

CHAPTER 3 CORPORATE RESPONSIBILITY PERFORMANCE

I. CORPORATE RESPONSIBILITY FRAMEWORK	20
II. HEALTH AND SAFETY	22
III. ENVIRONMENT	24
IV. SOCIAL AND ENGAGEMENT	27

I. CORPORATE RESPONSIBILITY FRAMEWORK

STRATEGY

Corporate responsibility (CR) is an integral part of TNT's business strategy. The CR strategy is reviewed on an ongoing basis and includes dialogues with stakeholders. It is embedded within TNT's business and operational activities.

As part of its strategic agenda, TNT aims to create sustainable value for customers by:

- ensuring a healthy and safe working environment for employees, subcontractors and business partners, to guarantee the delivery of improved quality of service;
- minimising environmental impact on the supply chain of the customer and of TNT's activities in the world; and
- continuous development and engagement of employees to ensure that customers are dealing with knowledgeable and dedicated employees.

GOVERNANCE

The Executive Board is the owner of the CR agenda. CR is incorporated in the Management Board who develop, execute, and monitor the performance of TNT's CR strategy and its associated policies and procedures. The functional departments responsible for health & safety, environment and social engagement provide input to the Management Board. Annually, the Supervisory Board evaluates the company's CR approach and performance.

MATERIALITY ASSESSMENT

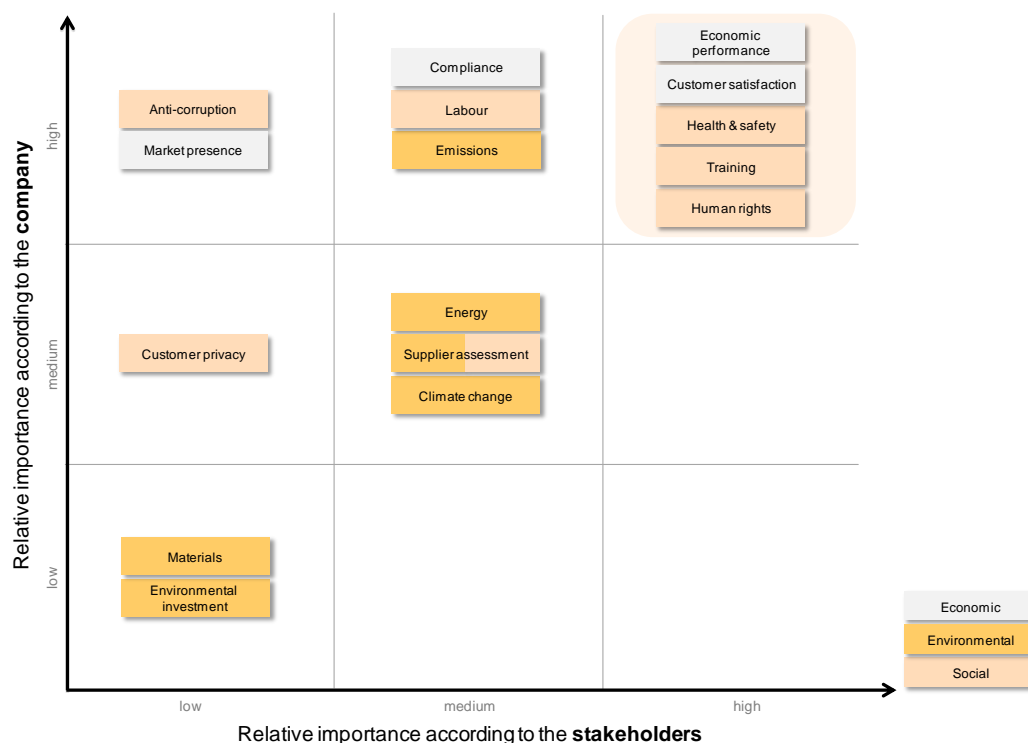
TNT reports on CR data and information in accordance with the Global Reporting Initiative (GRI) G4 reporting criteria and guidelines. TNT has prepared the 2015 annual report in accordance with G4's core option. Core reports include the majority of the General Standard Disclosures, generic Disclosures on Management Approach (DMA) for only material aspects and at least one indicator related to each identified material aspect. In compliance with G4, TNT provides an explanation on how it manages each material aspect and reports relevant indicators over time.

