

Sustainability Report 2015





Ladies and gentlemen,

Postbank had to prove itself in a market environment in the year 2015 that continued to be challenging for the entire financial industry due to low interest rate level, progressing digitalisation, and the ever increasing scopes of regulation. Furthermore, we have seen numerous changes in consequence of the announcement by Deutsche Bank to deconsolidate Postbank by the end of 2017. In parallel to current business activities, we have consistently pushed ahead with the preparations required for this purpose and adjusted our strategy to the future independence. In spite of these challenges, we have accomplished to significantly improve, for example, our result compared to the previous year. This shows how effective and robust our business model is. Yet, it also demonstrates the great commitment and willingness to change on the part of our employees. We can be proud of that.

Dedicated employees are a decisive element in the sustainable success of Postbank. In showing them our appreciation, which they have earned, we have set our management principles on a new footing in 2015. We thereby intend to promote a corporate culture that is oriented on the values and principles of our mission statement. The role model function of each manager, clarity and appreciation in dialogue, as well the promotion of diversity in the team are the centre pieces of this corporate culture.

We have further broadened our social commitment in 2015 under the heading "Wir für Kinder" ("We for Children"). In addition to our cooperation with "Save the Children", we have promoted the social commitment of employees in the context of campaign days: Projects for children in Germany developed by employees and implemented in a team are supported through funding and personal leaves of absence. In the same way since September 2015, we have also promoted employees' honorary commitment to refugee aid.

For this purpose, we have set up a designated "Aid Exchange". All employees can personally present initiatives on this platform or start queries and search for colleagues, who would like to get involved together with them.

Postbank has fully embraced the aims of the Climate Change Conference of December 2015 as its own. It has made it its goal to outperform Germany's reduction target for greenhouse gasses within its area of responsibility: By 2020, Postbank wants to lower greenhouse gas emissions by significantly more than 40 % compared to 2007. In order to further reduce its energy consumption, the Bank has decided to set up a certified energy management system by the end of 2016.

As a signatory to the UN Global Compact, we continue to feel obligated under its ten principles and hereby present our progress report. In this report, we would like to provide you with an understanding of how we have met our corporate responsibility in 2015 and how we have satisfied the demands of our stakeholders. You are invited to assure yourself of our progress and we are looking forward to your receiving your feedback.

Kind regards

Yours



Frank Strauß
Chairman of the Board
Deutsche Postbank AG



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Company portrait | With around 14 million customers, more than 14,000 employees (FTE, full-time equivalents) and total assets of EUR 151 billion, the Postbank Group (Deutsche Postbank AG with subsidiaries, hereinafter referred to as "Postbank") is one of the largest financial service providers in Germany. The group focuses on business with private customers, as well as small and medium-sized companies. Money and capital market activities round out the Bank's profile.

Postbank brands

Main brand

Leading bank for private customers, business and corporate clients



Provider brand for home savings and mortgages



Provider brand for real estate financing, loans – for private customers and sales financing

Private customers

Postbank offers its private customers simple and reasonably priced products for their everyday needs. The product portfolio ranges from payment transactions, deposit and lending activities to bonds, investment funds, insurance products and mortgage endowment plans.

Postbank is easily accessible to its customers via its branches, online or by telephone. It offers the densest branch network of all banks in Germany. Its more than 1,000 branches deliver not only comprehensive financial services but also postal services. Added to this are over 4,500 partner branches of Deutsche Post – which offer

selected Postbank financial services – and 700 Postbank Finanzberatung advice centres. Some 3,000 mobile consultants support their customers, in particular with building finance and pension plans.

Postbank has assumed a leading position in Germany when it comes to online and telephone banking. More than 9 million customer accounts are activated for online banking. Roughly 9.5 million accounts have access to telephone banking. Trend: continuously rising.

