Sustainability, New Mobility & Public Affairs.

We conduct regular ESG trainings for our internal teams as well as for main indirect suppliers. In 2021, 100% of our members of the purchasing department were trained in ESG and the new monitoring system and process.

<sup>29</sup> Ratio of indirect suppliers (with annual main indirect supplier expenses of >€ 25,000) who signed the Code of Conduct for Suppliers and Service Providers in comparison to all indirect suppliers (with annual main indirect supplier expenses of >€ 25,000)





# Sustainability and ESG Ratings

We are proud that DKV Mobility Group has significantly picked up speed on the three ESG dimensions, and, in 2021, we were awarded a gold-medal rating by EcoVadis for our sustainability performance.

EcoVadis is a well-known, independent sustainability rating agency. The assessment by EcoVadis focuses on four fields: environment, labor and human rights, ethics, and sustainable procurement. The methodology is based on international sustainability standards and supervised by a scientific committee of sustainability and supply chain experts, to ensure reliable third-party sustainability assessments.

The 2021 assessment of DKV Mobility was 22 points higher than the year before – improving the rating from bronze to gold. This rating places DKV Mobility in the top 3% of companies from the category “Other business support service activities” and in the top 6% of more than 90,000 companies assessed by the global sustainability rating provider as of 17 December, 2021.



## Accelerating our ESG performance

Our customers are implementing sustainability and ESG requirements into their supply chain management and their decision-making processes, as illustrated for example by the rapid growth in the number of our large customers using ESG supplier-evaluation platforms such as EcoVadis, IntegrityNext, or NQC.

The capital market is also increasingly interested in sustainability and ESG ratings. For example, ESG-linked loans and bonds have become a financing instrument that is systematically used to incentivize the borrower to achieve a better sustainability performance.

We engage in regular dialogue with important ESG rating agencies. On the one hand, this helps us to identify improvement opportunities for our business and, on the other hand, it allows us to measure and benchmark our sustainability performance against recognized standards and market peers.

In 2021, DKV Mobility Group commissioned an ESG rating with Sustainalytics. Sustainalytics, a Morningstar Company, is a leading independent ESG and corporate-governance research, ratings, and analytics firm that supports investors around the world with the development and implementation of responsible investment strategies. The results of this rating are disclosed on the [website of Sustainalytics](#).



# DATA & ASSURANCE







## ESG performance data

		2021	2020	2019	2021 vs. 2019 [%]	Comments
<b>1.</b>	<b>Environment</b>					
<b>1.1</b>	<b>Energy consumption   Offices</b>					
1.1.1	Total office space [m <sup>2</sup> ]	25,732	24,138	22,400	15 %	Increase in office space mainly driven by acquisitions.
1.1.2	Total energy consumption [kWh]	4,317,707	3,988,293	4,437,240	−3 %	Total energy consumption decreased by 3% vs. the base year of 2019. Mainly driven by the effects of the COVID-19 pandemic and the substantial increase in telework. Consumption from non-renewable energy sources decreased by 29% in 2021 compared to 2019.
1.1.2.1	Energy consumption from non-renewable sources [kWh]	3,169,760	3,971,121	4,437,240	−29 %	
1.1.2.2	Energy consumption from renewable sources [kWh]	1,147,917	17,172	0	–	
1.1.3	Total energy intensity ratio [kWh/m <sup>2</sup> ]	167.80	165.23	198.09	−15 %	Total energy-intensity reduction mainly driven by the effects of the COVID-19 pandemic.
1.1.4	Total electricity consumption [kWh]	2,089,851	2,070,487	2,302,174	−9 %	Electricity from non-renewable sources decreased by 59%, which was managed by a switch to green-electricity contracts. Seven offices (2020: 1) run on 100% green electricity including the main headquarters building (Balcke-Dürr-Allee 3) in Ratingen, Germany.
1.1.4.1	Electricity from non-renewable sources [kWh]	941,934	2,053,315	2,302,174	−59 %	
1.1.4.2	Electricity from renewable sources [kWh]	1,147,917	17,172	0	–	
1.1.5	Total heat consumption [kWh]	2,227,856	1,917,806	2,135,065	4 %	The increase in heat consumption is mainly driven by the increase in office space from acquisitions.
1.1.5.1	Heat consumption from non-renewable sources [kWh]	2,227,856	1,917,806	2,135,065	4 %	
1.1.5.2	Heat consumption from renewable sources [kWh]	0	0	0	–	
<b>1.2</b>	<b>Other resource consumption   Offices</b>					
1.2.1	Total water consumption [m <sup>3</sup> ]	5,798	5,121	7,715	−25 %	The decreased consumption of water, also reflected in the water-intensity ratio, is mainly driven by the effects of the COVID-19 pandemic and the substantial increase in telework.
1.2.2	Total water intensity ratio [m <sup>3</sup> /m <sup>2</sup> ]	0.23	0.21	0.34	−35 %	
1.2.3	Total waste [t]	66.85	71.55	79.47	−16 %	The overall decrease in waste generated is mainly driven by the effects of the COVID-19 pandemic and the substantial increase in telework. The increase in waste related to paper, cardboard, cartons is mainly driven by the newly added branch offices from our acquisitions.
1.2.3.1	Residual waste [t]	55.39	55.50	67.74	−18 %	
1.2.3.2	Paper, cardboard, cartons [t]	9.20	10.05	7.94	16 %	
1.2.3.3	Light weight, plastics [t]	2.26	6.00	3.79	−40 %	

## ESG performance data

			2021	2020	2019	2021 vs. 2019 [%]	Comments
<b>1.</b>	<b>Environment</b>						
<b>1.3</b>	<b>Fuel and power consumption   Company fleet</b>						
1.3.1	Total number of vehicles	[#]	278	209	184	51%	The increase in the total number of vehicles was mainly driven by acquisitions and employees entitled to drive a company car. Continuous conversion of the company-vehicle fleet in the direction of PHEV and BEV.
1.3.1.1	Total number of vehicles – ICE	[#]	223	188	173	29%	
1.3.1.2	Total number of vehicles – PHEV	[#]	25	8	7	257%	
1.3.1.3	Total number of vehicles – BEV	[#]	30	13	4	650%	
1.3.2	Total fuel consumption	[l]	365,753	258,200	314,660	16%	Increase in total fuel consumption (diesel and petrol liters) is mainly driven by the increase in company cars. Increase in kWh is mainly driven by the effects of more employees driving PHEV and BEV cars.
1.3.3	Total electricity consumption	[kWh]	80,944	15,773	3,443	2,251%	
<b>1.4</b>	<b>Business and commuter travel   Other</b>						
1.4.1	Air travel (number of flights)	[#]	1,376	1,412	3,393	–59%	The decrease in business trips and commuting is mainly driven by the effects of the COVID-19 pandemic and the substantial increase of telework.
1.4.2	Hotel accommodation (number of overnight stays)	[#]	1,734	1,033	3,281	–47%	
1.4.3	Commuter travel (kilometers traveled to offices)	[km]	3,240,441	3,155,183	7,428,517	–56%	
<b>1.5</b>	<b>Greenhouse gas (GHG) emissions</b>						
1.5.1	Total GHG emissions (scope 1, 2 and 3)	[t CO <sub>2</sub> eq]	4,190	5,088	7,347	–43%	The increase in scope-1 emissions is mainly driven by the overall growth in headcounts and acquisitions. There was a strong reduction in total GHG emissions as the result of successfully implemented decarbonization measures and as an effect of the COVID-19 pandemic (for example telework, travel ban).
1.5.1.1	Direct GHG emissions (scope 1 GHG Protocol)	[t CO <sub>2</sub> eq]	805	650	751	7%	
1.5.1.2	Indirect GHG emissions (scope 2 GHG Protocol)	[t CO <sub>2</sub> eq]	488	885	896	–46%	
1.5.1.3	Indirect GHG emissions (scope 3 GHG Protocol)	[t CO <sub>2</sub> eq]	2,897	3,554	5,700	–49%	
1.5.2	Relative CO <sub>2</sub> reduction (versus base year 2019)	[%]	–43%	–31%	–	–	We are on track to deliver on our Green Pledge target regarding the relative CO <sub>2</sub> emissions reduction versus the base year of 2019.
1.5.3	Total GHG emissions intensity ratio (scope 1, 2 and 3)	[t CO <sub>2</sub> eq/m <sup>2</sup> ]	0.16	0.21	0.33	–50%	