To identify the CR-related aspects that are most relevant for TNT, an online survey was conducted in November 2014 with the six main stakeholder groups as defined by TNT: customers, employees, subcontractors, suppliers, investors and civil society organisations. Civil society organisations are selected based on apparent interest in TNT, while all other stakeholder groups are selected to ensure diverse geographical coverage.

In addition, TNT evaluates the identified material aspects, against the Sustainability Accounting Standard of the transportation sector as defined by Sustainability Accounting Standard Board (SASB), and systematically engages with (individual) stakeholders to obtain their perspectives, input and feedback on its business and operational activities.

The survey outcome, SASB evaluation, and continuous stakeholder feedback provide guidance for developing and improving TNT's CR strategy and activities. Coupled with the prioritisation of the Management Board, this is reflected in the Materiality Matrix. The aspects shown in the top-right hand area are important and material to both stakeholders and the company, and are covered in this annual report.

TNT's 2015 CR Materiality Matrix



CORPORATE RESPONSIBILITY RISK MANAGEMENT AND MONITORING

TNT applies continuous, formal and structured CR risk management, and a CR reporting system. It identifies CR-related risks, linked to business and operational activities, and works to reduce these through the implementation of risk management controls. Where possible, global best practices are implemented to monitor, reduce and mitigate these risks. The main CR-related risks are linked to: health and safety, CO₂ emission rights, regulations related to environment and climate change, and restrictions on the use of vehicles. Refer to section V of chapter 4 for more information.

The principal monitoring and control processes for CR are:

- a global reporting and consolidation system that tracks CR data, supported by a dedicated CR reporting function under the responsibility of the CFO;
- a non-financial letter of representation with CR-related questions, with sign-off by senior management to confirm the reliability of provided data and the compliance with policies; and
- a review of control processes based on the Internal Control for CR (ICCR) framework.

On a monthly basis, TNT uses a monitoring and reporting system to measure progress on relevant key performance indicators (KPI). CR targets and KPIs are integral to TNT's performance management framework.

II. HEALTH AND SAFETY

MANAGEMENT AND PERFORMANCE

At TNT, a key part of the *Outlook* strategy is to prioritise health and safety practices. To continuously improve health and safety performance and wellbeing of employees it is essential to have ongoing efforts to maintain and enhance a healthy and safe workplace for and with colleagues to sustainably reduce injuries as a consequence of incidents and accidents.

In 2015, health and safety was a top priority for TNT. TNT embedded a culture of safety leadership, where management systematically addresses behavioural issues to reduce incidents. In 2015, TNT changed its framework to fully align with OSHA (Occupational Safety and Health Administration (Form 300)) requirements. Refer to chapter 5 for more information.

TNT manages health and safety via a systems-based approach. The health and safety policies and management framework are based on international standards, such as OHSAS 18001. All operating units are required to achieve and maintain external certification to standards like these at a minimum, in addition to national and local regulatory standards.

Health and safety risks associated with operational activities are identified and assessed, and subsequently managed and controlled to acceptable levels by implementing effective risk controls within operational processes. Each operating unit has a documented risk assessment process in place to control this particular risk at a local level.

Preventive measures

To ensure prevention of injuries, TNT revamped the management safety performance review process for risk and incident reduction in 2015. The process was tested in November and December, and is planned for further roll-out in 2016 for all TNT operating units globally.

Health and safety risk reduction performance target levels will trigger immediate corrective action by responsible line management for safety at TNT premises and its operations on the public roads, and will be followed up through factual checks of implementation at all levels.