Company portrait

G4-3	G4-4	G4-8	G4-9

Private customers

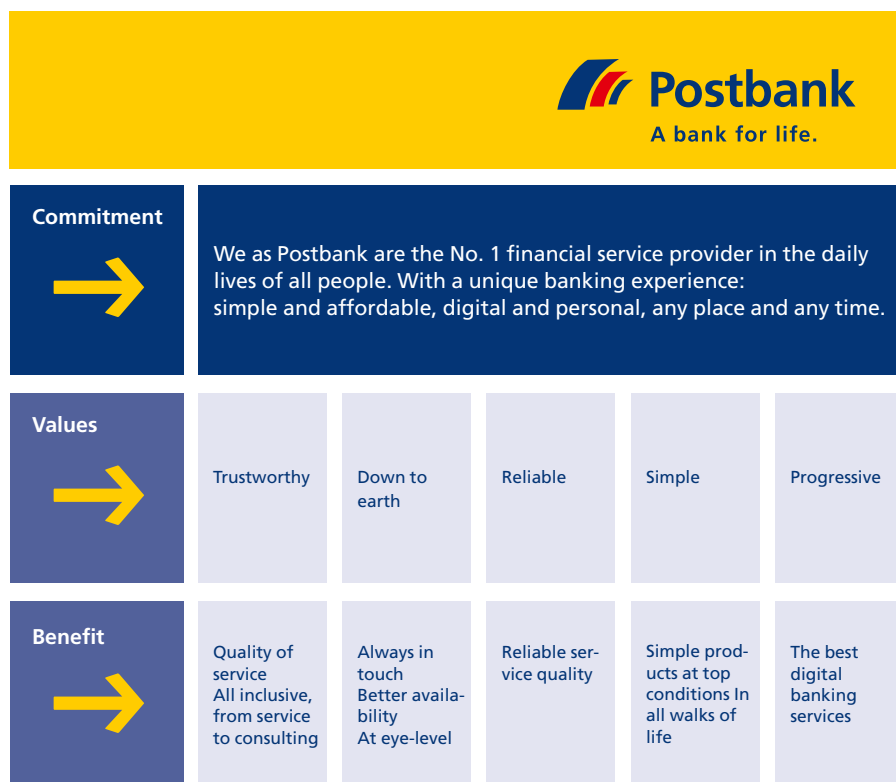
G4-4	G4-8

Business and corporate customers

A total of 300,000 companies in Germany are Postbank customers. In the corporate customer division, the bank provides its services to freelancers, the self-employed, tradespeople, clubs and home owners' associations. It offers simple and attractive solutions which cover essential needs relating to payment transactions, finance, investments and provision.

Postbank utilises its core competences in delivering services to its corporate customers. It offers solutions across the spectrum of payment transactions, commercial property finance, classic corporate finance for mid-sized business, factoring and leasing, as well as asset management. PB Firmenkunden AG, a company of the Postbank Group, provides customer services to the Postbank's corporate customers both personally and by telephone.

Postbank's positioning



Sustainability model

Postbank's sustainability mission statement combines the principles of sustainability. Here our 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 the natural living conditions on earth and to our social environment, which is why sustainability is an important element of our company strategy.

This is how we intend to secure our company's long-term success and to convey the guiding principle of sustainability to every one of our employees. The way we see things, sustainability should be a way of life and not just something to contemplate. We undertake to provide our employees with attractive and secure employment conditions and to protect natural resources. As a company, we 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 bound by our mission statement."

Business and corporate customers

G4-4



G4-8



Sustainability model

G4-56



Sustainability management | *Postbank orients its business on the optimum of sustainability. It treats social, ecological and economic resources sparingly and thereby contributes to a future worth living in over the long-term. It limits ecological and social risks by an active sustainability management that it develops further continuously.*

Organisation

Postbank has expanded its Group-wide environmental management systems in the years from 2012 to 2015 to become a comprehensive sustainability management system. Since 2012, it has set its goals not just in the areas of environmental and climate protection but also in its social and economic actions, and it monitors the compliance with these goals. In this context, the sustainability of its core business is at centre stage, flanked by the aims of social and ecological sustainability. By means of the sustainability management, the Bank ensures that its sustainability strategy provides guidance for the business conduct of each employee to become an integral part of the business strategies and daily business decisions.

standard ISO 14001 and is audited and certified by an external, recognised certification institute at regular intervals.

The function "Sustainability" reports into the department of the Chairman of the Board. The Chairman of the Board appoints the Sustainability Officer, who is responsible for the operative implementation and control of all topics that are relevant for sustainability.

The Sustainability Officer coordinates and moderates interdisciplinary sustainability issues and projects. As the central point of contact internally and externally, he is responsible for the following areas of responsibility:

- Management of the Competence Centre for Sustainability
- Sustainability reporting/communication
- Enquiries from CR rating agencies
- Development of new concepts
- Auditing new products and business processes for sustainability
- Assistance to the business and infrastructural divisions in developing sustainable business strategies (e.g. products, risk management)
- Organisation of charity projects
- Membership of associations and societies in the area of sustainability

Sustainability management

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Postbank's sustainability management system meets the requirements of the international environmental management

Board Member responsible: Chairman of the Board

Competence Centre "Sustainability and Climate Protection"

Environmental Committee "Departments"

Environmental Committee "Sites"

Environmental Management Officer

Department Environmental Officers

Site Environmental Officers

Competence Centre for Sustainability

The Competence Centre for Sustainability is responsible for the company's sustainable development across departments and sites. It is headed by the Sustainability Officer and is composed of the Environmental Officers of the departments and the Environment Officers of the sites.

