Sustainability Report 2011

Postbank

Postbank's history
(September 2010 – December 2011)
2010

12 September
In an ad-hoc announcement Deutsche Bank states that it is intending to issue a voluntary public takeover offer to the shareholders of Postbank.

27 September
Postbank opens its first self-service branch in the country in Dusseldorf-Wersten. With its new self-service branch Postbank is trialling the possibility of improving its customer service and avoiding blank spots on the map with its innovative design concept.

6 October
In Berlin Postbank presents its representative national study, "Pension provision in Germany 2010/2011", which it has produced in collaboration with the Allensbach Institute for Demoscopy since 2003.

2 November
In addition to its classic free-of-charge account, Postbank Giro plus, Postbank now introduces the enhanced "Postbank Giro extra plus" account for its private customers. Without any surcharges, in addition to complete account management it now contains a Gold Postbank card, a VISA credit card, a more economical overdraft facility, an instant access account and a securities deposit account with associated investment account.

26 November
Deutsche Bank acquires the majority of the shares of Deutsche Postbank AG. Postbank shareholders have to date sold a total of at least 47 million shares at 25 EUR per share to Deutsche Bank. Deutsche Bank plans to keep Postbank as an independent joint stock company with its own brand. Nothing changes for its customers. The contact person, account number and sortcode remain the same. Even the dense network of Postbank branches is to be retained.

1 December
The boards of the Postbank Group approve the conclusion of a sale contract with a purchasing consortium including Dewan Housing Finance Ltd. for the sale of its Indian building society subsidiary Deutsche Postbank Home Finance Ltd. (DPHFL).

31 December
Frank Appel resigns from his post as a member of the Supervisory Board and therefore also as the Chairman of the Supervisory Board of Deutsche Postbank AG. With his departure from the board, Appel acknowledges the revised shareholder structure at Postbank and thereby leaves the way open for the transfer to the new majority shareholder, Deutsche Bank AG.

2011

1 January
Rainer Neske is Postbank's new Supervisory Board Chairman. He succeeds Frank Appel. Within the Deutsche Bank Executive Board, Neske manages the Private & Business Clients department and is responsible for Deutsche Bank's business with private and business clients worldwide.

18 January
iTAN paper lists are no longer issued and are a thing of the past. With immediate effect, Postbank's online banking works via the free-of-charge mobileTAN and chip-TAN comfort. The special security feature of these two procedures is based on the independence of two channels.

25 January
BHW Bausparkasse reports heartening figures. In the year just ended, BHW Bausparkasse's customers concluded new building loan contracts for a total of 12.1 billion EUR. With an increase of 12.8 %, this Postbank building society did even better than the positive sector trend.

9 February
The Supervisory Board of Postbank appoints Hanns-Peter Storr to the Executive Board of this Bonn bank. From March 2011 he will be taking over the role of Chief Risk Officer (CRO). In addition, Hugo Bänziger, Chief Risk Officer of Deutsche Bank, is appointed to the Supervisory Board of Postbank with effect from 1 February.

24 February
At its press conference on the annual results in Frankfurt, Postbank announces that it was back in profit in 2010. The Group profit before taxes was 315 billion EUR. Compared with 2009, this corresponds to an improvement of the pre-tax profit of 713 million EUR.

22 March
The CRF Institute research company awards Postbank the title of "Top German Employer of 2011" for its personnel work.

25 March
Postbank completes the disposal of its Indian building society subsidiary Deutsche Postbank Home Finance Ltd. (DPHFL) to Dewan Housing Finance Ltd.. The sale price is 10.79 billion Indian Rupees (equivalent to about 170 million EUR).

11 April
The recently set up Postbank Customer Advisory Committee holds its kick-off meeting in Bonn. Over 2,000 applicants had applied for this 24-strong committee. Postbank's aim was to find interested customers that want to help shape their bank.

17 May
Postbank in collaboration with Deutsche BKK launches 13 Health Days with the opening event in Hamelin. Even before that, the slogan "Body and Spirit in Harmony" was chosen for 2011.

24 May
"We've achieved the turnaround," declared Postbank's head Stefan Jütte to the shareholders at the bank's Annual General Meeting in Frankfurt's Jahrhunderthalle. Postbank intends to expand its strong position in the German market and continue to grow profitably.

6 June
Postbank is once again the overall winner in CHIP magazine's Online Banking Test. The free-of-charge "Postbank Giro Plus" current account impressed the judges with the best services and comprehensive security.

17 June
With effect from 1 July 2011, Postbank's Supervisory Board appoints Frank Strauß to the bank's Executive Board. The business with Postbank's 30,000 company customers and 260,000 business customers comes under his responsibility as the Sales Director, as does the Commercial Real Estate business sector. Moreover he will in future be responsible as a board member for the mobile sales of this Bonn bank.

8 July
Mainz and Regensburg Universities and Anhalt University of Applied Sciences are the prize-winners of the 8th Postbank Finance Award. A total of 30 teams of students from 22 universities and universities of applied sciences in Germany, Austria and Poland took part this time in this competition with its prize of 100,000 EUR, the highest for any German college competition in the field of Banking and Finance.

15 July
The switch has been completed. All Postbank current account customers have now been provided with a V PAY card. Postbank has issued a total of about 6.4 million Postbank cards.

18 July
With its "Postbank Best Sign", Postbank is introducing a new signature procedure for the authorisation of bank transactions on the internet for its 300,000 or so business and company customers.

8 September
Postbank has modernised its online banking and not just given it a facelift. From now on the screens of the new banking system will be displayed in lighter colours, with even more user-friendliness and with some new functions.

13 October
At the invitation of the Postbank Academy and of Ideas Management, the most creative minds in Postbank meet at the "Further Thinkers" event at Petersberg Hotel near Bonn to give awards for the best employees' ideas.

20 October
In Berlin, Postbank presents its 9th study on "Pension provision in Germany". In collaboration with the Allensbach Institute for Demoscopy it comes to the conclusion that Germans regard their old age pensions with scepticism.

27 October
Postbank passes the five million threshold for privately-used current accounts and with this can further expand its leading position in the market as a single institution.

1 November
This year the total of donations from the "Gewinn-Sparen" (Win and Save) scheme is 150,000 EUR. All of this goes into supporting Aktion Mensch on projects for help and self-help for the disabled and for aid for children and young people.

11 November
The Postbank website is 15 years old. Postbank launched its website on the internet on 11 November 1996. This laid the foundation stone for the currently most successful finance website of a single institution in Germany. With about 3.8 million visitors a month, this site is the national Number 1.

12 December
There are about 1,000 volunteers helping out at Christmas in the Postbank finance centres. The three-day task as Floor Manager, in the back office or at the mobile cashdesk module finished on 21 December.

Ladies and gentlemen,

Only those for whom, in the here and now, social and ecological responsibility enjoys the same high priority as economic value creation will gain trust and be successful in the future. Postbank has always been guided by this principle in everything it has done, working intensively again in 2011 to advance its business model in accordance with the meaning of such sustainable economic activity. Because our entrepreneurial self-image entails that we, as Germany's major retail bank, have a special responsibility – vis-à-vis our customers, employees and shareholders as well as vis-à-vis the social environment in which we are active. It is our aspiration to meet this responsibility and create sustainable value for all stakeholders of Postbank.

How true and critical for success the basic idea of sustainable economic activity is has never been as clear as it is today. 2011 was again marked by the global economic, financial and sovereign debt crisis, which has extended into 2012 with the so-called euro crisis and the request for financial support on the part of various nations. This development is accompanied by a new protest culture and a broad discussion over the role of the banks in society. All this underscores the necessity that a company has to earn acceptance time and again through responsible action. Only this way can trust emerge; and trust is the most important foundation for economic success.

While the environment of banks – like society as a whole – is going through a period of transformation, the accompanying changes also offer opportunities: to maintain what is good and possibly make it even better, to review critically what is less good and act at the same time in a forward-looking way. We have documented the measures, objectives and findings this attitude generates in our 2011 Sustainability Report, which I am presenting here.

From social responsibility to environmental and climate protection: Postbank took a broad range of measures again in various fields this year in order to contribute to the goal of responsible economic activity. We present you with a small section of them in this report on our commitment to sustainability – the third edition up to now.

I'm looking forward to your suggestions and feedback. So, in this spirit, I hope you enjoy reading our 2011 Sustainability Report.

Sincerely yours,

Frank Strauß
CEO
Deutsche Postbank AG

Contents

Postbank's history (September 2010 – December 2011) 3
Preface 6

Introduction
Sustainability model 10
Organisation profile 11
Sphere of influence 13
Sustainability management 15
Stakeholder dialogue 18

Social sustainability
Employees 21
- Staff management 21
- Training and development 25
- Work-life balance 31
- Health management, safety at work and fire prevention 34
- Social commitment 37
Customers 42
- Consumer protection 42
- Data protection and data security 47
- Ethical products and services 51
Society 54
- Education 54
- Integration and dialogue 58
- Charity 62
- Demographic change 70

Ecological sustainability
Environmental management system 78
- Environmental guidelines 78
- Certification to ISO 14001 80
- Environmental programme 82
- Site reports 89
Ecological products and services 94
Green IT and Green Procurement 99
Environmental impact summary 104

Economic sustainability
Quality management 107
Corporate governance 112
Guidelines 114
Compliance and combating money laundering 117
Risk management, granting of loans, financial investments 119

Annex

Scope of the report 123
Ratings and rankings 125
Initiatives and memberships 126
Awards 128
Progress report on UN Global Compact compliance 130
Glossary 131
GRI index 134
External audit of the report 137
The Postbank Group in figures 138
Imprint 139

Sustainability model

Our sustainability model summarises the principles of sustainability:

Our aim is to secure our future. Here the focus is on

- Supporting social aspects
- Protecting the environment
- Contributing to a robust economic environment.

We see it as our task to make an active contribution to climate protection and to our social environment, so sustainability is an important element of our company strategy. By this means we want to secure our company's long-term success and to convey the model of sustainability to every one of our employees. In our selfimage, sustainability should be a way of life and not just something to think about.

We undertake to provide our employees with attractive and secure employment conditions and to protect natural resources. We as a company are an integral part of the society in which we operate. Our goal is therefore to create added value for our stakeholders.

As the biggest private customer bank in Germany we see ourselves as obliged to conform to our model.

Organisation profile

The Postbank Group with about 14 million customers and a balance sheet total of 192 billion EUR is one of the biggest financial service providers in Germany. Deutsche Postbank AG has its registered office in Bonn. Besides Germany, there also offices in Luxembourg, London, Verona and New York. Postbank's focus is on the retail business with private customers. In addition, it is active in its business with company customers. In its Transaction Banking sector it provides back office services for other financial services companies. At the end of 2011 there were 19,232 people employed worldwide (converted to full time equivalents), about 98 % of these being in Germany.

The biggest shareholder in Postbank is Deutsche Bank with 93.7 %. The other 6.3 % of the shares are in the free float (as at: 31 December 2011).

Retail banking for private and business customers

Postbank offers its private customers simple, economical products for everyday requirements. The range covers everything from financial transactions via the investment and credit business to loans, investment funds, insurance and building loan contracts.

As a multichannel bank Postbank is very easy for its customers to access, in the branch, online or by telephone. It has the densest network of branches of any bank in Germany. In its own 1,100 branches, in addition to comprehensive financial services, it offers postal services and expert advice. Besides these there are over 4,500 partner branches of Deutsche Post in which selected Postbank financial services are available and 900 advice centres of Postbank Finanzberatung. About 3,500 mobile consultants support their customers, in particular with asset growth and pensions.

In online and telephone banking, Postbank holds the top position in Germany. Postbank customers now operate 3.7 million current accounts and about 550,000 deposit accounts online. 4.1 million make use of the opportunities of telephone banking. Trend: continuing to grow.

Postbank also looks after its 280,000 business customers in the retail banking segment. Postbank offers attractive solutions to the self-employed, freelancers, tradesmen and small companies.

Company customer business

In dealing with its 30,000 company customers Postbank relies on its core competencies. It offers solutions on all aspects of financial transactions, commercial property funding, traditional company funding for medium-sized companies, factoring and leasing and comprehensive investment management. PB Firmenkunden AG, a company of the Postbank Group, looks after Postbank's company customers at its offices in Germany, both face to face and by telephone. Internationally there are experts available for commercial property funding at the London and New York offices. In addition to these, for complex funding there are central product specialists. The product range is supplemented by comprehensive investment and balance sheet structure management.

Transaction banking

Postbank has one of the most efficient transaction platforms in Europe. It developed its standard core banking software in 2003 with SAP and has constantly improved it since then. The hardware in its central computer centre is constantly upgraded. In 2004 Postbank launched its new transaction banking division which it offers as a service provider to financial service companies. It offers them services such as financial transaction processing and account maintenance as well as loan processing. Postbank's subsidiary Betriebs-Center für Banken AG (BCB) provides financial transaction services for banks such as Deutsche Bank, HypoVereinsbank and HSH Nordbank.

Sphere of influence

Our acceptance of our responsibilities as a company, with which we make our contribution to the implementation of the "Sustainable Development" model, can be seen in Postbank's sphere of influence below:

- Our actions are intended to be for the benefit of all stakeholder interests. We take our social responsibility seriously so as to contribute to a stable social environment.

- We have special responsibility as an employer and set particular store by satisfied employees – a basic condition for sustainable company development. Good employment conditions such as training and development, flexible working hours and the company sports facilities, to mention just a few aspects, are intended to provide the necessary conditions. Because satisfied employees are in a position to create added value for customers and shareholders.

- We are obliged to maintain the long-term value of the company for our shareholders e. g. by risk minimisation, risk diversification and good corporate governance.

- With our 1,100 or so branches, which form the densest network of branches of any bank in Germany, and our 3,500 or so mobile financial advisers, Postbank is above all active in our home market in Germany. We are therefore committed in particular as part of this society.

- We offer our private and business customers simple and comprehensible banking services. What is more, when its customers are making capital investments, Postbank allows them to take into account alternative aspects such as ecological ones with selected banking products. In addition, ecologically positive construction and modernisation plans are supported with the setup of special schemes in connection with the arrangement of special subsidy allocations from the Kreditanstalt für Wiederaufbau (KfW). In our over 1,100 Postbank finance centres, postal and other services are offered alongside banking transactions. With this additional range of services we set store by ecological and ethical aspects. Operating the options and savings, current and credit card accounts on the online system and thereby saving paper and reducing transportation round off the range of ecologically aware products and services.

- As at 31.12.2011 Postbank managed financial investments of 46.5 billion EUR and had granted loans to company customers of 29.7 billion EUR. Farreaching opportunities are associated with these. In the dedicated back office departments where account maintenance is dealt with, almost all processes in Postbank are automatic. This can only be achieved with the use of the latest IT systems and technologies.

- Natural resources are consumed on all sites. This is associated with direct effects on the environment. Postbank has set itself the goal of protecting and saving natural resources. With the aid of an "environmental impact summary", data on CO_2 emissions, energy consumption, business trips and other aspects at Postbank are monitored.

- We make every effort to orientate our business activities by commercial and also ecological and ethical aspects. We are aware that continuous efforts are required to constantly further develop Postbank as a company conscious of its responsibilities.

- In Postbank, hardware efficiency, improvement of computer centres and the IT purchasing process have already been identified as areas to be dealt with with high potential benefits in "Green IT." Skilfully combined, they not only bring ecological benefits but also secure Postbank's cost leadership long-term as the most successful retail bank in Germany.

- We also pay attention to the observance of ecological standards with the purchase of products and services. In this way we have implemented Green Procurement with numerous measures.

The results of our efforts towards acting as a responsible company are set out in detail on the following pages.

Sustainability management | *Sustainability is highly prized at Postbank. This can also be clearly seen from the organisational affiliations in the Corporate Development and the opportunity for reporting directly to the Chairman of the Executive Board.*

Organisation of sustainability

Sustainability belongs to the area of Corporate Development and hence in the Group Management department. The operational implementation and management of sustainability issues is performed by the Sustainability Officer, who is appointed by the Executive Board.

The Sustainability Officer of the Postbank Group is the interface for all sustainability issues, whose implementation he coordinates or progresses himself. e. g.:

- Central point of contact in the Postbank Group with regard to all matters relevant to sustainability
- Management of the Competence Center "Sustainability and Climate Protection"
- Enquiries from CR rating agencies
- Project management on sustainability issues
- Development of new concepts and ideas
- Coordination and implementation of charity campaigns
- Memberships of associations and societies

» The success of our sustainability management is based mainly on teamwork. In recent years an effective group has been formed that constantly achieves good results with a high level of commitment. «

Lars-Oliver Holderbach, Sustainability Officer of the Postbank Group

Competence Center "Sustainability and Climate Protection"

Sustainability cannot be restricted to one department but is important to all of Postbank. To do justice to this requirement, the Competence Center "Sustainability and Climate Protection" (CCNK) was set up in 2009 and has about 20 staff. It is made up as follows:

Competence Center "Sustainability and Climate Protection"

- **Environmental Management Officer (UMB)**
  The Sustainability Officer is one and the same person as the Environmental Management Officer and he is in charge of the Competence Center "Sustainability and Climate Protection". He is responsible for, among other things, the following tasks:

- Supervision and coordination of the Environment Officers of the departments and sites
- Reporting to the Executive Board Chairman in the course of the annual management review
- Management and control of the implementation of Executive Board and committee resolutions
- Monitoring the use of methods and content of environmental control
- Central point of contact in the Postbank Group with regard to matters relevant to sustainability
- Selection and expert handling of certifications and external auditors

- **Departmental Environment Officers (UB)**
  Every department is represented in the CCNK by an "Environment Officer". As a rule this is an employee from the staff of the relevant board member. The tasks of these Environment Officers, in consultation with the UMB, concern the following main points, among others, regarding their own departments:

- Point of contact for the managers of the department regarding issues relating to sustainability
- Maintenance, continuous improvement and development of the environmental management system
- Monitoring the use and effectiveness of the environmental management system
- Maintenance of the documentation
- Use of methods and content from environmental administration

Postbank Systems AG has also appointed its own Environment Officer so as to be able to develop the theme of "Green IT" in a targeted fashion.

- **Site Environment Officers (UB StO)**
  In addition to the above-mentioned Environment Officers, all internal managers have been appointed as Site Environment Officers. They are responsible for the tasks equivalent to those of the Departmental Environment Officers, specifically for the sites for which they are responsible.

- **Central Property Management Coordinator (ZKI)**
  The Central Property Management Coordinator is responsible for the above-mentioned tasks of the Environment Officers in particular regarding all matters relating to real property.

- **Internal Environmental Auditors**
  The UMB, ZKI and several UBs from the departments and sites are represented in the pool of internal auditors. The requirements in terms of the skills and independence of the internal auditors is taken into account. The Internal Environmental Auditors are responsible for the planning, implementation and assessment of internal audits of the environmental management system under the guidance of the UMB. 9 employees are currently acting as internal auditors, these having been appropriately trained in advance and kept up to date.

Environment committees

The members of the Competence Center "Sustainability and Climate Protection" meet in the departmental or site environment committees to decide on and deal with higher-level or operational tasks.

Various tasks are undertaken by both these committees e. g.:

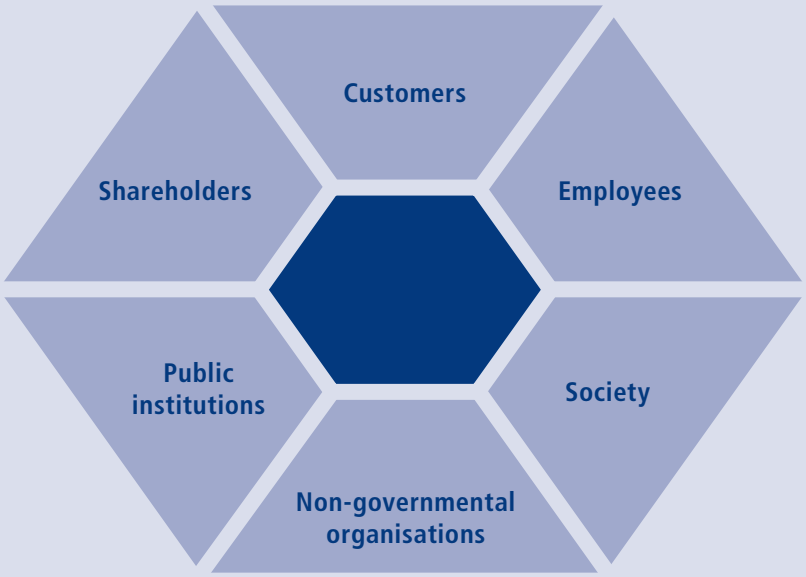
- Development of the internal and business process-related areas of activity relevant to the environment
- Formulation of measures for the environmental programme
- Identification and assessment of areas of conflict and variances
- Production of recommendations for the management review

Stakeholder dialogue | *It is only if you know the concerns of your various stakeholder groups that you can take them into account in your conduct.*

Stakeholder groups

Postbank's stakeholders are very important to it. Here we include in particular shareholders, customers, employees, society, non-governmental organisations and public institutions. To get to know their different interests and concerns, Postbank conducts stakeholder dialogues.

Stakeholder groups



Stakeholder dialogue

- The new Customer Advisory Committee is based on the 60plus Customer Advisory Committee that was introduced in 2006 and expanded in 2011 to cover all generations. With its new Customer Advisory Committee Postbank would like to put even more effort into addressing the interests and wishes of its customers. Its members include interested customers that wish to help shape their bank. It consists of 25 members of age 18 or older who are appointed for three years and who perform their offices on a voluntary basis.
  For more information see the "Demographic change" section.

- Postbank enters into dialogue with its customers via its various customer magazines. Depending on the group or segment of customers, information is passed on e. g. via "Anlagewelt" (Investment World), "Business Update", "Geldwert" (Monetary Value), "Finanz Spezial" (Finance Special), "Mehrwert" (Added Value) and "Wohnen" (Living), either in a printed version or in some cases as an electronic newsletter.

- Postbank offers all its employees an opportunity to give frank feedback. To this end, a employee survey is conducted regularly. In September 2011 all the employees of the Postbank Group had the opportunity to evaluate their superiors and the management in the context of an employee survey on key issues.
  For more information see the "Staff management" section.

- Our employees' suggestions for improvement represent great potential. Employees highlight potential areas for improvement by means of our group-wide ideas management. In 2011, over 3,000 suggestions were collected and evaluated in this way.
  For more information see the "Social commitment" section.

- Postbank has been supporting research and education since 2003 with the Postbank Finance Award, the college competition with the highest prize in Germany in the field of Banking & Finance. Each year, in the course of the competition, teachers and students from all specialist areas from Germany and abroad are invited by Postbank to deal with current issues from the world of finance and to develop approaches to solutions in teams.
  For more information see the "Education" section.

- Social commitment is very important to our company. After Postbank had successfully conducted its 2010 and 2011 Christmas tree wishlist campaign on behalf of Die Arche, the Christian children's and young people's charity, we sought dialogue with Pastor Bernd Siggelkow, the founder of Die Arche, both to review the first two years and to take a look together into the future.
  For more information see the "Charity" section.

- We also continue to maintain the central email address: nachhaltigkeit@postbank.de to allow all stakeholders to contact us.

Social sustainability

Employees | *In recent years Postbank's employees have contributed greatly to the success of Postbank with their know-how and great commitment. They are crucially jointly responsible for the strength of the operating clientele and the innovative nature of our products and processes. The attractiveness of Postbank as an employer over many years can be demonstrated. Here staff management ensures a balance between employees' needs and commercial requirements.*

Staff management

Headcount

As at the end of 2011 the Postbank Group employed 19,232 full time equivalent staff, about 32 % of which were office staff. Whereas about 98% of the employees of the Postbank Group are resident in Germany, the other employees are spread between the sites in the USA, Great Britain, Italy and Luxembourg.

About 1,120 staff work at the Postbank Group's Bonn office. The other employees are spread widely throughout the network of branches covering the whole of Germany and the subsidiaries. Thus for instance about 4,320 employees work for Deutsche Postbank AG whilst most of the other 14,912 employees are distributed over the subsidiaries in Germany but also abroad.

The ratio of the number of female employees versus male ones has not changed in 2011 compared with the prior year. So 58 % of employees are female and 42 % male.

Winners of the 2011 Postbank Cup: Team BHW Hamelin

At the end of 2011, the ratio of part-time employees was about 25 %. Over 40 % of Postbank's female employees between the ages of 35 and 45 work part-time. This figure is less than 3 % for men in the same age range.

The PBC Pearls at the 2011 Postbank Cup in Hamelin

The fact that Postbank is one of the most popular employers in Germany is demonstrated not only by the most varied awards but also by the moderate turnover rate of 6.5 % and an average length of service of about 22 years. And the large number of long service awards in the Postbank Group are a further indication of a high level of identification of the employees with their employer. Thus for instance in August 2011 employees celebrated precisely 97 full-time and part-time service anniversaries – there were 22 employees completing their 40th years of service alone.

To continue to keep Postbank ready to face the future, supporting successors is also of great importance. We were able to maintain our moderate average age of 42.8 years again in 2011. This effect was achieved by maintaining a stable number of trainees. As at 31.12.2011 there were 929 junior staff members in the Postbank Group.

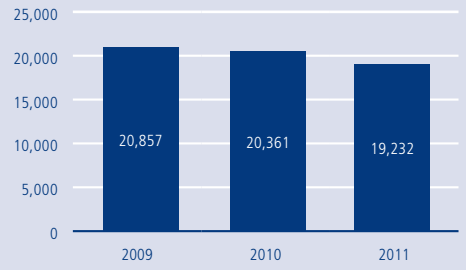
For years the accident rate has, with minor fluctuations, remained at a low level typical of financial services companies. The majority of the accidents concerns accidents en route (i.e. accidents on the way to and from the workplace) that increased somewhat due to the severe winter weather of 2010/2011. There is no clear pattern among the comparatively few accidents at work.

169 employees from BHW celebrated a big company anniversary in 2010

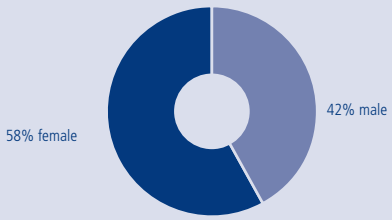
Employee-related indices

	31.12.2011
Number of employees (converted to full-time equivalents)	19,232
Average length of service	22 years
Average age	42.8 years
Proportion of female employees	58 %
Proportion of male employees	42 %
Proportion of civil servants	32 %
Full-time	75 %
Part-time	25 %
Germany	98 %
USA, Great Britain, Italy, Luxembourg	2 %
Turnover rate	6.5 %
Number of trainees	929

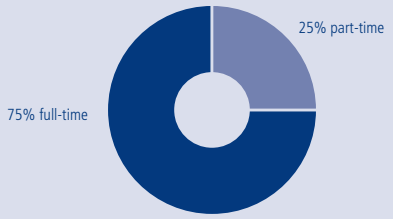
Number of employees (converted to FTEs)



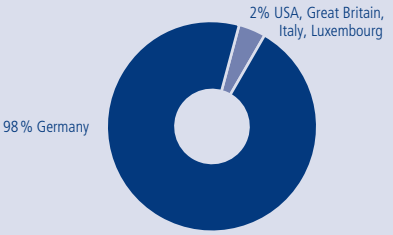
Employees by sex



Employees by full/part-time



Employees by region



Information about remuneration systems

The remuneration of Postbank's employees is based on the work performed in each case. There is no differentiation by sex, race, religion or origin. Employees participate in the profits of the Postbank Group. This is done via a company profit share. The employees' performance (both as individuals and as teams) are taken into account via a performance bonus. For this there are systems for both agreeing targets and for assessing performance. Performance-related elements of remuneration naturally also apply to the office staff.

In the area of top management, innovative elements of remuneration with a special focus on sustainable conduct are integral components of pay. These are closely associated with the target agreement and personal development processes and they therefore contribute to a positive long-term influence of the conduct of our managers.

2011 Employee Survey

Postbank asks all its employees for their frank feedback. In September 2011 all the employees of the Postbank Group had an opportunity to assess their superiors and the management in the context of a employee survey on key issues. Postbank scored particularly well in the area of "Managing employees and teams and making them successful." Almost three quarters are of the opinion that their superiors convey clearly and understandably what performance they expect from them. Two thirds are confident that their talents, skills and specialist knowledge are well used in their day-to-day work and that they are appreciated by their superiors. The 2011 employee survey of key issues was evaluated internally and the main results were communicated to all employees via "bankpost".

Top managers were provided with a workshop format that will inform their staff of the results of the survey and pick up on the critical points. So managers and their teams have an opportunity to develop specific improvement measures for their own units. The following content is envisaged for the workshop, which will take about 3 hours:

- Presentation of the results
- Discussion of the relevant points
- Formulation of areas for action and measures to be taken
- Agreement of an action plan for the implementation of the measures.