## ESG performance data

			2021	2020
<b>2.</b>	<b>Social (Human Resources)</b>			
<b>2.1</b>	<b>Total number of employees</b>	[#]	<b>1,712</b>	<b>1,334</b>
2.1.1	of which active	[#]	1,637	1,262
2.1.2	of which inactive	[#]	75	72
2.1.3	of which women	[%]	50%	49%
2.1.4	of which men	[%]	50%	51%
2.1.5	of which 16–30	[%]	19%	16%
2.1.6	of which 31–40	[%]	38%	37%
2.1.7	of which 41–50	[%]	24%	25%
2.1.8	of which 51 +	[%]	19%	22%
<b>2.2</b>	<b>Total number of non-managerial employees</b>	[#]	<b>1,478</b>	<b>1,132</b>
2.2.1	of which women	[%]	54%	53%
2.2.2	of which men	[%]	46%	47%
2.2.3	of which 16-30	[%]	21%	18%
2.2.4	of which 31-40	[%]	38%	37%
2.2.5	of which 41-50	[%]	23%	23%
2.2.6	of which 51 +	[%]	19%	22%
<b>2.3</b>	<b>Total number of managers</b>	[#]	<b>234</b>	<b>202</b>
2.3.1	of which women	[%]	29%	26%
2.3.2	of which men	[%]	71%	74%
2.3.3	of which 16-30	[%]	4%	4%
2.3.4	of which 31-40	[%]	38%	38%
2.3.5	of which 41-50	[%]	35%	34%
2.3.6	of which 51 +	[%]	23%	24%



## ESG performance data

			2021	2020
<b>2.</b>	<b>Social (Human Resources)</b>			
<b>2.4</b>	<b>Employment contract</b>			
2.4.1	Permanent	[%]	94%	95%
2.4.1.1	of which women	[%]	50%	49%
2.4.1.2	of which men	[%]	50%	51%
2.4.2	Temporary	[%]	6%	5%
2.4.2.1	of which women	[%]	54%	53%
2.4.2.2	of which men	[%]	46%	47%
<b>2.5</b>	<b>Part-time employees</b>	[%]	<b>14%</b>	<b>18%</b>
2.5.1	of which women	[%]	83%	86%
2.5.2	of which men	[%]	17%	14%
<b>2.6</b>	<b>Part-time non-managerial employees</b>	[%]	<b>15%</b>	<b>20%</b>
2.6.1	of which women	[%]	83%	86%
2.6.2	of which men	[%]	17%	14%
<b>2.7</b>	<b>Part-time managers</b>	[%]	<b>6%</b>	<b>8%</b>
2.7.1	of which women	[%]	87%	94%
2.7.2	of which men	[%]	13%	6%
<b>2.8</b>	<b>Average length of service</b>	[years]	<b>6.0</b>	<b>6.8</b>
<b>2.9</b>	<b>Average age of employees</b>	[years]	<b>40.5</b>	<b>41.0</b>

## ESG performance data

			2021	2020
<b>2.</b>	<b>Social (Human Resources)</b>			
<b>2.10</b>	<b>Employee turnover/attrition rate</b>	[%]	<b>11.1%</b>	<b>6.0%</b>
2.10.1	of which women	[%]	9.0%	6.1%
2.10.2	of which men	[%]	13.1%	5.9%
2.10.3	of which 16–30	[%]	15.9%	na
2.10.4	of which 31–40	[%]	10.7%	na
2.10.5	of which 41–50	[%]	11.3%	na
2.10.6	of which 51 +	[%]	7.4%	na
2.10.7	of which full-time	[%]	10.9%	na
2.10.8	of which part-time	[%]	12.2%	na
<b>2.11</b>	<b>New employee hires by gender and age group</b>	[#]	<b>361</b>	<b>208</b>
2.11.1	of which women	[%]	45%	40%
2.11.2	of which men	[%]	55%	60%
2.11.3	of which 16–30	[%]	37%	30%
2.11.4	of which 31–40	[%]	41%	41%
2.11.5	of which 41–50	[%]	17%	18%
2.11.6	of which 51 +	[%]	6%	11%
<b>2.12</b>	<b>Employees that took parental leave</b>	[#]	<b>104</b>	<b>82</b>
2.12.1	of which women	[%]	74%	72%
2.12.2	of which men	[%]	26%	28%
2.12.3	of which 16–30	[%]	9%	na
2.12.4	of which 31–40	[%]	81%	na
2.12.5	of which 41–50	[%]	11%	na
2.12.6	of which 51 +	[%]	0%	na

## ESG performance data

			2021	2020
<b>2.</b>	<b>Social (Human Resources)</b>			
<b>2.13</b>	<b>Disabilities<sup>30</sup></b>			
2.13.1	Number of employees with disabilities	[#]	16	23
2.13.2	Average degree of disability	[%]	59%	50%
<b>2.14</b>	<b>Employee training and education<sup>31</sup></b>			
2.14.1	Total hours of training	[hours]	58,455	
2.14.1.1	of which by women	[hours]	28,230	
2.14.1.2	of which by men	[hours]	30,225	
2.14.1.3	of which headquarters Germany	[hours]	34,265	
2.14.1.3.1	of which by women	[hours]	14,653	
2.14.1.3.2	of which by men	[hours]	19,630	
2.14.1.4	of which business units	[hours]	16,556	
2.14.1.4.1	of which by women	[hours]	9,525	
2.14.1.4.2	of which by men	[hours]	7,031	
2.14.2	Average hours of training provided per employee	[hours]	35.7	
2.14.3	Average days of training provided per employee	[days]	4.5	
<b>2.15</b>	<b>Participation rates of mandatory employee trainings</b>			
2.15.1	Compliance <sup>32</sup>	[%]	66%	
2.15.2	Data privacy <sup>32</sup>	[%]	47%	
2.15.3	Information security <sup>32</sup>	[%]	42%	
2.15.4	Occupational safety <sup>33</sup>	[%]	82%	

<sup>30</sup> The figures regarding "Number of employees with disabilities" and "Average degree of disability" apply to employees at DKV Mobility's headquarters in Germany only.

<sup>31</sup> Refers to active employees at DKV MOBILITY GROUP SE without Smart Diesel S.R.L., Port One Group, GreenFlux Assets B.V., CONSORZIO DKV EURO SERVICE, M. P. VAT SERVICES, S.L., DKV Mobility LIVE GmbH, V.O.F. Alfa Transport Service, Tax Refund S.R.L. Including trainees and working students, excluding interns and including all employees who have left the company but still completed training courses during the reporting period.

<sup>32</sup> Quotas based on DKV Mobility Group's active employees (2021: 1,637)

<sup>33</sup> Quota applies to active employees at DKV Mobility headquarters Germany only (2021: 781)





## ESG performance data

			2021	Comments
<b>3.</b>	<b>Governance</b>			
<b>3.1</b>	<b>Business ethics</b>			
3.1.1	Total number of employees that the CoC and procedures have been communicated to	[#]	1,330	Addresses all active employees at DKV MOBILITY GROUP SE.
3.1.2	Share of the total employees that the CoC and procedures have been communicated to	[%]	81%	Quota refers to active employees at DKV MOBILITY GROUP SE.
3.1.3	Total number of employees that completed compliance training on CoC across all locations	[#]	1,073	Addresses all active employees at DKV MOBILITY GROUP SE.
3.1.4	Share of the total employees that completed compliance training on the CoC across all locations	[%]	66%	Quota refers to active employees at DKV MOBILITY GROUP SE.
3.1.5	Number of whistleblowing reports received / cases brought through dispute resolution mechanisms	[#]	2	One case got resolved, the other case was not substantiated.
3.1.6	Total number of confirmed incidents of corruption	[#]	0	We have not identified any confirmed corruption incidents.
3.1.7	Total number of confirmed corruption incidents in which employees were dismissed or disciplined for corruption	[#]	0	We have not identified any confirmed corruption incidents in which employees were dismissed or disciplined for corruption.
3.1.8	Public legal cases regarding corruption brought against the organization or its employees during the reporting period	[#]	0	No public legal cases regarding corruption.
3.1.9	Total number of incidents of discrimination	[#]	0	We have not identified any incidents of discrimination.
3.1.10	Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	[#]	0	We have not identified any non-compliance with laws and/or regulations.
3.1.11	Number of non-compliance with laws and regulations in the environmental area	[#]	0	We have not identified any non-compliance with laws and/or regulations.

