CHAPTER 3 CORPORATE RESPONSIBILITY PERFORMANCE

I. CORPORATE RESPONSIBILITY FRAMEWORK 24
II. SOCIAL 26
III. ENVIRONMENT 29
IV. BUSINESS 31
V. CORPORATE RESPONSIBILITY ACHIEVEMENTS 33
VI. CORPORATE RESPONSIBILITY COMMITMENTS 33
I. CORPORATE RESPONSIBILITY FRAMEWORK

TNT Express’ CR strategy complements the overall strategy of the company. Its strategy is to embed sustainability in all activities, with a focus on the development of social, environmental and business programmes that will deliver shared value.

STAKEHOLDER ENGAGEMENT AND MATERIALITY MATRIX

TNT Express has identified the following key stakeholder groups that have the most significant impact on the business: employees, customers, subcontractors, suppliers, investors and civil society organisations.

TNT Express systematically engages with these stakeholders to obtain perspectives and input on CR risks and opportunities. This provides TNT Express with valuable input used to formulate TNT Express’ CR objectives and improve its CR measures.

TNT Express participates in benchmarks, assessments and surveys, and conducts regular consultations with individual stakeholders. The primary mode of engagement with stakeholders is the annual online multi-stakeholder survey, which highlights TNT Express’ CR priorities, strengths, opportunities, risks and dilemmas, and generates information on the importance and materiality of these areas to stakeholders. The survey was sent out to approximately 4,500 stakeholders globally, with a response rate of more than 10%. The results of the survey are presented below in the CR Materiality Matrix.

The CR Materiality Matrix depicts the importance for stakeholders and the company (as represented by the CR Steering Committee) of various aspects represented in the three dimensions of TNT Express’ CR strategy: social, environment and business.

TNT Express’ Executive Board acknowledges the outcomes of the CR Materiality Matrix and considers them in the development of the CR strategy.

TNT Express’ 2012 CR Materiality Matrix
CORPORATE RESPONSIBILITY STRATEGY AND MONITORING

TNT Express’ CR strategy was developed based on feedback from the annual multi-stakeholder dialogue, the materiality matrix and dedicated strategy workshops with partners and business experts from TNT Express. The CR strategy is made operational in a three-year business plan.

The CR strategy, as described in chapter 1, is built upon the following dimensions:

− **Social**: To enhance the safety and well-being of employees worldwide. TNT Express’ ambition is to meet and exceed, where possible, all health and safety obligations. This is supported by workplace, road safety and general health and safety best practice processes, and training programmes involving employees and partners.

− **Environment**: To reduce the consumption of energy and other natural resources, for instance, through the delivery of ‘zero-emission’ supply chain solutions to customers.

− **Business**: To engage with customers to understand their needs and share best practices. TNT Express also encourages subcontractors and suppliers to adopt TNT Express’ approach to CR.

The principal monitoring and control processes for CR are:

− A global reporting and consolidation system, tracking 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, signed annually by senior management that confirms the reliability of the provided data and compliance with CR related policies.

− A review of control processes based on the Internal Control for Corporate Responsibility (ICCR) framework.

− Independent assurance reviews by internal and external auditors.

In addition, TNT Express measures progress on CR monthly, through a dedicated CR monitoring and reporting system.

TNT Express’ CR performance is described in the following sections.
II. SOCIAL

Social performance KPIs

<table>
<thead>
<tr>
<th>KPI</th>
<th>2012</th>
<th>variance %</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investors in people (% of total headcount)</td>
<td>82%</td>
<td>(1.2)</td>
<td>83%</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>71%</td>
<td>ND1</td>
<td></td>
</tr>
<tr>
<td>SA 8000 in non-OECD countries (% of total FTEs in non-OECD countries)</td>
<td>52%</td>
<td>0.0</td>
<td>52%</td>
</tr>
<tr>
<td>OHSAS 18001 (% of total FTEs)</td>
<td>84%</td>
<td>1.2</td>
<td>83%</td>
</tr>
<tr>
<td>Fatal accidents (involving TNT Express employees)2</td>
<td>9</td>
<td>(18.2)</td>
<td>11</td>
</tr>
<tr>
<td>Fatal accidents (involving subcontractors)2</td>
<td>21</td>
<td>(44.7)</td>
<td>38</td>
</tr>
<tr>
<td>Serious accidents</td>
<td>13</td>
<td>(81.8)</td>
<td>34</td>
</tr>
<tr>
<td>Lost time accidents per 100 FTEs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.87</td>
<td>(1.7)</td>
<td>2.92</td>
</tr>
</tbody>
</table>