The development of successors in line with requirements is a major concern for Postbank. Technically skilled and well integrated successors are a crucial factor in the company's success. Postbank's training also stands out with its approach tailored to its requirements, as a result of which employees can be supported in a targeted manner in the context of their area of work.

Training and development

Training

As at 31.12.2011 there were 929 trainees employed in the Postbank Group. A total of 354 training places were granted in the Postbank Group in 2011. The majority of these were offered as training places for the professions of Bank Clerk and "Commercial Clerk for Dialogue Marketing." Postbank has for many years been providing training in excess of its requirements and in 2011 it offered eight out of ten of its trainees a further employment. Training has been conducted in conjunction with the Frankfurt School of Finance & Management since 2004.

During their training period, the Postbank trainees work on the subjects contained in the training plan and also on sustainability-related subjects such as in a "workshop for dealing with each other in a tolerant manner – against racism, xenophobia and discrimination" or on various practical tasks on the subjects of the protection of health, environmental protection, efficient energy generation and addictive substances and their dangers.

In addition, the following subjects are dealt with through workshops, training courses, learning tasks and training clips:

- "Job Fit" health education
- Ergonomics and safety at work
- Presentation and methods-related skills
- Social skills

» In the course of project work on the Postbank environmental management system, a group of trainees was supported by us with information and field reports. At a presentation of the results in a "trainee circle" in which they were deeply involved, a large number of attendees learnt more about the environmental work in Postbank. As a result of the positive reception, next time the company's employees are also to be involved in a new "Environment Day at the Dortmund Site" trainee project. «

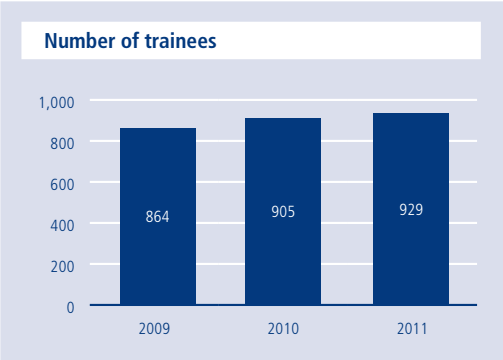
Reiner Wehner, Environment Officer, Dortmund Site

Besides the vocational training in accordance with the Berufsbildungsgesetz (Vocational Training Act), Postbank also offers various training options to academic successors:

- In collaboration with the Frankfurt School, a "Bachelor of Science" course and a "Master of Arts in Banking and Finance" course integrated into the training (currently 29 students),

Top: Trainees, Hamburg, 2011
Middle: Trainees, Stuttgart, 2011
Bottom: Hans-Peter Schmid, the Chairman of Branch Sales (4th from l.) welcomes former trainees as new customer advisers with Postbank Branch Sales AG

- jointly with Weserbergland College in Hamelin, a Bachelor of Arts course with a focus on Banking (currently 18 students) and
- for the first time, at the Bonn-Rhein-Sieg College a programme of studies for a Bachelor of Science or Bachelor of Arts (currently 2 students, 10 study places are planned for 2012 onwards).



Development

Maintaining the performance and motivation of all employees throughout their employment history is the focus of Postbank's development options. This range of training opportunities is orientated towards the varied learning needs in the various learning stages of the employee and covers not only high-quality specialist training measures but also opportunities for dealing with the personal and organisational consequences of demographic change and tools for timely and systematic knowledge transfer and for improving health.

The measures for promoting health cover subjects such as "Health and high performance during change," "Healthy management for team leaders" and "Live and stay consciously healthy!". They contain, among other things, practical tips on dealing with stress and the opportunity for personal fitness diagnoses.

Postbank supports sustainability through modern training concepts and by creating flexible opportunities for placement and development. Here are some examples of successful development opportunities:

- Startup Leadership
  A programme that is orientated towards middle management at the start of their management careers.
- Advanced Leadership
  An option for middle management that offers dynamically changing current management topics.
- Advanced Professionals
  A measure for high performers to support their specialist careers and to determine their individual and professional placements.

In addition to traditional classroom training, employees have an opportunity to continue to learn on the job according to their individual requirements. They have direct access to a wide range of web-based training courses. These cover Postbank specific content, general banking knowledge and subjects like social and methods-related skills. eLearning in the form of training clips on subjects relevant to sustainability such as safety at work, fire prevention and health protection as well as the Postbank environmental management system are also part of this range.

The mix of methods consisting of classroom training and self-teaching phases using e-learning is used intensively for staff development at Postbank – an ideal mix of media that supports learning on one's own initiative and responsibility.

Knowledge management and lifelong learning

Knowledge is one of the central factors for Postbank's success to allow it to ensure its ability to innovate and compete. It is not stored in databases but located in employees' heads. Know-how about processes and procedures is linked with individual personal experience and other valuable details, for example about customers and networks. Knowledge management in the Postbank Group means recording the knowledge already gained and conveying it systematically to successor employees. Professional knowledge transfer, especially in rapidly changing situations, is assured at Postbank by the use of the "knowledge relay" method.

Participants in and sponsors of the Project Management Advanced Programme

Knowledge relay, like every other training opportunity, is in principle available to all employees. In specific situations of rapid change, experienced training managers from the Postbank Academy support the management and staff concerned and ensure – as with the handover of the baton in sport – the problem-free optimum transfer of experience and specialist, project or management knowledge to successor employees. Background knowledge and experience are passed on in a targeted manner in systematic dialogue between predecessor and successor. Those who have already been involved in knowledge relays speak very positively and with satisfaction about this opportunity for knowledge management.

Knowledge acquisition is an ongoing process. So a particular concern of employee development is to facilitate and systematically support "lifelong learning" in all phases of life and career. The concept of PEPP (Postbank Employee Performance Development) forms the framework of a comprehensive training portfolio with the aim of maintaining or even improving employees' employability and motivation throughout their entire careers. The main idea of PEPP is a model orientated towards stages of life and age groups that is in line with the demographic changes within Postbank's staff.

The training options with the Postbank Group provide numerous development measures in varied forms of learning such as classroom training, e-learning, lectures, self-study, manuals etc. that take into account in terms of teaching and content the learning requirements at various stages of life. These options are complemented by Postbank's own wiki that not only records know-how but also provides the ideal platform for company-wide knowledge integration.

"Woman & Work" Career Exhibition, Bonn 2011

Career opportunities for women

Women represent an important resource in the company, so the potential of skilled female employees should be exploited by an increase in the proportion of women in management positions.

With a proportion of women of almost 60 % in total, the Postbank Group has very good prospects to continue to increase the number of female managers in the future. (Current proportion of women in the management sector: 15 %; in 2010: 15 %). At the 2011 AGM, Postbank therefore undertook on this DAX 30 companies' own initiative to increase the proportion of female managers. To increase the proportion of women in management positions in the long term and to support both male and female employees with potential on the basis of established benchmarks, in October 2011 the Executive Board set up the Gender Diversity Management project. The Executive Board will decide on a specific Group target value for the proportion of women in management positions at the start of 2012.

Further relevant areas of activity are to be found in the development of group-wide conditions and development programmes, in the establishment of a more performance and family-orientated company culture and in the creation of a long-term recruitment base.

Besides the expansion of opportunities for assistance, the relaxation of the culture of attendance and the further development of processes and incentive structures play just as important a part as implementing more flexible working. The first development programmes and measures to improve the compatibility of career and family are already being implemented. Postbank offers, among other things, specific seminars for management staff on the subject of recognising potential and supporting female high

performers e. g. the Women's Leadership Program and the seminar entitled "You can measure performance but you have to recognise potential". Further group-wide measures such as development programmes for middle management and female employees with management potential are being expanded.

Dealing with each other with tolerance

The concept of equal opportunities is an important element and forms one of the bases of our employment policy. So we use a standard for the assessment of our employees that takes into account their abilities, performance and ethical conduct. Respect for age, sex, ethnic origin, sexual orientation and religious background goes without saying. We see diversity as an important asset and we actively support understanding and cooperation in society. Only those who accept the diverse interests and abilities of people can found a company culture that engenders shared values and convictions.

Based on this, we expect our employees to stand up for individuality without losing sight of the good of the company and our customers. We do not discriminate against anyone on the basis of sex, race, religion, age, disability, sexual orientation, origin or any other legally protected aspects and we will not tolerate any discrimination regarding these. Every employee is expected to contribute to an atmosphere of respectful cooperation in which every kind of personal harassment is excluded.

We support diversity and tolerance with the aim of achieving the highest level of productivity, creativity and efficiency. For the international competition of ideas we need varied approaches and experience. Diversity supports us here in understanding people, markets and their possibilities and to deal with them thoughtfully. So for Postbank, intelligent company conduct also means using and supporting the potential provided to us by the diversity of people and their cultures. For this reason Postbank has signed the Diversity Charter and is increasingly working on the further development of its diversity management processes.

For more information see the "Integration and dialogue" section.

Awards as an employer

- **2011 Top German Employer**
  In 2011 for the fourth time in a row the Corporate Research Foundation awarded Postbank the title of "Top German Employer" for its personnel work. The total of 101 certified companies were assessed on the basis of the following criteria: primary benefits, secondary benefits & work-life balance, training & development, career opportunities and company culture. Only those companies that met the strict criteria of the study received the Top Employer certification. Postbank was most impressive in the study criteria of career opportunities, primary benefits (fixed and variable remuneration) and company culture.

More information here!

or on www.postbank.de

- **Career website among the Top 10 in Germany**
  In 2011 the international company Potentialpark once more asked nearly 2,000 students and graduates how they plan their careers online and what they expect from company career websites.

  The websites were assessed based on the criteria that were the most important to those surveyed. Postbank took tenth place out of a hundred German companies in Potentialpark's ranking of the 2011 Top Career Websites. So Postbank is the highest-placed bank in the ranking.

More information here! !

or on www.postbank.de

- **Fourth place in employer branding**
  In its "Career's Best Recruiters" study GPK, the Austrian communication agency tested companies and institutions on how well they present themselves as employers to possible applicants. Here Postbank's employer branding achieved an excellent fourth place out of 500 German participants, behind E.ON, Deutsche Telekom and Commerzbank. In the banks/financial service providers group, Postbank even managed second place. It was not only entrepreneurial activities relating to employer branding on the internet and in colleges and at fairs that contributed to the assessment. How quickly and how well companies responded to applications was also assessed. The specific experience of job applicants was also incorporated into the study. To this end, GPK conducted an online survey into job and career portals.

- **Top employer**
  Postbank has undertaken to support skilled, committed and talented people and to take its responsibility to its employees very seriously. This high quality is also reflected in us being acknowledged as Number 1 "Top Employer" out of a hundred German companies by the trendence Institute. In one of the biggest and most comprehensive surveys, this research institute asks students about entering a profession and careers. Every year trendence determines the favourite employers with its "Graduate Barometer" and thereby gives an idea of the views of students about to take their examinations about entering a profession. This year about 30,000 students took part in the survey and gave information on their aims and desires and on their expectations and requirements vis a vis employers.

The balance between work and private life is an important foundation stone for the quality of life and makes a contribution to the success of the company. Postbank takes this into account with various measures.

Work-life balance

Part-time opportunities and flexible working hours

To increase the motivation of employees and their identification with the companies of the Postbank Group, Postbank supports the compatibility of family and career. In addition to full-time employment, a large proportion of our employees work part-time. This opportunity is enthusiastically embraced to provide more time for family, individual development and hobbies. Thus the part-time ratio at the end of 2011 was about 25 %.

Moreover, bearing in mind the needs of the business, working hours, in particular in the case of part-time employees, may be flexibly adjusted to the individual requirements of employees. There are various working hours models available for this. Comprehensive flexitime rules specify the times within which work may be performed. In contrast to working hours schedules in the case of full-time employment with a regular working week of 38.5 hours, in addition to this there is an opportunity to work the daily working hours by shifts of varied place and duration. In addition to the daily worked hours, the weekly worked hours may also be varied within a balancing out period of up to 12 months by up to a maximum number of 48 working hours per week.

Moreover, core working hours are dispensed with in the head office in Bonn. By and large, the work teams control their own daily attendance. Time credits accrued can also be taken as days off. The aim is for one thing to match flexible working hours models and the place and duration of working hours to business needs. For another thing, the people employed should be used in the best way with regard to quality and quantity and this aim should be brought into line as far as possible with the individual wishes and expectations of employees.

Gender Diversity Management

Postbank sees increasing the proportion of women in management positions and the creation of conditions and processes for the expansion of a family and performance-orientated company culture as a central task, not just for the Personnel department. To accomplish this task, Postbank has set up the Gender Diversity Management project which combines individual measures such as participation in the "berufundfamilie" (career and family) audit, gender-orientated development programmes and participation in the "Women in a Career" research project of the "Frauen an die Spitze" (Women at the Top) support initiative. In this project supported by the Federal Ministry of Education and Research and implemented in collaboration with the Munich Institut für Sozialforschung (ISF, Institute for Social Research) and FAU Erlangen-Nuremberg University, the practical experience and issues of the companies involved are integrated with scientific discoveries. The focus of the aim of the research is the improvement in career opportunities for women in modern companies.

» A personnel policy that is very aware of the family is very important to Postbank AG. Another expression of this is certification in the context of the "berufundfamilie" audit in 2011. The measures implemented in connection with this also strengthen the motivation and loyalty of our employees. «

Benjamin Rink,
Environment Officer
Resources department

To this end, as early as 2009 and 2010, qualitative interviews were conducted with Postbank employees on the subject of company career systems. A further interview phase in 2012 will deal with the subject of individual career strategies. Besides the production of good practice analyses based on the recorded results, the focus is on the exchange of experience with the other participating companies that goes beyond the company. From the resulting findings, Postbank is acquiring additional indications of how to expand existing measures for improving the career opportunities for high-performing men and women and to increase the proportion of women in management position long-term.

berufundfamilie (Career and Family) audit

In 2011 Postbank AG successfully conducted the "berufundfamilie" audit and in December 2011 was awarded the certificate by berufundfamilie gGmbH. This certificate is seen as the recognised seal of quality for sustainable and family-conscious company culture in Germany.

The "berufundfamilie" audit supports Postbank in bringing company goals and employees' interests into a workable balance. Developed by the Hertie Foundation in 1995 and supported by the Federal Family Ministry, this audit is the strategic management tool for improving the compatibility of career and family. At the same time, Postbank uses this audit tool in the context of its implementation of Diversity Management to support the career development of women.

The audit process is divided into three phases. After a comprehensive review of existing rules and conditions and the recording of important company indices were carried out, the aims and a comprehensive list of measures with implementation targets within the next three years were agreed between the company's management and berufundfamilie gGmbH in a strategy workshop. This workshop was attended by representatives from the top level of management. There were two further auditing workshops (Munich and Hamburg) with representatives from various hierarchical levels of the company. The entire process was supported by a licensed auditor.

As an initial measure, in January 2012 access authorisation is being granted to all Group employees to the "My Family Service" e-portal on the internet dealing with all aspects of the compatibility of career and family. The access details are being announced to all employees in the staff magazine and via the Postbank intranet.

Family service provision

Postbank is offering its Group staff employed at its Bonn and Hamelin sites company-supported childcare to permit compatibility of family and career.

For several years Postbank has been supporting childcare places for children aged from 0 to 6 years at the Bonn and Hamelin sites. Since September 2010 Postbank has been offering a further 20 subsidised childcare places for children aged from 2 to 6 years at the Bonn site. This permits continuous high-quality childcare for employees' children from the youngest children to children of school age. This childcare service in the "Bumble Bees" facilities of our cooperation partner pme Familienservice is greatly appreciated and the places are in great demand.

With this service the employer supports career and family and wishes in particular to permit the early return of employees to their work at Postbank after parental leave. Another aim of this is to promote the career development of women.

In addition to their high-quality teaching concept, these facilities stand out because of their especially useful opening times and the fact that they remain open even during holidays.

The allocation criteria and the parents' contributions – on a scale depending on family income – are negotiated with the Group's Works Council and set down in a Group's Works Council agreement.

Financial support is also available for older relatives (care of the elderly).

Social fund

In 2000 a social fund was introduced for the payment of social costs for employees of Postbank. The annual budget is allocated to the sites and the head office in proportion to the number of employees. The following social costs are funded from this social fund:

- Expenditure on company parties
- Passbooks with the gift of a small credit
- Token gestures and
- One-off support for exceptional emergencies involving employees.

In 2011 a budget of EUR 250,000 was provided by Postbank.

Recuperation service

The "Post Postbank Telekom e. V." recuperation service offers current and former Postbank employees its own convenient holiday facilities at 16 locations in sought-after holiday regions from the North Sea and Baltic via the Eifel to the Alps. These holiday facilities designed for families with their unbeatable value for money make these facilities, which are owned by the recuperation service, favourite holiday homes for employees. The recuperation service also has a wide range of other trips in Germany, Europe and the world. Employees will find a comprehensive range of holidays to suit practically any taste and all ages.

Care service

The care service is a foundation set up by Post, Postbank and Telekom for their employees. This foundation offers orphans and families in need financial aid in desperate times. It also gives study grants for children of employees and arranges care of the elderly for pensioners and those receiving old age and other pensions from the sponsoring companies.

Health is a valuable asset that is worth protecting. Postbank follows this maxim with various measures e. g. by means of annual health days with a varying focus and support for a positive health culture among senior managers.

Health management, safety at work and fire prevention

The health of its employees is close to Postbank's heart. So nationwide health days are held annually at the sites. The 2011 one was held under the slogan of "Body and spirit in harmony – that's how to stay healthy". This service has enjoyed great popularity in Munich for years. «

Torsten Goldmann, Environment Officer, Munich site

Health management

The health of our employees and its deliberate long-term support has been an established topic in Postbank since 2005. Internal and external partners have studied the conditions and opportunities for support for health measures. Following this, the main points for the future were identified using measures for special target groups. On the basis of this, a series of health measures have since been implemented in Postbank with skilled partners such as Deutsche Betriebskrankenkasse, Unfallkasse Post and Telekom and others.

In collaboration with external service providers the company has offered its employees health measures such as heart checks in the company, back checks, gym exercises and massages. Regular flu injections and eye tests are also carried out. Employees are also advised on the subject of ergonomics in the workplace.

The measures offered at the annual health days meet with great interest and are actively taken up. In 2011, over 2,500 employees took part in the "fit in 15 minutes" exercise programme developed especially for the health days and over 3,000 employees took part in the short nutrition programme called "Fit through Food – healthy snacks in the workplace."

In order to be able to detect health problems as early as possible, our employees have an option to participate in various screenings (skin screening, vein screening, cardio-neuro screening, measurement of bone density). Other services to promote health are the provision of several courses (back and compensatory gym exercises, relaxation, Tai Chi, giving up smoking) and massages at the workplace. Since 2010 there has also been a specific stress seminar for staff and managers.

Year	Main topics on health days
2005	Exercise, healthy eating and balanced lifestyle
2006	Health and mobility
2007	Back health
2008	Nutrition, stress, addiction and exercise
2009	Heart and circulation
2010	Muscular and skeletal disorders
2011	Body and spirit in harmony

In addition, since 2008 runs have been organised at the major sites, supplemented by Nordic walking groups in 2009. There are numerous company sports clubs. Postbank runs its own fitness rooms for its staff at its head office and on some major sites.

In 2010 in the context of the joint "Health-Plus" campaign, this fitness package was introduced to all Postbank branch sales sites, thereby looking after the long-term health of our colleagues in the branches.

All trainees also participate in several health risk prevention modules.

These campaigns are supported by regular information in Postbank's internal staff magazine and intranet. The accompanying flyers and posters serve the purpose of intensive involvement with health issues. To protect non-smokers, Postbank has also introduced a general smoking ban, from which only the smoking rooms provided are exempt.

Safety at work and fire prevention

To meet its legal obligations under § 3 Arbeitsschutzgesetz (ArbSchG, Safety at Work Act) Postbank is implementing a large number of measures to identify or eliminate hazards associated with its business activities or to restrict their effects. In addition to the managers responsible, the Safety Officers in particular are a major part of the organisation of safety at work and fire prevention in the Group.

However, the Safety Officers' duties are not restricted to the observance of legislation, prevention of damage or injury and the safeguarding against statutory liability but also focus on the achievement of the high productivity of the resources used including ensuring problem-free banking operations.

The required activities are planned and implemented on the basis of annual safety at work programmes. These are in the main:

- Conducting risk assessments for
  - the ergonomic layout of workstations
  - ensuring effective first aid
  - working with hazardous substances and
  - using work equipment incl. software
- Arranging the training of first aiders, company paramedics, fire marshals and security officers
- Advising the employer on:
  - its duty to inspect company plant and equipment
  - the improvement of emergency measures incl. the organisation of evacuation drills at the major sites
  - new legislation (Gefahrstoffverordnung [Hazardous Substances Order], ASR [workplace guidelines] A 3.5, ProdSG [Product Safety Act], Machine Directive)

Top left: Munich colleagues before the 2010 company run
Top right: Postbank employees at the start of the Bonn company run
Bottom: Postbank employees at the Cologne run

Works fire brigade and company paramedics in Hamelin

- The organisation of company doctors' medical checks for employees
  - working at screens
  - in noisy areas
  - who wear breathing protection equipment
- Instructing employees e. g. trainees or employees with specific risks (hazardous substances)
- The planning and implementation of Safety at Work meetings involving the members of the Works Council
- Visiting workplaces with company doctors to check on the observance of legal requirements and to rectify breaches

A further focus is on the duties of the Fire Prevention Officers (BSB). In view of relatively low fire risks and a satisfactory claims history in recent years, the parties involved are within the acceptable range for the required measures and the prevention of fire damage.

Important aspects here are:
- The implementation of the statutory inspections of plant and equipment such as fire alarms etc. and also the observance of special conditions for multistorey buildings, accommodation facilities, assembly points and large multistorey car parks
- The observance of the fire prevention concept in the implementation of construction measures, in particular with conversions and the outsourcing of departments
- The observance of the regulations for escape and emergency routes

The major points of focus of the BSB's duties are:
- Checking fire prevention equipment
- Training employees in handling fire extinguishers
- Updating fire prevention regulations
- Making managers and staff aware
- Checking that construction work is carried out in line with fire prevention requirements
- Checking the inspections performed on plant and equipment relevant to fire prevention
- Effectiveness of the works fire brigade at the Hamelin site

Healthy management

Postbank intensively supports the organisation development subjects of "health" and "healthy management" including at the level of top management. The aim of this measure is to promote a positive health culture. This is about both the health of the managers themselves and also making them aware of management-induced stress affecting their staff. This service ranges from individually arranged workshops and individual coaching to supporting health-related studies and analyses.

In 2011, for instance, workshops on the subjects of "healthy management" and "dealing with stress in rapidly changing situations" were held in some of the organisation's entities.

Our employees are committed both to their work and their private lives in a variety of ways. Thus for instance, among other things, processes and products can be improved by employees' ability to innovate.

Social commitment

business@school

business@school is an initiative by the Boston Consulting Group (BCG) company consultancy. Teams of interested grammar school pupils approaching school leaving age have an opportunity within business@school to deal with practical commercial subjects and associated issues for a full school year. Here schools offer the project either as part of instruction or in working groups.

A business@school project year is divided into three phases in which the pupils analyse first a big company and then a medium-sized company in the region. In the third phase they then develop their own business idea with a business plan. In the development of the business idea in the form of a service or product, they should take into account not only feasibility but also environmental friendliness and sustainability aspects. Each project phase ends with a presentation in which the teams of pupils from each school present their results to a panel of experts. The winning teams of each school compete at a regional and national level.

One major part of the project is support of the teams of pupils by experts from the business world. Here Postbank is committed to various schools with voluntary coaches. They pass on their knowledge and practical experience as experts to the pupils. Not only do they help with technical issues but they also convey key skills such as teamwork, time management and presentation techniques.

Over 80 schools in Germany, Austria, Switzerland, Italy, Norway and Singapore are taking part in this initiative. The project was set up in 1998 by the Boston Consulting Group company consultancy, in particular to promote commercial training in schools. In the 2011/12 school year, 29 Postbank employees are supporting the project.

business@school
EINE INITIATIVE VON THE BOSTON CONSULTING GROUP

© business@school

Good time management and teamwork

In the 2011/12 school year, Elke Klas (Corporate Office & Strategy Services) and Albrecht Flues (Treasury) among others from Postbank are looking after a team at the Kardinal-Frings Grammar School in Bonn. This team of pupils consists of four girls from Grades 11 and 12. The coaches and the team get together regularly for their project meetings in the technically well-equipped Postbank offices. For one thing, this gives these pupils a glimpse of Postbank's Group headquarters and for another an opportunity to practice giving presentations with modern equipment.

For all those involved – pupils, teachers and coaches – the project involves additional time and personal commitment. The time required increases in particular before the presentations. "Good time management and teamwork are two important factors for the successful implementation of the project and they permit effective, structured and also interdisciplinary cooperation," says Klas. It is especially in time management for both the pupils and the coaches that the challenge lies, since day-to-day school and work commitments have to be reconciled, as do the associated tight deadlines.

As a result of the project, these pupils will gain basic knowledge of commercial situations. "What has been learnt about self-organisation and the tips and tricks for a good presentation are just as valuable to studies and careers as the business administration know-how regarding balance sheets and important indices," believes Flues. Moreover these pupils learn that even the setbacks that occur at every phase can be turned to the positive.

For the coaches the challenge lies in conveying their expertise and their key skills in a way suited to school pupils and supporting the self-organisation of the team of pupils without defining it.

One interim conclusion that can be drawn is that the project work is a lot of fun for both the Postbank coaches and the pupils and that they can recommend participation in business@school at any time.

Katharina Saborowski offers a customer chocolates as a sweetener for having to wait

Big effort – between parcels and chocolates

Each December almost 1,000 employees from head office, administration and back offices help their colleagues in the branches with the Christmas campaign. In 2011 there were 27 colleagues from Deutsche Bank there.

"Next one, please!" echoes through the room. People in hats and scarves jostle each other in the queue. It's four days before Christmas and it's full speed at all counters at the Postbank finance centre in Bochum-Wattenscheid. Nevertheless, the waiting customers look relaxed.

"May I offer you a chocolate?" asks Katharina Saborowski and she holds out a box of chocolates to a couple who are waiting. "Oh, yes please!", replies an elderly man and he eagerly helps himself.

Mrs. Saborowski moves along the queue from one customer to the next, offers each one a chocolate and asks whether anyone has come to collect a parcel. If so, she takes the notice of attempted delivery and brings the parcel straight out to the queue. "I was really thrilled. Not many businesses are so attentive as to offer a sweetener to customers for having to wait", says a blonde woman when Mrs. Saborowski has just gone off to the parcel room. Out of the office, handing out chocolates at the counter, finding parcels, providing assistance. What Katharina Saborowski is doing during these days just before Christmas is not normally part of her work at Postbank. The 26-year-old has been working at the Bonn head office since the middle of 2010.

She can thank the Postbank tradition of the Christmas campaign for the fact that she is supporting her Wattenscheid colleagues at peak time. In the last three weeks before Christmas, staff from the head office, other administrative units and back offices help out in all the Postbank finance centres. Despite the use of temporary staff, holiday bans and carefully planned staff deployment timetables, the rush of customers is so great that it leads to them having to wait longer.

The Bochum staff are thrilled with the support from head office. "I think it's really great that Mrs. Saborowski is helping us out," says a branch employee who is busy serving at the counter. "You can certainly see what happens here just before Christmas. It's now half past eleven and I've already wished people 'Merry Christmas' two hundred times."

Conclusion: The Christmas campaign by colleagues is valuable assistance that is welcomed by the branches.

Ideas management

Postbank ideas management promotes a willing attitude and encourages employees to actively contribute ideas and suggestions for improvement and on the development of business processes, products and services in addition to doing their day-to-day work.

With ideas management, every employee has an opportunity to participate in improving his own area of work and also that of other departments in the bank by submitting suggestions for improvement.

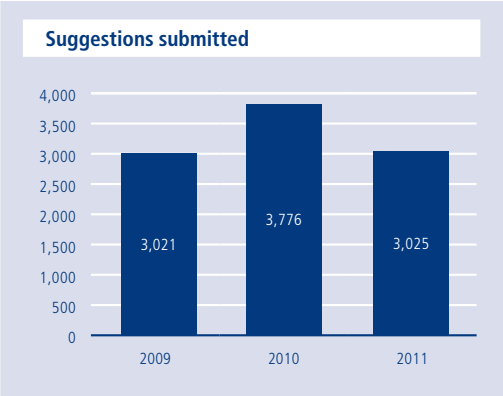
Suggestions with potential savings or profits that can be calculated are rewarded with a cash bonus. For ideas without a calculable benefit, those submitting them earn points with which they can win non-cash prizes in a quarterly tombola. These incentives encourage the frequent participation of employees.