## ESG performance data

			2021	Comments
<b>3.</b>	<b>Governance</b>			
<b>3.2</b>	<b>Sustainable procurement</b>			
3.2.1	Share of buyers across all locations who have received training on ESG / sustainable procurement	[%]	100%	"Buyers" refers to employees working at the headquarters in Germany in the Purchasing department.
3.2.2	Total suppliers for indirect materials & services	[#]	759	See the definition at the accounting principles section.
3.2.3	CoC roll-out at all main indirect suppliers	[%]	15%	Ratio of indirect suppliers with annual main indirect supplier expenses of more than € 25,000, who signed the CoC for Suppliers and Service Providers in comparison to all indirect suppliers.
3.2.4	% of new suppliers that were screened using social criteria	[%]	25%	"Screened" refers to the information provided in in the self-disclosure questionnaire which was last updated August 13, 2021.
3.2.5	Number of suppliers assessed for social impacts	[#]	0	"Assessed for" refers to environmental compliance on-site visits / audits conducted by a third party. As most suppliers are in Germany and Europe on-site visits were not regarded as necessary from a risk perspective.
3.2.6	% of new suppliers that were screened using environmental criteria	[%]	25%	See comment as for 3.2.5.
3.2.7	Number of suppliers assessed for environmental impacts	[#]	0	See comment as for 3.2.6.
3.2.8	% of suppliers identified as having significant actual and potential negative environmental and social impacts with which relationships were terminated as a result of assessment	[%]	0%	We have not identified any significant actual and potential negative environmental and social impacts in the scope of our supplier assessment.
3.2.9	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	[#]	0	We have not identified any violations related to corruption.
3.2.10	% of the procurement budget used for significant locations of operation that is spent on indirect suppliers local to that operation (such as % of products and services purchased locally)	[%]	>98%	The definition used for "significant locations of operation" is "at our headquarters", in Germany.



## ESG performance data

			2021	Comments
<b>3.</b>	<b>Governance</b>			
<b>3.3</b>	<b>Data ethics</b>			
3.3.1	Share of operational sites with information security management system (ISMS) certified with ISO 27001	[%]	51%	Based on the square meter ratio (gross floor area) for all office locations.
3.3.2	Total number of employees that completed information security training across all locations	[#]	681	Addresses all active employees at DKV MOBILITY GROUP SE.
3.3.3	Information security training ratio (share of the total workforce)	[%]	42%	Quota refers to active employees at DKV MOBILITY GROUP SE.
3.3.4	Number of confirmed information security incidents	[#]	2	Both cases got resolved in the reporting period.
3.3.5	Number of employees that completed data privacy management training across all locations	[#]	769	Addresses all active employees at DKV MOBILITY GROUP SE.
3.3.6	Data privacy management training ratio (share of the total workforce)	[%]	47%	Quota refers to active employees at DKV MOBILITY GROUP SE.
3.3.7	Total number of substantiated complaints received concerning breaches of customer privacy from outside parties and substantiated by the organization	[#]	0	No complaints received.
3.3.8	Total number of substantiated complaints received concerning breaches of customer privacy from regulatory bodies	[#]	0	No substantiated complaints have been identified.
3.3.9	Total number of identified leaks, thefts, or losses of customer data	[#]	0	No leaks, thefts, or losses of customer data been identified.



# ESG accounting principles

## Basis of reporting

### Reporting period

The Sustainability Report covers activities in the financial year of 2021 (January 1 to December 31) unless otherwise stated.

### Scope of reporting

Unless otherwise stated, the report covers the DKV MOBILITY GROUP SE (the "Company" and, together with its subsidiaries, the "Group", "DKV Mobility Group", "DKV Mobility", "we", "our", and "us"). The Company was established in September 2021 and, after a corporate reorganization, became the parent company of the Group in December 2021. For the time before this reorganization, the terms "Group", "DKV Mobility Group", "DKV Mobility", "we", "our", and "us" refer to DKV MOBILITY SERVICES HOLDING GmbH + Co. KG, together with its subsidiaries.

The ESG performance data includes – unless otherwise stated – consolidated figures from DKV MOBILITY GROUP SE, including its subsidiaries that are fully consolidated and controlled. Thus, data from mergers and acquisitions that are not fully consolidated and controlled as well as from associated companies and joint ventures is not included.

We do not own any real property. We operate our business in leased buildings. This comprises all our offices used by us for our business operations, including our headquarters in Ratingen, Germany, our operations center in Ratingen, Germany, our new shared services center in Bucharest, Romania, as well as our sales and service offices across Europe.

### Reporting frameworks

The Sustainability Report 2021 has been prepared in accordance with the GRI Standards: Core option. DKV MOBILITY GROUP SE is not subject to the publication requirements of sections 289b ff of the German Commercial Code (Handelsgesetzbuch). However, the structure and contents of the Sustainability Report 2021 are based on the statutory requirements concerning environmental, social, and governance factors.

Since DKV Mobility joined the UN Global Compact (UNGC) in November 2020, our Sustainability Reports 2020 and 2021 have also included the annual Communication on Progress (CoP) in implementing the UNGC's Ten Principles on human rights, labor, the environment, and anti-corruption efforts.

## General changes affecting the performance data 2021

### Changes in scope of reporting

Reflecting the progress made in DKV Mobility's sustainability reporting over the past years, for 2021 we present consolidated group figures for a broad range of ESG performance data categories rather than a limited scope of figures, on e.g., headquarter level only, as this was mostly the case in our 2019 and 2020 Sustainability Reports.

### Changes due to mergers and acquisitions

Compared to the base year 2019, the ESG performance data now includes data from 12 additional offices run by our subsidiaries. This is driven by our M&A activities. Among others, this has led to a major change in our Corporate Carbon Footprint (CCF) 2021 figures as the GHG emissions relating to the CCF of these new companies have been included in the 2021 footprint, without adjusting the 2019 baseline year figures according to the 12 additional offices.

# 01 Environmental performance

## Limitations

Environment-related data is not collected per legal entity, but per asset (office/building) that is owned or leased by a legal entity. For these offices/buildings, environmental activity data such as electricity and water consumption is collected. These figures are then consolidated line-by-line.

Calculation assumptions are applied for some of the environmental performance data (e.g. water, waste, gas, electricity, and commuter travel) for all of the legal entities. Assumptions used include for instance, previous years' consumption, calculation factors due to late billing by the utilities, and/or landlord and calculations based on statistical data because of a lack of data availability. Meals are only included in the CCF calculation for the headquarters in Ratingen, Germany as a canteen is operated there. Beverage consumption (mostly water, coffee, tea, and/or milk) was included for selected locations only, as data was provided sporadically. This results in the fact that certain environmental performance data underlie a partially limited comparability.

DKV Euro Service GmbH & Co. KG as well as DKV Mobility Live GmbH outsourced IT hosting processes to data centers in Germany. The activity data (e.g., electricity, heating, and cooling consumption) of the offices of these subsidiaries is not part of the CCF calculation for DKV MOBILITY GROUP SE.

Performance data in the scope 3 emissions category "Products" refers to the following goods of DKV Mobility.

## Service Cards:

- DKV Cards
- Novofleet Cards

## Boxes:

- DKV Box TISPL / TG-440
- DKV Box Select / TRP-4010 (including variants of TISPL and VIAT)
- DKV Box Select / VTR850 (including variants of TISPL, VIAT and ITALIA)
- DKV Box REETS / OBU 4021

The listed service cards and boxes account for the large majority of DKV Mobility Group's physical products.