1 No data.
2 Including Hoau.
3 For comparative purposes 2011 numbers have been restated.

Figures with a (*) fall within the reasonable assurance scope.

INVESTORS IN PEOPLE

TNT Express utilises guidance from the Investors in People (IiP) standard within its operations to provide a consistent and structured approach to people management.

The involvement and skills of TNT Express’ employees are vital to the success of TNT Express. The IiP standard requires identification and communication of clear business objectives to all employees to provide awareness and demonstrate the importance of their contribution to the success of TNT Express. In addition, the IiP standard requires that employees receive feedback on their job performance and are provided with a development plan and adequate training.

The objective is to achieve and maintain IiP certification for all operations. In 2012, 82% of all employees (excluding Hoau) were working in IiP certified sites (2011: 83%).

EMPLOYEE ENGAGEMENT

TNT Express’ ambition is to be the employer of choice. TNT Express is a service organisation dependent on employees delivering the best possible service to customers. As such, employee engagement is vital to TNT Express.

The Global Engagement Survey (VOICE), conducted once every two years, measures TNT Express’ engagement across nine dimensions: customer focus; fair treatment; teamwork; immediate management; employee engagement; employee development; integration; efficiency and recognition. In 2012, the survey consisted of 23 questions. TNT Express improved in all dimensions, with ‘customer focus’ the highest scoring dimension. In 2012, TNT Express’ score on ‘employee engagement’ was 71%, compared to 69% in 2010. For further details, refer to note 6 of the corporate responsibility statements.

SUCCESSION AND TALENT MANAGEMENT

The Management Board is committed to the personal development of all global employees. A particular focus is placed on identifying, recognising and developing employees who have the potential to become leaders. These employees are calibrated into talent pools to develop TNT Express’ requirements in terms of leadership capabilities and succession planning. The talent pools consist of early career potentials, high potentials, executive potentials and executives.

Global talent development initiatives include development programmes designed to assess and improve the development areas that high potential employees require to bring them to the next level in their career. Senior management provide feedback to employees and act as personal coaches in development planning.

Talent development programmes are used to support employees in deploying their personal development plans. The two key global programmes are the ‘Leadership Challenge’, which targets high potentials and the ‘World Class Leadership’ programme, developed with the IMD Business School, to support newly promoted executives and executive potentials.
A new talent development programme, the ‘Early Career Development’ programme, was designed and implemented in 2012 and will be deployed globally through a train-the-trainer approach in 2013. This new programme targets early career potentials, including entry level talents and will primarily focus on improving personal impact and effectiveness.

TNT Express conducts annual performance calibration and ‘Succession and Talent’ reviews. The objective of these reviews is to discuss and assess employee performance results and to evaluate the readiness and succession planning of top talents.

**SA 8000**

TNT Express used the SA 8000 standard within its operations in non-OECD countries to provide a consistent and structured approach with respect to acceptable working conditions based on human rights. In 2012, 52% of all FTEs (excluding Hoau) in non-OECD countries were working in SA 8000 certified sites (2011: 52%).

**HUMAN RIGHTS**

Guidance on human rights is set out in the TNT Express Business Principles. For further details, refer to chapter 4. In 2012, TNT Express developed a policy on human rights that elaborates on the human rights section of the TNT Express Business Principles. The policy aligns with the United Nations Guiding Principles on Business and Human Rights. The policy is supported by a human rights self assessment survey. A training programme will be developed to educate specific employees.

TNT Express is represented on the advisory board and various committees of Social Accountability International (SAI), a non-governmental organisation established with the aim to promote human rights for workers around the world.