- **Environmental Management Officer**

The Sustainability Manager is at the same time the Environmental Management Officer (UMB), in accordance with ISO 14001. He has the authority to issue technical instructions to the Environmental Officers and the internal environmental auditors with regard to the environmental management system.

- **Departmental Environmental Officers and Site Environmental Officers**

At the Competence Centre for Sustainability, there is one representative (Environmental Officer) from each department and each site. The Environmental Officers also act in the departments as points of contact for questions concerning social and economic sustainability. This ensures the operational implementation and control of sustainability-related measures throughout the entire company. The constant exchange of information and ideas also guarantees the continuous development of the sustainability management system.

- **Internal Environmental Auditors**

Specially trained members of the Competence Centre for Sustainability also perform the tasks of internal auditors. They report to the Environmental Management Officer and are responsible for conducting and evaluating internal audits of the environmental management system and are deployed with due regard for their independence. Among other things, the internal auditors examine compliance with ecological standards



Internal audit of the Frankfurt/Main site in October 2015



Environmental Committee, Bonn, October 2015

and the implementation of measures introduced at the sites.

- **Environmental committees**

The meetings of the environmental committees serve the Environmental Officer as a common platform for direct communication. Within the departmental and site committees, interdisciplinary and/or operational tasks are identified and decided.

Competence Centre "Sustainability and Climate Protection"

G4-34



Stakeholder dialogue | *Postbank engages in the exchange with its stakeholders. It makes use of the wealth of ideas of its customers and employees to improve its products and services. In a discussion with differing demands, an established dialogue facilitates mutual understanding and the search for compromise. This presents opportunities for the sustainable further development of the Bank.*

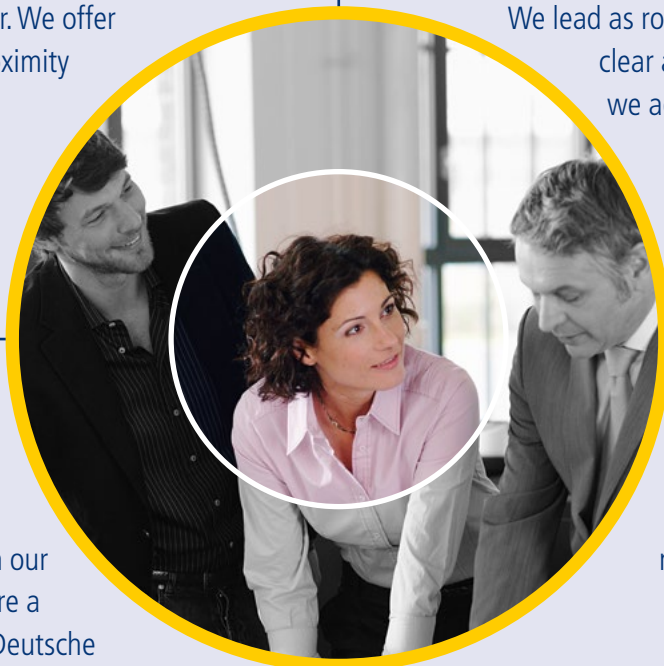
We orient our commitment equally on our customers, our employees, our shareholders, and the company:

To our private, business and corporate customers, we are a fair, transparent and quality-conscientious partner. We offer a unique combination of proximity and digital world to anyone.

To our employees, we are an attractive employer with an appreciative and fair culture. We lead as role models – actively, in a clear and direct manner – and we advance the development of our employees.

To our shareholders, we create sustainable value through profitable growth in our German home market. We are a well-networked part of the Deutsche Bank Group with an independent and strong identity.

Within the company, we act responsibly and make a contribution as a bank by our personal dedication.



Stakeholder groups

Postbank's most important stakeholders:

- Customers
- Employees
- Owners
- Society

Postbank takes a critical look at its business activities in dialogue with these groups. Its aim is to achieve broad socio-political legitimization for its actions.