Each product category has gone through a dedicated Product Carbon Footprint (PCF) calculation by certified external parties. For "newer" products, PCF calculations have not been conducted, yet. Thus, GHG emissions from the following products are not included in DKV Mobility Group's CCF 2021:

- Own service card products from subsidiaries or resellers that perform not on the DKV platform.
- DKV Box Europe
- DKV LIVE Box
- eBox professional (wallbox)

In 2020 and 2021, DKV Mobility Group's employees mainly worked from home due to the COVID-19 pandemic. Digital working hours from employees are not included in the scope 3 emissions category. We are working on the continuous expansion of the scope 3 emission category.

## GHG emissions calculation

DKV Mobility Group calculates and validates its CCF together with the climate protection organization myclimate Germany on an annual basis. The calculations are based on the Greenhouse Gas Protocol Reporting Standard which is widely recognized internationally. For the purposes of this standard, GHGs are the six gases listed in the Kyoto Protocol: carbon dioxide (CO<sub>2</sub>); methane (CH<sub>4</sub>); nitrous oxide (N<sub>2</sub>O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); and sulfur hexafluoride (SF<sub>6</sub>).

DKV Mobility Group's CCF calculation covers scope 1, 2 and relevant scope 3 emissions. In total, nine scope 3 emission categories are reported (see page 42 for further reference) including most of DKV Mobility's physical products (service cards and boxes). As a data source for the different life cycle inventory datasets, myclimate draws on DIN-EN16258 as well as on ecoinvent, as the world's most consistent and transparent Life Cycle Inventory database.

The base year for DKV Mobility's CCF is 2019, which we set when we created the "Green Pledge".

DKV Mobility Group's CCF is reported in tons of CO<sub>2</sub> equivalents (CO<sub>2</sub>eq) and presented at group level.

## Improved emissions data quality

For the service cards, our supplier initiated a new verified PCF calculation in 2021. The service card material and related production processes have substantially improved over time. The new PCF reports a 63% efficiency increase compared to the data used in the former CCF calculation. However, as we follow a very conservative approach by applying risk premiums on emissions data, myclimate incorporated emissions efficiencies from this analysis of only 12% in the 2021 CCF calculation. Further improvements have been made with regards to the different toll box products. These devices have been re-engineered over time resulting in lower weights and thus less PCF emissions. Furthermore, our supplier for the "DKV Box Select / TRP-4010" initiated a PCF calculation which was considered with a 20% risk premium by myclimate. For all reported DKV boxes, an efficiency increase of 62% in comparison to the 2020 kg CO<sub>2</sub>eq/piece was applied for the different box types which have been further specified under 'Limitations'.

## Key definitions of environmental performance KPIs

The following KPI definitions are subject to the limitations mentioned above.

### 1.1 Energy consumption | Offices

The energy consumption metrics refer to the energy consumption (electricity and gas) at offices and does not include the fuel consumption caused by company vehicles. This information is disclosed separately. The unit of measure is kWh.

#### 1.1.1 Total office space

Includes all offices used by DKV Mobility Group where at least one employee has a permanent place of work. The unit of measure is square meters (m<sup>2</sup>).

#### 1.1.2 Total energy consumption

Total energy consumption (in kWh) encompasses all purchased and self-generated electricity (if applicable), heating/cooling.

#### 1.1.3 Total energy intensity ratio

The total energy intensity ratio is reported as the total energy consumption (in kWh) divided by total office space in square meters (m<sup>2</sup>). Types of energy included in the energy intensity ratio are electricity and heating.

#### 1.1.4 Total electricity consumption

Total electricity consumption (in kWh) is reported as the sum of electricity consumed from non-renewable and renewable sources.

#### 1.1.5 Total heat consumption

Total heat consumption (in kWh) is reported as the sum of heat consumed from non-renewable and renewable sources

### 1.2 Other resource consumption | Offices

The following other resource consumption metrics refers to the consumption of resources related to offices.

#### 1.2.1 Total water consumption

Reported as the volume of all water (in m<sup>3</sup>) that has been withdrawn at offices and has been consumed by humans or livestock.

#### 1.2.2 Total water intensity ratio

The total water intensity ratio is reported as the total water consumption (in m<sup>3</sup>) divided by total office space in square meters.

#### 1.2.3 Total waste

Total waste includes residual/household waste, paper/cardboard/cartons was, and lightweight packaging/plastic waste. The unit of measure is tons.

### 1.3 Fuel and power consumption | Company fleet

The following metrics refer to the fuel (in liters) and power consumption (in kWh) of the DKV Mobility Group vehicle fleet.

#### 1.3.1 Total number of vehicles

The total number of vehicles is reported as the sum of all registered and active ICE, PHEV, and BEV company cars of the DKV Mobility Group.

#### 1.3.2 Total fuel consumption

Total fuel consumption encompasses the fuel consumption of all DKV Mobility Group's registered and active company cars in liters.

### 1.3.3 Total electricity consumption

Total electricity consumption encompasses the electricity consumption of all DKV Mobility Group's registered and active company cars in kWh.

### 1.4 Business and commuter travel | Other

The following metrics refer to the business and commuter travel activities performed by DKV Mobility Group's employees.

#### 1.4.1 Air travel (number of flights)

Air travel is reported as the total number of any business-related flights done by DKV Mobility Group's employees.

#### 1.4.2 Hotel accommodation

Hotel accommodation is reported as the total number of any business-related overnight stays done by DKV Mobility Group's employees.

#### 1.4.3 Commuter travel

Commuter travel is reported as the total distances (in km) commuted by DKV Mobility Group's employees who do not drive a company car to commute to work.

### 1.5 Greenhouse gas (GHG) emissions

The following metrics refers to the CCF of DKV Mobility Group. The unit of measure is tons of CO<sub>2</sub> equivalents (t CO<sub>2</sub>eq).

#### 1.5.1 Total GHG emissions

Total GHG emissions is reported as the sum of reported scope 1, scope 2, and scope 3 emissions.

#### 1.5.1.1 Direct GHG emissions (scope 1)

Scope 1 emissions include all direct GHG emissions that occur from sources that are owned or controlled by DKV Mobility Group, for example, Group facilities and vehicles.

#### 1.5.1.2 Indirect GHG emissions (scope 2)

Scope 2 emissions include all indirect GHG emissions associated with the generation of electricity, heating/cooling, or steam purchased for own consumption.

#### 1.5.1.3 Indirect GHG emissions (scope 3)

Scope 3 emissions include all indirect emissions other than those covered in scope 2. Scope 3 emissions are a consequence of the activities of the company but occur from sources not owned or controlled by the company. Some examples of scope 3 activities are business travel, employee commuting or purchased goods and services.

#### 1.5.2 Relative CO<sub>2</sub> reduction

The relative CO<sub>2</sub> reduction is reported as the reduction of total GHG emissions in relation to total GHG emissions of the base year 2019. The unit of measure is %.

#### 1.5.3 Total GHG emissions intensity ratio

The total GHG emissions intensity ratio is reported as total GHG emissions divided by total office space in square meters.



## 02 Social performance

### Limitations

The base year for most of DKV Mobility's social (human resources) performance data is 2020. To ensure an aligned approach, we have reviewed our "2.14 Employee training and education" and "2.15 Participation rates of mandatory employee trainings" KPI sets and revised the KPIs from the Sustainability Report 2020. This is why we only present information for these KPIs for the current reporting period and not previous periods.

The total hours of training 2021 (2.14.1) are calculated on the following basis:

- 1) Training sessions which are administered and tracked via the internal platform we@DKV plus
- 2) Learning on the job trainings. For learning on the job, a global assumption of 22 hours per active employee (2021: 1,637) was used. Learning on the job is an essential part of DKV Mobility's new learning culture.

The information in the Sustainability Report includes all significant impacts in the reporting period, and reasonable estimates of significant future impacts when those impacts are reasonably foreseeable.

### Key definitions of social performance KPIs

The following KPI definitions are subject to the limitations mentioned above.

#### 2.1 Total number of employees [GRI 102-7, 405-1]

Employee headcount = total number of employees (active and inactive, counted by individual) including working students but excluding temporary agency employees and freelancers.