**OHSAS 18001**

TNT Express adopts the OHSAS 18001 management system standard within its operations to provide a consistent and structured approach for the management of workplace and road safety risks. The objective is to achieve and maintain OHSAS 18001 certification for all operations. In 2012, 84% of all FTEs (excluding Hoau) were working in OHSAS 18001 certified sites (2011: 83%).

**ACCIDENTS**

TNT Express recognises the importance of safety and therefore embeds clear responsibility and accountability for safety performance within its management structure. TNT Express is committed to improving safety performance and reports fatal accidents in both own and subcontractor operations.

Specific accident reduction plans have been developed at operational level. These focus on seven key areas: leadership and strategy; workplace safety; road safety; employee health and well-being; accident investigation and monitoring; competence and training; and communication and engagement.

TNT Express regrets to report nine fatal accidents in own operations in 2012 (2011: 11). All nine fatal accidents were road traffic fatal accidents (2011: 8), as TNT Express had zero workplace fatal accidents (2011: 3).

In 2012, TNT Express regrets to report 21 subcontractor road traffic fatal accidents (2011: 38).

TNT Express conducts its own internal investigations of accidents involving subcontractors to determine root causes and to identify corrective actions.

The number of serious accidents (excluding Hoau) decreased to 13 in 2012 compared to 34 in 2011. The number of lost time accidents (LTA) per 100 FTEs (excluding Hoau) improved from 2.92 in 2011 to 2.87 in 2012.

**Road safety**

TNT Express is committed to improving road safety across all its operations, with a particular emphasis on emerging markets, influencing where possible the external factors that affect its operations.

TNT Express recognises that work-related road safety is a significant business risk and has adopted minimum global standards for road safety management to effectively control risks associated with work-related driving. Each operational entity is responsible for translating these standards into operational practices. Best practices such as the safe driver, safe vehicle and safe journey approach, are shared
among the global community to assist in the continuous improvement of road safety performance. Other road safety initiatives introduced over recent years include: road safety charters signed by senior managers and drivers; safe driving competitions linked to the ‘Drive Me Challenge’; and driver recognition schemes.

The major challenges in reducing road accidents are to ensure consistent application of road safety standards, particularly in developing countries, and to ensure that subcontractors adopt similar road safety standards. Continued focus is being maintained on the following core elements: driver, vehicle, journey, and subcontractor management; to continue to reduce the number of fatal accidents.

**PARTNERSHIPS**

**World Food Programme**

TNT Express has been an active partner of the United Nations World Food Programme (WFP), the world’s largest humanitarian aid agency, since 2002. By committing its knowledge, skills and resources, TNT Express supports WFP in fighting hunger worldwide. In 2012, TNT Express and WFP celebrated the 10th anniversary of their partnership and organised ‘Walk the World’, an event to raise awareness to fight against hunger worldwide (www.tnt.com/wfp10years). Proceeds of the annual event have allowed WFP to provide 88 million school meals to children over the past 10 years.

**Emergency Response**

Since 2005, TNT Express has been a member of the Logistics Emergency Team (LET) together with UPS, Maersk, WFP and Agility. Through this partnership, as part of the United Nations Global Logistics Cluster (www.logcluster.org), TNT Express provides logistics support and personnel to large scale emergencies.

TNT Express has a team of over 30 experts on stand-by for disaster relief operations anywhere in the world. The members of the LET team are trained and prepared for action upon request by the United Nations Global Logistics Cluster. During 2012, TNT Express provided emergency response to the Philippines and provided expertise to improve the logistics capacity in key regions and countries. In addition, TNT Express developed and delivered LET training to all members.

**Fleet Forum**

Fleet Forum seeks to add value to transport effectiveness by providing leadership and support in low and middle-income countries in the areas of road safety, environmental impact and cost efficiency. TNT Express is a board member of Fleet Forum and is engaged to assist in the development of a global subcontractor policy.