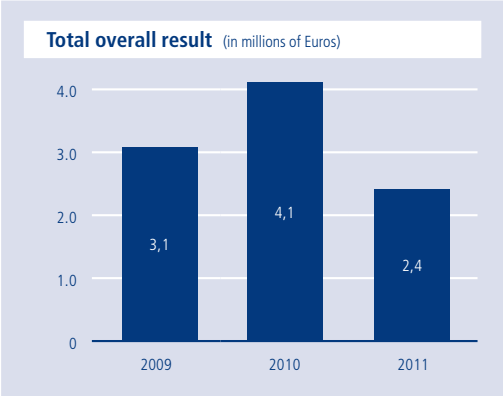
The managers of the staff with ideas are involved in the process of ideas management. They use the employee's potential by creating room for inventiveness and a climate friendly to ideas.

Ideas with a calculable benefit are assessed by the specialist managers responsible and the options for implementation are accordingly checked. Those involved are informed and dealt with by Postbank's Central Ideas Management. If the value of an idea cannot be calculated, it is immediately passed on to the relevant specialist department, which will inform the person with the idea of any possible implementation of the idea.

In 2011 over 3,000 ideas were submitted from every part of the Group. These included 624 ideas with a calculable financial effect. This high number reflects in particular the willingness of the staff to become involved in the company. A special ideas competition with the aim of improving quality contributed to this excellent result.

The high level of commitment is bearing fruit. In 2011 Postbank was recognised by Deutsches Institut für Ideen- und Innovationsmanagement GmbH for the Best Ideas Management in the Banking and Insurance Sector.





Creativity is not magic

To recognise the commitment of the busiest and best people with ideas, the company's own winners' event "Further Thinkers" was held for the first time on 13 and 14 October 2011 at the Federal Government's former guesthouse at the Petersberg Hotel near Bonn, with a party atmosphere and with the slogan "Creativity is not magic." This was in honour of those with the most successful submissions and with the most points. The aim was to further encourage the creativity of participants and to praise the commitment of those involved.

With the words "You have thought about how Postbank can reduce its costs. You have thought like an entrepreneur and thereby contributed to the bank's success," Stefan Jütte, the Chairman of the Executive Board, thanked those that submitted their ideas for their commitment and their solutions that help to improve the day-to-day work or to increase customer satisfaction. "We're going the right way to becoming the ideas bank," continued Jütte. Ralf Stemmer, Personnel Director and Ideas Management Sponsor, took up the theme and appealed to those who think up ideas whilst working to continue to contribute their creativity for the good of Postbank. The board members then all agreed to continue to support ideas management and the employees' wealth of ideas in the future.

Participants in the "Further Thinkers" winners' event

The idea submitted by Niclas Doll, Financial Markets Bonn, was recognised nationally as 2011's best employee idea. He developed software for the analysis of IDV (individual data processing) at the touch of a button. The initial situation: now in particular there is an increasing need for Postbank management to be updated in as close to real time as possible about the effects of the crisis and changes in international financial markets. At the same time, the bases of decisions must meet high quality standards that must also be proved to the bank supervisory authorities – an ever-greater time problem for the staff of the Financial Markets and Risk Management, Accounts and Reporting departments. Doll's solution comes into play when there is no standard software available. Then the IDV toolbox supports the user during the entire processing procedure from the gathering of incoming data to recording. In addition, the IDV Toolbox assists with data import, recognising incomplete, incorrect or old records as it does so, and warns the user if he makes accidental input errors.

Customers | *Apart from pure transfer and custody transactions, transactions with financial institutions entail some level of risk. Careless taking out of loans of all kinds, careless use of credit cards, investing with too much trust in speculative securities, inadequately considered purchase of precious metals etc. – all this can lead to enormous damage to assets even to the extent of total loss or to excess debt and in extreme cases even to personal bankruptcy.*

Postbank is aware of its responsibility arising from the design and sale of its products and has taken comprehensive measures in this regard to protect its customers. Among other things you will find on its website under the heading "Knowledge and Service" explanations and notes both on general financial topics and on Postbank products and services.

Consumer protection

Consumer credit

Postbank pays particular attention to the issue of loans to private individuals. The customer's personal situation is analysed with the aid of tried and tested scoring procedures. And a loan will then only be granted if, after consideration by the Capital department, there is deemed still to be sufficient financial room for manoeuvre. With its 30-day cancellation deadline and the option of a special repayment of up to 50 % of the amount of the loan, Postbank continues to lead the way.

To protect minors, Postbank does not grant people under 18 years old either instalment credits or overdrafts. Postbank has also undertaken to observe the Bank Association's "Responsible granting of credit to consumers" code and to comply with the 10 guidelines set out in it.

A "Budget Calculator" and a "Credit Dictionary" are available to everyone on the internet for preparatory work on credit decisions.

More information here! !

or on www.postbank.de

In 2011 Postbank's efforts were praised by n-tv and Focus Money. The latter gave Postbank's instalment credit a "Top" rating for value for money whilst the former awarded Postbank first place in the "Best provider of instalment credit" category.

Securities trading

The extreme market movements of the last year have led to great uncertainty among some private investors. Postbank tries to clarify opportunities and risks with comprehensive information, reports and also explanations of the principles, in particular on its website. Thus, for instance, experienced interested parties will find up-to-date analyses, reports and summaries under the title of "Market and Opinion". For the less experienced investor there are functions like "Determining the type of investment" or "Stock Market Dictionary" available. One helpful guide to the selection of investment funds is the colourfully highlighted Fund Classification. It shows what kind of investment one is dealing with in regard to the opportunities and risks profile. The "Investment Compass" available from every finance centre contains detailed descriptions of the range of Postbank securities.

In 2011 Postbank's Financial Consultancy again focused on compliance with legal quality standards in securities trading. Training measures, coaching and quality assurance from experts supported the "Securities driving licence" introduced in 2010 for financial management consultants. Only holders of the appropriate qualifications may consider contracts for one-off investments. With "munio" from the firm of DSER, an authorised consultancy tool has been set up and is currently being rolled out for the asset managers of Postbank's Financial Consultancy. We are going further down this path in 2012. This year, Postbank's Financial Consultancy will implement consultancy and sales processes with full systems support.

More information here!

or on www.postbank.de

Cash available everywhere

Compared with the prior year, Postbank customers will be able to save themselves even more trips to the ATM – and very conveniently draw out money when filling up or at the DIY store. They can now get cash with their cards at almost 1,400 Shell petrol stations that are now connected to the Postbank cash network. What is more, thanks to the "cash recycling" effect – the dispensing devices at Shell not being ATMs in the conventional sense but instead being topped up with the cash intake from the petrol station – an estimated 800 cash transportation runs are dispensed with every month.

Together with nearly 200 ATMs installed in OBI DIY stores and the Cash Group units, Postbank is providing its customers with a dense network of about 9,000 ATMs. If you need an ATM, you can find the nearest one quite easily via the Postbank online ATM search.

More information here!

or on www.postbank.de

Service terminals

Service terminals have been installed in Postbank's finance centres everywhere in recent years. With these new terminals, Postbank customers have an opportunity to use other banking functions besides cash withdrawal:

- **Transfer**
  Postbank customers can scan in their transfer forms or make transfers via keyboard input. It is also possible to set up scheduled transfers.

- **Standing order**
  Our customers have an option to set up standing orders, to manage existing orders or to delete them.

- **Account balance enquiry**
  As with ATMs, current account balances may also be displayed by a service terminal.

- **Top up a mobile phone**
  With this function, Postbank customers can top up prepaid cards for the E-Plus, O_2, Telekom and Vodafone mobile phone networks.

Together with Shell, from July 2012 Postbank will also be testing the use of service terminals at 8 selected petrol stations.

More information here!

or on www.postbank.de

Online planning aids

On the Postbank website there are available appropriate programmes for simulations and model calculations not only relating to credit but also to saving + investing, securities + the stock exchange, building society schemes + building loans, insurance + pensions. These make the effects of the customer's actions easily visible to him. This is of particular benefit with long-term commitments. Moreover the user may, subject to the careful completion of the input interface, rely on the fact that he will not have missed out any major influencing factors.

More information here!

or on www.postbank.de

Consultancy

In consultancy, the wishes and requirements and the individual circumstances of our customers are of paramount importance to us. In the consultancy process, communication with customers is followed by a systems-supported analysis of customers' requirements and goals. Systems support facilitates high-quality advice (prevention of calculation errors, submission of printed documents etc.).To ensure advice of high and consistent quality, the entire consultancy process is audited and certified by TÜV.

More information here!

or on www.postbank.de

Brand, product and customer communication

As already described in detail above, consumer protection is a subject particularly close to our hearts. So in the context of our brand and product communication we make sure that the customer is comprehensively and reliably informed.

The aim of brand and product communication is targeted and effective addressing of customers and potential customers so as to win these over to our products. The promotional materials used here are selected and designed in such a way that they offer the customer a reliable and comprehensive aid to decision-making.

In the course of customer communication we strive for an approach that is light on resources. In line with Postbank's paper policy, the elimination of chlorine bleaches and the exclusive use of paper from cultivation certified as sustainable go without saying, as does the most sparing use of materials of all kinds. Thus for instance we managed to reduce paper consumption for account statements and envelopes by a good 1,600 tonnes compared with 2008.

Moreover, promotional items for internal and external customers are selected on an commercially sound basis with regard to ecological and socially sustainable aspects. What is more, we strive to focus on the purchase of promotional items with EC Eco Directive certification.

Initiative "Clear communication"

According to a study by the University of Hohenheim, the comprehensibility of the communication between financial institutions and customers leaves a great deal to be desired. A study of various types of document such as, for instance, the account opening forms, standard terms and conditions and newsletters of 39 German banks brought to light major quality defects. Even Postbank's written material was judged inadequate and achieved a Hohenheim index of only 7.8. The Hohenheim index shows the level of comprehensibility on a scale of 0 – 20, with level 20 representing the top assessment.

As a consequence of this, in August 2011 Directors Dr. Daberkow and Dr. Meyer authorised a complete revision. In the short term, in the course of this project, 80 % of Postbank's correspondence is to be made more comprehensible and customer friendly by September 2012. Beyond 2012, the long-term quality assurance of new and revised letters will be attempted. Postbank's future target for its letters is an average of 15 points on the Hohenheim index.

The Postbank City Tour

Happy faces on the Postbank City Tour

Norbert Dickel, the Dortmund Idol, played enthusiastically along with the rest

Postbank, Borussia Mönchengladbach's main sponsor, supported Borussia Mönchengladbach through the 2010/11 season with over 18,000 footballs.

After every home win by Borussia Mönchengladbach, the fans remaining sitting in BORUSSIA-PARK a little while. Because they know that once again there would be yellow footballs provided by the main sponsor kicked into the audience by Borussia players.

To spread the idea of the Postbank football beyond Mönchengladbach was the idea that gave rise to the Postbank City Tour. In the 2010/11 Federal League season, the Postbank City Tour visited all the cities in the Federal League in parallel to Borussia's away matches. On each match day, a truck branded especially for this series of events drove loaded with 1,000 yellow Postbank balls to a preselected point in the city where the match was to be held. There football fans could demonstrate their skill at keeping a ball up with the slogan "Kick your City to the Top!" A count was conducted of how often participants could keep a ball up with the foot or head in one minute. All the kicks were added up and produced the city's score. Anyone who could not be there in person had an opportunity to achieve additional kicks for his city online with a mouse via the Postbank Facebook site on www.facebook.com/postbankfankurve.

The city that achieved the most kicks could look forward at the end of the season to a football pitch awarded by Postbank to be built in collaboration with the PLATZ DA! (MAKE ROOM) GOFUS initiative. Many former footballers who have now committed to "Platz da!" therefore did not want to miss this opportunity to support their cities in keeping the ball up. Marco Bode (Bremen), Olaf Thon (Gelsenkirchen) and even Reiner Calmund (Leverkusen) among others tried to kick their cities right to the top. In the end, there could be only one winner. This year, Norbert Dickel and the Dortmunders simply could not be beaten in the Postbank City Tour and they can be pleased with a new football pitch for their city of Dortmund.

Once again in the 2011/12 Federal League season, in the course of the Postbank City Tour with Borussia Mönchengladbach's away matches, the call is "Kick your City to the Top."

Transparency in handling sensitive data has been further improved. This is the basis for a trusting, long-term business relationship with our customers.

Data protection and data security

Data protection

For Postbank, the trust shown in it by its customers is of great value. So we see it as our duty to handle the data passed to us with care and confidentiality and to protect them from misuse.

Since data protection and the safeguarding of banking secrets has always been written large in our company, the improvements achieved in 2010 and 2011 regarding data protection relate to increased transparency for customers, how they can influence the handling of their data and how their wishes are implemented at Postbank.

The Postbank Data Protection Officer is involved in all major decisions regarding handling personal data. He is also available to all customers and employees to answer questions on data protection and to deal with complaints and he maintains close contact with the Data Protection Supervisory Body responsible, Nordrhein-Westfalen.

The noticeable fall in the number of customers' concerns and complaints over recent years does not just show that Postbank's measures to protect customers' data are working. The intensive communication and the replies to all customers' letters also led to increased transparency for customers. This is according to FINANZTEST magazine's press reports on opportunities for Postbank's customers to ask Postbank's financial consultants questions on their data in October 2009. The procedure agreed with the Supervisory Authority and a detailed plan of measures have had the effect of maintaining or winning back the trust of customers in the use of personal data within the Postbank Group. Thus for instance the number of customer enquiries fell from over 1,000 instances in 2009 to about 800 in 2010 and to below 500 instances in 2011.

In addition, under § 34 BDSG (Federal Data Protection Act) customers have a right to receive information about their data stored with Postbank. The number of requests for information including answering questions about where the data might be passed on to fell to no more than 200 in the years 2009 and 2010 to less than 100 in 2011.

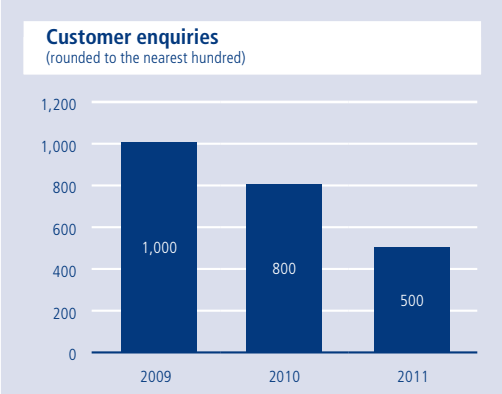
Customers' submissions to the Data Protection Supervisory Authority were also reduced from up to 40 in 2009 and 2010 to below 20 submissions in 2011.

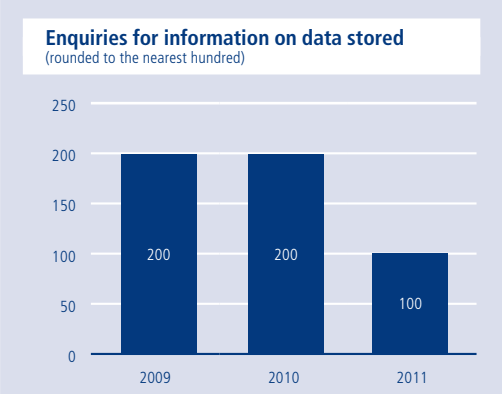
Thanks to the prompt and strict implementation of the BDSG amendments in 2009 and 2010, Postbank was able to achieve further improvements in terms of maintaining customer confidence. Both the detailed information given to customers about stored data and the information from credit enquiry agencies used and the opportunity to vary the placement and recording of customers' bans on advertising were expanded. To prevent risks to customers, the danger of data breakdowns was analysed and a bank-wide detection and prevention process was introduced. Here the collaboration with the specialist departments of IT security is indispensable.

The specific inclusion of data protection in contracts for contract data processing and the implementation of the regulations on the consumer credit line round off the activities on all aspects of the amendments of the Federal Data Protection Act.

In this connection we should also highlight the fact that in 2011, Cologne Higher Regional Court upheld Postbank's consent clause for passing on data in the Group. Following the complaint by the VZBV (Federal Association of Consumer Centres) the clause that is offered in all contracts for Postbank products was deemed to be legally unobjectionable and deemed to be consent to data transfer within the Postbank Group. Regardless of the contract terms sought, the customer has an option not to grant this consent and to withdraw this consent at any time and regardless of the existing business relationship with Postbank. In the event of the granting of consent, sufficient attention is given in the clause to the aim of transparency regarding the retention of the customer data by a specific statement of the data and recipient.

As a result of continuous amendment and further development of the procedures and technical equipment at Postbank as well as increased communication on the subject of in-house data protection, the statutory requirements and in particular the demands of our customers were and are always met. Everything is done here to allow customer data to be dealt with confidently as a precondition for long-term business relationships with our customers.





Security in online banking

The fear that we expressed in the previous year's report that there are no limits to criminal energy and imagination, in particular in the field of electronics, has unfortunately shown itself to be well-founded. Attacks via the internet have once more increased considerably in volume and variety. As examples we might mention trojans targeted specifically at smartphones, blatant requests for the customer to type in his telephone banking PIN into a screen interface and the scam with a test transfer. What these methods have in common is that they lead the naïve user to believe that he is involved in apparently authentic communication with his bank, provoking the surrender of relevant data and then using that data for unauthorised account use.

Postbank has successfully responded to these lamentable developments with the introduction of new mechanisms or improved existing ones to ward off attacks and protect its customers.

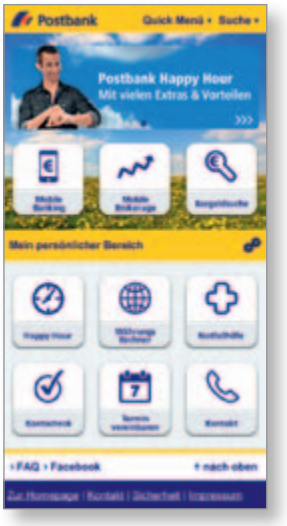
- **New EV SSL certificates**
  With immediate effect Postbank is using "EV SSL certificates" for the encryption of banking sites. One indication that one is dealing with genuine Postbank websites is that the browser bar turns green after a successful check.

- **PIN/TAN procedure ended**
  Although it is absolutely secure from the bank's point of view, the procedure for authenticating orders by means of a PIN and a TAN which is however especially easy to attack on the customer side with sophisticated phishing attacks was switched off and replaced with more robust systems. The widespread method of infecting customers' computers with unnoticed trojans, that is malicious software, and then capturing customers' data during customer-bank communication, amending them and redirecting payments publicised in a very particular way the vulnerability of a "single-layer" communication procedure. The new solutions are therefore based on the combined use of independent electronic media communicating with each other on different channels such as mobile telephones and PCs.

- **mobileTAN – the TAN via SMS**
  Free-of-charge mobileTAN is one of the most secure procedures in online banking. Our customers receive their mobileTAN via SMS. This TAN is only valid for the relevant transaction and it lapses if it is not used.

- **chipTAN comfort – the new TAN procedure**
  chipTAN comfort works with a "TAN generator." By interacting with the Postbank card and online banking, this device generates a TAN that is valid only for a short period and only for the relevant transaction.

- **Postbank BestSign – Security for your transactions**
  Postbank BestSign is a new procedure in Postbank online banking. With this, Postbank is supplementing its security procedures in particular for the needs of its business and company customers. Because for their comprehensive financial transactions they require a procedure with which they can authorise many transactions in online banking securely, easily and quickly.



More information here!

or on www.postbank.de

In addition, in times of the increased occurrence of online attacks, special warning notices are being displayed on Postbank's websites. On the access screen to online banking there is always information about criminal activities and how one can protect oneself as a customer.

More information here!

or on www.postbank.de

Käpt'n Blaubär at the opening of the self-service branch in the Rhine-Ruhr centre in Mülheim

Security in self-service banking

Postbank has high quality standards regarding the functionality and security of its self-service devices. For this reason we constantly study current market developments and adapt our products to changing conditions. We also take preventative measures in this area to counter possible threat scenarios.

In the interests of our customers we invest heavily in security technology for the ATMs. This permits us to respond quickly and effectively to interference. Besides excellent green anti-skimming attachments in the input area of the card reader, our ATMs are also equipped with the latest anti-skimming technology ("disturbance sensors").

One further measure is the deactivation of our door access control units (door openers) to prevent card data from being read off. So our customers no longer need a card to access the self-service area.

Our security standards also naturally include regular, recorded checks of the ATMs and the surrounding area by our branch staff.

In general we advise our customers: If something at the ATM strikes you as unusual or suspicious, do not use the machine and inform Postbank, which is contactable at any time of day or night via the recently set up free-of-charge Skimming Hotline (0800 033 2565). Alternatively you can contact the police.

If suspicions of interference with an ATM are confirmed, Postbank will of course make good any losses incurred by their customers. Once the matter has been looked into, the loss will be made good quickly and in a customer-orientated manner.

All Postbank cards have been equipped with V PAY functionality since summer 2011. Within the European Union and in some other countries (e.g. Switzerland, Norway and Turkey) V PAY permits the secure withdrawal of cash and secure payment transactions. With the use of V PAY, every use of the card is authorised via Chip and PIN. With these procedures, losses incurred by our customers as a result of skimming no longer occur.

More information here!

or on www.postbank.de

The varied range of Postbank products is unique and besides current accounts, credit cards etc. includes the Postbank Gewinn-Sparen (Win and Save) scheme and the sale of UNICEF cards at Christmas.

Ethical products and services

Postbank Giro plus

With Giro plus, Postbank continues to offer a modern and attractive personal current account free of charge on condition of the monthly receipt of EUR 1,000 cash.

Postbank Giro plus is also a triple test winner:

- In the renowned ibi Website Rating, Postbank Giro plus was voted the "Best Online Current Account."
- n-tv also recognises Postbank Giro plus as the TOP Salary Account.
- In the CHIP Online Banking Test, Postbank impressed with its Giro plus: best account.

Postbank Giro start *direkt*

With Postbank Giro start *direkt*, Postbank is offering all young people aged between 12 and 22 a free-of-charge current account. Moreover, all trainees and students, regardless of age or the duration of the training or degree course benefit from this free account. In addition to the services of "Postbank Giro Basic", with this offer the VISA card incurs no charges in the first year.

Postbank Giro Basic

With Giro Basic – a new personal current account – Postbank is offering an account model on a credit balance basis regardless of financial or personal circumstances. Regardless of monthly payments in, for EUR 5.90/month the customer not only gains all the major basic functions that permit participation in cashless payment transactions but also acquires additional benefits such as:

- free-of-charge instant access account and, if desired, a VISA Card Prepaid
- 2 cents per litre fuel discount at Shell – until 31.03.2012
- Online and telephone banking included
- Free-of-charge cash from about 9,000 Cash Group ATMs and more and more Shell petrol stations, in over 1,100 Postbank finance centres and many Post Office branches

More information here!

or on www.postbank.de

Payment instruction for clearance

The collaboration between Postbank and the BA (Federal Agency for Employment) was continued in 2011. Thanks to the payment system with ZzV (payment instruction for clearance) the collection of cash from

customers for BA's services has been guaranteed for years. The ZzV is a document similar to an open cheque that BA sends to the customers for its services where necessary instead of a transfer.

Postbank VISA Card Prepaid

The Postbank VISA Card Prepaid is a special service for people who for various reasons cannot hold a conventional credit card. Since it is a prepaid card, it is ideal for young and older people and practical for all those who have a limited budget. The customer receives a universally usable credit card with worldwide acceptance and a high level of security without a Schufa credit check or creditworthiness check.

More information here!

or on www.postbank.de

Postbank Gewinn-Sparen (Win and Save)

Since 2004 Postbank has been a social partner of "Aktion Mensch" and has been supporting integrated projects and plans in the field of aid to children and young people.

Besides an attractive variable basic interest rate dependent on the credit balance, every month the saver receives a risk-free win bonus. The amount of the win bonus depends on the final digits of the Aktion Mensch winning number. Postbank donates 1 % of the win bonus to Aktion Mensch.

The Gewinn-Spar card also grants the saver various benefits. Thus for instance

- 10 withdrawals abroad per account per year are free of charge
- Cash withdrawals at all Postbank ATMs in the country, in over 1,100 Postbank finance centres and many branches of Deutsche Post are free of charge
- Up to EUR 2,000 per calendar month is available without notice and without interest charges for advances

More information here!

or on www.postbank.de

Charity accounts

As one of the biggest retail banks in Germany Postbank operates charity accounts for numerous non-profit-making organisations. On Postbank's website in the Sustainability section, customers can access the account details of a large number of charities so as to then make a donation directly via online banking or in a branch. In the transfer interface there is a "Donation" box that can be ticked for the donation to be exempted by the tax office.

More information here!

or on www.postbank.de

UNICEF Christmas cards

Since as early as five years ago, Postbank and Deutsche Post have been committed to helping children by the sale of UNICEF greeting cards. This campaign is run in over 1,000 Postbank finance centres from mid-October to the end of December every year. The money raised goes as a donation to UNICEF aid projects in about 150 countries and supports health, education and child protection schemes.

I was really thrilled that we managed to increase the sale of UNICEF Christmas cards by almost 25 %. So this year it is possible to hand over a donation of over EUR 400,000 to UNICEF. This shows that it is possible to achieve great goals, even with small steps – with these greeting cards and also with the environmental awareness of every individual at his place of work – that's also why I'm an Environment Officer. «

Beate Reichold, Environment Officer, Retail Outlets department

1.35 million EUR for Aktion Mensch

In 2011, donations from the Gewinn-Sparen scheme also flowed into projects for people with disabilities and disadvantaged children. Since 2004 Postbank has donated well over 1 million EUR to Aktion Mensch.

The entire donation flows into Aktion Mensch's support for projects for help and self-help for the disabled. Since 2004 Postbank has donated a total of 1.35 million EUR for projects and institutions that had applied to Aktion Mensch for support funds.

With the current donation, support is provided for, among other things:

- The "Grenzfall" (Fall of the Border) integration hotel in Berlin which as a 3-star establishment free of barriers provides long-term employment for people with and without disabilities. The committed team performs its work at eye level and according to the individual's skills and abilities.
- A cookery and catering workshop in Erlangen, Franconia that imparts practical knowledge about healthy nutrition to children and young people with and without disabilities also receives funds. This includes the planting of vegetables and subsequent healthy preparation on the hob.
- A voluntary agency in Magdeburg is pleased to receive funds from Postbank and with the money is able to train voluntary staff to support mentally disabled volunteers with their work.
- With the aid of the Postbank donation, the Behinderung und Medien (Disability and Media) working group was able to produce various teaching and learning films on how people with learning difficulties can cope with their daily lives. The films explain difficult subjects such as "Personal Budget", "Visit to the Doctor" and "Work Experience in the Private Sector" in vignettes.

"Socialising with people with different abilities can be very rewarding. Everyone should have an opportunity to develop his potential and thereby to contribute to social development," said Jürgen Gausepohl, Manager of the Products department at Postbank. "So we at Postbank are especially pleased that we can make these projects possible with our support."

Projects for help and self-help for the disabled and to help children and young people benefit from the annual financial support from Postbank Gewinn-Sparen. For every Euro that Postbank pays out to savers at the year-end as win bonuses, the bank pays one additional cent.

"Since 2004 Postbank has become a really valuable and reliable partner for Aktion Mensch. Its commitment contributes towards advancing a process for which the support for the campaign is also given on a daily basis, for the automatic participation of all in our society. We are grateful to it for this," said Martin Georgi, the Chairman of Aktion Mensch.

Society | *For Postbank, support for the educational sector is an important investment in the German educational establishment. Besides individual support for talented students, the major focus in 2011 was on the Postbank Finance Award.*

Education

2011 Postbank Finance Award

The Postbank Finance Award, in this German college competition with the highest prize in the field of Banking & Finance, has since 2003 continuously supported research and education. The patron of this competition is Frank Strauß, the Chairman of the Executive Board of Deutsche Postbank AG.

In the course of the competition, each year teachers and students from Germany and abroad and from all subjects are invited by Postbank to tackle current issues from the world of finance and to develop approaches to solutions in teams. The aim is for the participants to derive specific proposals for future strategies for dealing with these issues from theoretical consideration and scenarios. This gives them an opportunity to apply and expand the specialist knowledge and knowledge of methods acquired in their studies and to polish their social skills by means of teamwork.

Postbank's commitment to long-term support for research and education in the college sector is enthusiastically taken up by the participants. Since the competition was set up, 299 teams from 97 colleges with over 1,500 participants have taken part in the competition. The prizes are awarded in Bonn every summer.