#### 2.1.1 Active employees

Includes all full-time and part-time employees of DKV MOBILITY GORUP SE as well as working students.

#### 2.1.2 Inactive employees

Includes all full-time and part-time employees of DKV MOBILITY GROUP SE who are on maternity and parental leave, long-term sick, and on paid leave of absence.

#### 2.2 Non-managerial employees

Includes all employees who do not fall in to the "Managers" category.

#### 2.3 Managers

Includes the company's Management Board, Executive Board, Executive Committee, Head ofs, Sales Unit Leaders, Team Managers and Team Leaders.

#### 2.4 Employment contract [GRI 102-8]

Contract as recognized under national law or practice. A permanent employment contract is a contract with an employee, for full-time or part-time work, for an indeterminate period. A temporary employment contract is of limited duration, or is terminated by a specific event, including the end of a project or work phase or return of substituted employees.

#### 2.5. Part-time employees

A 'part-time employee' is an employee whose working hours per week, month, or year are less than 'full-time' as defined in the following. A 'full-time employee' is an employee whose working hours per week, month, or year are defined according to national legislation and practice regarding working time.

#### 2.6 Part-time non-managerial employees

Includes all employees who work 'part-time' as per the definition under 2.5 and who do not fall into the "Managers" category as per 2.3.

#### 2.7 Part-time managers

Includes all employees who work 'part-time' as per the definition under 2.5 and who do fall into the "Managers" category as per 2.3.

#### 2.8 Average length of service

The arithmetic mean of the number of years that employees have worked for DKV Mobility Group.

#### 2.9 Average age of employees

The arithmetic mean of the age of the workforce in the reporting period.

#### 2.10 Employee turnover/attrition rate [GRI 401-1 b.]

Based on termination of permanent contracts, without retirements and deaths.

#### 2.11 New employee hires by gender and age group [GRI 401-1 a.]

DKV Mobility Group's new employee hires in the reporting period by number, gender, and age group.

#### 2.12 Employees that took parental leave [GRI 401-2 iv.]

Leave granted to employees of all genders on the grounds of the birth of a child.

#### 2.13 Disabilities

The figures regarding "Number of employees with disabilities" and "Average degree of disability" apply to employees at DKV Mobility's headquarters in Germany only.

#### 2.14.1 Total hours of training

Refers to active employees at DKV MOBILITY GROUP SE without Smart Diesel S.R.L., Port One Group, GreenFlux Assets B.V., CONSORZIO DKV EURO SERVICE, M. P. VAT SERVICES, S.L., DKV Mobility LIVE GmbH, V.O.F. Alfa Transport Service, Tax Refund S.R.L. Including trainees and working students, excluding interns and including all employees who have left the company but still completed training courses during the reporting period.

The total hours of training 2021 (58,455) are calculated on the following basis:

##### 1) Training sessions: 22,411 hours

This includes e.g. in-house and external trainings, coaching, digital learning, and language courses which are administered and tracked via the internal platform "we@DKV" plus

##### 2) Learning on the job: 36,014 hours

A global assumption of 22 hours per active employee (1,637) was used for 2021 for learning on the job training measures. Learning on the job is an essential part of DKV Mobility's new learning culture. This includes e.g. reading books, magazines and technical literature, and contact with new people and situations (e.g. departmental lunch & learn sessions, participation in internal and/or external project and working groups)

#### 2.15 Participation rates in compliance, information security, and data privacy training

Quotas based on DKV Mobility Group's active employees (2021: 1,637).

#### 2.15.4 Participation rates in occupational safety training

Quota applies to active employees at DKV Mobility headquarters Germany only (2021: 781).

## 03 Governance performance

### Limitations

The base year for DKV Mobility's governance performance data is 2021. To ensure an aligned approach, we have reviewed our business ethics, data ethics, and sustainable procurement KPIs and revised the KPI set from the Sustainability Report 2020. This is why we only present information for the current reporting period and not previous periods.

The information in the Sustainability Report includes all significant impacts in the reporting period, and reasonable estimates of significant future impacts when those impacts are reasonably foreseeable.

### Key definitions of governance performance KPIs

The following KPI definitions are subject to the limitations mentioned above.

### 3.1 Business ethics

#### 3.1.5 Share of the total employees that completed compliance training on the CoC across all subsidiaries

The compliance training was rolled out to all active employees in 2021. The participation rate of 66% also includes employees who completed the training by February 2022, three months after the training was assigned.

### 3.2 Sustainable procurement

#### 3.2.2 Suppliers for indirect materials and services

At DKV Mobility suppliers for indirect materials and services cover, for instance, the fields of professional services (consulting, interim management, recruiting), IT (hardware, software, services),

marketing (advertising materials, events, services), office supplies (consumables, furniture), travel (business trips and mobility services), and facility management (maintenance and cleaning services, energy contracts).

#### 3.2.3 Main suppliers for indirect materials and services (main indirect suppliers)

Main indirect suppliers are suppliers for indirect materials and services (with annual main indirect supplier expenses of > € 25,000) who signed the Code of Conduct for Suppliers and Service Providers in comparison to all indirect suppliers (with annual main indirect supplier expenses of > € 25,000).

Our main indirect suppliers are categorized as follows:

**A-Suppliers:** A-suppliers are suppliers for indirect materials and services that account for the top 70% of our main indirect supplier expenses per year, plus suppliers who have a higher ESG relevance / higher ESG risk potential. ESG relevance / ESG risk potential arises e.g., due to main production sites of Tier-1 suppliers in high-risk countries according to the "Countries' Risk Classification" outlined by the association amfori BSCI (2021) or for products that are made of natural resources / critical raw materials\* (e.g., wood, palm (kernel) oil, rare-earth elements) or for products which are purchased in larger quantities or for products/services with a potentially high carbon footprint (e.g., trips of consultants by airplane).

**B-Suppliers:** B-suppliers are suppliers for indirect materials and services that account for the next 20% of a year's main indirect supplier expenses.

**C-Suppliers:** C-suppliers are suppliers for indirect material and services that account for the lowest 10% of our main indirect supplier expenses per year as long as there are annual expenses within DKV Mobility Group of more than € 25,000.

\*Natural resources and in particular raw materials are not critical per se, but can become critical because of various circumstances, relationships, and interactions. A number of factors play a role in this respect: availability of the raw material, key importance of the raw material from a strategic point of view for certain industries, availability of alternatives, impact on social or environmental aspects during cultivation, mining and further processing, etc. These points show that a raw material does not necessarily have to be regarded as "critical" in general.

#### 3.2.12 Suppliers local to the operation / definition of local [GRI 204-1 b.]

Organization or person that provides a product or service, and that is based in the same geographic market; DKV Mobility Group's definition used for "local" is Europe, because this is the geographic market where DKV Mobility Group operates.

#### 3.2.12 Significant locations of operation [GRI 204-1 c.]

Our definition used for "significant locations of operation" is "at our headquarters", in Germany.