**North Star Alliance**

North Star Alliance (North Star) is a public-private partnership established by TNT Express and WFP in 2006. North Star provides awareness, education and healthcare to truck drivers. In 2012, TNT Express’ support towards North Star ranged from financial support to in-kind donations.
III. ENVIRONMENT

Environmental performance KPIs

<table>
<thead>
<tr>
<th>Year ended at 31 December (excluding Hoau)</th>
<th>2012</th>
<th>variance %</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO 14001 (% of total FTEs)</td>
<td>♦ 83%</td>
<td>(1.2)</td>
<td>84%</td>
</tr>
<tr>
<td>CO₂ emissions absolute of own operations (scope 1 and 2) (ktonnes)</td>
<td>♦ 1,043</td>
<td>(7.0)</td>
<td>1,121</td>
</tr>
<tr>
<td>CO₂ emissions absolute of subcontractor operations (ktonnes)</td>
<td>♦ 1,277</td>
<td>(11.6)</td>
<td>1,445</td>
</tr>
<tr>
<td>CO₂ efficiency index</td>
<td>♦ 89.9</td>
<td>(2.5)</td>
<td>92.2</td>
</tr>
<tr>
<td>CO₂ efficiency network flights (EAN + Domestic) (g CO₂/tonne km)</td>
<td>♦ 1,590</td>
<td>0.8</td>
<td>1,578</td>
</tr>
<tr>
<td>CO₂ efficiency longhaul air (g CO₂ tonne km)</td>
<td>♦ 431</td>
<td>(16.0)</td>
<td>513</td>
</tr>
<tr>
<td>CO₂ efficiency small trucks and vans (g CO₂/km)</td>
<td>♦ 343</td>
<td>0.6</td>
<td>341</td>
</tr>
<tr>
<td>CO₂ efficiency large trucks (g CO₂/km)</td>
<td>♦ 731</td>
<td>1.2</td>
<td>722</td>
</tr>
<tr>
<td>CO₂ efficiency buildings (kg CO₂/m²)</td>
<td>♦ 24.0</td>
<td>(7.3)</td>
<td>25.9</td>
</tr>
<tr>
<td>Energy efficiency buildings (MJoules/m²)</td>
<td>♦ 405</td>
<td>1.3</td>
<td>400</td>
</tr>
<tr>
<td>Sustainable electricity (% of total electricity)</td>
<td>♦ 50%</td>
<td>6.4</td>
<td>47%</td>
</tr>
</tbody>
</table>

Figures with ♦ fall within the reasonable assurance scope

ISO 14001
TNT Express adopts the ISO 14001 management system standard within its operations to provide a consistent and structured approach to the management of environmental aspects and the subsequent impact. The objective is to achieve and maintain ISO 14001 certification for all operations. In 2012, 83% of all FTEs (excluding Hoau) were working in ISO 14001 certified sites (2011: 84%).

CO₂ AND ENERGY EFFICIENCY
TNT Express aims to decrease the environmental footprint of its entire supply chain. TNT Express has established action plans to deliver ‘zero-emission’ supply chain solutions to customers and markets by improving the operational efficiency of its own activities and that of its subcontractors. Other key initiatives to deliver shared value are the collaboration with key stakeholders and the offer of CO₂-reduction services to customers.

In 2012, the CO₂ footprint of TNT Express’ own operations (scope 1 and 2 of the Greenhouse Gas Protocol) (excluding Hoau) decreased by 7.0% to 1,043 ktonnes (2011: 1,121), while that of subcontractor operations (scope 3 of the Greenhouse Gas Protocol) decreased by 11.6% to 1,277 ktonnes. In 2012, 55% of the total CO₂ emissions (excluding Hoau) was related to subcontractor operations.

TNT Express targets a 40% improvement on its efficiency index relative to the 2007 baseline position. The CO₂ efficiency index shows an improvement of 10.1 points relative to 2007. The index score of 89.9 is an improvement of 2.3 points relative to 2011 (92.2). The improvement in 2012 can be attributed to road transport efficiency (+0.2 points), air transport efficiency (-1.9 points), and building efficiency (-0.6 points).