Forms of dialogue

• Customer Advisory Committee

The Customer Advisory Committee has the mission to view Postbank's service and products critically, provide suggestions for improvements and help develop new offers. In this way, the customer perspective can contribute decisively to Postbank's products and services becoming continuously better, easier to understand and less complicated to thereby raise the quality of the customer experience.

For more information, see the Section "Customer orientation and consumer protection".

• Customer survey

Postbank consults its customers at regular intervals about their satisfaction with the bank's services and products and about brand recognition and brand performance. Customer engagement with the Postbank business is also determined. As part of updating the materiality assessment for this report, Postbank once again asked customers in December 2015 how important their bank's social, ecological and economically sustainable commitment was. The results have hardly changed compared to the previous year: The highest agreement at 75 % was given for the statement that the Bank was a "fair and responsible employer". Yet, more than half of those surveyed also found the ecological and social commitment of their bank to be at least "important".

Autumn Meeting of the Customer
Advisory Committee
Bonn, November 2015

Stakeholder groups

G4-24



Forms of dialogue

G4-26





Town hall meeting,
Bonn, May 2015

- **Social media**

Social media such as Facebook and Twitter enable quick and uncomplicated contact with Postbank for customers and non-customers. In this dialogue, service is in the foreground for the Bank's social media team. It responds directly to questions, provides assistance and give tips and information.



www.facebook.com/postbank



www.twitter.com/postbank

More information here



- **Customer magazines, online magazines and newsletters**

Postbank informs its customers about financial topics and products via numerous customer media. Examples of these media are the magazine "Living", an online magazine for business and corporate customers and the electronic newsletters "Monetary Value" and "Perspectives Update".

- **Postbank Dialogue**

Since 2012, Postbank's Chairman of the Board, Frank Strauß, has regularly visited the Bank's sites to inform employees of all company divisions about the current developments of the Bank and to find out from them what is important to them with regard to their company, location and daily experiences. Furthermore, every employee can contact Frank Strauß personally at a dedicated email address.

For more information, see the Section
"Company management".



- **Employee survey**

Each year Postbank surveys its employees about how they identify with their company, their satisfaction with their employment conditions and the conduct of their line managers. At 64 percent, the participation rate in 2015 was at an all-time high. In 2014, 63 percent of those surveyed responded.

For more information, see the Section "Staff management".

- **Ideas management**

Each employee can contribute to the improvement of their work area and the bank overall through the ideas management system. The employees' ideas are collected, evaluated and awarded prizes in a defined process. Numerous products and business processes could already be improved this way. The creativity of Postbank's employees is a valuable resource.

For more information, see the Section "Company management".

- **Whistle-blower system**

Employees are supposed to report suspected violations against laws, regulations, directives or internal guidelines – if necessary, also anonymously. For early risk recognition and the fight against deficits, the Compliance Department offers a number of different internal communication channels. The company-internal whistle-blower system is used by employees to report indications and assures confidential and – if requested – anonymous treatment.

- **Postbank Finance Award**

The Postbank Finance Award is the university competition with the highest prize money in the field of banking and finance in Germany. Each year, the bank invites students and teachers in Germany and internationally to jointly discuss a current issue from the world of finance and to develop approaches to solving it together. The competition thus supports academic discourse about current questions relating to finance. In 2015, the Bank once more raised the prize money.

For more information, see the Section "Education".

- **Work with associations**

Postbank has joined several organisations and initiatives which serve the sustainable development of financial services. These include for instance, the Bundesverband deutscher Banken (BdB) [Federal Association of German Banks] and the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e.V. (VfU) [Association for Environmental Management and Sustainability in Financial Institutions]. These institutions are important platforms for Postbank to exchange ideas and experiences.

For more information, see the Section "Initiatives and memberships".

- **nachhaltigkeit@postbank.de**

Postbank's sustainability team has set up the central email address nachhaltigkeit@postbank.de in order to facilitate contact with all stakeholders and those interested in the subjects of sustainable company management.

nachhaltigkeit@postbank.de

Analysis of significant topics | *Postbank assesses significant, non-financial topics in a structured process. Its intention here is to ensure quantitatively appropriate, high-quality reporting that satisfies the interests of its stakeholder in different topics.*

Postbank conducted a materiality assessment in accordance with the G4 standard of the Global Reporting Initiative (GRI) in order to create this report. The assessment serves to identify and evaluate relevant, non-financial topics with which stakeholders have approached Postbank. Furthermore, areas of economic, ecological and social sustainability were elaborated that are presently of major significance for Postbank itself or will be so in future. The aim was to ensure quantitatively appropriate, high-quality reporting and an adequate treatment of all specific topics. For an easier understanding, the actions field of “Economic sustainability” was renamed in this report to “Sustainability in the banking business” and moved up in the order of Sections. Postbank emphasises the importance of its core business for the sustainability of its actions this way. The process described below formed the basis of the assessment.