# Memberships

**In the reporting period, DKV Mobility worked with the following key organizations and associations<sup>34</sup>:**

- // **AETIS** (The Association of Electronic Toll and Interoperable Service) – An association of service providers operating electronic toll services – especially the EETS (European Electronic Toll Service) – in Europe. Detailed information can be found [here](#).
- // **AML** (Verein Automobillogistik im DSLV e. V.) – Represents the specific interests of the automotive-logistics sector. Detailed information can be found [here](#).
- // **ASTAG** (Schweizerischer Nutzfahrzeugverband) – An organization working as an advocate for the legitimate interests and concerns of the road-freight and road-haulage sector. Detailed information can be found [here](#).
- // **AVERE** (The European Association for Electromobility) – Promotes e-mobility and sustainable transport in Europe. Detailed information can be found [here](#).
- // **BGL** (Bundesverband Güterkraftverkehr Logistik und Entsorgung (BGL) e. V.) – Umbrella organization for road-freight, logistics and waste-disposal services in Germany. Detailed information can be found [here](#).
- // **BVF** (Bundesverband Fuhrparkmanagement e. V.) – Founded as an association of fleet operators, this organization represents the interests of its members, which operate fleets between five and 50,000 vehicles. Detailed information can be found [here](#).
- // **eFuel Alliance** – It campaigns for the promotion of the global production and application of eFuels in various sectors. Detailed information can be found [here](#).
- // **eViolin** – An association of charging point operators and service providers. Detailed information can be found [here](#).
- // **FCE** (Fleet Cards Europe) – Fleet Cards Europe represents the independent fuel card sector in Europe, which facilitates the purchase and supply of fuel and related on-the-road goods and services offered to commercial users across Europe. Detailed information can be found [here](#).
- // **FVA** (Fuhrparkverband Austria) – A network of and an information platform for companies and fleet managers in Austria. Detailed information can be found [here](#).
- // **GDD** Gesellschaft für Datenschutz und Datensicherheit e.V. – It advocates an appropriate, reasonable and technically feasible approach to data protection. Detailed information can be found [here](#).
- // **Hydrogen Europe** – It represents more than 20 national associations and over 180 member companies in its capacity as the European umbrella association of hydrogen processing companies. Detailed information can be found [here](#).
- // **IRU** (International Road Transport Union) – Worldwide umbrella organization of the road-transport business. Detailed information can be found [here](#).
- // **ProMobilität** (Initiative für Verkehrsinfrastruktur e.V.) – An alliance promoting powerful infrastructures and safe, sustainable, and viable e-mobility in Germany. Detailed information can be found [here](#).
- // **sffv** (Schweizer Mobilitätsverband sffv) – It promotes understanding, relationships, and the sharing of knowledge regarding vehicle fleets and vehicle-fleet management between all stakeholders on the basis of equality. Detailed information can be found [here](#).
- // **TRANSFRIGORROUTE DEUTSCHLAND e.V.** – An association for temperature-controlled transport logistics and the refrigerated-vehicle industry. Detailed information can be found [here](#).
- // **United Nations Global Compact** – The largest and most important initiative for responsible corporate governance worldwide. Detailed information can be found [here](#).
- // **UNITI** (Bundesverband mittelständischer Mineralölunternehmen e. V.) – It brings together players operating in the fuel industry, the market for heat and lubricants, and represents around 90% of the medium-sized mineral oil companies in Germany as of 1947. Detailed information can be found [here](#).

<sup>34</sup> A selection of key organizations of which the company is a part. The complete list of German associations which DKV EURO SERVICE GmbH & Co. KG is a part of can be found in the transparency register of the Federal Republic of Germany.



# Glossary

**Alternative fuels** – A fuel for internal combustion engines that is derived partly or wholly from a source other than petroleum; including, but not limited to LPG, CNG, LNG, hydrogen, other bio-blend fuels. Alternative fuels are also known as low-carbon fuels.

**Carbon emissions** – Carbon emissions (also referred to as CO<sub>2</sub> emissions or carbon-dioxide emissions) are greenhouse gases (GHG) generated by the combustion of materials containing carbon, such as coal, diesel, petrol, natural gas, liquefied gas or wood. Carbon emissions accumulate in the Earth's atmosphere. Carbon emissions are a major contributor to the greenhouse effect, which leads to global warming with devastating effects on the environment and thus inevitably also on humans.

**Carbon intensity** – This term refers to carbon emissions as set in relation to another factor. At DKV Mobility, it is expressed in grams of carbon dioxide per kilowatt hour (kWh) with respect to our Green Pledge commitment or in tons of carbon dioxide per square meter (m<sup>2</sup>).

**Carbon offset** – Carbon emissions that cannot be, or are not intended to be, further avoided or reduced and that are generated in the production of products and services or when driving can be offset by means of carbon certificates and thus become carbon neutral. For this purpose, the emitter purchases a corresponding

quantity of carbon certificates and then retires them. By retiring the certificates, the emitter confirms that the carbon offset (also known as compensation) has taken place. The purchase price of the certificates is used to finance climate-protection projects that reduce emissions, for instance by replacing fossil energy sources with renewable ones or by promoting energy-efficient technologies. Aside from mere carbon offsetting, these climate-protection projects often bring social and economic advantages to the local populations in the regions where they are implemented. They can, for instance, help create jobs, strengthen the local infrastructure, or improve healthcare for the local communities.

**Climate Pledge** – A Climate Pledge or a Green Pledge is a pledge made by a company to protect the climate. As a rule, it has the form of a voluntary self-commitment. DKV Mobility has set itself two ambitious goals as part of its Green Pledge: By 2023, we want to become a climate positive company by removing more CO<sub>2</sub> from the atmosphere, including by carbon offsetting, than we emit. By 2030, we want to support our customers in reducing the carbon intensity of their vehicle fleets by 30% as compared with 2019, measured as carbondioxide/CO<sub>2</sub>eq per kilowatt hour (kWh) from energy bought using our service cards, including offsetting.

**Climate positive** – Climate positive means that an activity goes beyond achieving net zero carbon emissions to actually create an environmental benefit by removing additional carbon dioxide from the atmosphere. In accordance with our Green Pledge 1 target, DKV Mobility wants to become a climate positive company by 2023 by removing more CO<sub>2</sub> from the atmosphere than we emit.

**CNG** – Is compressed natural gas that mainly consists of methane.

**CO<sub>2</sub>** – CO<sub>2</sub> (carbon dioxide) is a greenhouse gas generated during the combustion or decomposition of any substances containing carbon. CO<sub>2</sub> remains in the atmosphere for about 100 years. One of the factors pinpointed by scientists as the cause for the increase in the CO<sub>2</sub> concentration in the atmosphere over the past 100 years is the combustion of fossil fuels, such as coal and oil, by humans.

**CO<sub>2</sub> equivalent** – In order to determine the potential of a location or a product to contribute to global warming, the calculation of the Corporate and Product Carbon Footprint also takes into account and discloses all other relevant greenhouse-gas emissions, weighted according to their respective impact. This involves mapping the warming effect of a gas against that of CO<sub>2</sub> over a determined period of time. For better comparability, the result is

stated as a CO<sub>2</sub> equivalent (abbreviated as CO<sub>2</sub>eq) (CO<sub>2</sub> = 1).

**Communication on Progress** – All companies that are members of the United Nations Global Compact are obliged to report on their progress in the implementation of the Ten Principles and about their activities to promote sustainable development. This annual Communication on Progress (CoP) of DKV Mobility is contained in the present report.

**Compliance** – “To comply with” means “to fulfill” or “to adhere to”. In a narrower sense, compliance refers to adherence to the applicable law. Regarding sustainability and ESG, the term is also used to describe that a company meets social expectations and complies with the standards applicable in this area. Compliance in this sense gives a company the “license to operate” (the permission of society to do business).

**Corporate Carbon Footprint** – The Corporate Carbon Footprint (CCF) corresponds to the carbon balance of all business activities of a company and forms the basis of corporate climate protection. This involves the analysis, the assessment, and the management of greenhouse-gas emissions. Usually, the carbon balance is drawn in accordance with internationally recognized standards such as the Green House Gas (GHG) Protocol.

# Glossary

**Corporate Citizenship** – The term “Corporate Citizenship” is used to refer to the social commitment of or within a company. This includes all services that a company or its employees provide to society or for the protection of the environment, usually outside the scope of the company’s core business, such as in the form of donations in kind or monetary, the transfer of knowledge, or volunteer work.

**Corporate Governance** – Corporate Governance refers to the regulatory framework of a company. The general aim should be to have a “good corporate governance”; i.e. the company should be managed in a transparent and competent fashion.

**Decarbonization** – Refers to the reduction of CO<sub>2</sub> emissions by using low-carbon power sources, achieving a lower output of greenhouse gases into the atmosphere.

**Double materiality** – Double materiality is an extension of the key accounting concept of materiality of financial information. This requires the disclosure of non-financial information when the following two criteria are met: first, when the information is necessary to understand the business’s performance, business results, and financial situation, and second, when the information makes it possible to understand how business activities affect non-financial aspects. For the preparation of this Sustainability

Report in accordance with CSR-RUG) (CSR-Richtlinie-Umsetzungsgesetz), the issues identified as material in the DKV Mobility Group’s materiality assessment were checked for the first time in line with the double materiality clause set out in section 289c (3) of the German Commercial Code (Handelsgesetzbuch).