TNT Express works with other interested parties (both shippers and carriers) to develop standards and systems to improve the environmental performance of subcontractors.

More information on the environmental performance of TNT Express including its subcontractors is presented in chapter 5.

KEY INITIATIVES TO IMPROVE ENVIRONMENTAL PERFORMANCE
In 2012, TNT Express initiated and deployed action plans to further improve its environmental performance.

Fleet
In optimising its fleet, TNT Express targets both fuel efficiency and carbon intensity. In all of the main European markets, low carbon emitting vehicles are tested and are progressively being deployed, particularly for city deliveries. New generation electric vehicles and electric assisted tricycles have been integrated within TNT Express’ fleet in France, Italy, Spain, and Turkey. In addition, operating units are testing various innovative fuel efficient systems such as telematics, fuel savers, and aerodynamic vehicle equipments. In the Benelux, TNT Express deployed on-board computer technology that calculates fuel efficiencies and provides insight into driver behaviour and driving style. This system
continuously challenges drivers to achieve better performance and has reduced road traffic accidents, improved employee welfare and delivered fuel efficiencies. In the United Arab Emirates, TNT Express introduced tracking systems for pick-up and delivery vehicles that reduce excess idling time, thereby lowering fuel consumption and improving driver behaviour. In Germany, TNT Express deployed ‘Eco Drive’ an intelligent speed-limiter that facilitates fuel efficient driver behaviour. This deployment follows a pilot that resulted in a decrease of CO$_2$ emissions by 10%.

**Driver efficiency**

In October 2012, the 6th edition of the ‘Drive Me Challenge’, TNT Express’ global sustainable driving programme, was held in Germany. The challenge included 20 teams from operating units worldwide. The contestants, who were pre-selected on the basis of their driving ability, were assessed in various categories including fuel efficiency, customer experience and safety. By organising the ‘Drive Me Challenge’, TNT Express emphasises the importance of providing training to drivers and reinforces their engagement to provide excellent customer service.

**Subcontractor management**

TNT Express reports on emissions from both own and subcontractor operations. TNT Express considers that subcontractors have a crucial impact on service levels and customer satisfaction. They are an essential part of TNT Express’ asset-light business model and are frequently in contact with customers. Managing this relationship to maximise their operational and environmental performance is an important item on TNT Express’ sustainability agenda. An innovative subcontractor management programme was launched in 2012, to continue to build mutually valuable partnerships and to decrease subcontractors’ CO$_2$ footprints. Subcontractors can benefit from these partnerships and obtain practical solutions and tools like the Fleet Safety Guide. The guide was developed by Fleet Forum, on behalf of the United Nations Environment Programme and consists of a step-by-step approach for the development of clean fleet strategies.

**Supply chain and innovation platforms**

In 2012, TNT Express further deployed the City Logistics solutions in Europe. These include ‘zero-emission’, last-mile solutions for city centres such as delivery solutions with electric vehicles and distribution via mobile or micro-depots with electric tricycles. Developed in collaboration with vehicle manufacturers, customers and city authorities, these solutions are operational in Barcelona, Brussels, London, Milan and Paris. In 2012, TNT Express tested innovative City Logistics concepts ranging from intelligent parcel stations to load units transfer schemes in Lyon, Turin, Berlin, Brussels and Utrecht. TNT Express plans to implement City Logistic solutions in additional cities.

In addition to these City Logistics solutions, TNT Express is involved in two research and innovation projects (CITYLOG and STRAIGHTSOL) of the EU’s Seventh Framework Programme for Research (FP7). These projects are focused on delivering ‘zero-emission’ solutions to city centres.

**Aviation**

Aviation is a major CO$_2$ emissions source in TNT Express’ operations. Therefore, TNT Express aims to improve the fuel efficiency of its aircraft through various initiatives. In 2012, TNT Express continued to enhance processes including flight planning, take-off, flight procedures and ground processes, which include using a single engine for taxiing and reducing the amount of working hours ground power units are utilised.