Road safety

At TNT, road safety has a high priority in its ongoing business operations. TNT uses the 'safe vehicle, safe driver, safe journey' approach to identify and implement effective risk mitigation measures for road safety. TNT pursues continuous improvement in each of these areas, in addition to subcontractor management. The main challenge in reducing road accidents is to ensure consistent application of this approach, particularly in less-developed countries, and to ensure that subcontractors adopt corresponding standards in practice. TNT promotes the improvement of the quality of public infrastructure proactively by being involved in non-governmental organisation initiatives, where possible.

Health and safety performance

In 2015, TNT implemented a work-related incident management system (IMS) globally to improve the accuracy of injury and causation registration. The IMS enables TNT's management to monitor the effectiveness of improvement actions to prevent injuries in its operations.

Health and safety performance KPIs

Year ended at 31 December	2015	variance %	2014
OHSAS 18001 certification (% of total FTE)	81%		81%
OSHA recordable fatalities	♦ 0		0
Workplace fatalities (OSHA non-recordable)	♦ 5		1
Public road fatalities (OSHA non-recordable)	♦ 31	24.0	25
Lost-time accidents per 100 FTE	♦ 2.67	(1.8)	2.72
Lost-time injury rate (LTIR) (per 200,000 working hours) ¹	♦ 2.73	(2.2)	2.79
Road traffic incidents/collisions per 100,000 kilometres	1.05	(2.8)	1.08
Absenteeism (% of total standard working hours)	♦ 3.5	(2.8)	3.6

¹ Global LTIR data is based on definitions from the United States Occupational Safety and Health Administration (OSHA)
Figures with a (♦) fall within the reasonable assurance scope

In 2015, TNT had no fatal injuries within its operations. Five non-recordable OSHA fatalities occurred: four TNT employees/subcontractors passed away due to heart attacks and one as a result of suicide.

On the public road three TNT employees and 22 subcontractors were involved in incidents in which 31 people died (27 third parties and four subcontractor drivers). Most recorded fatal road incidents happened in Brazil, Germany and the United Kingdom, and have a close relation to the road risk conditions in these countries.

Every road incident TNT is involved in has a mandatory independent external and internal investigation process. The investigation is reviewed on status and outcomes, by senior management, with a focus on correct follow up, causation analysis and preventive actions.

Taking factual road safety research into account, combined with TNT's own incident and road safety investigations and expertise, TNT promotes ongoing road safety programmes with an objective to increase awareness and reduce risk factors related to speeding, distracted driving, seatbelts, personal protection equipment, fatigue and use of (medical) drugs.

Based on the recorded lost-time incident IMS data of the last six months of 2015, 80% of the lost-time incidents occurred at TNT premises, 6% occurred on the public road, and 14% occurred on other non-TNT locations.

The largest part (60%) of the lost-time incidents occurred during loading and unloading activities, as this process is the most labour intensive, and has a direct relationship to the use of human muscles and moving (heavy) equipment. Only 4% of the lost-time incidents are related to driving on the public road, and 5% are related to forklift driving and onsite driving. Collection, delivery and visits to customers represent 7% of the lost-time incidents and the remaining 24% is related to other less significant activities or is not specified.

TNT investigates causations of injuries with the objective to develop and implement injury reduction programmes on an ongoing basis. The main causes of lost-time incidents in TNT are related to manual handling (29%), falls/slips in the work floor (19%), being hit by a moving object at a site (13%), being hit by a moving vehicle (8%), and due to equipment, tools or chemicals used (8%). The remaining 23% is related to other less significant causes or is not specified.

KEY INITIATIVES

The lost-time injury rate (LTIR), a more stringent health and safety KPI introduced on 1 January 2016 for lost-time injuries, will be reviewed during the monthly review process. The aim for this health and safety KPI is: *Zero Harm, Zero Blame*, with a maximum LTIR tolerance of 1.0 (1.0 = 1 lost-time injury per 200,000 working hours). Performance above the maximum LTIR tolerance level will trigger immediate corrective action by line management, in line with TNT's incident reduction programme to reduce injuries within a foreseeable timeframe to meet the health and safety target communicated.