Determining relevant topics

Postbank first involved all its stakeholder groups in order to gather relevant topics that might be worth considering in preparing the sustainability report. Sources for the list of topics were the forms of stakeholder dialogue already practised, which were extended in a number of points for the purposes of the assessment. The annual survey on tracking customer loyalty in the private customer segment was extended for the first time in 2014 to include additional questions about social, ecological and economic commitment. In 2015, this survey was repeated for control purposes and it returned stable results. Besides topics relating to loyalty to the company, the employee survey also included questions about identification with Postbank’s mission statement. It was supplemented by an on-line survey on the social commitment of our employees conducted at the Bonn site in 2015, in which nearly 400 employees participated. In addition, a representative survey commissioned by the Association of German Banks in 2014 on the subject of corporate social responsibility in the banking sector was analysed. The concerns and topics identified this way were prioritised and attributed to the areas of “sustainability in the banking business” (2014: “economic sustainability”) as well as social and ecological sustainability.

Assessment of significant topics

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Determining relevant topics

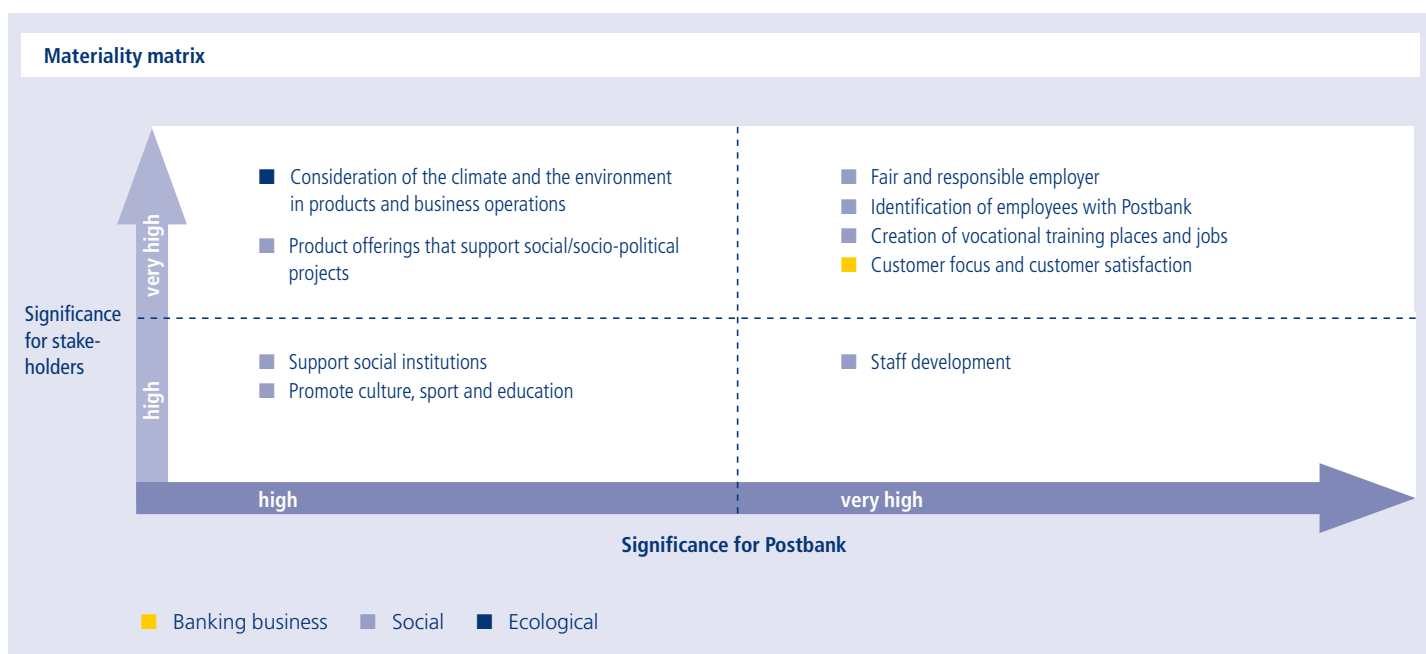
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Prioritisation and assessment

The assessment of the collected topics according to relevance and materiality for reporting was performed in two steps. In a first step, the responses were sorted according to the number of times they were given and to their percentage share of their approval ratings. The topics prioritised in this way were then discussed by a small team of Postbank experts and compared with the topics that were considered important for the bank. The materiality matrix below represents the intersection of topics.