**Facilities**

A variety of local greening initiatives play a significant role in reducing TNT Express’ global carbon footprint. The initiatives range from introducing more efficient LED lighting systems and sourcing green electricity to promoting campaigns among employees to actively reduce consumption. The European Road Network hub in Arnhem was part of a successful LED lighting pilot in 2012 that provided positive results by reducing emissions by 89%, with a 10 month payback period.
IV. BUSINESS

Business performance KPIs

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>variance %</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO 9001 (% of total FTEs)</td>
<td>♦ 85%</td>
<td>(1.2) 86%</td>
<td></td>
</tr>
<tr>
<td>Change in net customer satisfaction</td>
<td>+19%</td>
<td>-2%</td>
<td></td>
</tr>
</tbody>
</table>

1 For comparative purposes 2011 numbers have been restated.
Figures with a ♦ fall within the reasonable assurance scope

ISO 9001
TNT Express aims to deliver excellent customer service by understanding current and future customer needs, meeting customer requirements and striving to exceed customer expectations. TNT Express adopts the ISO 9001 management system standard to ensure that customers’ requirements are met consistently through a systems and process driven approach. The objective is to achieve and maintain ISO 9001 certification for all operations. In 2012, 85% of all FTEs (excluding Hoau) were working in ISO 9001 certified sites (2011: 86%).

CUSTOMER SATISFACTION
TNT Express aims to exceed customer expectations. Analysis shows that ‘satisfied’ and ‘more than satisfied’ customers are more loyal than the lower ranked customer groups. Therefore, TNT Express aims to increase the percentage of ‘more than satisfied’ customers from within the group of ‘least satisfied’ customers. Understanding the mindset of ‘less than satisfied’ customers and using their feedback helps TNT Express to develop strategies to improve customer retention.

In 2012, TNT Express increased the frequency of its customer survey from annual to quarterly to support continuous improvement. In total, TNT Express received over 48,500 completed surveys from customers across all customer segments. TNT Express measures the percentage of customers that rate its performance as above expectation versus those that rate its performance as below expectation. This ‘Net Customer Satisfaction’ score improved by 19% to 38% in 2012 (2011: 32%). The driver behind this improvement is the steep increase of customers rating TNT Express as exceeding expectations. Measuring customer satisfaction as the percentage of meeting and exceeding expectations, TNT Express’ performance slightly decreased to 90% (2011: 92%).

SYSTEM CO²
The impact of CO₂ emissions is important to a large number of TNT Express’ customers. Over the last five years, TNT Express has actively engaged with customers who often represent front runners within their respective industries, to understand their CO₂ related needs and requirements, and to share expertise and best practices. Throughout this process, various services have been introduced under the ‘System CO₂’ scheme.

The ‘System CO₂’ service portfolio focuses on two aspects:
- Providing customers with accurate and reliable reports on the CO₂ emissions caused by the transportation of their consignments. CO₂ can be reported for already transported consignments, or predicted for future business. The reporting method follows internationally recognised guidelines and standards.
- Offering alternatives to reduce the impact of CO₂ emissions, either by working with customers to identify opportunities for CO₂ reduction in their transport supply chains and/or providing a high quality and transparent CO₂ offset scheme.

TNT Express remains committed to providing customers with CO₂-reduction services, and intends to continue to innovate and develop its service proposition in this area. TNT Express will also continue to actively participate in sector initiatives that aim at standardising methods and modes of reporting in this area.

SUPPLY CHAIN REPORTING
TNT Express recognises the social and environmental impact of its supply chain and endeavours to be transparent. TNT Express reports according to the Greenhouse Gas Protocol Corporate Value Chain (scope 3) standard, which was published in October 2011. Scope 3 allows companies to assess their emissions from 15 categories. The categories that currently impact TNT Express are: subcontractors, company cars and business travel; TNT Express voluntary reports the related emissions.
TNT Express is investigating the possibility of expanding the reported categories to include both upstream and downstream activities. This would only serve to assist TNT Express in identifying key improvement areas in the other categories and engaging with partners in the value chain to reduce the overall impact.