Health and safety is prioritised in TNT's *Outlook* strategy and is primarily measured on its effectiveness to reduce injuries within its operations worldwide. In order to ensure health and safety is fully embedded in TNT's culture, processes and operations, the following actions will be taken:

Focus on profitable growth

A *Zero Harm, Zero Blame* company health and safety culture in which TNT:

- knows its current health and safety performance;
- prevents impact to people, business and financials; and
- establishes a performance based health and safety mentality.

Zero is the norm TNT aims for.

Invest in operational excellence

Ensure that health and safety is managed at all levels in the organisation:

- Integration is done in the total quality management (TQM) culture
- Preventive change management focus to improve behaviour and aid injury prevention
- Clear and simple health and safety performance management processes
- The health and safety management loop is closed between operations with material impact

Organise to win

Maintain a customer and people centric organisation in which TNT management has the fundamental belief that high customer and employee satisfaction can only be achieved by good performance on health and safety management. This means in practice:

- Employees and management value ‘*The People Network*’ and are aware of their personal leadership behaviour values
- Health and safety performance culture and leadership capability at all management levels
- One health and safety performance process measured on operational effectiveness

III. ENVIRONMENT

MANAGEMENT AND PERFORMANCE

TNT considers energy and carbon efficiency to be a priority. Therefore, TNT is committed to mitigating its environmental impact, with a focus on three areas:

- Operations: improve CO₂e efficiency and air quality of activities, including subcontractors
- Customers: provide CO₂e information to customers and help them reduce their emissions
- People: encourage awareness and train employees and subcontractors in environmental management

TNT manages its environmental footprint via a systems-based approach. Its environmental policies and management framework are based on the international ISO 14001 standard. All operating units are required to achieve and maintain external certification to this standard as a minimum, in addition to national and local regulatory standards. In 2015, TNT complied with the local legislation to perform regulatory energy audits, in accordance with the Directive 2012/27/EU on energy efficiency.

TNT’s environmental management system is used to plan, implement, monitor, manage and improve the environmental impact of its activities. Environmental performance is measured through a set of KPIs related to energy: absolute CO₂ emission and CO₂ efficiency. TNT includes environmental requirements in its capital expenditure and procurement review process. The environmental impact of TNT’s fleet and infrastructure at each important juncture (planning, acquisition and operation) are managed. In addition, general terms and conditions for transport subcontractors include environmental requirements.

TNT benchmarks its energy and carbon approach and performance against its peers via the Carbon Disclosure Project. In 2015, TNT scored 94 out of a possible 100 in the Carbon Disclosure Project (2014: 89).

In 2015, TNT continued to focus on medium-term targets for global initiatives related to its own fleet, with the objective to improve CO₂ efficiency. The following table highlights TNT’s progress in attaining these targets. Where possible, subcontractors are involved in initiatives to reduce TNT’s overall CO₂ footprint.

Global initiatives	2015	2014	medium-term targets
Year ended at 31 December			
Own drivers trained in safe and eco-driving (% of total own drivers)	25%	26%	100%
Own vehicles in the European Union ≥ Euro 4 standard (% of total vehicles)	95%	85%	90%
Own vehicles applied with telematics (% of total vehicles)	13%	12%	50%
Own linehaul vehicles/trailers equipped with aerodynamics (% of total vehicles/trailers)	57%	59%	100%
BAe 146 aircraft replaced	44%	19%	100%

Progress has been made in attaining these medium-term targets, and at the end of 2015, TNT had achieved the target set for own vehicles in the European Union to possess at least the Euro 4 standard, mainly driven by the large fleet renewal initiative in the United Kingdom. The reported percentage of own drivers trained in safe and eco-driving is only based on the number of drivers that were trained in 2015. Drivers are trained regularly, however not as a standard on an annual basis.

In 2014, TNT initiated a project in operational excellence to increase efficiency and productivity in its operations, and to develop a new CO₂e efficiency KPI to:

- gain additional insight for operational management into strategic purposes and day-to-day operations;
- comply with new industry standards on reporting TNT’s footprint;
- embed environmental considerations in all operational and network optimisation initiatives; and

- serve all customers, investors and management information needs, through a unified disclosure system.