Monitoring

Postbank sees sustainability as a continuous process of development. The significant topics included in this sustainability report will be subjected accordingly to a renewed review in the course of drafting the next sustainability report.



Differentiating the determined significant areas of action

	Topic	Description	Effect	Stakeholders affected	Further information
Banking business	Customer focus and customer satisfaction	Orientation of employees' actions always in view of the customer Focusing on the customer's benefit	Internal/external	Customers, employees	Section on "Staff management": Employee survey 2015; Section on "Customers": Consumer protection, compliance and money laundering, Data protection and data security
Social	Fair and responsible employer	Respectful treatment of all employees, appropriate remuneration, social benefits	Internal/external	(Future) employees	Section on "Staff management": Information on remuneration systems; Section on "Life and work and health management"; Section on "Diversity, integration and appreciation"; Charta of Diversity
	Identification of employees with Postbank	Highly motivated to perform above the required level, observation and implementation of Postbank's mission statement	Internal	Employees	Section on "Staff management": Employee survey 2015
	Creation of vocational training places and jobs	Continuation of existing trained professions, creation of new vocational training positions, recruitment of new employees	Internal/external	(Future) employees	Section on "Staff management": Personnel headcount, key indicators of employees
	Product offerings that support social/socio-political projects	Sale of products in Postbank branches and finance centre with added social/socio-political value	Internal/external	Non-governmental organisations, society, customers	Section on "Society": Charity; Section on "Products": Sustainable products
	Employee development	Training and development of employees	Internal/external	(Future) employees	Section on "Staff management": Training and development
	Support social institutions	Support for social institutions with financial and non-financial assistance	Internal/external	Non-governmental organisations, society, customers	Section on social commitment at Postbank: Wir für Kinder (We for Children); Section on "Charity": Cooperation with "Save the Children"
	Promote culture, sport or education	Provision of play equipment and learning materials, support for universities, support for schools and other institutions for children	Internal/external	Non-governmental organisations, society, customers	Section on "Charity": Cooperation with "Save the Children"; Section on "Education": Postbank Finance Award 2015
Ecological	Inclusion of climate and the environment in products and business operations	Reduction of energy consumption and CO ₂ emissions; careful use of resources, publication of ecologically relevant data, compliance with legal regulations	Internal/external	Customers, employees, non-governmental organisations	Section on "Ecological sustainability"; Section on "Sustainable products"

Corporate Responsibility Programme | *Postbank sets itself new goals for the sustainability of its actions each year. The focus rests on responsibility for its core business. It is flanked by the responsible handling of social and ecological resources as well as risks. The goals are backed up by concrete measures for implementation. Goals and measures are integrated into the corporate responsibility programme and monitored for achievement at the end of the year. The consequences for the following year are then derived from the results.*

Corporate responsibility
programme



Sustainability management

Goal	Measures	Deadline	Status quo
Further development of Postbank sustainability	Holistic implementation of a sustainability strategy	31/12/2015	Completed
	Updating of the Supplier Code of Conduct (minimum wage, anti-corruption)	31/12/2015	Completed
	<i>Focus of the sustainability reporting on the core business</i>	31/12/2016	New goal
Making employees aware of sustainability	Range of e-learning courses on sustainability subjects	Ongoing	In progress
	<i>Regular information for employees on the intranet and in the employee magazine.</i>	Ongoing	New goal
	<i>Introduction of a new format for team development in the scope of the Bank's social commitment</i>	31/12/2016	New goal
Synergies in sustainability management through cooperation with Deutsche Bank	Harmonisation of environmental controlling (data gathering, analysis, indicators of success)	31/12/2015	Completed
	Standard group-wide certification in accordance with ISO 14001 by a single certification institute	31/12/2015	Completed
<i>Independence of the sustainability management</i>	<i>Preparation of untangling the sustainability management after the exit from the Deutsche Bank Group</i>	30/06/2016	New goal
Commitment in external sustainability projects and campaigns	Participation in the "Stadtradeln" (City Cycling) campaign at the Bonn site	Ongoing	In progress
	Participation in the "Earth Hour" activity at suitable sites	Ongoing	In progress