2011 Postbank Finance Award winning teams

Year	Subject
2003/04	The development of retail banking within the confines of customers' wishes and profitability requirements
2004/05	Private old age pensions and lifecycle strategies: A new area of business for banks?
2005/06	New directions for the German banking system?
2006/07	The optimum information system from internal and external ratings for the financial sector
2008	Opportunities and risks of hedge funds
2009	Lessons from the financial crisis
2010	Retail banking within the confines of short-term selling success and long-term customer benefit
2011	Stabilisation of the European Monetary Union and implications for private financial investment
2012	Financial investment in the context of inflation risks and political risks

The setting of the subjects, the selection and the award of prizes are the responsibility of an independent panel of experts that is made up of renowned representatives from business, science and the media. With the subject "Stabilisation of the European Monetary Union and implications for private financial investment" in 2011 Postbank awarded the prize for the eighth time. A total of 30 teams of students from 22 universities and technical colleges in Germany, Austria and Poland had submitted their competition entries. Five of these entries were awarded cash prizes from a total prize fund of EUR 100,000 by a top-class jury at the award ceremony in the Rheinisches Landesmuseum in Bonn. Together with media partner WELT, Postbank also published the winning entries online. This offers the college teams a platform for presenting their work to a wide audience and contributing to the discussion of central issues.

Top prize in the 2011 Postbank Finance Award went to a five-strong team of students from Johannes Gutenberg University in Mainz under the guidance of Professor Isabel Schnabel for their economic analysis of the European crises of 2007-2010. The team tackled the subject of "The vicious circle of bank and debt crises and the stability of the Euro." Professor Schnabel was proud of her team: "The Postbank Finance Award is a great opportunity to give talented students a glimpse of academic work."

Second place went to students from the University of Regensburg. The subject of their work is the "potential disintegration of the European Monetary Union and the development of an early warning system and a strategy to safeguard Euro investors." This team was coached by Professor Gregor Dorfleitner. "In my application documents, the certificate for second place in the Postbank Finance Award will certainly help," explains team member Winfried Weigl.

The three students from Anhalt College with Professor Andreas Donner took third place. They dealt with the question of what happens if a state is bankrupt and designed procedural regulations for the insolvency of a state: "Insolvency law for states – Procedural regulations for the restructuring of the debts of sovereign states and their implementation by the International Forum for Debt Restructuring (IFS)." For this group, in addition to the detailed academic work, the principal idea was "to get soundly-based feedback from the outside for our own work for once."

The jury gave particular praise to of all the teams and thanked them for their great commitment and excellent work. We of course thank all the other participants for their valuable contributions and look forward to a large number of participating teams next year.

The subject of the 2012 competition is: "Financial investment in the context of inflation risks and political risks."

More information here! !

or on www.postbank.de

Group Ambassador Scheme

With the Group Ambassador Scheme set up in 2009, practical knowledge is conveyed to students from selected colleges and scholarship students and members of student initiatives and organisations in the form of guest lectures, informal evening discussions and support for case studies. Managers and specialists from all over the Group are hereby passing on their knowledge and experience to the students in practical reports, presentations and anecdotes. In the context of 53 events at 18 collaborating colleges, 26 group ambassadors have now committed themselves in this way.

In addition, Postbank regularly organises banking business games at the University of Bonn and its own case study on the subject of "Major bank merger" at various colleges. The Asset Management School is offered exclusively to students of the Schumpeter School of Business and Economics, Wuppertal. This allows students to apply their theoretical knowledge in practical situations.

Individual support for talented students

In the context of the Postbank company culture, the subject of support for talented employees enjoys the greatest possible regard. So for instance not only are internal employees supported but also students who have attracted attention by their special achievements. As a group we see this as our social responsibility and in this context we support foundations, student organisations and academic chairs both financially and in terms of ideas. In collaboration with the Rheinische Friedrich-Wilhelms-University, Bonn and Bonn-Rhein-Sieg College we fund support for a total of 12 talented students under the North Rhine Westphalia (NRW) state grant.

Selected events such as Business Knigge Seminars and if desired career advice interviews are also made available to these scholarship recipients. Postbank is also active in the following institutions:

- Sponsor of NRW grants since 2009
- Sponsorship and commission member of the Stiftung der Deutschen Wirtschaft e. V. (SDW), Berlin
- Sponsor of the Chair of Finance/Business Administration 1 of Rheinische Friedrich-Wilhelms-University, Bonn
- Member of the circle of sponsors of the Organisationsforum Wirtschaftskongress e. V. (OFW) Cologne
- Sponsor of the Centre of Financial Research (CFR), a research institute at the University of Cologne, that conducts independent applied research in the field of financial markets
- Premium partner of Fresenius College since 2009
- Development of the focus of studies on "Customer-orientated bank management/retail banking" in collaboration with Fresenius College, Cologne in 2011

Cooperation agreements on the free provision of IT equipment

In view of tight public budgets, Postbank has set itself the goal of providing children, school pupils and young people with adequate IT equipment. These target groups will be provided with an appropriate tool to permit modern processing of learning content.

Back in 2006 Postbank concluded a cooperation contract with the Education Authority of the city of Bonn for the free provision of IT equipment. There are also agreements with a non-profit-making organisation and with kindergartens. Under these agreements, pupils in need are also provided with such equipment and children of pre-school age are introduced to schooling with appropriating learning programmes. The equipment provided includes laptops, PCs, monitors, printers and scanners. Since the start of this cooperation arrangement in 2006, Postbank has given away over 2,500 devices including about 390 in 2010 and about 340 in 2011.

For Postbank, intelligent business conduct means exploiting and supporting the potential provided to us by the diversity of people and their cultures.

Integration and dialogue

Diversity charter

The current developments in society as a result of demographic change and globalisation are leading to the increasing diversity of all our fellow human beings. These changes have an effect on commercial activities in so far as this diversity is reflected in the staffing of our group, our customer structure and our business partners.

charta der vielfalt

Postbank sees the diversity of our employees as potential and even as an opportunity to improve its commercial and competitive success and is therefore open to and supports this diversity. For this reason and as a signal internally and externally, in autumn 2011 Postbank signed the Diversity Charter.

This charter is an initiative by companies to support diversity in companies that was decided upon in 2006 with the aim of identifying, appreciating and involving diversity in the company culture in Germany. There are now over 1,100 companies participating in this initiative. With the signing of this charter Postbank undertakes to implement these goals and to create an open and pleasant working atmosphere that welcomes and respects all employees with their differences and points in common. Discrimination on the grounds of sex, race, nationality, ethnic origin, religion, sexual orientation or disability is not tolerated by Postbank.

Through new innovative creative ideas and solutions, the appreciation of the different capabilities and potential of our employees also creates a commercial benefit for Postbank since we continue to remain attractive and competitive to customers and business partners. Here, Postbank's positioning as an attractive employer and its external presence play an important part.

In addition to the Diversity Charter, Postbank also set up the Gender Diversity Management project, thereby achieving its aim of further expanding Diversity Management processes in the future in order to continue to do justice to the varied requirements of its employees and to further develop as a company.

For more information see the "Work-life balance" section

„IMPULS"

Impuls gGmbH disposes of waste paper, cardboard packaging and films in the private sector and subjects these materials to high-quality recycling. The business also offers a secure and inexpensive file destruction service to its customers.

BHW Bausparkasse AG entered into a cooperation arrangement with the municipal IMPULS gGmbH in Hamelin back in 1998. As a non-profit-making company, IMPULS pursues the goal of reintegrating the long-term unemployed into employment. This goal is achieved by training measures and cooperation agreements with companies, thereby creating jobs in various sectors. So both sides benefit from the cooperation between BHW Bausparkasse and IMPULS GmbH. Because with the cooperation arrangement, BHW is directly contributing towards the creation of additional jobs in the Hamelin region and disadvantaged population groups being integrated into employment. How successful this concept is can be seen from the constantly increasing number of people that have been reintegrated into the job market.

Reading without light

Oliver Bindseil works in Postbank's telephone exchange in Hanover. In his leisure time he rows and he is active as a target shooter. By the way, this man is blind.

In Oliver Bindseil's office you hear beeps. All the time, in fact. When the 43-year-old picks up the telephone, the beeping stops. "Hello, this is Postbank Hanover, Operator Bindseil. How can I help you?" he says, listens for a moment and then presses a few keys. Then he puts his headset aside and beams at his visitors: "It's great that I can show you my job."

None of the customers that ring the Postbank's switchboard in Hanover could tell that the man with the pleasant voice is blind. Oliver Bindseil finds names and numbers in the address book in his computer just as quickly as a sighted person, perhaps even quicker. His 16 years of professional experience as a telephonist and a little aid that answers to the name of Jaws make this possible. Jaws is a piece of software that translates all the text on Bindseil's screen into a row of Braille under the keyboard.

You will look in vain for a mouse on his desk. Instead he has a small green device that looks like a mini-typewriter with six keys. "I can type brief notes on the Braille steno device," he explains. If you write something, the device spits out a little strip of paper with Braille dots embossed on it. "I used to need that more often," says the telephonist. "I started in the Postgiroamt (Post Giro Office) in 1988 – that's what it was called then – and worked in Investigations and Complaint Processing." He used to type callers' concerns on the steno machine as he listened and then transcribed the Braille with a normal typewriter to memos that he issued to the departments.

Today, his job and that of his colleague, who is also blind, is restricted to a pure telephone operator role. They answer 30 to 70 calls a day. "There's no such thing as a typical concern," explains Bindseil. "It might be about passbooks, account statements or about their pension that hasn't been credited yet. But in fact most of them are cases for the callcentre." He often merely transfers the calls or gives out numbers.

When Oliver Bindseil leaves his office at about half past three, a taxi is waiting to take him home. "I would have problems of orientation at the station because it's so loud there," says Bindseil. The volume is also the reason why he does not go to the football stadium of Hannover 96, his club but prefers to follow the matches on the radio. On the other hand, Bindseil can enjoy other hobbies like a sighted person. For instance, he rows every

week on the Mittelland Canal and plays the keyboard in an oldies band. He is also a target shooter. "I shoot with a normal rifle with optronics that turn the light into acoustics. I get a beep tone from headphones – the higher the note, the closer my aim to the centre of the target."

Bindseil has often discovered that not everyone knows how much blind people can do. "Once when I was waiting outside for my taxi with a white stick in my hand, a woman asked me: "How can you walk at all?" he remembers with a knowing smile. "I told her: I can explain that to you easily. I just put one foot in front of the other."

Erdal Sagiroglu,
Regional Director
Turkish Sales
Nationwide

Postbank Türk
Organizasyonu Almanya
Genel Müdürü

Hello, I'm from Postbank.«

Postbank Finanzberatung with a special range of consultancy services for citizens of Turkish origin.

Three million Turks and Germans of Turkish origin live in the Federal Republic today. This is a young, growing target group whose purchasing power is estimated to be about 20 billion EUR. When it comes to bank transactions, in addition to relevant advice and good terms, the customers of this target group set great store by an appreciation of their culture and etiquette.

Postbank Finanzberatung succeeds in meeting both requirements with a special range of consultancy services. Within its own team, consultants who share their cultural background look after customers of Turkish origin. "Our customers like to be properly understood and they expect appropriate solutions for their needs and their problems," is how Erdal Sagiroglu, Regional Director of Turkish Sales explains their expectations. "Our Finance Managers have the skill and the cultural background and cater very well for their aims, wishes and expectations." If a Finance Manager visits them at home, he sets aside a lot of time for this.

The atmosphere of meetings is informal and hospitable. It often happens that customers like to invite family members and neighbours to consultancy meetings. "We often advise several generations of one family and we are recommended to the children by the parents," says Sagiroglu.

Himself a child of Turkish guest workers who grew up in Munich, back in 1993 Sagiroglu, together with a small team in Southern Germany, began to advise customers of Turkish origin. Now the team has grown to over 100 consultants. Because of the positive response from customers, Postbank Finanzberatung is now gradually expanding the service across the country.

Iyi günler, Postbank´dan geliyorum. «

In-house advice by the customer

Müşteriler neredeyse danışmanlık hizmetini direkt orada sunuyoruz

Postbank Finans danışmanlığı, Türk'lere özel danışmanlık hizmeti sunuyor.

Günümüzde sayıları 3 milyonu bulan Türkve Türk kökenli Alman vatandaşı Federal Almanya`da yaşamaktadır. Bu genç, dinamik hedef kitlenin satın alma gücü yaklaşık 20 milyar EURO'dur. Anılan müşteri grubu, bankacılık hizmetlerinde ihtiyaçlara uygun danışmanlık, iyi kondisyonların sunulmasının yanı sıra yaşam tarzları ve kültürel arka planlarını dikkate alan ve değer veren kişi ve kurumsal yapılara daha fazla rağbet etmektedir.

Postbank Finans Danışmanlığı bu talepleri özel bir danışmanlık hizmeti ile başarılı bir şekilde yerine getiriyor. Özel bir ekip çalışması ile hareket eden Finans Danışmanlarımız, bu kültürü paylaşan Türk kökenli müşterilerini memnun edebilmek için özen österiyor. Konuya ilişkin görüşlerini açıklayan Postbank Türk Organizasyonu Almanya Genel Müdürü Erdal SAĞIROĞLU: „Müşterilerimiz iyi anlaşılmak istiyor ve ihtiyaç ve problemlerine uygun „en iyi" çözüm önerilerini bekliyor" dedi. Türk müşterilerinin beklentilerine de dikkati çeken Erdal SAĞIROĞLU: „Finans Danışmanlarımız konularına hakim olmalarının yanı sıra, hedef kitlenin kültür değerlerini iyi bildikleri için müşteri amaç, dilek ve beklentilerini en iyi şekilde karşılayabilmektedirler. Finans Danışmanlarımız ev ziyaretlerinde yeterince vakit ayırabilmekte, verilen danışmanlık hizmeti ailevi bir atmosferde, misafirperver bir ortamda gerçekleşmektedir. Öyle ki, finans danışmanlığı hizmeti verilmek için ziyaret edilen aileler çoğu kez aile yakınlarını ve komşularını da davet etmektedirler" şeklinde konuşan Erdal SAĞIROĞLU, sözlerini söyle sürdürdü: „Bir aile ziyaretimizde birden fazla jenerasyona aynı anda danışmanlık hizmeti veriyor ve çoğu kez aile büyükleri tarafından yeni nesillere tavsiye ediliyoruz."

Kendisi de bir Türk „Misafir İşçi „ailesinin çocuğu olan ve Münih'te yetişen Erdal SAĞIROĞLU, 1993 yılında küçük bir ekip ile Güney Almanya'da başladığı, Türk kökenli müşterilere hizmet götürme hedefini büyüterek, zamanla 100 kişilik bir kadroya ulaşma başarısını göstermiştir.Müşterilerinden aldığı olumlu dönüşlerden dolayı Postbank, Türk Organizasyonunu Federal düzeyde daha etkin şekilde yaygınlaştırma kararı almış bulunuyor.

Deutsche Postbank is active on many levels in the social sphere. Here our focus is on support for charitable institutions. These include Deutsche Welthungerhilfe (German World Hunger Aid), Aktion Mensch and Die Arche, the Christian children's and young people's charity. A small selection is shown below.

Charity

Annual Christmas collection for Welthungerhilfe

Once more in 2011 the trainees of the Postbank Group collected donations for Welthungerhilfe in the period before Christmas. The trainees, armed with collection boxes, asked the staff at the major sites in Bonn, Hamelin, Hanover, Hamburg and Berlin for donations. The money is to be used for a project to integrate disabled children into daily school life in Myanmar. Together with its partner organisation the Eden Centre for Disabled Children, Welthungerhilfe is converting local schools to take disabled pupils, providing teaching materials and training teachers locally in integrative teaching methods.

For over 30 years trainees from BHW Bausparkasse AG in Hamelin have been successfully collecting donations for Deutsche Welthungerhilfe. In 2008 this campaign was extended to all the Postbank sites. Collection is supported by creative ideas such as jewellery sales, from which the net income goes to Welthungerhilfe. Over the years, a total of EUR 400,000 has already been made available for Welthungerhilfe projects.

Christmas tree wishlist campaign – Employees fulfil children's wishes

In 2010 the "Christmas tree wishlist campaign" was conducted for the first time. This is a charity collection for Die Arche e. V., the Christian children's and young people's charity. In close coordination, Postbank and Die Arche swapped the children's wishes. With coordination by the Competence Center "Sustainability and Climate Protection", wishlists were produced from these by the trainees and at Advent hung on the Christmas trees that Postbank puts up

» We in Hamburg have taken part in the Christmas tree wishlist campaign for the last two years. I can report with some pride that both in 2010 and 2011 we were the most successful site in Postbank with almost 380 presents each time. These were sent as gifts to Die Arche in Hamburg Jenfeld, with which we have since maintained contact beyond this campaign. «

Rüdiger Schäfer, Environment Officer, Hamburg site

at its sites every year. From the end of November until mid-December, employees could take the wishlists and turn them into presents that they then handed over to the trainees.

A total of over 1,500 presents were given by Postbank employees and these were handed over to the Die Arche partners in January 2011. During the year the presents were given to children in need in Die Arche establishments and also at children's parties, in play areas and also given as birthday presents. On one visit to Die Arche, Frankfurt, Postbank supplemented the donations from the employees with a cheque for EUR 30,000.

In the next year's campaign in 2011, the result was improved to over 1,600 presents. In the course of the visit to Die Arche, Cologne, a cheque for an additional EUR 25,000 was handed over.

So in just two years Die Arche was given over 3,100 presents and EUR 55,000.

Over 1.4 million EUR for UNICEF since 2007

In 2010 and 2011 Postbank and Deutsche Post continued their commitment to children. From mid-October to the end of December various UNICEF greeting card ranges were on sale in over 1,000 Postbank finance centres. In 2011, for the first time there were six to choose from.

UNICEF patron Nina Ruga launched the campaign in Frankfurt in 2010 and in 2011 UNICEF patron Ralf Bauer did so, assisted by representatives of Postbank and Deutsche Post.

Handover of the presents to Die Arche, Frankfurt by Executive Board member Dr. Daberkow in January 2011

Postbank footballs for a school project in Burkina Faso

Ralf Bauer, UNICEF patron, at the launch of the greeting card sale in Frankfurt

This success story has been going on for as long as five years. In 2009, the million mark was exceeded with this successful campaign. Thanks to the voluntary sale of UNICEF Christmas cards by Postbank and Deutsche Post, over 1 million EUR had already been raised. In 2010 we also achieved total donations of over EUR 320,000 and in 2011 it even exceeded EUR 410,000. These amounts are donations for UNICEF aid projects in about 150 countries and they support health, education and child protection schemes.

Another EUR 11,000 was donated to UNICEF in 2011 by sending UNICEF Christmas cards to the employees.

Donations for the Uwe Seeler Foundation

At 14 regional tournaments of the Postbank Golf Challenge and the final at Neuhof Golf Club near Frankfurt on 30 September 2011, an amount of EUR 15,000 was donated to the foundation of football legend Uwe Seeler. Besides Postbank Asset Consultancy's customers, participants in the tournaments included the members of the golf club holding the competition.

This foundation supports people who rely on others because of their physical, mental or psychological condition. Postbank has already raised a total of EUR 75,000 for the Uwe Seeler Foundation from the golf tournaments.

Support for the Stiftung Deutsche Kinderkrebshilfe (German Children's Cancer Aid Foundation)

In 2010 the world's first centre for children's palliative medicine was opened in Datteln. Here children with incurable cancer will be supported in the last stage of their lives. Instead of giving Christmas gifts for its customers, Postbank Firmenkunden AG decided to make a donation of EUR 35,000. The money will be mainly put towards the newly installed "Lichtblicke" station – a little ray of hope for terminally ill children.

Left: Uwe Seeler flanked by Markus Nonnenmacher (l.) and Joachim Strunk (r.)

Right: Cheque handover to Gerd Nettekoven, Director of the Stiftung Deutsche KinderKrebshilfe (centre) by Reiner Ramacher (l.) and Harald Roos (r.), Directors of PB Firmenkunden AG

Donation to the Sternenbrücke Children's Hospice in Hamburg

In the Sternenbrücke Children's Hospice in Hamburg, terminally ill children and their parents and brothers and sisters were given an opportunity to spend relaxed weeks together and to recover from the challenges of daily care. But health schemes only pay the cost of care of the sick child. Every donation therefore helps to pay for the entire family to take a break away from home.

Just before Christmas 2011, representatives of Postbank in Hamburg and of the Works Council handed over a donation of EUR 9,000 in the form of a cheque, which was accepted by Sternbrücke's Managing Director Peer Gent, who was beaming with delight.

Dr. Mario Daberkow (Chairman of Postbank, centre) with Pastor Bernd Siggelkow (the founder of Die Arche, l.) and Lars-Oliver Holderbach (Postbank Sustainability Officer, r.) with Postbank trainees and employees and children from Die Arche, Cologne

Postbank colleagues received a warm welcome from Bernd Siggelkow (l.)

In Die Arche they find friends and a substitute family

Dr. Mario Daberkow, Director of IT/Operations at Postbank, and Bernd Siggelkow, the founder of the Die Arche children's charity, talk in an interview about the joint Christmas tree wishlist campaign.

Mr. Daberkow, how did the idea of the Christmas tree wishlist campaign come about?

Dr. Mario Daberkow: At the end of 2009 we first had a vague idea of a charity campaign at Christmas. The sustainability team and I both thought of children's wishlists that could hang on the Christmas trees in our sites. Because of the preparation required, the matter was postponed until 2010 so that the project could be implemented in full and successfully. Then the preparations for this new social campaign started in summer 2010.

How did Postbank become aware of Die Arche?

Dr. Mario Daberkow: Once the project plan had been produced, we started a search for a suitable recipient for the presents. A crucial factor in the implementation was a partner who operates all over Germany, like ourselves. This was also an advantage as regards the effort of organisation. The sustainability team looked into various charity recipients and analysed them by specified criteria. This process was relatively long-winded since we were conscious of the fact that the decision would be for the long term and therefore demanded thorough study. The decisive points in favour of Die Arche were that it looked after children all over Germany and the underlying concept.

Mr. Siggelkow, what is the core of the Die Arche concept?

Bernd Siggelkow: All children are looking for relationships, including those that come to us. These relationships are often disturbed for them at home. In Die Arche they find friends and a substitute family. We try to give them structure. For example, by coaching them with their homework. We don't have any expectations here. If a child gets a 5 in maths, we don't try to get it up to a 1 or 2. It's first and foremost about little successes. It's good enough if this child gets a 4 in the next test. In Die Arche, the children don't have to prove anything. That is our alternative plan to the rampant craving for recognition in the world outside. Of course, we too test the boundaries. But we take the time to look after every individual. We try to convey Christian values such as tolerance and love for one's fellow man. But with us it's not the words that count for most but our lives. Most of the children that come here have no self-esteem and no-one who believes in them. We try to show them that we at Die Arche believe in them.

How did Die Arche come about back then?

Bernd Siggelkow: When I came to Berlin as a pastor at the beginning of the 90's, I wanted to do something for the children living in poverty there. Many people said I was mad, in a welfare state such as ours there wasn't any child poverty. To start with I simply went to playgrounds and looked out for individual children. There weren't any adults apart from myself. Nobody applauded me for doing what I did. But if no-one does anything, no-one sees that anything has to be done either. Only one newspaper reported on the "mad pastor of Berlin." This was followed by a TV report on 9 April 2001 in "Report Mainz." The response was enormous. This article brought about a breakthrough. I then gave up my job as a pastor and worked on setting up the organisation. A little later, the first report on poverty by the Federal Government gave us further impetus. Suddenly we were the experts on child poverty.

How are things with your organisation today?

Bernd Siggelkow: We exist entirely on charity. It is noticeable that companies can no longer give so much in the current economic situation. To compensate for that, we rely on more donors. Luckily that is still working very well. Instead of cash donations, there are other ways for companies to get involved with us. Postbank for instance does this with its Christmas tree campaign. In the meantime we are also trying to give the older children an opportunity of a training place. That doesn't apply to many but 100 % of those that we arrange this for have actually obtained a position. Deutsche Bahn is already offering us two training places a year. Here I could imagine even closer collaboration with trade and industry in the future.

In the main it's trainees at Postbank who are also entrusted with the organisation of the campaign. Is that a bit of education on sustainable social conduct?

Dr. Mario Daberkow: I wouldn't like to call it education. The high level of motivation and the enormous creativity of our trainees came entirely from within them. I am proud of the enthusiasm with which our young colleagues have taken up the Christmas tree wishlist campaign. They've even exceeded last year's success. Here they have shown noteworthy social commitment. They went to their colleagues on their own initiative and were proactive. So they grew with the task. The great thing is that they will tell the next generation of trainees about the project and their experience. This creates great continuity.

What was for you the most impressive experience in connection with the campaign?

Dr. Mario Daberkow: Besides the commitment of our employees and the campaign organisers, again and again it's my visits to the Die Arche sites. Whether it's last year in Frankfurt or this time in Cologne. A remarkably peaceful and positive atmosphere reigns there, although the children mainly come from social troublespots and most of them have to deal with difficult family situations, here they blossom before my eyes. Of course there are arguments from time to time but Die Arche and its staff radiate calm and security that are transferred to the children. That's really impressive.

Children of Die Arche, Cologne

What feedback do you get from the Postbank employees?

Dr. Mario Daberkow: The response in the second year has once more grown by a surprising amount. As early as the mid-year we were receiving enquiries about whether there would be wishlists hanging on the trees at Christmas again. We are extremely thrilled with the level of participation by our employees. After all, tackling one's social responsibility is not always easy. There are a lot of emotions involved. In the end, such an aid campaign depends on its catchment area and the people that make an effort.

Do you remember any particularly unusual present?

Bernd Siggelkow: Particularly unusual … Not really. But the Halli Galli card game and the Kalaha board game were most frequently asked for. Kalaha in particular is very popular with children at the moment. But then it's a very simple game consisting of a wooden board with several pits and wooden beads.

What did you yourself give?

Dr. Mario Daberkow: Unfortunately I wasn't able to fulfil anyone's wish there and then because when I looked in on the Christmas tree in Bonn a few days after the campaign launch, all the wishes had already been snapped up by willing hands some time before. I think this year we have to hang up even more wishes. There were already 1,600 of them distributed across the nine Postbank sites all over Germany. So I contributed to a cash donation to Die Arche instead.

So what exactly happens with the hundreds of presents from Postbank employees?

Bernd Siggelkow: The presents are not just intended for Christmas. We need presents again and again throughout the year, for example for children's birthdays or for the opening of new Die Arche sites. We don't run our own site in Leipzig. Instead we operate in schools. We organised a Christmas party there and far more children turned up than we expected. We need extra presents for such occasions too. But I think it's great that cooperation extends beyond this campaign. We have in fact already made our first approaches in Hamburg. Thus for instance in 2011 Postbank wanted to participate in our Careers Information Day. Unfortunately we had to cancel this event for organisational reasons.

Christmas is not long over but do you already have a wish for 2012?

Bernd Siggelkow: As I've already said, I would like to work even closer with German companies on matters of training places or work placement opportunities. Because children must be able to create real prospects from their career ideas. Of course, it's not always that easy. To anyone who wants to become a pilot I have to make it clear that this won't happen with a certificate of secondary education. Then it would be good to be able to give them new ideas to take away at the same time.

And what steps against child poverty would you like to see from politicians?

Bernd Siggelkow: What we're doing at Die Arche is actually the duty of the state but it's not fulfilling it. All the political plans to improve the situation of poor children relate to a generation that is only now being born. But what is happening about the children who are now nine, ten or twelve years old? A very long legislative period passes before laws are enacted and action taken. A six-year-old child will be ten by then. Catching up after the lost opportunities of the primary school years is extremely difficult and a big challenge for our family-related policies. In ten years' time our welfare state will no longer be in a position to achieve what it still can today. And this doesn't concern just those receiving direct welfare benefits. Social institutions are also reliant on what the state allocates to them. So we will have to rely more heavily on private third party funds.

Die Arche" – Christliches Kinder- und Jugendwerk e. V. (Christian Children's and Young People's Charity)

Every day in its establishments Die Arche offers children a nutritious hot meal, help with homework, meaningful leisure time pursuits with sport and music and above all a lot of attention. Die Arche has also set itself the task of publicising defects in the our society so that children are once more increasingly the focus.

The management of Die Arche is also seeking dialogue with the worlds of business and politics and contributing its experience gained from its work to this. Bernd Siggelkow, who founded Christliche Kinder- und Jugendwerk in Berlin in 1995, was awarded the Federal Cross of Merit for his commitment. Die Arche now operates at ten sites in Germany and reaches over 2,000 children and young people. There are plans to open more establishments since demand is unfortunately enormous.

Siggelkow (centre) and Dr. Daberkow (r.) in conversation

Siggelkow and Dr. Daberkow at a table football game with the children of Die Arche, Cologne

Actively accepting demographic change as a challenge –Postbank is putting this into practice with various projects such as for example the setup of the new Customer Advisory Committee.