The new KPI tracks the number of grammes of CO₂e that are emitted to transport one metric tonne (1,000 kg) of cargo over a distance of one kilometre (g CO₂e/tonnes.km), to incorporate load factors. This KPI reflects the adoption of EN 16258 by disclosing the energy and greenhouse gas (GHG) emissions using the EN 16258 default emissions factors. Overall in 2015, TNT's environmental transport performance, as measured in CO₂e efficiency was 490 g CO₂e/tonnes.km.

In addition, TNT launched programmes to educate operational management on the process of effectively managing and reducing environmental emissions.

The 2015 annual report shows a combination of KPIs measured in previous years and discloses TNT's annual CO₂e footprint and CO₂e efficiency. The CO₂e efficiency indicator is not comparable with the CO₂e efficiency figures of air transport.

Environmental performance KPIs

Year ended at 31 December	2015	variance %	2014
ISO 14001 certification (% of total FTE)	82%		82%
CO ₂ e emissions of own operations (Scope 1 and 2) (ktonnes)	♦ 1,437	9.3	1,315
CO ₂ e emissions of subcontractor operations (Scope 3) (ktonnes)	1,637	3.2	1,587
CO ₂ e efficiency network flights (European Air Network + domestic) (g CO ₂ e/tonnes.km)	♦ 1,733	(5.2)	1,828
CO ₂ e efficiency long haul air (g CO ₂ e/tonnes.km)	♦ 550	7.4	512
CO ₂ e efficiency PUD vehicles (g CO ₂ e/km)	♦ 564	2.7	549
CO ₂ e efficiency linehaul vehicles (g CO ₂ e/km)	♦ 917	(2.8)	943
CO ₂ e efficiency buildings (kg CO ₂ e/m ²)	♦ 23.0	0.7	22.8

Figures with a (♦) fall within the reasonable assurance scope

In 2015, the total CO₂e emissions of TNT's own and subcontractor operations (Scope 1, 2 and 3 of the GHG Protocol) increased by 5.9% to 3,074 ktonnes. The CO₂e emissions of TNT's own operations (Scope 1 and 2) increased in absolute terms by 9.3% to 1,437 ktonnes, as a result of higher air and road linehaul operation activity levels to support increased competitiveness in the European market. CO₂e emissions of subcontractor operations (Scope 3) increased by 3.2% to 1,637 ktonnes. In 2015, 53% of total CO₂e emissions were related to subcontractor operations.

The CO₂e efficiency of TNT's air operations in Europe, measured in g CO₂e/tonnes.km, improved by 5.2% in 2015, due to the transition to more fuel-efficient aircraft and improved load factors. The long haul air operations efficiency deteriorated, mainly due to lower volumes shipped through this network. The CO₂e efficiency of linehaul vehicles, measured in g CO₂e/km, improved, due to the transition to newer fuel-efficient vehicles and increased focus on driver behaviour. The CO₂e efficiency of TNT's buildings deteriorated despite the relatively warm winter in Europe in the beginning of 2015.

KEY INITIATIVES

Operations

Road

In all major operating units, electric and low-carbon emitting vehicles and electric-assisted tricycles continue to be tested and deployed, particularly for city deliveries (Amsterdam, Rotterdam, Milan and Turin). Fuel-efficient innovations such as telematics, double-deck trailers, alternative fuel vehicles, multi-modal shipments and aerodynamic vehicle equipment have been further deployed. To ensure maximum impact and scalability, best practices are shared, and, where possible, replicated on a larger scale, including subcontractors.

TNT is constantly optimising the configuration of its network, which has an impact on its CO₂e efficiency. A number of projects have been rolled out, including:

- the Road Operations Supply Chain Optimisation (ROSCO) project, which aims to re-design the network, as well as implement different loading techniques, such as loose loading, in order to optimise full capacity utilisation of its trucks; and
- the Infrastructure project, which aims to identify the optimal local configuration of depots leading to the lowest overall costs and minimal CO₂e impact of the total supply chain, in accordance with the

BREEAM standard. In 2015, updated depot configurations were rolled out in Brisbane, Melbourne, Sydney, Eindhoven, Madrid, Swindon and Warsaw.