Sustainability in the banking business

Customer orientation, processes and services

Goal	Measures	Deadline	Status quo
Optimised cash logistics	Expansion of the cash recycling machines in the self-serve area – reduction of money transports	31/12/2016	In progress
	<i>Expansion of the cash recycling function – fewer money transport and more security for the employees at the branches</i>	31/12/2017	New goal
	Introduction of a savings assistant for mobile banking customers – saving without cash	31/12/2015	Completed
Reduced waiting times in Postbank retail outlets in the pre-Christmas period	Use of colleagues from all divisions of the Bank and of temporary workers for improving service during the so-called peak business times	Ongoing	In progress
<i>Service improvement through digitalisation</i>	<i>Expansion of the Ideas Laboratory by the Postbank Garage: Implementation and testing of prototypes, new cooperation models with start-ups</i>	31/12/2016	New goal
	<i>Involvement of customers in the innovation process (co-creation) on the Ideas Laboratory platform</i>	31/12/2016	New goal
	<i>Pilot testing of video authentication for personal identification of new customers</i>	31/12/2016	New goal

Products

Goal	Measures	Deadline	Status quo
Range of ecological products and services	Sale of online products such as "SparCard <i>direkt</i> " and "Online-Girokonto" ("Online Giro Account") and the associated reduction in hardcopy account statements and transport services	Ongoing	In progress
	Increasing the sales from LichtBlick eco-electricity and gas contracts with promotional campaigns at the branches	Ongoing	In progress
	Sale of stationery from sustainably managed forests and recycled paper	Ongoing	In progress
	Testing of the e-signature for paper- and postage-free insurance sales	31/12/2015	Completed
	Introduction of video and chat-based customer consulting without transport routes	31/12/2015	Completed
	<i>Expansion and broader distribution of the BHW app to enable the sale of mortgage savings contracts using e-signatures without paper and postage</i>	<i>31/12/2016</i>	<i>New goal</i>
Support for social institutions in product sales	Visa Card "Save the Children" for employees: Postbank donation of one cent per transacted euro	Ongoing	In progress
	50 cents will go to Save the Children for each customer concluding a contract with green electricity supplier "LichtBlick"	Ongoing	In progress

Risk management

Goal	Measures	Deadline	Status quo
Establishment of a standardised risk culture	Further development of risk governance by harmonisation of rules and processes	New deadline: 31/12/2015	Completed
	Inclusion of the identification and analysis of environmental risks as a part of the bank's risk assessment and risk management procedure	New deadline: 31/12/2015	Completed
	Awareness-raising among managers and employees for the subject of risk/risk awareness: clear communication about the importance of risk management and the responsibility of each individual	31/12/2015	Completed
	Implementation and application of the so-called Credit and Reputational Risk Directives 1-5 applicable throughout the Deutsche Bank Group, also with a focus on the environment	New deadline: 31/12/2015	Completed
Optimisation of the risk-profit profile	Optimisation of the bank's risk-profit profile by means of improved capital allocation and through operational excellence	Ongoing	In progress
Reduction of ecological and social from the core business	<i>New version of the Reputational Risk Policy in consideration of sensitive countries and industries</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Concentration on the middle class in the credit business with corporate customers in consideration of reputational risks</i>	<i>Ongoing</i>	<i>New goal</i>
	<i>Ethical awareness-raising by targeted training of employees</i>	<i>Ongoing</i>	<i>New goal</i>

Social sustainability

Commitment to employees

Goal	Measures	Deadline	Status quo
Healthy at the workplace	Provision of health offers outside working hours at the sites (e.g. nutrition advice, yoga, massages)	Ongoing	In progress
	Extension of the structure "Regional Contact for Health" to retail outlets	31/12/2015	Completed
	<i>Reorganisation, efficiency improvement and partial expansion of the corporate health management</i>	31/12/2016	<i>New goal</i>
Compatibility of work and family	Pilot trial of mobile working and home office arrangements	31/12/2015	Completed
	<i>Expansion of the "Mobile work" concept to include the management of retail outlets</i>	31/12/2016	<i>New goal</i>
	<i>Expansion of scholarships for employees' children for the international student exchange programme</i>	31/12/2016	<i>New goal</i>
Support employees, improve working conditions	Identification and development of special talents (talent management)	Ongoing	In progress
	Needs-oriented offer of English courses	31/12/2015	Completed
	Implementation of leadership principles as the embodiment of Postbank's mission statement	31/12/2015	Completed
	<i>Expansion of employee scholarships for qualification in parallel to the job</i>	31/12/2016	<i>New goal</i>
Supporting diversity	Establishment of the subject of diversity management (e.g. through courses, learning clips)	31/12/2015	Completed
	Increasing the proportion of women in management positions	New deadline: 30/06/2017	In progress