Demographic change

In 1973 BHW Bausparkasse had a new purpose-built building suitable for children constructed in Hamelin that is now operated by the German Red Cross as a kindergarten. An agreement stated that 100 places would be provided in 4 groups, of which 70% were originally reserved for BHW employees. As a result of demographic change, the situation has also changed in childcare. Today there are four groups with a total of 83 children, only 21 of whom have parents who work for BHW or Postbank. «

Ernst-August Solle, Environment Officer, Hamelin site

"Ageing is on the move" series of lectures

Almost 1,000 customers attended the "Ageing is on the move" series of lectures that Postbank arranged in 2010 and 2011 in 10 different cities with three events each.

99 % of the attendees scored the "Getting older – staying active", "I'll age my own way" and "Inheritance & passing on the estate" lectures as "very good" or "good".

The attendees also included 27 members of the Customer Advisory Committee who supported the series of lectures. The Customer Advisory Committee made a recommendation to continue with a series of lectures with new age-specific topics and also sociopolitical ones.

"50 + service terminals"

The service terminals introduced last year in Postbank finance centres everywhere are now easier and more comprehensible for customers to operate. That is the result of a machine test that the Self-Service Banking and Target Group Management departments conducted in collaboration with the Customer Advisory Committee. 18 test subjects from the group of customers aged 50+ displayed their account balances and made transfers manually and with document scanners. Standing orders were also amended and account statements printed out, so all the functions of the terminals were tested.

Based on the test results and the recommendations made in this connection, interface design and menu management were improved. The presentation was simplified, making it more comprehensible, the screen interfaces and the order of the buttons were improved and new animations were implemented. Thanks to the removal of inessential masks, it was also possible to increase processing speed significantly.

"Experience the internet" initiative

The internet brings the bank into the customer's home. In particular the elderly and those with limited mobility can benefit from this. Building on this idea, Postbank decided to continue the "Experience the internet" initiative not just in the reporting year but also beyond with the aim of letting many of its customers can discover the value of the internet.

Under the patronage of Prof. Dr. Ursula Lehr and with Deutsche Bahn as a partner, in 2011 Postbank became involved with a patronage programme and three campaign days with the slogan "Customers help customers." "Godparents" and "godchildren" from the over-60s target group were paired up through active communication. Initial impetus was given to 50,000 current account customers (aged 60 or over) in the urban areas of Cologne, Bonn and Hamburg via mailings and online message boxes.

Then between April 2010 and May 2011 the campaign days were held in Bonn and Hamburg with almost 400 people (including 50 % potential "godparents" and 50 % potential beginners) taking part.

In addition to an initial introduction to the internet, the aim of this gathering was to form long-term pairs of "godparents" and "godchildren" with the aim of getting them to meet again on a face-to-face basis. (A questionnaire 3 months after the campaign days showed that 75 % of the pairs were still active and had met at least five times).

"Internet Workshop – Forming an opinion, joining in conversation, doing" training campaign

Because of the magnificent response once more to the "Experience the internet" initiative, Postbank is supporting a nationwide training campaign by the VHS (adult education centre) Association for the Improvement of Internet Skills, which was launched in autumn/winter 2011/2012.

The VHS training campaign, "Internet Workshop – Forming an opinion, joining in conversation, doing", has set itself the goal of developing the skilled use of new and current opportunities offered by the internet and the media skills of end consumers long-term and across a broad front. Nearly 500 of the 1,000 or so adult education centres will participate and offer five modular sequences of four instruction sessions each (total 20 hours). Besides Postbank, this campaign is being supported by Telekom, Kaspersky and Das Telefonbuch.

New Customer Advisory Committee for 14 million customers

Postbank's recently set up Customer Advisory Committee got together for its kick-off event in Bonn on 11 April 2011. Under the patronage of Dr. Michael Meyer, Retail Director at Postbank, it is building on the 60plus Customer Advisory Committee that was introduced in 2006 that has now been expanded to cover all ages.

Postbank's aim was to find interested customers that wanted to help shape their bank. With the new Customer Advisory Committee the bank would like to become more involved in dealing with the interests and requirements of its customers. It consists of 25 members aged 18 or over appointed for three years to work voluntarily. They were selected in the course of an extensive selection process. Out of almost 2,000 customers who had applied with a participation form several pages long, about 400 were selected on statistical principles and included in the next selection level. 110 customers then attended a total of 10 workshops in 5 different cities and their advisory work was tested with real examples. The final selection of applicants after the workshops was made using a points system. 800 customers were registered for the expanded advisory committee.

The advisory committee will meet twice a year and focus in terms of content on operational issues, thereby allowing Postbank to implement the committee's decisions quickly.

In the kick-off meeting, Prof. Dr. Hartmund Barth was elected Committee Spokesman. Prof. Dr. Dr. h. c. Ursula Lehr, a renowned gerontologist and former Federal Minister takes on the patronage of the members of the 60plus group. "I am confident that with the new committee, we have found creative, frank and innovative people" says Retail Director Dr. Michael Meyer. Meyer was supported at the first meeting by his Executive Board colleagues Hans-Peter Schmid (Retail Outlets) and Dr. Mario Daberkow (IT/Operations). "I hope that we can bring about good, customer-orientated solu-

The Customer Advisory Committee at its first meeting in April 2011

Customer Advisory Committee meeting in November 2011

tions in collaboration with the representatives of Postbank", is how Barth summarises his clear expectations. "We also would like to be involved actively and early in Postbank's processes."

In addition to administrative issues, practical issues were also on the agenda of the first meeting. Thus for instance the attendees talked with Postbank management about specific opportunities for promoting the general financial education of customers. Postbank in collaboration with the Customer Advisory Committee also wants to make the subject of "Authorisation" more transparent to its customers.

"Postbank welcomes almost a million customers a day at its branches. We have already been able to develop our service and customer orientation satisfactorily in recent years but we are looking forward to the suggestions of the new Customer Advisory Committee on how we can do still better." With these words, Hans-Peter Schmid, the Branch Director responsible, highlighted the high expectations of the new committee.

Dr. Michael Meyer (Retail Director) and Hans-Peter Schmid (Retail Outlets) at the 2nd meeting of the Customer Advisory Committee

"Postbank 2011 Inheritance Study"

The Postbank 2011 Inheritance Study conducted in collaboration with the Allensbach Institute for Demoscopy produced exciting results and gives a glimpse and overview of the subject of inheritance in Germany that is to date unique in this form.

Whereas in 1990 there was still "only" 76 billion EUR bequeathed, the volume in 2011 had already reached 233 billion EUR and, if the calculations are to be believed, will amount to about 330 billion EUR in 2020. The tax office is also benefiting not insignificantly from this. Since 1990, the annual income from inheritance taxes has grown from about 1.6 billion EUR to (a forecast) 4.6 billion EUR in 2012.

Never before has so much been bequeathed in Germany as at present. But who is receiving these inheritances? Where do the heirs live, how old are they and are they mainly women or men? How are the inheritances used? Official statistics on these matters do not provide answers to these questions.

Reason enough for Postbank to commission a representative study on this, the results of which can in the main be summarised in the following ten core statements:

1. The Germans are mostly a nation of heirs! Because one in three has already inherited something at least once and one in four is already expecting an inheritance!

2. The value of the assets inherited in Western Germany is noticeably higher than in Eastern Germany! In the west, 19 % of all estates have a value of over EUR 100,000. In the east, barely 3 %!

3. It is mainly cash that is inherited (75 %), followed by real property (38 %) and furniture (34 %)!

4. By far the most common source of inheritance is parents (75 %)!

5. Women inherit more often than men! Since women live longer, they are moreover more often the sole heirs too! Most heirs in Germany are in their mid-40's!

6. One estate in six leads to a dispute! This can be attributed to the fact that some survivors "feel disadvantaged" or "there had already been arguments"!

7. Valid wills exist for a 53 % majority of estates!

8. One German in three is not familiar with a single one of the important terms relating to estates such as "will", "statutory share" or "statutory line of succession"!

9. Only one in three Germans seeks advice on the use of an inheritance from
external experts outside the family and acquaintances!

10. Most Germans (55 %) think inheritance taxes "are wrong in principle"!

What is more, none of those asked had fulfilled their dream of a world tour. The inheritance is usually invested with the bank.

Postbank study: "Pension provision in Germany in 2011"

For the ninth consecutive year, Postbank has in collaboration with the Allensbach Institute for Demoscopy (IfD) produced the "Pension provision in Germany" study. In a representative survey on this issue, 1,771 citizens over the age of 16 and resident in Germany were surveyed by Allensbach in 2011.

With its results and findings guaranteed by its method, Postbank has been making a reliable contribution with these studies to discussion of this topic since 2003. As already mentioned often enough in past years' reports, in our superannuated society one must assume a ratio of one contribution payer to one pensioner, even in a good decade. So besides statutory and company old age pensions, private pensions are inevitably growing in importance. The new trends and developments being recorded in this connection and the expectations, activities and behaviour of the Germans are to be found in the 2011/2012 study. These are the major findings:

1. Long-term loss of confidence

Following the escalation of the financial crisis in 2008 and the indebtedness of many EU states, Germans are currently sensing a fundamental threat to their pensions. Almost half of them are now "increasingly worried" about them.

This fear is mainly about inflation but 3 out of 10 of those surveyed are also worried that the German state is running low on funds for the state pension as a result of big payments for other EU countries.

How great this loss of confidence is can be seen from this: People were asked whether and how their attitudes to private old age pensions had changed since the peak of the 2008 financial crisis: 43 % of all those employed in Germany have asked themselves in the meantime "What form of private investment makes any sense at all?" More than one in three now has "more serious doubts as to the security of private old age pensions." The attitude of two thirds of all those employed to private pensions has changed in the last three years.

Almost one in three believe after this experience that they will "really have to do more about their private pensions now."

Today one in six of the employed believe that they can no longer fund their retirement from their own funds. Overall, 42 % of those employed regard their present pension as "inadequate."

2. The growth of pensions has slackened

The number of those employed that still intend to increase their own pensions remains low at 44 %. 38 % expressly do not intend to do so. And the actual average expenditure of those who are making provision has fallen from EUR 200 per month in 2010 to a current EUR 188.

Of greater concern, however is that, among the young employed aged from 16 to 29, the willingness to make provision has fallen to the lowest level we have ever recorded. Thus for instance in summer 2008, that is before the escalation of the financial crisis, 65 % of them wanted to invest more in their pensions. But now it's only 54 %. The number of those who expressly reject the idea of further increasing their pensions has simply doubled compared with 2010. One in four say this today – another record since 2003.

3. Real property and gold are in great demand

Even if the willingness to provide for one's own pension has slackened, among those that are still planning to make provision there are a clear Top Ten favourites. A straight 50 % more of those employed than in 2010 are planning to build or buy their own property in the years to come! Among the young employed, the proportion has leapt to as much as 26 % – all record levels since the start of recording in 2003. There is particularly strong demand for their own homes among those who are already taking specific steps to build up their own pensions. One in three of them want to have their own roof over their heads. And the effects can already be seen. According to the Federal Statistics Office, in the first half of 2011 about a quarter more planning permissions were granted than in the same period in the prior year. The numbers were therefore two thirds of the level for the whole of 2010. Owning one's own property is gradually gaining ground in its perception as the "ideal form of security for old age". 68% of those employed now say this is owning their own home. Only the state pension at 74 % is mentioned more often.

One explanation for this is the loss of confidence referred to as a result of the financial crisis and debt situation in Europe. Or to put it another way: The search for security in providing for old age. Thus for instance 71 % of those employed who want to build up their provision for old age now assess owning their own home as an "especially secure form of investment." The state pension comes a long way behind and is mentioned by 46 % of those asked.

And one German in three now mentions gold in the form of ingots or coins as an "especially secure form of provision." In the prior year, it was still only one in four. Gold ingots and gold coins shine as components of provision for old age: exactly twice as many of the employed as in 2010 are planning to expand their provision for old age with this precious metal. Currently, gold therefore already comes somewhat before a state-subsidised private pension, fixed term deposits and the purchase of shares. Behind this lies the search for guaranteed value. Because this comparison is often quoted: in Ancient Rome a toga cost one ounce of gold. The same amount of gold will still buy you a fine made-to-measure suit today. So gold shows long-term constant value. But it is also true that major short-term fluctuations are to be seen. So for most experts it is indisputable: gold is only to be incorporated into provision for old age as a very long-term investment and in relatively small amounts.

4. Company pensions are gaining ground

In addition to tangible assets such as gold and real property, there is another form of provision that is growing rapidly in favour in 2011: the company pension scheme. This can be seen across all population groups and even where there is an urgent need for action, namely among the young employed and employed women and in Eastern Germany.

This results in specific plans. More than twice as many of the employed than in 2010 now want to invest in a company pension scheme. So this offers an important approach to counter the loss of confidence in many financial investments to provide for old age. Because one certainly cannot secure one's future with real property or gold alone.

Currently only 24 % of those employed expect to receive payments from a state-funded private pension upon retirement. And the intention to set up or grow a state-funded private pension is stagnating at 5 %. Here, buying gold is already at 6 %.

Ecological sustainability

Environmental management system | *Even a financial institution can make a real contribution to countering global climate change. Postbank is conscious of this and is committed to environmental and climate protection in its operations.*

Environmental guidelines

The Postbank Group's environmental guidelines specify our standards regarding environmental responsibility. Sustainability and environmental protection are a part of the Postbank Group's company policy and they influence our business policy decisions.

The protection of and sustainable handling of the environment are values that the Postbank Group publicly acknowledges and for which it accepts its responsibility. The basis of sustainability and environmental management in the Postbank Group is still formed by the 7 values of the Postbank Code of Conduct and Supplier Code of Conduct and environmental guidelines.

The principles of environmental policy ("environmental guidelines") and the environmental management organisation were introduced by the Postbank Group's full Executive Board in April 2008. The environmental management system based on this defines the responsibility that managers and staff bear for this. Requirements that arise from this in relation to the conduct and decisions in the Postbank Group are incorporated into the existing instructions and directions on the business processes and/or appropriate programmes and initiatives are launched and further developed.

» I am a dedicated advocate of an environmentally-friendly lifestyle. When the opportunity for an appropriate professional commitment arose with the introduction of the environmental management system at Postbank, I of course immediately seized it with enthusiasm. I try in particular by my own example to motivate my work colleagues to act in a positively environmentally–friendly manner. «

Alexander Michl, Environment Officer, Retail department

Basic Principle 1:
Seeing environmental protection as a management task
We see environmental protection as a management task. This starts with the full Executive Board that has approved these environmental guidelines and continues via the divisional and departmental managers who bear responsibility for their implementation at head office and at the sites.

Basic Principle 2:
Improving rules and processes from an environmental point of view
Observing environmental regulations is for us the minimum standard and the starting point for more extensive measures. Our environmental management forms the basis for the monitoring and further development of our environmental measures within the framework of a continuous learning and improvement process. We strive to use solutions to reduce and eliminate direct environmental effects that might for instance arise from the use of real property, the use of natural resources and travel. We try to reduce or eliminate negative indirect environmental effects that might arise from providing financial services, for instance with the granting of loans or capital investments. Here we orientate ourselves on the basis of national and international standards and guidelines.

Basic Principle 3:
Offering our customers environmentally-friendly products
We want to improve the environmental sustainability of our products and services in dialogue with our customers and business partners. We observe with attention any market developments that arise in the area of environmentally-friendly financial services. We would like to make our customers aware of environmental protection and to inform them about appropriate investment and funding opportunities.

Basic principle 4:
Informing employees and making them aware
Within the area of the company's business operations, all employees are responsible for their environmentally sustainable conduct and they are expected to play their part in the implementation of these environmental guidelines. The active cooperation of our employees forms the basis of the achievement of our goals and at the same time provides significant potential for innovation. We want to promote environmental awareness in Postbank with our ideas management and by providing information to our employees and training.

Basic Principle 5:
Setting up an environmental management organisation
The environmental guidelines approved by the full Postbank Executive Board apply to the same extent to all departments. To achieve effective, long-term improvement of our environmental management, the full Postbank Executive Board nominated an Environmental Management Officer and an organisation that extends beyond the business. In an environmental programme, goals are derived for priority areas of action that are implemented in a decentralised manner via individual measures. The full Executive Board is regularly informed about developments by the Environmental Management Officer and approves the strategic development of our environmental management.

Basic Principle 6:
Structuring communication in an active and transparent manner
We present our environmental performance in regular and transparent reports. To further develop our environmental guidelines and environmental programme, we seek open dialogue with all the relevant interest groups and take an active part in the exchange of experience.

The implementation and maintenance of our environmental management system represents a challenge. Our successful certification demonstrates that Postbank is doing good work here.

Certification to ISO 14001

Whether the standards, regulations and rules of the environmental management system are being observed and applied in accordance with ISO 14001 by Postbank is regularly audited by TÜV Rheinland, the certifying authority, in the course of certification audits at intervals of three years and in between by "monitoring audits".

» Since 2011, the Berlin site has also been incorporated into the certification to ISO 14001. Because I have been an Internal Auditor for Environmental Management since 2009, I was already familiar with the auditing process. Nevertheless, new aspects that lead to improvement of the system come up again and again. «

Angelika Knippel, Environment Officer, Berlin site

Following thorough preparation in all departments of the Postbank Group for the setup of the environmental management system in 2007 and 2008, as an initial preparatory measure at the start of 2009 Postbank appointed the internal auditors and then for the first time, in the context of an initial audit, the auditors of TÜV Rheinland. Following this initial certification audit, in spring 2009 Postbank was granted certification to ISO 14001 for the first time.

Since then, the recurring audit meetings have become important elements in the annual cycle of Postbank's environmental management system. For one thing, the internal audits serve the purpose of timely identification of weak points and potential for improvement in dealing with sustainability themes and the preparation by the people responsible for the meetings with TÜV. A corresponding internal audit is conducted for every external audit with some symmetry and corresponding timetable.

In addition, all the major Postbank sites, regardless of whether TÜV is going to audit them, are subjected to an internal audit every year. In recognition of the important role of internal auditors in this connection, in the reporting year Postbank set great store by the training of new internal auditors and the development of existing ones.

To optimise the audit cycle, in 2011 the complete internal audit programme was run not only at the start of the year but also at the end of the year, with the internal audits at the end of the year being conducted in advance of the 2012 external audits. In the course of the internal audits in January 2012, almost two dozen audits were conducted locally at the head office and at the major sites in Berlin, Bonn, Dortmund, Frankfurt, Hamburg, Hamelin and Munich.

The TÜV Rheinland auditors used the meetings in the course of the 2011 "monitoring audit" not only to carry out the obligatory inspection of records but also to gain a deeper insight into the environmental management system and to gather findings as the basis for a decision. If one includes the concluding meeting and a meeting with Mr. Stemmer, the Resources Director, 16 audit meetings were held at the head office and site audits were held in Berlin, Bonn, Dortmund and Munich before the certificate was awarded in May 2011.

Postbank sets itself goals that contribute to the improvement of its impact on the environment. The regular review and questioning of the goals and results contributes to the ongoing development of our environmental management system.

Environmental programme

The environmental goals and measures are published annually in an environmental programme and made accessible to everyone on our website and also communicated to all employees on the intranet. Besides the major target of reducing CO_2 emissions from business operations by 2012 by 20 % compared with 2007, for 2011 there were many other targets. To reduce the occurrence of business travel, 17 video conference rooms were installed at 8 major sites and these have been available for use since August 2011. In addition, employees were informed in the course of Environment Days and by the regular exchange of information on the subjects of environmental and climate protection. For 2012, some goals were retained and new ones were set.

» As an Environment Officer in the IT/Operations department, I see my main role as supporting the specialist departments on ecological issues. This includes the setting of environmental targets for a calendar year. But an equally important aspect is the implementation and achievement of environmental targets through my active collaboration and monitoring. «

Norbert Hohmann, Environment Officer, IT/Operations department

Results of the 2011 environmental programme

The goals of the 2011 environmental programme were achieved to the greatest possible extent. These included the following goals:

- **Environmental control**
  - In 2011, the site-related indices per m^2 for each site further improved. For the first time, the indices were determined throughout the Group per m^2 and per head.
  - The improvement of the index system is still a goal of the 2012 environmental programme.

- **Energy**
  - Postbank is well on the way to achieving its specified target of reducing CO_2 emissions from its business operations by 20% by 2012. This target achievement will be supported by the purchase of 100 % eco-electricity from 01.01.2012 onwards.
  - Continuation of the project of redesigning the configuration of IT components and cold aisle containment in the Bonn computer centre. If the project runs smoothly, it can be completed by 2014.
  - Almost complete implementation of the main performance phase from the implementation of the results of the energy checks by HOCHTIEF Energy Management (HTEM) at the sites concerned.
  - Implementation of various individual energy-saving measures (e. g. installation of two new modular energy-saving UPS units at the Frankfurt site).

- **Procurement**
  - Analysis of the GeT electronic purchasing system completed. Coordination of the measures/requirements with Deutsche Post introduced.

- **Waste/disposal**
  - Improvement of the waste and disposal concept at the Hamelin site completed.

- **Mobility**
  - Installation of video conference rooms at 8 major sites so as to make it possible to reduce business travel.
  - Company car guidelines were revised e. g. with regard to environmental friendliness.
  - Invitation of all managers to fuel saving training.

- **Management/awareness**
  - Employees' environmental awareness was promoted by various measures, for example by the "Environmental management" training clip, emails on energy saving and various articles in bankpost.
  - A special "Environment Day" was held at the Hamburg site.
  - 30 % of the usable training concepts contain an EMS sequence.

- **Ecological products**
  - The number of credit cards in the online procedure and SparCard direkt were increased.
  - In the 277 new branches, an environmentally-friendly range of paper, office and stationery products was introduced as in the Postbank finance centres.

In the case of some other 2011 goals, for various reasons implementation was not possible or the work could not be completed e. g.:

- **Energy**
  - The planned improvement in the air conditioning units with the elimination of cold water treatment at the Hamelin site did not occur but it is to be implemented in the context of the HTEM proposals for 2012.
  - Because of the demands on the Postbank system and the associated volume of orders and the full occupation of another building at the Bonn site, the originally planned merger of the Postbank and Postbank Systems courier services could not be implemented.

- **Procurement**
  - The improvement of the presentation of the GeT electronic purchasing system and the introduction of other environmentally-friendly products in it could not be implemented as planned. These measures will be pursued in 2012.
  - The same applies to the analysis and definition of measures regarding GeT.

- **Mobility**
  - With regard to the quarterly reporting on the fuel consumption and CO_2 emissions of the company cars of top management, no standardised reporting has been implemented to date.

- **Management/awareness**
  - The introduction of Environment Days in 2011 occurred only in Hamburg. Their introduction to other sites is planned for 2012.

- **Ecological products**
  - Instead of the planned Environment Week in Postbank Branch Sales, an environmental campaign was implemented. To attract attention to "Blauer Engel" (blue angel) products and other environmentally-friendly products, all 1,100 or so branches received environment kits that were given to customers as small gifts.

2012 Environmental programme

Environmental control

Goal	Measures	Deadline	Status quo
Setup of an index system for environmental control based on the VfU indices	Further improvement of the index system (regarding quantifiability, reference levels, categorisation)	Full year	In progress
	Production of a tree register for Postbank Hamburg's plot, Überseering 26	By 31.12.2012	New goal

Energy

Goal	Measures	Deadline	Status quo
Reduction of CO_2 emissions from business operations by 20% by 2012 (base year: 2007, reference value: net floor area)	Introduction/implementation of the "Lighting improvement" project, initially at five major sites (Dortmund, Essen, Frankfurt, Karlsruhe and Leipzig) in collaboration with Hochtief Energy Management GmbH	Q2 2012	New goal
	Continuation of "Redesign" project for the configuration of IT components and cold aisle containment in the Bonn computer centre	By 2014	In progress
	Use of LED lights for external advertising at Berlin site	Q4 2012	New goal
	Repair of façade and window areas BT A at Bonn site	Q4 2012	New goal
	Use of LED lights for external lighting (PB-Segel) at Bonn site (Friedrich-Ebert-Allee, Provinzial Building)	Q1 2012	New goal
	Study of the lighting concept to improve energy consumption at the Dortmund site (Hiltropwall)	Q4 2012	New goal
	Switching the long-range signage to energy-efficient LED technology at the Dortmund site (Hiltropwall)	Q4 2012	New goal
	Continuation of improvement in energy consumption by the study of the lighting concept at Essen site (Kruppstraße)	Q4 2012	In progress
	Continuation of the improvement and stabilisation of CO_2 reductions from the Energy Check after entering the main performance phase at Frankfurt site. Expanded by following measures in 2012: a) Commissioning of a 50KW block combined heat and power unit in April 2012 b) Replacement of heating on 8 floors c) Replacement of outside windows on 6 floors d) Installation of brightness sensors and roller blind control units on 12 floors e) Implementation of a new cooling unit	in 2012	In progress
	Continuation of improvement and stabilisation of CO_2 reductions from the Energy Checks after entering the main performance phase at Karlsruhe site	in 2012	In progress

Energy (continued)

Goal	Measures	Deadline	Status quo
	Continuation of improvement and stabilisation of CO_2 reduction from the Energy Checks after entering main performance phase at Ludwigshafen site	In 2012	In progress
	Implementation of the results of the Energy Checks for Hamelin site	In 2012	In progress
	Modernisation/replacement of rotary heat exchanger to increase effectiveness of heat recycling at the Hamelin site	In 2012	New goal
	Replacement of the old windows in Liststraße building (kindergarten) at Hamelin site by windows with triple glazing	In 2012	New goal

Procurement

Goal	Measures	Deadline	Status quo
Purchase of environmentally-friendly products from the range of the GeT electronic purchasing system of Deutsche Post DHL	Improvement in environmental terms of the GeT electronic ordering system provided by Deutsche Post for the Deutsche Postbank Group's use		
	a) Marking of more GoGreen articles in the order catalogues by Deutsche Post	Q2 2012	New goal
	b) Additional availability of catalogues with more GoGreen articles for Deutsche Postbank AG as a pilot for other Group subsidiaries	Q3 2012	New goal
	c) Improved management of GoGreen articles in the GeT system	Q4 2012	New goal
	d) Production of environmental reports for the Deutsche Postbank Group together with Deutsche Post	Q4 2012	New goal
	e) Evaluation of environmental reporting under a) derivation of environmental indices and environmental goals for 2013 for Deutsche Postbank AG and b) formulation of suggestions for the Postbank Group subsidiaries	Q4 2012	New goal
	Analysis of the GeT electronic purchasing system (products, prices, orders) and discussion/definition of measures for the preferred use of environmentally-friendly products	Q4 2012	In progress
Expansion of the range of food of regional origin	Selection of a new canteen lessee for the Munich site including with the criterion regarding the range of food of focussing on regional suppliers and studying the expansion of the range of organic products	From Q3 2012 onwards (expected)	New goal

Waste/disposal

Goal	Measures	Deadline	Status quo
Reduction of paper consumption	Reduction of printed media (e. g. system-provided forms, saving on quarterly reports)	In 2012	New goal
	Reduction of the run of hard copy annual report (about 200 pages each)	In 2012	New goal

Consumption of resources

Goal	Measures	Deadline	Status quo
Saving of consumables (e. g. washing up liquid, water softener etc.) and reduction of maintenance costs	Installation of a water softening unit for the company restaurant kitchen at the Bonn site (Kennedyallee)	Q1 2012	New goal

Water/waste water

Goal	Measures	Deadline	Status quo
Complying with the provisions of the new 2011 Drinking Water Order	Modification of the air intakes and extractors of the drinking water pipes and the creation of takeoff points for taking water samples at the Bonn site (Kennedyallee)	Q1 2012	New goal
Careful use of water resources	Check whether a rainwater cistern may be installed and be of practical use at the Hamburg site (Überseering)	Q4 2012	New goal
Implementation of the results of the pressure seal inspection	Correction of defects following pressure seal inspection of the drainage pipe by the road entrance to Section A of the building in Kennedyallee at the Bonn site	Q3 2012	New goal

Mobility

Goal	Measures	Deadline	Status quo
Making employees and managers aware of the need to reduce business travel	Reducing the occurrence of business travel by means of information to the employees and managers on the use of the new video conference rooms at the major sites	In 2012	In progress
	Checking the use of modern office communications in PB Firmenkunden AG to avoid business travel	In 2012	New goal
Formulation of long-term incentives regarding the choice of a company car for top managers	Continuous expansion of the company vehicle list with additional environmentally-friendly vehicles	In 2012	New goal

Management system/awareness

Goal	Measures	Deadline	Status quo
Support for environmental awareness among employees	Implementation of Environment Days at the major sites	In 2012	In progress
Making employees aware of the environmental management system	Regular information to employees on the subjects of environmental and climate protection	Full year	In progress
	Further expansion and establishment of the environmental management system in the new Sales departments and Chief Risk Office	Full year	In progress
Support for social institutions	Continuation of the established charity campaigns (e.g. collection on behalf of Welthungerhilfe, Christmas Tree Wishlist campaign).	Full year	In progress

Ecological products

Goal	Measures	Deadline	Status quo
Range of ecological products and services	Further promotion of online products such as Sparcard Direkt and the Online Current Account and the associated reduction of hard copy account statements	In 2012	In progress
	Implementation of an environmental campaign in the branches of Postbank Filialvertrieb AG	In 2012	New goal

UN declares 2011 the International Year of Forests – BHW Bausparkasse plants 1,000 trees in Brilon

In the spring, a donation from Postbank allowed 1,000 trees to be planted in an area of about 4,000 m2 in the district of the Brilon Forestry Authority in the course of the 2011 reforestation. With this planting, the energy situation is being noticeably improved by locking up about 5,000 tonnes of CO_2.