Air

TNT aims to constantly improve the fuel efficiency of its air operations by applying best practices in network and flight planning, take-off, in-flight procedures and ground processes.

In 2015, TNT increased its capacity utilisation on its European Air Network, resulting in a significant reduction in g CO₂e/tonnes.km, through better planning, load quality and daily monitoring of load factors.

A key initiative focused on positioning stand-by aircraft in key European locations, rather than the central air hub in Liège, to alter efficiency performance. Whilst stand-by aircraft provide capacity to improve service recovery in case of network issues, they usually fly at lower cargo load factor. By locating them in the field, however, the distance flown at lower cargo loads has been reduced. Another initiative focused on increasing the second-sector load factor by selling available capacity of European Air Network aircraft.

In 2016, TNT will continue to replace short haul aircraft by younger, more fuel-efficient aircraft types.

Air subcontractors and commercial linehaul contributed substantially to TNT's 2015 CO₂e footprint. To improve competitiveness and increase regional growth in Asia, additional commercial connections were introduced in 2015, which led to an expected reduction in efficiency. At the same time, as a result of several European capability improvements, an improvement occurred in the load factor for air subcontractors.

Supply chain and innovation platforms

At the industry level, TNT participates in some of the European Union's Horizon 2020 programmes (FREVUE, CITYLAB), which aim to generate 'zero-emission' solutions for deliveries to city centres. In the FREVUE programme, TNT deployed 10 electric PUD vehicles in the cities of Amsterdam, Madrid and Rotterdam, in order to test their technical, operational and financial viability.

TNT is also co-founder of the Green Freight Europe (GFE) sector initiative which aims, amongst others, to reduce carbon emissions of the transportation sector by supporting its members through a standard methodology for monitoring and reporting on carbon emissions.

Customers

TNT's CO₂ Services enable customers to pro-actively address the environmental impact of their business. TNT's portfolio of CO₂ Services includes:

- CO₂ Report: tracks and analyses CO₂ footprint
- CO₂ Neutral: mitigates the CO₂ impact of consignments
- CO₂ Quote: predicts future CO₂ emissions
- CO₂ Scenario: models and optimises CO₂ emissions in the transport supply chain

In 2015, TNT rolled out its CO₂ Services in key European countries and as part of its extended offering, launched CO₂ Neutral domestic express delivery in Germany and in the Benelux at no additional charge.

People

Driver behaviour has a major impact on fuel efficiency, road safety and customer experience. In 2015, 25% of TNT's drivers were trained in safe and eco-driving, including both classroom and on-road coaching. Eco-driving is included as a standard requirement in driving courses in various locations and is also required for subcontractors. In 2015, the 9th 'Drive Me Challenge' edition was held at Balocco Proving Ground in Turin, Italy. TNT's drivers and subcontractors from operating units worldwide competed in three different categories including PUD, forklift truck and linehaul vehicles. The winners obtained the best combined score in fuel efficiency, safety and customer experience.

In addition, in June, two TNT drivers were named as the winner and runner-up in the finals of the 2015 Scania Driver Competition, held in Bangkok.

OUTLOOK AND COMMITMENTS

In 2016, TNT will continue to embed carbon management into its business. TNT will manage effectively its CO₂e efficiency performance through one main KPI – g CO₂e/tonnes.km. TNT targets a year-on-year improvement and puts all its efforts to improve efficiency in its operations through company-wide optimisation programmes.

For 2016, TNT sets an ambitious target of 5% improvement in g CO₂e/tonnes.km compared to the 2015 efficiency level (490 g CO₂e/tonnes.km). This ambition is based on planned fleet replacement, load factor improvements, and overall performance management. Every operating unit will be challenged during the business performance review cycles.

CO₂e efficiency is managed with a global scope for own and subcontracted operations, incorporating all products. Customer and operational reporting are aligned and validated by SGS (a leading inspection, verification, testing and certification company), providing a reasonable level of assurance against the requirements of the norm.