**SUBCONTRACTOR MANAGEMENT**

Subcontractors are an integral part of TNT Express’ service offering and are often in direct contact with customers. TNT Express is therefore committed to develop and maintain a supportive and appropriate management framework, to build a healthy relationship with them. This includes policies and tools to ensure fair business dealings in line with TNT Express Business Principles, TNT Express’ CR goals and applicable legislation.

TNT Express subcontractors are invited to the annual ‘Drive Me Challenge’. The innovative solutions that TNT Express develops with fleet management partners are also offered through local or regional programmes to subcontractors. In Germany, TNT Express implemented ‘Eco Drive’, which reduced fuel consumption by 10%.

TNT Express also discloses subcontractor fatal accidents (refer to page 27 of this chapter).

**Green Freight industry initiatives**

TNT Express is involved in the development of two industry initiatives in Europe and Asia: Green Freight Europe (GFE) and the Green Freight Asia Network (GFAN). The objectives of both initiatives are to reduce the environmental impact of road freight and to support subcontractors in their ambitions to improve their environmental performance. The successful SmartWay programme in the United States provided the inspiration and vision for both initiatives.

TNT Express has a leading role in the development of the GFE which is hosted by the European Shippers Council (ESC) and EVO (Dutch Logistics association). GFE was officially launched in 2012 as an independent voluntary programme aimed at improving the environmental performance of road freight transport within Europe. By the end of 2012, over 70 European companies had joined this programme.

TNT Express supports the objectives of GFE to establish a standard system for monitoring and reporting carbon emissions within the industry. Standardisation in this area will support the procurement of more efficient transportation services and will improve collaboration between TNT Express’ subcontractors and customers to become more carbon efficient. For more information refer to [www.greenfreighteurope.eu](http://www.greenfreighteurope.eu).

In Asia, the Clean Air Initiative for Asian Cities (CAI-Asia) and the Sustainable Supply Chain Centre Asia Pacific (SSCCAP) brought together shippers, carriers and logistics service providers, including TNT Express, to discuss their role in reducing the environmental impact of freight. These organisations established the GFAN in 2012, which has similar objectives as the GFE programme and SmartWay. The focus in Asia will be on road freight and carbon emissions.
V. CORPORATE RESPONSIBILITY ACHIEVEMENTS

TNT Express is committed to attaining its CR strategy and developing sustainable practices. During 2012, a few notable achievements include:

− The Dow Jones Sustainability Index tracks the financial performance of the world’s leading companies in terms of sustainability performance. TNT Express has been included in the Dow Jones Sustainability World Index since 2004 and is pleased to report a steady performance. In 2012, TNT Express scored 87 points out of a possible 100 which is a decrease of 6 points since 2011. TNT Express achieved best-in-class scores within the sector for 8 out of 17 dimensions mainly for its social areas, risk and crisis management, codes of conducts, fuel efficiency and environmental management. The dimensions with opportunity for growth are discussed with the relevant function owners and are taken into account in their strategic plans.

− The Carbon Disclosure Project works with investors globally to advance investment opportunities and reduces the risks posed by climate change by requesting the world’s largest companies to report on their climate strategies, greenhouse gas emissions and energy use. TNT Express scored 74 points on disclosure out of a possible 100 (compared to 78 points in 2011) and a C-level in performance (compared to a B-level performance in 2011).

− The ‘Transparantiebenchmark’, initiated by the Dutch Ministry of Economic Affairs, ranks the largest Dutch companies according to the level of transparency within their sustainability reports. In 2012, TNT Express ranked 49th on the list of 473 Dutch companies with a score of 160 points (compared to 192 in 2011).

VI. CORPORATE RESPONSIBILITY COMMITMENTS

In 2013, TNT Express’ CR commitments are to:

− reinforce the zero road accident vision through active communications and clear responsibility assignments;
− continue to leverage innovation and technology where possible in partnership with others to realise environmental targets;
− engage customers by rolling out ‘System CO2’, and develop new customer propositions and low carbon solutions;
− work with subcontractors and partners to continually improve road safety and operational efficiencies;
− improve employee engagement; and
− work with the aid and development sector to support their effectiveness.