A mixed forest was created in this area with 700 Douglas firs, 150 sycamores and 150 cherry trees. With Postbank's help, a mixed forest has been planted that should break up the existing monocultures and counter the noticeable change in the weather and climate.

Moreover, every tree stands for a Postbank customer modernisation measure that was funded by BHW from July to September 2010. Ramblers, walkers and residents therefore benefit from BHW's customers' desire to save energy.

On Monday 10.05.2011, Lars Lorsbach (Sales Director, BHW), Heinrich Schreckenberg (BHW Brilon), Jürgen Adams (Verein Bürgerwald e. V.), Franz Schrewe (Mayor of Brilon), Dr. Gerrit Bub (Manager of Town Forest Operations, Brilon) and Gerhard Schreiber (Forestry Educationalist, Town Forest Operations, Brilon) officially opened the "Postbank Wood" with a small celebration.

Sales Director Lars Lorsmann and Franz-Heinrich Schreckenberg from Postbank Finanzberatung plant one of the last trees of the BHW forest in Brilon.

The majority of our employees work all over Germany, far from the head office in Bonn. There too long-term commitment is a way of life.

Site reports

For example, below we present a brief summary of the measures and successes of Postbank's Hamburg and Frankfurt sites, in particular in the area of ecology.

Frankfurt

On 15.11.2010 the Frankfurt site held an Environment Day. Here the employees could find out about subjects relevant to the environment and sustainability from seven different information stands:

- **Energy management at the site**
  At the site, the firm of Hochtief presented the changes within the company relating to energy management. The measures that have been taken to reduce energy consumption have led to a reduction of 1,500 tonnes of CO_2 emissions per annum at the Frankfurt site.

- **Heat insulation glazing**
  A specialist firm brought along a box of samples of window glass. Here one could determine how effective the latest heat insulation glazing is. These panes have already been installed in some larger offices.

- **Waste concept**
  The new waste concept was presented by the internal management. They then demonstrated on whiteboards how waste materials are collected separately.

» We informed our employees in Frankfurt on the subjects of the environment and environmental protection. We reported among other things on Postbank's measures to reduce CO_2 emissions. Advice was also given on opportunities for saving energy and heat insulation. It was a successful event for both the organisers and the employees. «

Werner Krüger, Environment Officer, Frankfurt site

Frankfurt site

Hamburg site

UMWELT PARTNERSCHAFT
Wir machen mit!

- **GoGreen**
  Deutsche Post Real Estate Germany, Postbank's buildings service provider, introduced itself with its GOGREEN concept "Your partner in environmental and energy matters". Visitors were also given information material about the new disposal company.

- **Thermal images & electricity consumption by private devices**
  The safety at work specialists showed old fluorescent tubes with high consumption and new ones with lower consumption. It was very impressively demonstrated with a meter how high the electricity consumption of a kettle is, for example.

- **Heat insulation in the private sphere**
  An external specialist firm provided information about energy saving and heat insulation. With the aid of a thermal imaging camera that every visitor could try out, the weak spots on buildings were revealed.

- **Advice on the subject of electricity and gas**
  An energy supplier proposed measures for saving energy. With the aid of information films and brochures it showed with examples how energy can be saved in the home and at the workplace.

Hamburg

The Free Hanseatic City of Hamburg was the "2011 Environment Capital of Europe." The EU Commission gave it this title for its services to environmental protection. To encourage Hamburg companies to make a special commitment to environmental protection, the city set up the "Environmental Partnership: Project 2011" initiative. Hamburg companies that have implemented at least two recognised measures for protection of the environment and resources could apply for the coveted "Environmental Partnership Hamburg" seal. This Hanseatic city grants the "Environmental Partnership Hamburg" environmental certificate to companies that can demonstrate that they are contributing towards safeguarding natural resources in the Hamburg area. In January 2011 Postbank was successful with its application for the Hamburg site at Überseering 26.

Besides the environmental partnership with the city of Hamburg, we also managed to significantly reduce energy consumption in 2011. The level of consumption of electricity, heating and water was reduced by a two-figure percentage. These savings were achieved by various capital investments e. g.

- **Replacement of the Technical Services hardware and software**
  The old analogue system was digitised. Noticeable improvements were achieved by the targeted management of volumes and times alone.

- **Change in the lighting concept**
  In the context of the new lighting concept, all the bulbs and light sources were studied and most of them were replaced. In corridors, ancillary rooms, sanitary facilities and in the external facilities, light bulbs and lights were replaced by diode technology. This technology was also intended to be used in the office areas but the light intensity was insufficient to meet the provisions of employment law regarding computer screen workstations. So these lights were made more efficient with modern control devices and energy-saving bulbs.

- **Improvement of the air conditioning units**
  In addition to the improved control of the air conditioning units in terms of time criteria, the volumes of air intake and extraction were adjusted to actual requirements. Cold water treatment could by and large be dispensed with. Various ventilation circuits were also rearranged and improved.

- **Inspections of the water pipes**
  An inspection of the water pipe system revealed a few small leaks. These were fixed and digital water meters were also installed so as to permit more rapid reporting of unplanned water consumption.

- **Purchase of a big new kitchen dishwasher**
  One small but highly noticeable measure was the purchase of a big new kitchen dishwasher. This provided potential savings in three areas at once. Consumption of water, electricity and cleaning agents was reduced by up to 40 %.

Postbank Hamburg also organised one external Information Day and two internal ones:

- **Health Day**
  In collaboration between Postbank and Deutsche BKK, Health Days were formulated centrally and then tailored locally and enriched with regional features to suit the local situation. The Postbank Hamburg Health Day was held on 22 June 2011 with the slogan "Body and Spirit in Harmony." In addition to the two projects, "Fit in 15 minutes" with employees joining in in movement and relaxation exercises and "Fit through Food" giving advice on nutrition, the regional contacts played an major part. Both Die Arche Hamburg and the children's daycare centre of the Pestalozzi Foundation introduced themselves and showed the successes of Postbank's social commitment.

- **Open Day**
  The City Nord landlord's association participated in the "Hamburg – 2011 Environmental Capital" campaign with an open day. All the City Nord businesses opened their doors to interested visitors on 30 October 2011. At Postbank Hamburg we welcomed about 250 guests who asked questions about the energy-saving measures and took part in a guided tour around the company with an expert.

- **Environment Day**
  The Environment held Day on 4 November 2011 was to provide information to the company's employees. Big posters in the entrance foyer gave information about the various measures from Postbank's waste disposal to its certification. This poster campaign was accompanied by a stand run by internal management, to whom questions were addressed, which they were happy to answer.

  To raise the level of attention, internal management had prepared a little quiz in which questions were asked about various facts about the posters and the company's processes. Many employees were generous with their time on this topic, so at the end of the day there were almost 400 completed quiz sheets. Every entrant who filed his or her questionnaire out correctly was given a small prize.

  In addition to the ecological aspects, Postbank Hamburg has for many years been involved in social sustainability measures. In collaboration with the German Red Cross, Postbank offers an opportunity, for instance, to give blood on its premises. In 2011, 110 colleagues used this opportunity to secure the blood supply.

  Around the stairwells on the first floor there is a gallery that is used for art exhibitions. First of all, talented employees displayed photos and pictures. But now there are several artists in the region and at the Art Academy who are happy to use the opportunity for an exhibition. 4 exhibitions were held during the reporting period.

In addition to the support for Die Arche by the Christmas Tree Wishlist campaign, there was also a company collection on behalf of Welthungerhilfe. And there is always a collection box for the Post and Telekom welfare service on our canteen counter into which spare change is often thrown. In this way, this non-profit-making organisation was also supported with a few EUR. In December, the annual winter bazaar is always a little highlight of the Christmas season. Many colleagues offer interesting items under the Christmas tree in the entrance foyer. On the colourfully designed stands there is everything from home-made Christmas decorations and figures, home-grown fruit and home-made jams and marmalades to such exotic items as edible insects. So you can buy another little Christmas gift and in any event have a little snack with your colleagues.

Report from the Hamburg site on the Christmas Tree Wishlist campaign

Report from the Hamburg site on the Christmas Tree Wishlist campaign
Postbank employees in Hamburg support Die Arche Hamburg Jenfeld with great enthusiasm. One employee has written up her memories of the campaign.

When the campaign was brought from Bonn to the sites for the first time in 2010, everyone involved was of the same opinion: "That's a great idea!" And in 2011, by the summer the question was: "Are we doing it again?"

Before the first Sunday of Advent, Christmas trees were put up at the main entrance and in the canteen and decorated by the trainees with home-made wishlists. The first wishlists didn't make it as far as the trees in either year since they were practically torn out of the hands of our astonished trainees. There was then pressure on production to make sure that there were some wishlists on the trees. On the next day the big question was: "What happened? Were the Christmas elves on the job? All the wishlists had gone again!"

The trainees waited excitedly for the first presents on the first handover day. Employees beaming with joy came to the present table with their lovingly packed presents. Again and again one heard things like:

- "I can give something and I know it will arrive!"
- "This is much more personal than when I see a deduction from my account and I don't know how much really gets to the intended people or whether it even gets to them at all"
- "This helps children in our city."
- "These kids aren't asking for much. I can help with that."

As a result, in 2010 and 2011 there were an incredible number of about 380 presents collected each time! They were then taken to the Die Arche location in Hamburg Jenfeld. The Die Arche staff beamed and were delighted since they hadn't counted on this volume of presents.

This campaign was great fun for all those involved and gave them all wonderful moments.

Employees at the giving out of the presents

Our trainees with the presents donated

Ecological products and services | *Postbank's particular concern is not only to meet its customers' requirements for ecologically-based alternatives but to actively give a positive environmental sign by the design of its range of sustainable products and services.*

Our wide range of products offers our customers an option of ecologically suitable products. These include loans for solar panels and the arrangement of KfW loans. «

Alexandre Pedersen, Environment Officer, Sales department

Real property business

- **Building loans**
  At the end of 2011, the total volume of outstanding building loans was 70.3 billion EUR. This makes Postbank one of the biggest real property financiers in Germany.

  The proportion of funding for ecologically positive purposes to total volume has constantly grown in recent years and has now reached a substantial level. In the reporting year alone, 1,887 contracts involving energy-efficient KfW schemes and with a volume of about 81 million EUR were concluded via BHW Bausparkasse.

- **Property modernisation**
  In connection with all aspects of construction and accommodation, the view often circulates that the Federal Republic of Germany is "already built". Regardless of the extent to which this statement might now be true, as a result of the decades of intense building activity since the end of the war, there is now just as intense and widespread an urge to modernise, which is growing year by year. Both for conversions to suit one's age and for energy-related renovations, Postbank offers not only the funding but also the relevant information. Thus for instance on the BHW Bausparkasse website you will find comprehensive detailed explanations of all aspects of energy saving.

  One is led from device and consumption analysis (heating, pumps, thermostats, electrical devices, electricity) to "Adviser programmes" that calculate potential savings based on customers' statements and also propose possible subsidy schemes specific to the location even at this stage. Cross-references to external sources e. g. rate calculators for eco-electricity, BAFA (Federal Office of Economics and Export Control) and energy consultants supplement the range.

  For modernisation projects that require a maximum of EUR 30,000 third party capital, BHW grants "express loans" within 24 hours from receipt of the application and without securitisation against the land register.

The Postbank finance centre team at Brühl 8 in Leipzig

- **Loans for solar panels**
  Just as in the previous year, BHW Bausparkasse is funding the purchase of solar panels via a special loan scheme and is thereby continuing to make a contribution to environmentally-friendly electricity generation and solar energy.

  With the drafting of the contracts, in each individual case attention is given to whether such investments by and large initially pay for themselves with the refunds for electricity supplied to the grid and whether they will earn income if possible towards the end of their useful lives.

- **KfW loans**
  In 2011 BHW Bausparkasse once more arranged low-interest loans from the KfW, in particular under the following schemes:

  - **Home ownership scheme (KfW scheme 124)**
    Scheme 124 subsidises the purchase and/or construction of a house or an owner-occupied dwelling with a long-term loan at a favourable interest rate. Up to 100 % of the total costs are funded by this up to a maximum of EUR 50,000.

  - **Modernising accommodation (KfW scheme 141)**
    Scheme 141 is intended for the modernisation of property used for residential purposes. Measures to reduce energy consumption in particular are subsidised. 732 BHW customers took up this option and received funds of 24.6 million EUR.

  - **Energy-efficient renovation (KfW schemes 151 and 152)**
    These schemes are used for the renovation and initial purchase of a renovated building or an owner-occupied dwelling. Here contracts were concluded with 685 customers and a volume of about 31.5 million EUR.

  - **Energy-efficient construction (KfW scheme 153)**
    Funds under this scheme are used for the purchase of energy-saving houses. 24.4 million EUR was arranged for 470 BHW customers.

BHW
Der Baufinanzierer der Postbank

- Conversions to suit one's age (KfW scheme 155)
  Under scheme 155, KfW funds with low-interest loans all measures that allow people to enjoy independent lives regardless of their age or any restrictions. 104 customers took up this offer and utilised a volume of 2.6 million EUR.

More information here!

or on www.postbank.de

Funds business

- **Postbank Dynamik Klima Garant**
  The "Postbank Dynamik Garant" guarantee fund, which is now closed was offered for subscription in summer 2008. At that time, Postbank customers invested 120 million EUR. On 31.12.2011 the volume of the fund was almost 101 million EUR compared with 95 million EUR in the prior year. There is full capital cover till the end of its term on 31.07.2015.

  The fund invests in securities on the Dow Jones EURO STOXX Sustainability Index and the Standard & Poor's Global Clean Energy Index.

  ECOReporter.de recognised the "Dynamik Klima Garant" fund as one of the most successful sustainability equity funds of 2011. Whereas the majority of sustainability funds suffered heavy losses, the Postbank fund managed to increase its value by 7.7 %.

- **Sale of investments**
  In the recommended funds lists for asset consultants, business customer advisers and regional centres of branch sales there is a section with funds that focus their investments on ecology and sustainability. In autumn 2011, for example, there were 8 funds with various ecological themes in the recommendation list.

- **Securities management**
  According to studies by Finanztest magazine (05/2011) which compared the deposit account costs of 37 services offered as model accounts, Postbank is offering its customers the cheapest branch deposit account. At EUR 1,648 p. a. Postbank is a good EUR 900 cheaper than the second-placed institution. About EUR 9,000 separates Postbank from the most expensive provider. The online deposit account, by the way, subject to the same use, is available for only EUR 118 EUR a year.

Postbank Leasing GmbH's solar plan loan

The current version of the "Erneuerbare Energien Gesetz" (Renewable Energy Act) continues to pursue the aim of sustainable development and support for energy supply and energy generation from renewable resources. The present Federal Government has committed itself to renewable energy and the ambitious target of increasing the proportion of electricity from renewable energy to 30 %. However, renewable energy is to be increasingly subjected to free market forces. From the start of 2012 the lower credit for supplying electricity to the grid from future solar panel systems will entail further changes for customers.

Since the Deutsche Postbank Group has also committed itself to effective, sustainable support for long-term environmental policy, in particular in the area of property financing with leasing services orientated towards solutions it has a high-performance range of services for the funding of investment in solar panels. Postbank Leasing GmbH, a wholly-owned subsidiary of Deutsche Postbank AG, is offering its cus-

tomers an investment product specially tailored to solar panel installations that meets the special legal requirements of the subsidy schemes and the individual commercial requirements of its customers. It is only with the balanced consideration of both requirements that the solar panel investment can produce its important ecological effect.

According to studies, medium-sized companies in particular are showing ever-increasing interest in funding. This is precisely where Postbank Leasing GmbH offers great expertise with regard to questions about the work or purchase contract or the financial feasibility calculations including all the technical processing details. So the Deutsche Postbank Group combines responsible conduct for the environment with an innovative form of funding that is in demand in particular among medium-sized companies.

Postal services in the Postbank finance centres

- **Cooperation arrangements with LichtBlick and Osram**
  In the Postbank finance centres we have been arranging electricity contracts for our customers nationwide with our cooperation partner LichtBlick, whose electricity is generated from renewable energy sources, since the start of 2003 – at that time as Post branches. LichtBlicks's electricity purchasing and supply are regularly checked by TÜV. In 2010 about 11,000 eco-electricity contracts were concluded in Postbank and in 2011 about 16,000.

  In addition, since February 2009 the Postbank finance centres have been offering an environmentally-friendly gas product from LichtBlick. In contrast to conventional natural gas, this gas contains a proportion of biogas that is currently on average at least 5 %. LichtBlick is starting with this initially low proportion of the mix since it has only recently become possible to prepare untreated biogas to natural gas quality. LichtBlick's declared aim is, however, to increase the proportion in the mix. Over 5,500 contracts were arranged in 2010 and over 5,800 in 2011.

  Energy-saving light bulbs from our cooperation partner Osram have been sold in Postbank finance centres since 2007. Since the beginning of the cooperation arrangement, we have made an active contribution to climate protection with the sale of over 196,000 energy-saving light bulbs in Postbank finance centres. Since August 2009 we have also offered LED light bulbs for sale to our customers in the larger Postbank finance centres. We managed to sell over 131,000 of these by the end of 2011. We want to further promote this sale. Here we will offer only products that lead to a reduction in electricity consumption.

- **Environmentally-friendly stationery**
  Starting in 2004, when they were still Post branches, the Postbank finance centres have been switching their paper and stationery product range to stationery produced in an environmentally-friendly manner. This range includes environmentally-friendly products such as envelopes, padded bags and copier paper made of recycled paper, paper originating from forestry sustainably managed to the PEFC standard and over 60 items awarded the "Blauer Engel" seal of quality by the Federal Environment Office.

  In 2010 we sold over 1.4 million "Blauer Engel" products and in 2011 about 1.3 million and in both 2010 and 2011 we sold almost 1 million environmentally-friendly items of stationery a year.

With our joint campaign with the "Initiative pro Recyclingpapier" we are informing our customers about the subjects of the "Blauer Engel" and climate protection on envelope and padded bag inserts. Our customers' copying machines in the branches are also "Blauer Engel" certified.

- **Climate-neutral services from DHL and Deutsche Post**
  Under the umbrella of the "GOGREEN" climate protection programme Deutsche Post DHL has also offered CO_2 emission-neutral products since 2006. Here the CO_2 emissions produced by transportation are calculated and compensated for by a combination of in-house initiatives and external projects. Implementation is monitored and certified by an independent certification company on the basis of the ISO 14064 standard.

  In Postbank finance centres we offer our customers opportunities for reducing their CO_2 emissions from dispatch with GOGREEN PLUS PARCELS and GOGREEN PLUS LETTERS. The GOGREEN PARCELS themselves are made of recycled cardboard and the GOGREEN PLUS LETTERS are made of FSC-certified paper.

  In 2010 Postbank sold over 689,000 PLUS LETTERS and in 2011 about 644,000 and in each of these years well over 300,000 PLUS PARCELS.

Green IT and Green Procurement | *The improvement of computer centres and the procurement process has two major positive aspects. Benefits can be generated for both ecological sustainability and commercial sustainability.*

Green IT

In Postbank, Green IT has for a long time been far more than the concern of a few interested in protecting the climate but has been day-to-day practice. In the computer centres, electricity costs are now a critical factor for success. One needs only to look at the constantly rising fuel prices at petrol stations. To support the constant growth of Postbank as the best retail bank in Germany, it runs its innovative banking products on cost-efficient systems in computer centres that are light on resources. This defines the major parameters for Green IT as a commercial necessity – computer centre and systems.

- **Computer centre**
  Thanks to an intelligent redesign, the power input of the air conditioning cooling units in the Bonn computer centre can be significantly reduced. A pioneering project has been launched to achieve this. From 2014 onwards, the power input of the air conditioning cooling units is to be reduced by over 420 MW or about 20 % per annum.

- **Video conference systems**
  Postbank with its offices and its dense network of branches is exceptionally well structured geographically. But here the collaboration of our specialists in supra-regional teams is more important than ever. That also entails disadvantages. Employees travel or fly to meetings with each other, thereby spending unproductive time travelling by car, train or plane – which can only be justified commercially and ecologically to a certain extent.

» For our employees, video conferences are a fun way to act in an environmentally-friendly manner. If we all pull together on this, we can save many tonnes of CO_2 emissions. «

Wolfgang Wycisk, Environment Officer, Postbank Systems AG

In order to reduce its long-term CO_2 footprint, to avoid unproductive travel time and to reduce travel costs, Postbank has installed video conference rooms on its sites. Video conferences make sense in Postbank everywhere where there are regular project meetings, work meetings and presentations. Compared with telephone conferences they have one unbeatable advantage: you see who you're talking to since body language and gesture are crucial to the success or failure of meetings. Instead of travelling to a joint meeting, employees now log on to a virtual conference. One more step towards a "green" future.

Green Procurement

In Procurement the emphasis is on two main requirements which one might at first believe could not be more different: ecology and economics. In Postbank's philosophy, these two values are in wonderful harmony. This can be clearly explained by a few examples.

Before a business relationship even comes into being with a supplier, that supplier must first commit to the Postbank Code of Conduct and complete an environment questionnaire and score a "pass" on it. In the environmental questionnaire, the supplier is asked whether it can provide evidence that it has a certified environmental management system. If this is not the case, by answering further standard questions it must provide information on the areas in which it pursues its environmental goals and what they are. The evaluation is performed on a points system. Suppliers that are not assessed as at least "satisfactory" are as a rule not considered in quotation and/or ordering processes. If the supplier is a monopolist or specialist, the way to proceed will be decided in the individual case in consultation with the specialist department that is awarding the order. A check is conducted, among other things, on the extent to which a substitute supplier may be found because of Postbank's sustainability goals.

The procurement of commercial supplies is also subject to the high standards of sustainability. Before the purchase of IT hardware to equip the workstations, suppliers must complete product-related questionnaires. These are known as "Green IT" performance sheets. Besides technical details, ecological criteria form a large part of this. For example, statements on energy, the environment (including recyclable packaging materials) and certificates relevant to environmental protection are demanded. In commercial terms, the purchase decision is made in favour of the IT product that combines the best sustainability features for the same value for money.

In the Postbank Group, office and business supplies and other consumables are purchased via an ordering system (GeT). However, we still see opportunities for improvement here with regard to the availability of environmentally-friendly "Go-Green" articles. We have also taken on the task of providing a product range in which environmentally-friendly articles are no dearer than conventional products. These and other improvements have been incorporated into our environmental goals for 2012.

Interview with Environment Officers Norbert Hohmann and Wolfgang Wycisk of the IT/Operations department

You are the Environment Officers of the IT/Operations (IO) department. How have you organised yourselves?

Norbert Hohmann: Because of the size and complexity of the IO department, there are two of us. Mr. Wycisk looks after IT, in other words the Postbank Systems, and I support operational entities. Of course, we deputise for each other.

Where does the focus lie for each of you?

Wolfgang Wycisk: For us in IT, energy consumption is a crucial parameter for taking care of our environment. So we in IT always keep an eye on the energy consumption of our systems. In addition, we try to ensure that our computer centres are intelligently designed. According to some studies, about two thirds of the power consumed in IT is not due to the hardware itself but to the data centre, especially the cooling. Computer centre infrastructure must therefore be optimised in relation to energy consumption just as much as the hardware. There's a lot that can be done there.

Norbert Hohmann: On the Operations side, procurement is a very important topic. The number of environmentally-friendly aspects seems to be inexhaustible. And since that is the case, one needs to have a good eye for priorities among the opportunities. But even in precautions for emergencies there are ecological approaches that we follow. One example is the reduction of business travel through an improved volume of testing without the volume of testing losing its meaningfulness.

How does the IO department affect the environmental management system?

Norbert Hohmann: The environmental management system is brought about by the environmental programme. All the Environment Officers of the Postbank group together with the relevant managers determine the environmental goals for a calendar year and submit them to the Postbank Executive Board for approval. And then comes the implementation – sometimes with a large number of individual measures.

Wolfgang Wycisk: Nor should one forget the extensive recording duties that certification of the EMS entail. Because of constantly changing company structures and responsibilities, there's always something to be amended.

Hand on heart, what do you really do for the environment?

Norbert Hohmann: A whole lot! Let me give you just three examples from Procurement.

1. Before the purchase of IT hardware to equip the workstations, suppliers must answer an extensive list of questions of which ecological criteria form a large part. These are set down in the "Green IT" performance sheets.

2. All suppliers with sales to the Postbank Group of over EUR 100,000 per annum must give information about their environmental management in a questionnaire. The evaluation is performed on a points system. Anyone who does not manage a score of at least "3" on this is as a rule out of the running.

3. In our GeT ordering system too we still see major opportunities for improvement regarding the range of environmentally-friendly items. We are talking to Deutsche Post as the owner of the system on this.

Wolfgang Wycisk: As I've already said, for us in IT, the careful use of the resource of electricity in the computer centres is our first priority. We must pay particular attention to this at the Bonn site. We can't consume as much electricity as we like in our computer centre in Bonn. We have structural limits. For this reason we have to manage power with extreme discipline. For this we have established the Electricity Round specially in Bonn. This is a committee that deals with the installation of new hardware and the removal of old hardware to make sure that we don't exceed the critical upper limits. We have also introduced lifecycle management in Postbank Systems. The use of energy-efficient solutions is one of the main criteria in decision-making here.

Green IT – So how "green" is the IT of Postbank Systems?

Wolfgang Wycisk: One thing first. We aren't ecological dreamers. In all our actions we always act in the interests of Postbank and our customers. Here the effort to provide economical solutions informs all our plans. This is enormously important for our competitiveness. So every kilowatt hour of consumption saved represents a credit in the books. We achieve this by taking energy efficiency very seriously. There are plenty of examples of this:

- In the context of a lifecycle measure, we changed and consolidated the tape libraries (i. e. automatic data backup systems). This led to an improvement in energy efficiency of over 85 %.
- With the nationwide switch of telecommunications facilities to callcentres and office telephony, we were able to reduce energy consumption by 28 % compared with the old solution. This measure was also implemented in the context of a lifecycle project.
- There is also a wide range of areas for action in the computer centres. One example: in 2014 we are planning to replace the air circulation cooling units in the Bonn computer centre. In preparation for this we set up the "Cold aisle containment" project. Once this project has been completed we can run the air conditioning of every cell in the computer centre with four instead of the present five air circulation cooling units. This will provide us with the redundancy required to be able to replace one cooling unit after the other during ongoing operations and thereby save 20 % or, to put it another way, over EUR 45,000 per year on energy.

Is that all?

Wolfgang Wycisk: I could continue to list them out as long as you like. Let's just take for instance the projects for network virtualisation in Postbank. This concerned the implementation of a new network based on MPLS technology (i. e. Multi-Protocol Label Switching). This technology has the right characteristics to meet the high standards of Postbank IT and also to significantly improve electricity consumption. Thanks to the use of the new network, we have reduced power consumption in the departments concerned by over EUR 100,000 per annum.

Norbert Hohmann: The key phrase is energy saving. Every business trip that can be avoided helps the environment. That's why we've equipped 17 rooms at the big sites with video conference systems. So we save not only fuel but also travelling time that our colleagues can certainly make sensible use of.

So what comes next in environmental protection?

Wolfgang Wycisk: In IT, in all plans we will pay attention to the use of energy-efficient solutions since every kilowatt hour of electricity that isn't needed is simply good for the environment.

Norbert Hohmann: In Operations our focus is mainly on improving the GeT ordering system. We want to further expand the range of environmentally-friendly products in connection with the goal of not letting these be dearer than the conventional articles.

Fine words. Who actually checks that this is the case?

Norbert Hohmann: Postbank has had its environmental management system certified to DIN ISO 14.001. Our observance of this standard is checked annually by TÜV Rheinland.

Interesting! Where can employees find all this out?

Norbert Hohmann: There are several sources. We should emphasise the publications for our customers that are published on the internet. Here they will find extensive information about what Postbank is doing in the area of sustainability. In addition, Postbank's organisation manual on the intranet contains the main points about our environmental management system.