**Due Diligence** – Due Diligence can also be translated as “due care”. This term means that any possible negative social, ecological, and economic effects of decisions taken by or within an organization must be taken into account in the context of a comprehensive, forward-looking approach. Due Diligence covers the entire course of a project or an activity conducted by an organization with the aim to avoid or reduce any hidden negative impact.

**ESG** – The term ESG (Environmental, Social and Governance) is used to express if and to what extent ecological and social aspects and the nature of corporate governance are taken into account in the decision-making processes of companies and in corporate practice, as well as in corporate analyses conducted by financial service providers. This term is accepted both within companies and in the world of finance at an international level. Many rating agencies and research agencies emphasizing sustainability use an ESG approach.

**EU Green Deal** – The EU Green Deal, which was passed in 2019, is the roadmap for the promotion of more sustainability in the EU. Its aim is to make Europe the first climate-neutral continent by 2050. One of the sector-specific goals is to reduce carbon emissions caused by transport by 90% by this point in time. Important drivers for achieving this goal are, for instance, the introduction of environmentally clean(er) vehicles and the promotion of the use of alternative fuels.

**Fit for 55** – Refers to the EU’s target of reducing net greenhouse-gas emissions by at least 55% by 2030.

**Green electricity** – Electricity that is produced from renewable sources such as wind, solar, and hydro. They have a much lower environmental impact than fossil fuels like coal and gas.

**Global Reporting Initiative** – The Global Reporting Initiative (GRI) is an independent international organization that aims to make sustainable action an integral part of each company and of each organization in general. The core activity of the organization is the dissemination of the GRI Sustainability Reporting Standard.

**Green House Gas Protocol** – The Green House Gas Protocol (also referred to as the “GHG Protocol”) was drawn up on the basis of the greenhouse gas reporting protocol of the petroleum and energy company BP. The World

Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) came up with a fine-tuned version of the standard at the end of 2008, thereby establishing a globally recognized accounting standard for the calculation of corporate greenhouse-gas emissions along the entire supply chain.

**Greenhouse gases** – Greenhouse gases (GHG) are gaseous substances that contribute to the greenhouse effect, which can be both of natural origin and man-made (anthropogenic). The most important naturally occurring GHGs are water vapor (H<sub>2</sub>O), carbon dioxide (CO<sub>2</sub>) and methane (CH<sub>4</sub>). The most important anthropogenic greenhouse gases are carbon dioxide generated by the combustion of fossil fuels, and methane, which is primarily generated through agriculture and industrial farming. Further man-made greenhouse gases are nitrous oxide (N<sub>2</sub>O) hydrofluorocarbons (HFCs), sulfur hexafluoride (SF<sub>6</sub>), and fluorinated chlorinated hydrocarbons (HCFCs).

**Green Pledge** – A Green Pledge or a Climate Pledge is a pledge made by a company to protect the climate. As a rule, it is a voluntary self-commitment. DKV Mobility has set itself two ambitious goals as part of its Green Pledge: By 2023, we want to become a climate positive company by removing more CO<sub>2</sub> from the atmosphere than we emit. By 2030, we want to support our customers in reducing the carbon intensity of their vehicle fleets by 30% as compared with 2019.

# Glossary

**Human rights** – Human rights are rights that all humans have, simply by virtue of being human. These rights protect the dignity of the human being and all humans are entitled to them, to the same degree. In international law, the basis for human rights is the “Universal Declaration of Human Rights” adopted by the UN in 1948. The content of this Declaration was further developed in two treaties, the “International Covenant on Civil and Political Rights” (1976) and the “International Covenant on Economic, Social and Cultural Rights” (1976), as well as a number of other treaties, agreements, and conventions. Human rights also include a number of aspects relevant under labor law (such as the right of free choice of employment, the right to fair working conditions, the freedom of association etc.). The passing of the [United Nations’ Guiding Principles on Business and Human Rights](#) has brought it to public attention that companies are responsible for protecting human rights as well.

**LNG** – Liquefied natural gas is a clear, colorless, non-toxic liquid fuel produced by cooling natural gas down to –162 °C.

**Materiality** – The principle of materiality (also known as the principle of essentiality) is a concept derived from Anglo-American accounting principles. It states that the annual financial statements of a company must disclose all material facts that have an impact on the annual

result with respect to their magnitude. In sustainability management, the principle of materiality applies to all aspects of corporate activities with regard to social and ecological impacts that are relevant for management. In this sense, a process is deemed to be material if it improves insight into the impact of business activities on humans and on the environment to a degree that is relevant for the decisions to be taken by management.

**Materiality assessment** – The materiality assessment (also known as essentiality analysis) is an instrument that helps a company prioritize the material sustainability issues relevant for it and address the relevant issues brought up by stakeholders, classify them, and incorporate them into the company’s business strategy. A company should implement a materiality assessment as a continuous process to get an understanding of where the priorities for sustainable corporate management lie at any given time.

**Maximum Difference Scaling** – Maximum Difference Scaling (MaxDiff) is a valid method for determining preferences. If people are asked which aspects on a rating scale they think are important, they often inflate the claims (“everything is important”). The MaxDiff method, achieves a more realistic assessment and grading of the criteria. In this type of inquiry, we presented the respondents with a selection of four criteria in each case. Respondents were in-

structed to identify the criterion most important and the criterion least important to them. This enquiry was repeated a total of twelve times, so that all criteria were included in the assessment to the same degree. The enquiry thus yielded a robust and valid result.

**NFRD** – EU law requires certain large companies to disclose information on the way they operate and manage social and environmental challenges. This helps investors, civil society organisations, consumers, policy makers and other stakeholders to evaluate the non-financial performance of large companies and encourages these companies to develop a responsible approach to business. The [Non-Financial Reporting Directive \(NFRD\)](#) lays down the rules on disclosure of non-financial and diversity information by certain large companies.

**NGO** – The term NGO (non-governmental organization) refers to any privately funded organization that performs certain tasks or services on behalf of the state (such as a relief organization) or predominantly carries out independent lobbying and public-relations work in the field of social policy (for instance, environmental protection organizations such as Greenpeace or NABU).

**Paris Climate Protection Agreement** – The Paris Climate Protection Agreement was adopted by the participants of the International Cli-

mate Conference COP 21 in 2015. After many years of intense negotiations, 196 countries and the EU undertook in this agreement to reduce global warming to well below two, perhaps even to below 1.5 degrees Celsius, as compared with the pre-industrial era.

**Product Carbon Footprint** – The Product Carbon Footprint (PCF) describes the balance of greenhouse gas emissions along the entire life cycle of a product within a defined application and in relation to a defined unit of use. Determining the PCF can help companies to create transparency along their value chains with regard to the upstream and downstream processes and the players involved, as well as lead to an awareness of greenhouse gas emissions along the value chain. In addition, the PCF can be used as an instrument to identify phases or the potential for a reduction of emissions.

**Science Based Targets (SBT)** – SBT provide a clearly-defined pathway for companies and financial institutions to reduce GHG emissions, helping prevent the worst impact of climate change and future-proofing business growth. SBTs are a way for companies to define emissions-reduction targets. Unlike traditional “potential-based targets”, SBTs follow a “top-down” approach: They focus on the quantity of emissions that needs to be reduced in order to meet the targets set out in the Paris Climate Agreement, limiting global warming to 1.5°C.



# Glossary

## Science Based Targets initiative (SBTi) –

The SBTi drives ambitious climate action in the private sector by enabling organizations to set themselves science-based emissions reduction targets that are in line with the latest climate science.

**Service cards** – Physical cards, tokens, or similar legitimization objects that are issued or co-issued and actively managed by any company of the DKV Group, including those that are electronically stored.