In 2016, the model will be enhanced to account for additional initiatives which will have a positive impact on efficiency such as vehicle type, driver behaviour and reducing emissions related to buildings. In addition to this, carbon disclosure and management requirements will be included in the development of a new Transport Management System as part of *Outlook*.

TNT will continue to roll-out its extended CO₂ Services to customers and work towards positive behavioural changes of its people to decrease the environmental footprint.

IV. SOCIAL AND ENGAGEMENT

THE PEOPLE NETWORK

TNT has hard-working people in every corner of the world, who take pride in what they do; helping customers and each other succeed. This resilient, reliable network is the heart of the company, and is valued by customers. TNT employees rely on and support each other, to continuously strengthen each touch point in the TNT global network, and to realise the Perfect Transaction for its customers. During 2015, *TNT - The People Network* became an even stronger part of TNT's identity.

Within *The People Network* framework, TNT aims to continue to nurture the Orange spirit and cultivate a strong sense of engagement with employees and customers. TNT continues to sustain a network where communities of practice are stimulated, knowledge is shared abundantly and people enjoy growth whilst fulfilling their personal need to be in community with other TNT employees across the globe.

HUMAN RESOURCES

TNT uses the Investors in People (IiP) standard to provide a consistent and structured approach to people management. In 2015, IiP rolled out a new standard. The IiP standard focuses on three performance headings: leading, supporting and improving. The standard requires, amongst others, that TNT identifies and communicates clear business objectives to all employees, and provides performance feedback, development plans and adequate training. Partly as a result of the updates and changes in the IiP standard, TNT did not re-certify every operating unit automatically, resulting in 53% of employees currently working at IiP-certified operating units (2014: 81%).

Learning and development activities are undertaken at all levels within the organisation. All global learning and development activities are centrally managed to ensure alignment with the company's values and strategic *Outlook* priorities. Implementation, coordination and deployment takes place at local level to ensure local cultures and languages are taken into account and to minimise cost of travel.

TNT places particular focus on identifying, recognising and developing employees with the potential to become future leaders. Employees are encouraged to join local talent pools to develop their leadership capabilities. Annual performance calibration, and succession and talent reviews are conducted to discuss and assess employee performance results, and to guarantee succession planning for critical positions.

CUSTOMERS

TNT has an increased focus on service improvement as part of the *Outlook* strategy and customers benefit from that. TNT measures customer satisfaction and obtains a deeper insight into the needs of customers through the Orange Experience Score survey. In 2015, the Orange Experience Score increased to 47 in 2015 (2014: 40). Refer to chapter 5 for more information.

HUMAN RIGHTS

The TNT Business Principles provide clarity and detail on specific TNT human rights aspects related to labour and employment. The TNT Business Principles, which were renewed in 2014, are aligned with the UN Guiding Principles for Business and Human Rights.

TNT is committed to sound business conduct and therefore manages its business according to the TNT Business Principles, which require an ethical and transparent way of doing business. TNT encourages all employees and third parties to promptly report any breach, suspected breach or irregularity in any law, regulation, the TNT Business Principles or any other TNT policy in good faith. Reported breaches will be acted upon promptly and with strict confidentiality, and TNT will not retaliate, or undertake action against employees and third parties for filing a report or assisting another person in doing so in good faith. In 2015, 26 human rights-related whistleblower cases were received (2014: 47), and by the end of 2015 a total of 10 cases were still pending.

SOCIAL RESPONSIBILITY

TNT provides expertise and capacity to a number of charitable initiatives, often at local level with a close link to the company's expertise, culture, employees and customers. TNT uses its supply chain knowledge and management skills to support non-profit organisations in their logistical operations. For example, after the earthquake in Nepal in April, TNT deployed resources to help, which included co-operation with local aid organisations to provide victims with food, water, medicines and relief supplies.

These activities serve to engage and develop employees, while delivering safe and efficient supply chain solutions for people in need.