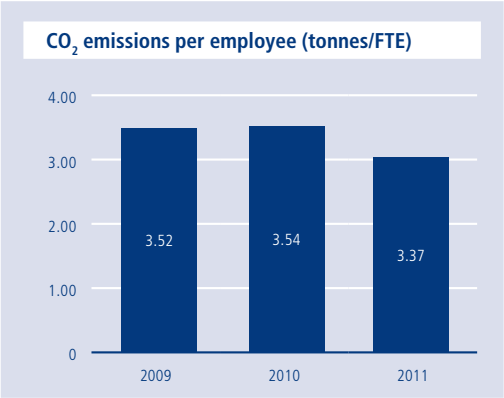
Wolfgang Wycisk: In addition, interesting subjects are published internally in the "IO in Dialogue" newsletter or published in bankpost. And I can simply recommend to every employee working through the " Environmental management" training clip once.

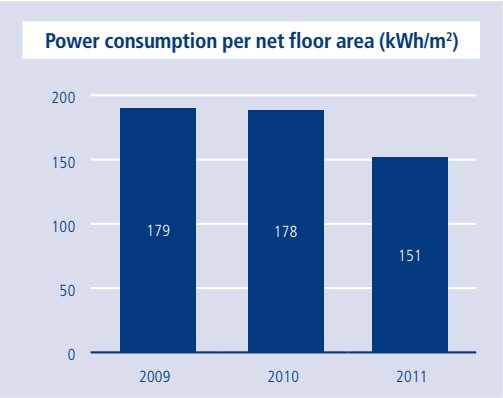
Environmental impact summary | *The disclosure and verifiability of the environmental data are the basis of targeted development.*

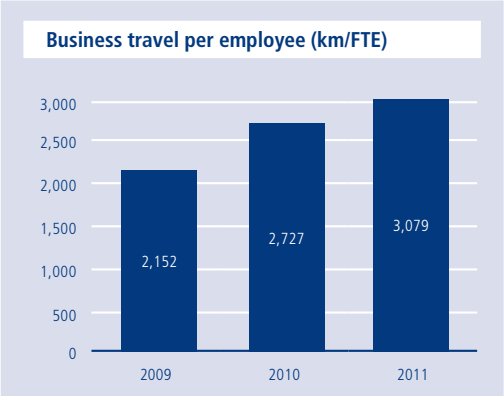
Postbank's environmental impact

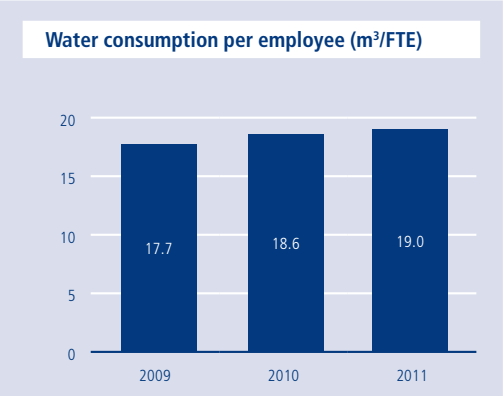
	2009	2010	2011
CO_2 emissions (in tonnes) [1]			
Total	73,503	72,000	64,901
• incl. Scope 1 – Direct GHG emissions [2]	5,186	5,500	3,841
• incl. Scope 2 – Indirect GHG emissions	53,702	53,445	46,799
• incl. Scope 3 – Other indirect GHG emissions [3]	14,615	13,055	14,261
CO_2 emissions per employee (tonnes/FTE)	3.52	3.54	3.37
CO_2 emissions per net floor area (tonnes/m²)	0.05	0.05	0.05
Power consumption of buildings (in MWh)			
Total consumption (electricity, remote heat, gas, heating oil) [1]	250,096	253,317	212,140
• Proportion of electricity [1]	128,067	119,172	109,570
incl. electricity for 21 major sites [4]	69,225	62,662	57,867
incl. from renewable energy (%)	86	86	86
• Proportion of remote heat	96,425	106,986	83,626
incl. remote heating for 17 major sites	52,122	56,254	44,165
• Proportion of fossil fuels in buildings	25,604	27,159	18,944
incl. fossil fuels in buildings for 4 main sites	13,840	14,280	10,005
Power consumption per employee (kWh/FTE)	11,991	12,441	11,031
Power consumption per net floor area (kWh/m²)	179	178	151
Business travel (in 1,000 km)			
Total business travel	44,876	55,516	59,207
• Train travel	Not recorded	13,870	12,923
• By road with company cars [5]	34,796	31,645	36,063
• Short-haul flights [6]	8,740	8,403	8,949
• Long-haul flights [6]	1,340	1,598	1,271
Business travel per employee (km/FTE)	2,152	2,727	3,079
Total fuel consumption (in litres)	2,680,348	2,437,608	2,506,000
• incl. petrol	122,280	0	0
• incl. diesel	2,558,068	2,437,608	2,506,000
Fuel consumption per employee (l/FTE)	129	120	130
Other			
Water (m³) [7]	370,126	378,084	365,658
Water consumption per employee (m³/FTE)	17.7	18.6	19.0
Waste (tonnes) [8]	7,602	5,940	6,592
• incl. recycled (%)	56	64	55
Waste per employee (tonnes/FTE)	0.364	0.292	0.343
Paper consumption (tonnes) [9]	992	845	881
• incl. FSC (%)	98	98	98
• incl. recycled paper (%)	2	2	2
Paper consumption per employee (tonnes/FTE)	0.048	0.042	0.046

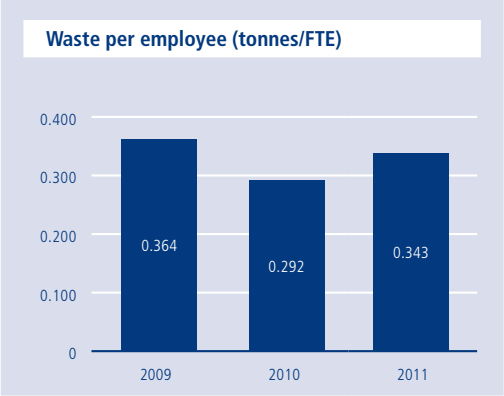
1) Calculation on the basis of the relevant actual figures per VfU. 2) Indirect emissions from fossil fuels and business travel that were previously shown in Scope 1 but are now shown under Scope 3 with retrospective effect. 3) For the first time, Scope 3 is shown as a separate figure, with the proportions for water and paper consumption now taken into account for the first time. 4) Actual figures according to the recording conducted. 5) Until 2010, conversion of litres of consumption into kilometres driven. From 2011 onwards, statement of the actual kilometres driven. 6) For 2009, km's flown are being reported for the first time. 7) The calculation could not be done on the basis of the 21 major sites until 2009. 8) The calculation could not be done on the basis of 21 major sites until 2009. Here the major waste data are used as the basis 9) The figures have been estimated.

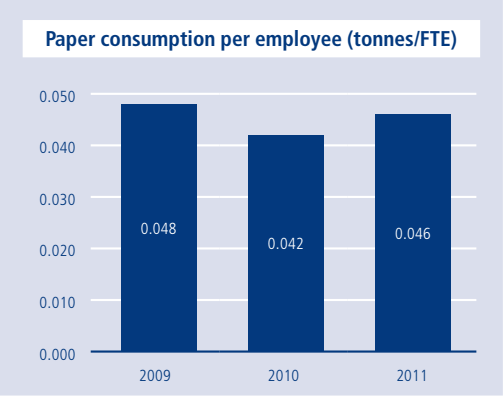

CO_2 emissions per employee (tonnes/FTE)
4.00
3.00
2.00
1.00
0
3.52
3.54
3.37
2009
2010
2011


Power consumption per net floor area (kWh/m²)
200
150
100
50
0
179
178
151
2009
2010
2011


Business travel per employee (km/FTE)
3,000
2,500
2,000
1,500
1,000
500
0
2,152
2,727
3,079
2009
2010
2011


Water consumption per employee (m³/FTE)
20
15
10
5
0
17.7
18.6
19.0
2009
2010
2011


Waste per employee (tonnes/FTE)
0.400
0.300
0.200
0.100
0
0.364
0.292
0.343
2009
2010
2011


Paper consumption per employee (tonnes/FTE)
0.050
0.040
0.030
0.020
0.010
0.000
0.048
0.042
0.046
2009
2010
2011

Economic sustainability

Quality management | *The basis for a long-term customer relationship is the quality of the products and services.*

Customer management

About 14 million customers put their trust in Postbank but in return they expect high-quality products and services and expert advice. In its efforts to always meet these requirements, Postbank has implemented comprehensive quality management. In the area of interaction between the bank's internal perspective and external customer perception, market research in the form of customer, competition and third party surveys on prices, sales channels and products is constantly being conducted. Test purchases and consultancy tests as well as analyses of processes with direct effects on customers and bank – customer communication such as standard terms and conditions, standard letters, online information texts, callcentres etc. supplement the toolkit employed for this purpose. In detail, the following studies were carried out in 2011:

- Products and prices
  - Product tests
  - Concept tests
  - Conjoints
- Processes
  - New customer surveys
  - Surveys of those terminating
  - Complainant surveys
  - Core customer surveys
- Sales channels
  - Visitor surveys
  - Telephone survey (callcentres)
  - User survey (online banking)
- Communication
  - Advertising pre-tests
  - Advertising post-tests
  - Positioning studies

The results and findings of "Customer loyalty tracking", "Financial market service", "Customer monitor", "Branch barometer," "Mystery research" and other tests receive the attention of Postbank's management and are an opportunity to rectify any issues of conduct without delay.

Operations

We increase customer and client satisfaction by constant improvement of complaint management and logical expansion of the quality management systems both in the operational entities and in IT.

» With our readers' advisory committee we intend to involve our employees even more closely in communication. I am looking forward to even greater comprehensibility of the content from this form of dialogue. «

Robert Schmiegelt, Environment Officer, Group Management department

The centralised recording of private customers' complaints now covers all input channels from complaints at the counter to the written expression of displeasure. In particular, the electronic complaint file introduced in January 2011 and stored centrally by the Customer Service Centre (CSC) in Dortmund has proved its worth. Moreover, all complaints have been categorised since July 2011. So the most important data for improvement measures are being recorded and reported according to a fixed scheme.

In the IT/Operations department, quality management is an integral part of the processing of the client's business. Since 2010, in the IO department, in addition to the existing certified QM system there has been an in-house-developed quality management model, the Pre-Cert Level. This is a three-stage model that serves as an introductory guide and as guidelines for our conduct in the implementation of the idea of quality. The extent of orientation towards DIN EN ISO 9001 and its impact are steadily growing in this area.

Thus for instance, in the first two stages of this model, Pre-Cert Level 1 and Pre-Cert Level 2, which are based on the fundamental requirements of this standard, are introduced. The completion of each of the two Pre-Cert Levels is signalled by internal assessment incl. the granting of a certificate. The third stage of the QM system leads to the introduction of an externally certified QM system and the full implementation of the standard.

The introduction of the two stages of the Pre-Cert Level in the IO department has taken place since 2010 in BHW, in Accounts, in Operations Financial Markets, in the Building Saving and Building Loan Service and in BCB AG for the services of the client Deutsche Postbank AG.

BCB AG's services in European and international financial transactions and services for the clients Deutsche Bank AG and UniCredit Bank AG have been certified to DIN EN ISO 9001 for many years. In 2011, the client HSH Nordbank AG and risk management including the associated internal control system for the three clients were also included within the area of application of the external certificate. As an example of all the valid certifications, we show the certificate recently obtained in 2011.

The BHW Team which was the first to pass Pre-Cert-Level 1.

The certificates from DQS GmbH are proof that the standard-compliant QM system has not only been introduced but also actively put into practice.

To permit our 5,000 or so employees to find out about the developments in quality management, the IO department set up its own intranet presence. Current topics, reports and information can be accessed at any time.

IT

By contrast, the quality management of Postbank's systems has taken its own path. The QM in IT is based on the following principle: Quality is the result of the interaction of processes, organisation, goals, measurement and controls as well as appropriate response measures.

Defined company-wide quality goals form the basis of this. Results and responsibilities are defined and the collaboration of those involved in QM is set down in a quality policy. Responsibility for the implementation of the quality goals lies with the process owners. They are supported in this by the Quality Champion of the Postbank systems, the entities involved in processes, quality and standards and the operational quality management entity.

Special quality goals for the Application Development and Operations departments for each year are specified in quality roadmaps. These quality goals are described in detail with benefit, requester and measurability.

All questions on the subject of quality are dealt with and decided upon in a Quality Management Circle (QMC). Members of the Executive Board and the process owners with chief responsibility sit on this committee. The QMC meets every two months and is chaired by the Quality Champion.

The management and staff are informed monthly by comprehensive dashboards about current company quality. Among other things, movements compared with the previous month relating to the subject areas of finance, customers, processes and employees are presented in graphical form and commented on. A weekly quality dashboard of IT operations and a monthly quality status report on the projects (with an early warning system) supplement the reporting.

ZERTIFIKAT

BCB

Zertifikat

ISO/IEC 27001:2005

TÜVRheinland

The Leipzig QM team

Principles of quality management

ISO 9001 defines the requirements of a quality management system in case an organisation has to demonstrate its ability to provide products that meet the requirements of its customers and of any public authorities and is striving to increase customer satisfaction. This standard describes a complete model quality management system and is the basis for a comprehensive quality management system.

The eight principles of quality management are:

1. Customer orientation
2. Management responsibility
3. Involvement of the people concerned
4. Process-orientated approach
5. Systems-orientated management approach
6. Continuous improvement
7. Approach to decision-making based on the facts
8. Relationships of mutual benefit with suppliers

- **Certification of DSL Bank**
  At DSL Bank, a division of Deutsche Postbank, there were originally two different quality management systems. The external sites and management were subject to certification to ISO 9001 whereas for the agents, the "TÜV-inspected Property Funding," which was only modelled on ISO 9001, applied. In the course of simplification and standardisation of systems and processes, a common standard was agreed with the introduction of ISO 9001 for the entire division. On 18.04.2011 certification to ISO 9001 was granted to the entire DSL organisation by Deutsche Gesellschaft zur Zertifizierung von Managementsystemen (DQS GmbH).

- **Certification of Postbank Direkt GmbH**
  In the course of the improvement of Postbank Direkt GmbH's quality management, some of the callcentres were certified to ISO 9001 as early as 2009 and they were all certified in Dortmund, Hamelin, Hanover, Leipzig and Stuttgart from 2010 onwards.

Since then, all site processes and activities relevant to quality have been regularly, that is at least once a year, subjected to inspection with the aim of not only maintaining employee and customer satisfaction but also as far as possible increasing it.

This results in ongoing improvement of processes, training content, staff development measures, resource planning, staff deployment etc.

Postbank Direkt GmbH's efforts were once more recognised by TÜV Rheinland in the reporting year with the award of the seal of approval and hence retention of certification.

- **Certification of BOXL building loan software**
  BHW's Baufi-Online XL building loan software or BOXL for short was certified by the TÜV in 2011 and awarded the seal of approval.

  BOXL, a system for the automation of loan processing, ensures seamless processing including the automatic production of documents. TÜV Süd praised BOXL in the functional categories of ergonomics, functionality and data security in particular.

bankpost readers' advisory committee

For Postbank, communication with staff is of great value. This effectively supports the continuous process of development. Because it is only when staff are kept up to date and informed comprehensively and in a targeted manner that they can act with commitment and motivation so as to contribute to the company's success. Various communication tools do the job of keeping employees informed in a regular and logical manner with high quality, expert content and credibility addressed to the target group.

"bankpost" is traditionally Postbank's central employee medium. It first appeared in 1999 as a newspaper. Today, as a modern magazine it covers strategic topics and background on Postbank's business and also articles on interesting departments, sales issues, services, personal details and personal articles about employees. With its clear and entertaining content bankpost reaches all employees with 11 issues a year and a circulation of about 26,000 copies.

To further expand readers' interest in this publication, at the end of 2011 bankpost set up a readers' advisory committee. This eight-strong advisory committee incorporates the interests and responses of readers into the editing process. On the aspects of selection of topics and comprehensibility in particular, this active dialogue brings employees' opinions into focus.

ZERTIFIKAT

Die Zertifizierungsstelle
der TÜV SÜD Management Service GmbH
bescheinigt, dass das Unternehmen

Postbank

Postbank Direkt GmbH
Kennedyallee 82 - 76 - D-53175 Bonn

Kundenberatungscenter
Kesselstraße 19 - 21 - D-70327 Stuttgart
Goseriede 10 - 12 - D-30159 Hannover
Hohe Wand 1 - 3 - D-44137 Dortmund
Rotkreuzstraße 10 - D-04347 Leipzig
Lübshorststraße 2 - 4 - D-21199 Hamburg

für den Geltungsbereich

Service-, Beratungs- und Verkaufsgespräche
für Finanzdienstleistungen

ein Qualitätsmanagementsystem
eingeführt hat und anwendet.
Durch ein Audit, Bericht-Nr. 70742698
wurde der Nachweis erbracht, dass die Forderungen der

ISO 9001:2008

erfüllt sind. Dieses Zertifikat ist gültig bis 2012-06-25
Zertifikat-Registrier-Nr. 12 100 30055 TMG

München, 2010-07-06

Corporate governance | *Company management with awareness of one's responsibilities and orientated towards values – that is our understanding of good corporate governance.*

For me as an employee of the Finance department it is especially pleasing to note that sustainability measures can also contribute to the company's financial success. «

Aiga von Kesselstatt, Deputy Environment Officer, Finance department

Postbank is managed by its Executive Board and Supervisory Board. The Executive Board and Supervisory Board work closely together for the good of the company. The Executive Board performs its management duties entirely in the spirit of its purpose defined by German company law. The Supervisory Board fulfils its monitoring and advisory duties. The shareholders and hence the owners of Deutsche Postbank AG exercise their rights before or during General Meetings.

In Postbank, good corporate governance is seen as a precondition for company management with awareness of one's responsibilities and orientated towards values. So corporate governance is reviewed by the Executive Board and Supervisory Board at least once a year. The staffing and remuneration of the Executive Board and Supervisory Board are published in detail. Remuneration consists of a component independent of profit and one dependent on profit. In addition, all monetary remuneration of Executive Board members for other activities is disclosed (pension commitments, statements on loans provided and shareholdings, on D&O insurance and on the duty of disclosure under WpHG (Securities Trading Act). Postbank has no share option scheme.

The staffing and duties of the Supervisory Board's committees are also reported on.

The Executive Board and Supervisory Board decided as early as 2003 to observe all the recommendations of the German Corporate Governance Code.

On 29 November 2011 the Executive Board and Supervisory Board of Deutsche Postbank AG declared that, since the last declaration of conformity dated 18 March 2011, all the recommendations of the Government Commission on the German Corporate Governance Code in its version dated 26 May 2010 had been complied with, with the exception of a few restrictions and there was an intention to conform with the recommendations of the German Corporate Governance Code in its applicable version dated 26 May 2010. Details may be accessed via the following link.

More information here! !

or on www.postbank.de

The Executive Board of Deutsche Postbank AG

Frank Strauß,
Chairman of the Board of Management,
Group Management/Sales

Dr. Mario Daberkow,
IT/Operations

Marc Heß,
Finance/CFO

Horst Küpker,
Financial Markets

Dr. Michael Meyer,
Retail

Hans-Peter Schmid,
Retail Outlets

Ralf Stemmer,
Resources

Hanns-Peter Storr,
Chief Risk Officer

Guidelines | *We have firmly anchored fixed Group values as the foundation stones of our company culture which apply to all employees and reflect the Group's values. Moreover the Postbank Code of Conduct, a comprehensive written description of our Group values, applies to all top managers.*

Group values

In order to live up to our responsibilities as a group to our customers, shareholders, employees and contractual partners in a way that shows that we value them and to observe our responsibilities to society, we undertake to act at all times in a perfectly ethical manner in accordance with our 7 Group values. In line with these values, social, ecological and commercial aspects are actively incorporated and deliberately taken into account in every company decision.

The Group value are put into practice in daily collaboration to ensure the basis of our fair, open, sustainable and performance-orientated company culture:

- Deliver excellent quality
- Create long-term added value for our customers
- Maintain an open approach
- Act according to clear priorities
- Act in an entrepreneurial manner
- Act with integrity internally and externally
- Accept social responsibility

More information here! !

or on www.postbank.de

Code of Conduct

Guidelines and instructions that govern our day-to-day business lives are anchored in a binding manner in the Code of Conduct, which is a binding formulation of the Group values for all top managers of all the companies and company departments in the Postbank Group.

The letter and spirit of this code provide guidelines and orientation and support quality and ethical conduct in our day-to-day business lives. In addition, goals and rules that reflect our obligation to act with awareness of our responsibilities and in a perfectly ethical and lawful manner are codified.

The Code of Conduct deals with the subjects listed below:

- **What is correct conduct?**

- **Our ethical obligations**
  - Focus on quality
  - Customer satisfaction
  - Legislation and ethical principles
  - Transparency
  - Standards for accounting and reporting
  - Money laundering

Long-term success needs a solid foundation. Within this I count our guidelines, which mark the boundaries. This applies for example to the Group values and also to the Supplier Code of Conduct. «

Reinhard Lenz, Central Property Management Coordinator

- **Our standards for collaboration**
  - Individual responsibility and loyalty
  - Mutual respect and frankness
  - Equality of opportunity/diversity
  - Health management
  - Company property
  - Legal proceedings
  - Insider information

- **Integrity in our business practice**
  - The trust of the shareholders
  - Dialogue with business partners
  - Conflicts of interest
  - Fair competition
  - Bribery and corruption
  - Gifts and financial and non-financial benefits
  - Data protection

- **Our responsibility to society and the environment**
  - Society
  - Environment

- **Conformity with, rules on exceptions to and amendments to the Code of Conduct**
  - The processes of informing and reporting
  - Measures, rules on exceptions and amendments

- **Associated directives and regulations, locally applicable codes.**

Supplier Code of Conduct

As one of the biggest private customer banks in Germany, Postbank is aware of its responsibilities to customers, shareholders, employees and the public. It has therefore established ethical rules for itself that guide it in its dealings. It expects from the suppliers, service providers and contractors that are in a business relationship with a company in the Postbank Group that their conduct is based on the same ethical principles. For this reason, at the end of 2010 Postbank formulated its own Supplier Code of Conduct that sets standards for business relationships with a company of the Postbank Group.

The following subjects form the content of the Supplier Code of Conduct:

- Renunciation of child labour
- Exclusion of forced labour
- Remuneration and working hours in line with national regulations
- Ban on discrimination
- Safety at work
- Plan of business continuity
- Observance of anti-corruption standards
- Taking into account environmental protection

Postbank asks its business partners to confirm conformity with these guidelines. As an alternative, the supplier's code of conduct may, for example, be accepted in the form of a reciprocal agreement.

Paper policy

The paper policy applies to the purchase of paper products and is based on the Postbank environmental policy that was approved in April 2008. It is an expression of our commitment to environmental and climate protection and to securing sustainable development.

For Postbank, paper is of great importance with regard to internal and external communication in day-to-day business. Postbank is aware of its responsibility that arises from the use of paper (products). It therefore commits to a responsible, environmentally-friendly and socially responsible use of the resource of wood.

These guidelines apply to all of Postbank's suppliers. With regard to their products they must prove that no raw materials from tropical rainforests, virgin forests or ancient woodlands deserving protection are used or have been obtained by illegal logging.

Compliance and combating money laundering |

Compliance and combating money laundering are elementary components of a bank's activities. Postbank deals with these aspects by its conduct.

Compliance

For financial markets, the trust of market players is of enormous importance. Transactions and services connected with the provision of securities services must therefore be characterised by fairness to other market players and in particular to our customers. Our business success depends not least on a solid, trusting relationship between our customers, our institution and our employees. Conduct that harms customers, influences the capital market in an unfair manner or damages the reputation of our bank must be avoided. To ensure this, our company has developed a compliance concept.

"Compliance" means in short "acting in conformity with applicable legislation, regulations and internal rules." Within Deutsche Postbank AG this is deemed to include interaction between customers, bank and employees characterised by fairness, integrity and trust that is based on the applicable legislation and other rules for the protection of investors and to prevent conflicts of interest.

Thanks to the advice and support of the divisions and to other measures, in particular control and monitoring duties to be performed regularly, the compliance function contributes to a company organisation that avoids incorrect conduct and hence to the observance of statutory and other legal duties that are to be complied with in or with the provision of securities services. This also reduces compliance risks, that is risks of statutory or regulatory penalties, financial losses or loss of reputation that may arise if the bank does not act in accordance with applicable law, regulations, codes of conduct or recognised standards.

Within Postbank, the compliance function is deemed to be of great importance. This important function is emphasised by the fact that the Compliance department reports directly to the Executive Board.

» We were heavily involved in the setup of the new video conference rooms. It's great to see that these are being used more and more in Bonn. There is clear demand, especially from the departments that are based on several sites. «

Heinrich Kranz, Environment Officer, Bonn site

The compliance function is audited by an auditor in the course of the annual audit in accordance with § 36 WpHG (Securities Trading Act).

Anti-money laundering

The risk that Postbank and our products and services might be misused for money laundering and to fund terrorism are seen by us as a money laundering risk. These risks are managed with an anti-money laundering scheme.

With its anti-money laundering scheme Postbank emphatically supports international efforts in the fight against money laundering, the funding of terrorism and other criminal activities. So Postbank has implemented an anti-money laundering scheme that reflects all statutory and regulatory requirements.

The Group Money Laundering Officer is a point of contact for the subsidiaries, the specialist departments of Deutsche Postbank and the head office within the meaning of § 25 c KWG (German Banking Act).

Each year, Internal Audit and certified external auditors monitor observance of internal rules and processes. To ensure that all employees who work in departments with a risk of money laundering are trained in dealing with all the dangers and risks of money laundering, they are regularly provided with information about legislative changes, procedures for customer identification, the recognition of suspicious transactions/suspicious behaviour and the methods and techniques of money laundering with the aid of training sessions.

In order to be best placed to combat money laundering, Postbank has set up comprehensive risk analysis within the anti-money laundering control loop.

The procedure for measuring and evaluating this risk is standardised throughout the Group and it is orientated towards, among other things, the following quality standards and/or fundamental requirements:

- It must be possible to record the data for the measurement and evaluation in a valid manner.
- Derivation of the risks from specific risk-influencing factors in a uniform way throughout the Group (risk classes).
- Quantitative evaluation of the risks recorded.
- Total risk is the result of the combination of individual risks.
- Uniform evaluation of risks throughout the Group. Comparable risks must lead to comparable risk values.
- The risks determined must without exception be passed on to money laundering research.

In order to be able to monitor any unusual transactions among electronic payment transactions, Postbank performs account screenings. There is a regular check on accounts with the aid of a computer-aided research system that detects unusual patterns of behaviour in the transaction activities of individual customers. The basis of the underlying parameters are the risks established by the risk analysis.

Duties based on legislation on supervision and other matters must be observed not only by Postbank itself but also by domestic and foreign branches and dependent foreign companies in so far as they are associated with Postbank under one management structure. A concept was developed in-house for these companies.

Communication with the subsidiaries is maintained by regular information and advisory meetings and annual conferences and they are incorporated into the risk analysis produced for the Group. In addition, our anti-money laundering strategies are regularly reviewed.

Risk management, granting of loans, financial investments | *For Postbank as a credit institution, risk management, credit transactions and financial investment are part of its core business. With these we secure our long-term profitability and manage the indirect effects of our business activities on society and the environment.*

Risk management

In order to meet the challenge of the increasing demands of risk management, in March 2011 Postbank merged the risk entities into the new "Chief Risk Office" management department. In this way Postbank has organised risk management under unified control so as to be able to recognise the risks arising from its business activities in good time and to analyse, monitor and manage them.

Risk management is constantly being reviewed in the light of current developments in the risk profile and the regulatory environment and where necessary revised. Under business risks, for instance, consideration is given to operational risks and by implication risks to reputation from which the bank might suffer a loss of confidence by its business partners or customers as a result of the incorrect conduct of individuals or groups.

Postbank has recognised that the identification and analysis of environmental risks must form a part of the normal risk assessment and risk management procedure.

Granting of loans

Postbank aims for sustainability and strives to take into account environmental issues (e. g. in its credit policy). Aspects relevant to the environment and sustainability are subsumed in the rating via "qualitative factors".

» As the Environment Officer of the Chief Risk Office department I strive to continue to establish and expand the Postbank environmental management system and the idea of sustainability within the department following the reorganisation. In 2012, for example, the opportunities for the expanded use of video conferences so as to reduce business travel are being looked into. «

Juliane Stocksmeier, Environment Officer, Chief Risk Office department

Since the start of 2010, in the context of the environmental management system in accordance with ISO 14001, once a year the Environmental Management Officer screens company customers in loan processing relating to the major loan commitments of the bank, corporates and CRE portfolios regarding the observance of sustainability aspects. Here the focus is in particular on commitments with companies in "sensitive countries" and "sensitive sectors." By "sensitive countries" is meant countries with an unstable political situation or corruption. "Sensitive sectors" have ecologically or ethically exposed trading activity.