**Stakeholder** – According to a definition developed by the American scientist R. Edward, stakeholders are those individuals or groups that have a material or immaterial claim vis-à-vis a company or who contribute to the success or failure of a company. Stakeholders are generally also defined as those groups or individuals (a) on whom the activities, the products, and/or the services of a company are believed to have a significant impact, (b) whose actions can be expected to have a significant impact on an organization's ability to successfully implement its strategies and to achieve its goals. This includes, among others, customers, employees, suppliers, producers, investors, competitors, nongovernmental organizations (NGOs), the general public, the media, and politicians. In this Sustainability Report, the term "stakeholder" is used according to the definition of the International Sustainability Standard ISO 26000:2010 titled

"Guidance on Social Responsibility". This means that it covers individuals and groups that have an interest in the decisions or activities of a company.

**Sustainable Development Goals** – Sustainable Development Goals (SDGs) are a set of political goals set by the United Nations (UN) aimed at ensuring a sustainable development along economic, social, and ecological lines. The development of these goals was inspired by the one of the Millennium Development Goals (MDGs) and entered into force on January 1, 2016 for a term of 15 years (until 2030). While the MDGs were essentially drawn up with developing countries in mind, the scope of application of the SDGs includes all countries, and they also explicitly make reference to the role of companies.

**United Nations Global Compact** – The United Nations Global Compact (UNGC) is a voluntary initiative and a network of companies under the auspices of the United Nations (UN), designed to promote sustainable development. Companies that are members of the UNGC are required to give regular reports on their progress with regard to sustainability. The basis for such reporting is a set of indicators consisting of ten universal principles (the Ten Principles), with the reports being issued on an annual basis in the form of [Communication on Progress](#). To date, more than 15,000 companies and or-

ganizations from civil society, politics and science in more than 160 countries have joined the UNGC.

## United Nations Guiding Principles on Business and Human Rights –

In 2011, the UN Human Rights Council unanimously adopted the United Nations Guiding Principles on Business and Human Rights (UNGP) developed under the guidance of Professor John Ruggie. They provide a framework for the responsibilities associated with the protection of human rights. The UNGP are based on three main principles – the duty of the state to protect human rights, the duty of companies to respect human rights within their sphere of influence and to prevent negative impacts in this respect from occurring, and the duty of the state and of companies to compensate for any violations that have occurred. The UNGP are recognized as a global regulatory framework and have led to the revision of many existing instruments, such as the IFC Performance Standards and the OECD Guidelines.

# GRI content index & UNGC index

The Sustainability Report 2021 of DKV MOBILITY GROUP SE (the “Company” and, together with its subsidiaries, the “Group”, “DKV Mobility Group”, “DKV Mobility”, “we”, “our”, and “us”) has been prepared in accordance with the GRI Standards: Core option and focuses on the reporting principles of stakeholder inclusiveness, sustainability context, materiality, completeness as well as accuracy, balance, clarity, comparability, reliability, and timeliness.

The GRI content index indicates how our non-financial reporting meets the GRI Standards. Throughout the Sustainability Report 2021, we refer to the respective GRI material topics and Standards disclosures at the bottom of the respective pages. Where a disclosure is not completely covered by the disclosures, we have included the relevant information and data directly in the index or have labeled the gaps as “omission”.

At the same time, we present our progress regarding the principles defined by the UN Global Compact (UNGC) as part of our Sustainability Report 2021. DKV Mobility has been a signatory to the Global Compact since November 23, 2020. The UNGC is a strategic initiative for companies that have aligned their strategies and operations with ten universally recognized principles related to human rights, labor, environment, and anti-corruption. The UNGC index shows where to find information relating to the implementation of the respective principles within the Sustainability Report 2021.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

The GRI content index and the UNGC index are presented together and can be viewed [here](#). The overview lists information relating to the GRI Standards and to topics that are relevant for the Ten Principles of the UNGC (UNGC Principles).

# Limited Assurance Report of the Independent Auditor regarding Sustainability Information

## To the Management Board of DKV MOBILITY GROUP SE, Ratingen

We have performed an independent limited assurance engagement on the sustainability information published in the report "Sustainability Report 2021" (further "Report") of DKV MOBILITY GROUP SE, Ratingen, (further "Company") for the period from January 1 to December 31, 2021.

Not subject to our assurance engagement are the external sources of documentation or expert opinions mentioned in the Sustainability Report as well as future-related statements in the Sustainability Report.

## Management's Responsibility

The legal representatives of the Company are responsible for the preparation of the Report and the determination and presentation of the sustainability information in accordance with the Reporting Criteria. DKV MOBILITY GROUP SE applies the principles and standard disclosures of the Standards of the Global Reporting Initiative (GRI) as Reporting Criteria.

This responsibility of the legal representatives includes the selection and application of appropriate methods to prepare the Report and the use of assumptions and estimates for individual disclosures which are reasonable under the given circumstances. Furthermore, the legal representatives are respon-

sible for the internal controls they deem necessary for the preparation of the Report that is free of – intended or unintended – material misstatements.

## Practitioner's Responsibility

It is our responsibility to express a conclusion on the Report based on our work performed within a limited assurance engagement.

We conducted our work in the form of a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements other than Audits or Reviews of Historical Financial Information", published by IAASB.

Accordingly, we have to plan and perform the assurance engagement in such a way that we obtain limited assurance as to whether any matters have come to our attention that cause us to believe that the Sustainability Report of the Company for the period from January 1 to December 31, 2021 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

We do not, however, issue a separate conclusion for each disclosure. As the assurance procedures performed in a limited assurance engagement are less comprehensive than in a reasonable assurance engagement, the level of assurance obtained is substantially lower. The choice of assurance procedures is subject to the auditor's own judgment.

Within the scope of our engagement we performed, amongst others, the following procedures:

- Inquiries of personnel who are responsible for the materiality analysis to get an understanding of the process for identifying material topics and respective report boundaries of DKV MOBILITY GROUP SE
- A risk analysis, including a media research, to identify relevant information about sustainability performance of DKV MOBILITY GROUP SE in the reporting period
- Reviewing the suitability of internally developed Reporting Criteria
- Evaluation of the design and implementation of the systems and processes for determining, processing and monitoring of sustainability disclosures included in the scope of this engagement, including the consolidation of the data
- Inquiries of personnel who are responsible for determining disclosures on concepts, due diligence processes, results and risks, the conduction of internal controls and consolidation of the disclosures
- Evaluation of selected internal and external documents

- Analytical evaluation of data and trends of quantitative disclosures which are reported by all sites on group level

- Assessment of the overall presentation of the disclosures

In our opinion, we obtained sufficient and appropriate evidence for reaching a conclusion for the assurance engagement.

## Independence and Quality Assurance on the Part of the Auditing Firm

In performing this engagement, we applied the legal provisions and professional pronouncements regarding independence and quality assurance, in particular the Professional Code for German Public Auditors and Chartered Accountants (in Germany) and the quality assurance standard of the German Institute of Public Auditors (Institut der Wirtschaftsprüfer, IDW) regarding quality assurance requirements in audit practice (IDW QS 1).

## Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the sustainability information in Sustainability Report 2021 of DKV MOBILITY GROUP SE for the period from January 1 to December 31, 2021, has not been prepared, in all material respects, in accordance with the Reporting Criteria.



**Restriction of Use/  
Clause on General Engagement Terms**

This assurance report is issued for purposes of the Management Board of DKV MOBILITY GROUP SE, Ratingen, only. We assume no responsibility with regard to any third parties.

Our assignment for the Management Board of DKV MOBILITY GROUP SE, Ratingen, and professional liability as described above was governed by the General Engagement Terms for Wirtschaftsprüfer und Wirtschaftsprüfungsgesellschaften (Allgemeine Auftragsbedingungen für Wirtschaftsprüfer und Wirtschaftsprüfungsgesellschaften) in the version dated January 1, 2017 ([https://www.kpmg.de/bescheinigungen/lib/aab\\_english.pdf](https://www.kpmg.de/bescheinigungen/lib/aab_english.pdf)). By reading and using the information contained in this assurance report, each recipient confirms notice of the provisions contained therein, including the limitation of our liability as stipulated in No. 9, and accepts the validity of the General Engagement Terms with respect to us.

Düsseldorf, June 30, 2022

KPMG AG  
Wirtschaftsprüfungsgesellschaft



Stauder  
Wirtschaftsprüfer  
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Towards an efficient and  
**sustainable** future of mobility