In both cases, commitment may represent a potential risk to Postbank's reputation. On the basis of the screening and as the need arises, discussions are held between the Environmental Management Officer and the specialist officers of the Credit department responsible and any need to act is determined.

On the basis of soundly-based internal studies, the Environmental Management Officer of the Postbank Group provides a list of countries that are especially exposed with regard to damage to the climate (risk of default). This list may be used by the relevant specialist departments when assessing a loan commitment.

» Thinking and acting sustainably goes without saying in the FM department. This means not just that every single employee pays attention to details such as power consumption at the workstation. In addition, during the conversion of the trading room in 2011, the subject of the environment played a major part and was given due consideration in the plans. «

Katrin Schulze, Environment Officer, Financial Markets department

Financial investment

Thanks to the observance of the principle of diversification based on an appropriate "risks to opportunities ratio" the losses resulting from the financial crisis were once again limited in 2011. On the Postbank financial investment side, the focus continues to be on a conservative investment policy. This means that Postbank does not target short-term profit goals. Every capital market-related decision is checked against the availability of the existing volume of risk cover. Comprehensive supervisory legislation and other legal restrictions (e. g. KWG (Banking Act), InvG (Investment Act) and the minimum requirements of risk management (MaRisk)) are strictly observed here.

A comprehensive system for the measurement and monitoring of risk positions and for the analysis of associated potential gains or losses guarantees that Postbank is well armed against risks and ensures a long-term increase in the company's value. Postbank does not run its own investment banking.

With regard to the environment and society, a major bank has an influence over the possible effects through its financial investment in the capital market. With financial investment, for instance, companies with an exemplary record on ecological and ethical matters are deliberately selected. With financial investment, the company endeavours to ensure as far as possible that the bank's assets are invested on ecological and ethical principles.

Since the start of 2010, in the context of the introduction in Postbank of an environmental management system in accordance with ISO 14001, at the end of every year the ongoing major financial and capital market commitments and the contracting parties are checked from ecological and ethical perspectives by the Environmental Management Officer.

Meetings on this basis are held regularly between the Environmental Management Officer and the specialist officers of the Financial Markets department and any necessary action is determined.

Annex

Scope of the report | *The 2011 Sustainability Report is based on the major parameters set out below.*

Period covered by the report

The present report covers the period from September 2010 to December 2011 and therefore follows on seamlessly from the 2010 Sustainability Report that was published in November 2010.

The statements relate in general to the Deutsche Postbank AG Group. If data or statements relate to only a part of the company, this is noted at the relevant point.

This annual Sustainability Report will in future reflect the period from January to December and include Postbank's annual progress report on the implementation of the principles of the UN Global Compact.

You will find an overall summary of Postbank's commitment to sustainability on www.postbank.de/nachhaltigkeit or www.postbank.com/sustainability. Postbank's internet presence also offers current information.

More information here!

or on www.postbank.de

Calculation method

The calculation of the consumption of natural resources is based on the following methodology and distinctions:

- **Building**
  Statements on buildings relate to the larger properties owned and leased by the Postbank Group (> 10,000 m2). The Postbank Group's smaller leased properties (incl. Postbank Filialvertrieb AG's leased properties) have been estimated. The areas in each property leased to third parties (and the power consumption attributable to these) have been eliminated from the calculation so as to reflect the power consumption attributable to the Postbank Group. These buildings account for about 58 % of the net floor area and about 53 % of the employees (with part-time staff being converted to full time equivalents).

- **Electricity/heating/cooling**
  Data for the 21 largest Postbank properties in Germany. Figure are recorded on delivery notes and invoices. CO_2 emissions have been estimated from kilowatt hours (kWh) via conversion factors (g/kWh of CO_2). The VfU indices were used for the conversion factors for the conversion.

- **Waste**
  Data for the 21 largest Postbank properties in Germany. Volumes are recorded by weight, with original figures (e. g. units or cubic metres) being converted into tonnes on a standard basis throughout the Group.

- **Water**
  Data for the 21 largest Postbank properties in Germany. Figures are recorded on invoices in cubic metres (m^3).

- **Paper**
  Volumes of photocopying paper purchased by the Postbank Group.

- **Business travel**
  For business travel, Postbank shows the CO_2 emissions generated by the use of company cars. The CO_2 emissions are converted from the litres consumed by the vehicles in the Postbank Group's fleet (based on fuel card statements).

  Since 2009, the CO_2 emissions generated by the use of airplanes as a means of transport have been recorded. Here the data (miles travelled) are provided by the relevant travel agency, converted into km travelled and shown as CO_2 by means of the VfU conversion factors.

  In 2011, the kms travelled by train were shown for the first time. The CO_2 emissions of train travel have not been established since all the Group's tickets are deemed CO_2-free.

With regard to the presentation of CO_2 emissions, in line with the Greenhouse Gas (GHG) Protocol Postbank views:

- Direct CO_2 emissions from fossil energy sources (from company cars/business travel and fossil fuels in buildings) as Scope 1.
- Indirect CO_2 emissions from the consumption of electricity in buildings as Scope 2.
- Other indirect greenhouse gas emissions from fossil energy sources (from company cars/business travel and fossil fuels in buildings) as Scope 3.

Investments

In the area of investments the "Postbank 4Future" strategy programme with the consistent focus of its product range and the move towards leaner processes is also reflected in the current reporting period's Sustainability Report.

Thus for instance the sale of the Indian building society subsidiary Deutsche Postbank Home Finance Ltd. was concluded with an Indian consortium of buyers in March 2011.

Quarter 4 2011 saw the foundation of BHW Kreditservice GmbH, into which the loan processing entities of BHW Bausparkasse are first being consolidated for the further improvement of service quality.

Ratings and rankings | *Postbank has for many years participated in sustainability ratings and rankings and has achieved good results in these.*

In the 2011 oekom Corporate Rating, Postbank succeeded in confirming its "Prime" status from the previous rating in 2009, so oekom once more awarded Postbank its seal of approval for its services in the social and ecological spheres.

In comparison with 2009 (C+), in 2011 Postbank achieved a "C" rating because of modified assessment criteria. We see this as an incentive to give our commitment in a more goal-orientated manner in the future.

Other ratings conducted in recent years (selection):

Initiatives and memberships | *In order to fulfil its social responsibility and to hold an active dialogue in the areas of "social responsibility" and "environmental and climate protection", Postbank is involved in initiatives and organisations.*

UN Global Compact

At the World Economic Forum in Davos in 1999 Kofi Annan, the former UN Secretary General, set up a global alliance between the United Nations and the private sector, the "UN Global Compact." This contains ten principles that are taken from the Declaration on Human Rights, the core labour standards of the International Labour Organisation (ILO), the Rio Declaration and the UN Convention against Corruption. From mid-2006 Postbank was obliged to comply with the UN Global Compact by the former majority shareholder Deutsche Post DHL. In 2010 Postbank undertook of its own accord to comply with the UN Global Compact and since then has also produced a progress report on the implementation of its principles.

For more information see the "Progress report on UN Global Compact compliance" section.

Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e. V.

Since September 2005 Postbank has been a member of the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e. V. (VfU). VfU is the only European association that deals in particular with environmental management issues for financial service providers. The aim is to promote environmental protection and environmental management among credit institutions and insurance companies. To this end, strategies, tools and best practice solutions are being developed, the internal exchange of experience between the member institutions is being promoted and the wider public is being informed. In connection with our commitment to VfU, we are involved in working groups and in round table meetings on sustainability-related topics.

FinanzForum: Klimawandel

The "FinanzForum: Klimawandel" (Climate Change Finance Forum) forms the advisory committee of the "CFI – Climate Change, Financial Markets and Innovation" of the BMBF (Federal Ministry of Education and Research) and consists of representatives from the financial sector. The advisory committee has the goal of developing and coordinating the dialogue on research policy with financial service providers with regard to funding services and public opinion formation on climate change and also of investigating the need for practical research and research prospects. This dialogue is a central contribution to the Federal Government's "high-tech strategy on climate protection". The CFI was founded in 2007 by Federal Minister Dr. Annette Schavan. Postbank has been involved in the FinanzForum Klimawandel since November 2009.

Carbon Disclosure Project

The Carbon Disclosure Project (CDP) set up in London in 2000 is the biggest joint project by institutional investors in connection with the economic effects of climate change. In this initiative, 475 investors, including Postbank, with assets of over USD 55 billion are calling for comprehensive disclosure of greenhouse gas emissions. Over 1,300 of the biggest companies in the world already report on their emissions on the CDP website.

With Postbank's signature of the Carbon Disclosure Project in 2006, we acknowledge that financial institutions should increasingly consider climate protection aspects when making investment decisions.

Dialogue forum on Germany as a Financial Centre

The IFD (Initiative on Germany as a Financial Centre) is an organisation that is made up of various financial service providers, associations, the Bundesbank and the Finance Ministry and which represents all areas of the German financial sector. It was founded in May 2003 by the German loan and insurance sector, the German stock markets, the Deutsche Bundesbank, the Federal Finance Ministry and the leading associations of the German financial sector.

Its members, which have since the end of 2005 included Postbank, have set themselves the goal of generating joint benefits for private customers and companies by means of various products and measures. Its central goals are increasing growth, helping to bring about European financial market integration and support for innovations.

In 2011 the IFD was transferred to the Dialogue Forum on Germany as a Financial Centre (DFD).

CARBON DISCLOSURE PROJECT

Awards | *As one of the biggest retail banks in Germany, Postbank successfully meets the demands of the market for sustainable and innovative products and services and efficient processes. In 2010 and 2011, Postbank was tested by various institutions and won awards from them.*

2010 (Selection)

- **Test winner in Ratenkredit (Instalment Credit) 2010**
  On behalf of ntv, testers from DISQ (German Institute for Service Quality) sought advice from various bank branches. Postbank emerged as the best adviser on instalment credit, thereby becoming the test winner.

- **Best state-subsidised building society rate**
  The "BHW Förder maXX" building society tariff was recognised by Handelsblatt as the best state-subsidised building society rate.

- **2010 PASS Online Banking Award**
  For the second time in a row Postbank received the prestigious PASS Online Banking Award. This award picks the best bank internet presence in the German-speaking area.

- **Fair Company**
  Postbank was awarded the "Fair Company" seal of approval because of the quality of the work placement opportunities offered

More information here! !

or on www.postbank.de

2011 (Selection)

- **2011 TOP Salary Account**
  In a test by ntv and FMH, Postbank's current account was recognised as the TOP Salary Account. A total of 61 current accounts were tested.

- **Award for BHW Dispo maXX**
  Because of its particular flexibility, the "BHW Dispo maXX" building society tariff was recognised by ntv as the TOP building society tariff. A total of nine building society tariffs were tested.

- **2011 Top German Employer**
  In 2011 CRF Institute, the internationally operating research company, once more awarded Deutsche Postbank AG the title of "2011 Top German Employer" for its excellent modern personnel management.

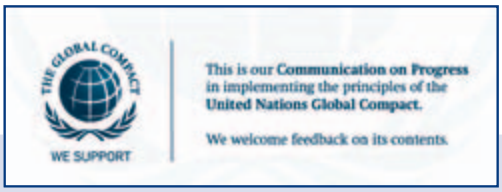
- **Postbank's career website is the best bank career website**
  In Potenzialpark's ranking of the 2011 Top Career Websites, Postbank emerged with tenth place from among one hundred German companies. This makes Postbank the highest-placed bank in the ranking.

- **Hamburg environmental partnership**
  Postbank received the "Hamburg Environmental Partnership" environmental certificate for its Hamburg site. With this title the Hanseatic City of Hamburg honours companies that make a demonstrable contribution to sparing natural resources in the Hamburg city area.

More information here!

or on www.postbank.de

Progress report on UN Global Compact compliance | *Postbank has undertaken to observe the UN Global Compact. This is the second progress report.*



Progress report on UN Global Compact compliance

Principles	Examples *(treated in articles from sustainability report 2011)*
Human rights	
1: Businesses should support and respect the protection of internationally proclaimed human rights.	• Sphere of influence • Work-life balance • Guidelines • Risk management, granting of loans and financial investments
2: Businesses should make sure that they are not complicit in human rights abuses.	• Sphere of influence • Work-life balance • Guidelines • Risk management, granting of loans and financial investments
Work standards	
3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• Staff management
4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	• Training and development • Guidelines
5: Businesses should uphold the effective abolition of child labour.	• Guidelines
6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	•Training and development • Work-life balance • Guidelines
Environmental protection	
7: Businesses should support a precautionary approach to environmental challenges.	• Sphere of influence • Guidelines • Environmental guidelines • Certification to ISO 14001 • Environmental programme • Ecological products and services • Green IT and Green Procurement
8: Businesses should undertake initiatives to promote greater environmental responsibility.	• Sphere of influence • Guidelines • Training and development • Health management, safety at work and fire prevention • Environmental guidelines • Certification to ISO 14001 • Environmental programme • Ecological products and services • Green IT and Green Procurement
9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	• Sphere of influence • Environmental guidelines • Certification to ISO 14001 • Environmental programme • Green IT and Green Procurement • Guidelines
Corruption	
10: Businesses should work against corruption in all its forms, including extortion and bribery.	• Guidelines • Corporate Governance • Compliance & anti-money laundering • Risk management, granting of loans & financial investment

Glossar

Audit
An audit is the inspection of a management system and is conducted by trained auditors.

Best Select Approach
Refers to the selection of the best company in a sector or the best products in each category.

Blauer Engel
"Blue Angel", an environmental symbol for environmentally-friendly products and services. It is awarded by an independent jury on the basis of defined criteria.

Carbon Disclosure Project
An independent non-profit-making organisation that gathers information relevant to the climate from companies for analysts and investors.

Carbon footprint
A representation of greenhouse gas emissions measured in CO_2 equivalents that are generated, for example, by a company, a person or a product in a specific period.

Cash recycling system
This is made possible by combined cash receipt and payment devices. For example, the ATMs installed by Shell topped up again with the cash received at petrol stations.

Code of Conduct
A binding formulation of Group values for all top managers of all the companies and departments of Postbank.

Compliance
In short, this means "Acting in accordance with applicable legislation , regulations and internal rules."

Corporate governance
Management and monitoring of the company in a spirit of management with awareness of one's responsibilities and orientated towards values.

Demographic change
Movement and change in the age structure of a society.

Diversity
Refers to the diversity within the staff with regard to the sex, origin, nationality, age, religious group and physical limitations of employees.

Branch barometer
Instrument for measuring customer satisfaction in our branches.

FinanzForum: Klimawandel
Climate Change Finance Forum: a central research and dialogue platform for the effective implementation of climate policy in the context of the Federal Government's "High-tech Strategy on Climate Protection."

GHG Protocol
The Greenhouse Gas Protocol is a standard for the recording of greenhouse gas emissions.

Green IT
Implementation of a design for IT systems that is environmentally-friendly and light on resources. This is achieved through hardware efficiency or the improvement of computer centres or in the IT procurement process.

Green Procurement
Environmentally-conscious procurement processes for IT products at Postbank.

GRI
"Global Reporting Initiative". The GRI is a worldwide network of stakeholders and experts that has produced guidelines on the production of sustainability reports with the aim of making these easier to compare with each other.

ISO 10075
Standard on "Mental strain and stress in working life" introduced in 2000.

ISO 14001
International standard for environmental management systems.

ISO 14064
Standard that deals with issues regarding the determination and recording of greenhouse gas emissions for reporting and certification.

Lifecycle management
Systemic view of technical products over their entire useful lives (from production to disposal).

mTAN
Mobile TAN is a TAN that is sent to the customer's mobile phone via SMS. In addition to the TAN, this SMS contains the recipient's account number and the transfer amount so that the client can immediately and easily detect criminal falsification of the transaction data.

Paper policy
Guidelines on the purchase of paper products. It serves to ensure that at Postbank no raw materials are illegally obtained from tropical rainforests, virgin forests or protected ancient woodlands.

PEFC
Certification system for sustainable forestry management ("Programme for the Endorsement of Forest Certification Schemes").

Phishing
A type of theft of personal data via the internet. Here an attempt is made to obtain personal data or information via emails or bogus websites.

"Postbank4Future"
Postbank's strategy project with which it intends to raise its profile, above all through a consistently simplified product range, sales focus and expansion of services.

Retail business
Postbank's standardised private customer business.

Risk class
Benchmark regarding individual willingness to take risks when investing capital.

Sensitive sectors
Sectors with little commitment to sustainability.

Sensitive countries
Countries, for example, that do not hold democratic elections or on which customs embargos have been imposed.

Skimming
Otherwise known as "data theft." This refers to password mining of credit or debit cards at ATMs.

Supplier Code of Conduct
This code demands that the dealings of all companies that have entered into a business relationship with Postbank be based on ethical principles.

Environmental guidelines
Postbank's fundamental principles set down in the environmental management system.

UN Global Compact
Pact set up in 2000 by Kofi Annan, the UN Secretary General at that time, with the aim of bringing social responsibility more to the forefront in company activities.

VfU indices
The indices of the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e. V. (VfU, Association for Environmental Management and Sustainability in Financial Institutions) are a standard in environmental reporting and an Excel tool for calculating operational ecology indices in the areas of energy, water, waste, paper, mobility and GHG emissions.

Work-life balance
Balance between career and private life.

GRI-Index

1. Strategy and Analysis		
1.1	Statement from the most senior decision-maker of the organization	p. 6-7
1.2	Description of key impacts, risks, and opportunities	p. 13-14, 18-19, 119-121; AR2011: p. 4-7, 62-94
2. Organizational Profile		
2.1	Name of the organization	p. 11-12
2.2	Primary brands, products, and/or services	p. 11-12, 51-52, 94-98; AR2011: p. 18-25
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	p. 11-12
2.4	Location of organization's headquarters	p. 11-12
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	p. 11-12
2.6	Nature of ownership and legal form	p. 11-12
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	p. 11-12
2.8	Scale of the reporting organization	p. 11-12, 138
2.9	Significant changes during the reporting period regarding size, structure, or ownership	p. 123-124
2.10	Awards received in the reporting period	p. 128-129; www.postbank.de/auszeichnungen
3. Report Parameters		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	p. 123-124
3.2	Date of most recent previous report (if any)	p. 123
3.3	Reporting cycle (annual, biennial, etc.)	p. 123
3.4	Contact point for questions regarding the report or its contents	p. 139
3.5	Process for defining report content	p. 18-19, 123-124
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	p. 123-124
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	p. 104, 123-124
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	p. 123-124
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols	p. 123-124
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e. g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	p. 104, 123-124
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	No material changes.
3.12	Table identifying the location of the Standard Disclosures in the report	p. 134-136
3.13	Policy and current practice with regard to seeking external assurance for the report	p. 137
4. Governance, Obligations and Commitment		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	p. 15-17, 112-113; AR2011: p. 28-34
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	p. 112-113; AR2011: p. 28-34
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Not relevant, since Postbank is a listed public limited company and therefore has a Supervisory Board.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	p. 15-17; AR2011: p. 28-34
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	p. 112-113
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	p. 15-19; AR2011: p. 28-34
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	p. 15-19; AR2011: p. 28-34
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	p. 10, 78-79, 114-116
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	p. 15-17, 112-113; AR2011: p. 28-34
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	p. 15-17, 112-113; AR2011: p. 28-34
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	p. 47-50, 117-121
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	p. 125-127,130
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic	p. 126-127
4.14	List of stakeholder groups engaged by the organization	p. 18-19, 125-127, 130
4.15	Basis for identification and selection of stakeholders with whom to engage	p. 18-19
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	p. 18-19, 54-55, 72-73
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	p. 18-19, 24, 72-73
Economic Performance Indicators		
	Management Approach	p. 11-12, 119-121; AR2011: p. 28-34
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	p. 62-65, 138
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	p. 82-87, 119-121
EC3	Coverage of the organization's defined benefit plan obligations	p. 21-33
EC4	Significant financial assistance received from government	No communication takes place for reasons of data protection.
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	Not reported.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	p. 99-103

EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	p. 21-24
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	p. 18-19, 51-52, 62-69, 94-98
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	p. 18-19, 51-52, 94-98
Environmental Performance Indicators		
	Management Approach	p. 15-17, 82-87, 104-105, 123-124, 130
EN1	Materials used by weight or volume	p. 104, 123-124
EN2	Percentage of materials used that are recycled input materials	p. 104, 123-124
EN3	Direct energy consumption by primary energy source	p. 104, 123-124
EN4	Indirect energy consumption by primary source	p. 104, 123-124
EN5	Energy saved due to conservation and efficiency improvements	p. 104, 123-124
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	p. 82-87, 104
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	p. 82-87, 104
EN8	Total water withdrawal by source	p. 104, 123-124
EN9	Water sources significantly affected by withdrawal of water	Not reported, since no incidents are known.
EN10	Percentage and total volume of water recycled and reused	Not reported, since no incidents are known.
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported, since Postbank has no building in protected areas.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported, since no incidents are known.
EN13	Habitats protected or restored	Not reported, since no incidents are known.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Not reported, since no incidents are known.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not reported, since no incidents are known.
EN16	Total direct and indirect greenhouse gas emissions by weight	p. 104, 123-124
EN17	Other relevant indirect greenhouse gas emissions by weight	p. 104, 123-124
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	p. 82-87, 104
EN19	Emissions of ozone-depleting substances by weight	Not reported, since the data are not collected due to small amounts.
EN20	NOx, SOx, and other significant air emissions by type and weight	Not reported, since the data are not collected due to small amounts.
EN21	Total water discharge by quality and destination	Not reported, since the data are not collected due to small amounts.
EN22	Total weight of waste by type and disposal method	p. 104, 123-124
EN23	Total number and volume of significant spills	Not reported, since no incidents are known.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not reported, since the data are not collected due to small amounts.
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	Not reported, since no incidents are known.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	p. 82-87, 104
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not reported, since the business operations of Postbank do not involve packaging material.
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Not reported, since no incidents are known.
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Not reported, since no incidents are known.
EN30	Total environmental protection expenditures and investments by type	No communication takes place for reasons of data protection.
Social: Labor Practices and Decent Work		
	Management Approach	p. 21-36; AR2011: p. 28-29
LA1	Total workforce by employment type, employment contract, and region	p. 21-24
LA2	Total number and rate of employee turnover by age group, gender, and region	p. 21-24
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Not reported.
LA4	Percentage of employees covered by collective bargaining agreements	Not reported.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	According to Sections 111, 112 of the Works Council Constitution Act, the Works Council has to be notified comprehensively and in due time when operational changes are pending. A concrete notice period does not exist in practice. Usually, however, an extensive phase of informing the competent body comes before any negotiations on a reconciliation of interests. This information phase can extend over several meetings for discussions (i.e. several weeks).
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	p. 34-36
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	p. 21-23, 34-36
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	p. 34-36
LA9	Health and safety topics covered in formal agreements with trade unions	Not reported.
LA10	Average hours of training per year per employee by employee category	p. 25-28
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	p. 25-28
LA12	Percentage of employees receiving regular performance and career development reviews	p. 23-24
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	p. 28-29, 31-32
LA14	Ratio of basic salary of men to women by employee category	The remuneration of Postbank employees is based on the work that is performed in each case. A "differentiation" according to gender does not take place.
Social: Human Rights		
	Management Approach	p. 25-30, 99-103, 114-116, 130
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	p. 99-103, 114-116
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	p. 99-103, 114-116
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	p. 25-29
HR4	Total number of incidents of discrimination and actions taken	Not reported, since no incidents are known.
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	p. 21-24, 130
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	p. 114-116, 130

HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	p. 114-116, 130
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	Not reported.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Not reported, since no incidents are known.
Social: Society		
	Management Approach	p. 18-19, 30, 45, 47-48, 114-116, 130; AR2011: p. 30, 33-34, 45
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	p. 37-41, 62-69, 89-93
SO2	Percentage and total number of business units analyzed for risks related to corruption	p. 47-50, 114-116, 130
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	p. 47-50, 114-116, 130
SO4	Actions taken in response to incidents of corruption	p. 47-50, 114-116, 130
SO5	Public policy positions and participation in public policy development and lobbying	p. 18-19
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Not reported, since Postbank does not give donations to political parties, institutions or politicians.
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Not reported, since no incidents are known.
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	p. 47-50, 114-116, 130
Social: Product Responsibility		
	Management Approach	p. 42-45, 47-50, 70-76, 107-111, 114-118, 130
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	p. 42-45, 70-76
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Not reported, since no incidents are known.
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	p. 51-53, 94-98
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not reported, since no incidents are known.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	p. 42-45, 47-50, 107-111
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	p. 42-50
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	p. 47-50
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	p. 47-50
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	p. 47-50, 114-118, 130

Financial services sector indicators

FS1	Policies with specific environmental and social components applied to business lines	p. 114-116, 130
FS2	Procedures for assessing and screening environmental and social risks in business lines	p. 80-81, 119-121; AR2011: p. 34
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	p. 100, 119-121
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	p. 25-28, 78-79, 82-87
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	p. 18-19
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector	AR2011: p. 58-60
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	p. 51-52
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	p. 94-98
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	p. 80-81, 137
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	Not reported.
FS11	Percentage of assets subject to positive and negative environmental or social screening	p. 119-121
FS12	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting	Not reported.
FS13	Access points in low-populated or economically disadvantaged areas by type	p. 42-45
FS14	Initiatives to improve access to financial services for disadvantaged people	p. 42-45, 70-76
FS15	Policies for the fair design and sale of financial products and services	p. 42-45, 114-116
FS16	Initiatives to enhance financial literacy by type of beneficiary	p. 70-76

External audit of the report.

Global Reporting Initiative™

Statement
GRI Application Level Check

GRI hereby states that **Deutsche Postbank AG** has presented its report "Sustainability Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 19 June 2012

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

GRI REPORT
GRI CHECKED

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 12 June 2012. GRI explicitly excludes the statement being applied to any later changes to such material.*

Postbank Group in figures 2011

Consolidated income statement		**Jan. 1 – Dec. 31, 2011**	**Jan. 1 – Dec. 31, 2011**
Total income	Mln. EUR	3,672	3,805
Administrative expenses	Mln. EUR	-3,204	-2,934
Profit before tax	Mln. EUR	78	315
Consolidated net profit	Mln. EUR	111	138
Total cost/income ratio	**%**	**87.3**	**77.1**
Return on equity			
before tax	%	1.3	5.7
after tax	%	1.9	2.5
Earnings per share[1]	**EUR**	**0.51**	**0.63**
Consolidated balance sheet		**Dec. 31, 2011**	**Dec. 31, 2010**
Total assets	Mln. EUR	191,982	214,684
Customer deposits	Mln. EUR	112,961	116,201
Customer loans	Mln. EUR	108,896	109,303
Allowance for losses on loans and advances	Mln. EUR	1,826	1,764
Equity	Mln. EUR	5,709	5,627
Tier 1 ratio	**%**	**10.8**	**8.1**
Headcount (FTEs)	**thousand**	**19.23**	**20.36**
Long-term ratings			
Moody's		A1/outlook negative	A1/outlook negative
Standard & Poor's		A/outlook negative	A/outlook stable
Fitch		A+/outlook stable	A+/outlook stable
Information on Postbank shares		**Dec. 31, 2011**	**Dec. 31, 2010**
Share price at the balance sheet date	EUR	24.14	20.80
Share price (01.01. to 31.12.)	High EUR	24.40	27.80
	Low EUR	19.81	19.47
Market capitalization on December 31	Mln. EUR	5.282	4,551
Number of shares	Mln.	218.8	218.8

1) Based on 218.8 million shares

Imprint

Publisher

Deutsche Postbank AG
Head Office
Friedrich-Ebert-Allee 114-126
53113 Bonn
www.postbank.de

Responsible

Corporate Development
Competence Center "Sustainability and Climate Protection"

Project Manager and Contact

Lars-Oliver Holderbach
Telephone: 0228 920-0
Fax: 0228 920-17009
nachhaltigkeit@postbank.de

Concept and graphic design

KrollSchmidWolf Kommunikation GmbH
Kaistraße 5, 40221 Dusseldorf

Note

All the contents of this report have been carefully gathered from various sources. The data, information and figures that it contains are true as far as Postbank is aware but Postbank cannot accept any liability regarding their correctness or completeness.

Where only the masculine form of specific terms is used, this is done merely to for reasons of better readability and this is not intended as gender-specific.

This sustainability report is also available in German. Both versions can be accessed via the internet on www.postbank.com/sustainability.

Our thanks to all our colleagues and external parties involved who have collaborated on the production of this report.

Photo credits

Deutsche Postbank, Boston Consulting Group, Welthungerhilfe, KrollSchmidWolf Kommunikation GmbH, Plainpicture

More information here:

www.postbank.com/sustainability · nachhaltigkeit@postbank.de

Deutsche Postbank AG
Head Office
Corporate Brand and
Marketing Communications
Bonn

678 112 113
As at: July 2012

Postbank