Social commitment

Goal	Measures	Deadline	Status quo
Supporting education	Support for talented students, foundations and professorships	Ongoing	In progress
	Postbank Finance Award competition for universities	Ongoing	In progress
	Cooperation with Save the Children: winning over additional project schools	New deadline: 31/12/2015	Completed
	<i>Increase of external scholarships for institutes of higher education at the Bonn/Rhein-Sieg site</i>	31/12/2016	<i>New goal</i>
Support for social institutions	"Bälle für Deutschland" (Balls for Germany) campaign: Supporting associations, schools and nursery schools with soccer balls from Postbank	Ongoing	In progress
	Concentration of the bank's social commitment: Focussing of established donation campaigns (e.g. Christmas Tree Wish List Campaign) on the cooperation with "Save the Children"	31/12/2015	Completed
	Extension of the management agreement with the non-profit organisation Regenbogen gGmbH, canteen catering manager at the Munich site	31/12/2015	Completed
	<i>Pilot testing of a new integration project with "Save the Children"</i>	31/12/2016	<i>New goal</i>
	<i>Employee campaign days for the benefit of "We for Children" and for the benefit of refugee aid</i>	31/12/2016	<i>New goal</i>
	<i>Charity runs for the benefit of "We for Children" and for the benefit of refugee aid</i>	31/12/2016	<i>New goal</i>

Ecological sustainability

Environmental management and controlling

Goal	Measures	Deadline	Status quo
Increased efficiency of the environmental management system	Reduction of the documentation effort involved in environment management through distributed access to central documents and drawings	31/12/2015	Completed
	Maintenance of schedule of legal provisions using a commercial legal database on the Internet	31/12/2015	Completed
External validation of the environmental data	Preparation for certification of the environmental data according to ISO 14064	31/12/2015	Completed
Independence of the environmental accounting	<i>Preparation of the environmental accounting after the exit from the Deutsche Bank Group</i>	<i>31/12/2017</i>	<i>New goal</i>
	<i>Organisation of an independent CO₂ balance</i>	<i>31/12/2017</i>	<i>New goal</i>
Reduction of energy consumption and greenhouse gas emissions	<i>Organisation of an energy management system certified according to ISO 50001</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Definition of short-term and medium-term energy savings targets</i>	<i>31/12/2016</i>	<i>New goal</i>

Business ecology

Goal	Measures	Deadline	Status quo
Reduction of energy consumption and greenhouse gas emissions	Replacement of old refrigerators with new, energy-efficient appliances at the Frankfurt site	31/12/2015	Completed
	Conversion of the heating system at the Academy Hotel Bad Münden (conversion to condensing boiler technology)	31/12/2015	Completed
	Air conditioning system at the Hameln site: replacement of cold water pumps in the absorber (conversion to frequency-controlled pumps)	31/12/2015	Completed
	Hameln site: adjustment of lighting management in the canteen (activation/operating times) via building technology system	New deadline: 31/12/2016	In progress
	Leipzig site: modernisation of warm water supply and reduction in district heating consumption e.g. through the use of waste heat	31/12/2015	Completed
	Bonn site: establishment of additional video conference rooms to cut down on business travel	31/12/2015	Completed
	<i>Replacement of 15,000 workstation PCs for thin clients</i>	<i>31/12/2018</i>	<i>New goal</i>
	<i>Frankfurt: replacement of windows and insulation of window recesses in an open-plan office with 714 m² floor space</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Bonn: improved regulation of the room ventilation technology in the head office (Provincial building)</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Bonn: further expansion of video conferencing rooms for the reduction of business trips</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Munich: retrofitting of the lighting in technology centres to LED technology</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Munich: upgrade of cooling units in the canteen</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Bonn: testing of rental bikes for commuting traffic</i>	<i>31/12/2016</i>	<i>New goal</i>
	<i>Bonn: introduction of the Netviewer technology at the workplace to reduce business trips in the Chief Risk Office Department</i>	<i>31/12/2016</i>	<i>New goal</i>
Optimisation of print output	Increase in the proportion of recycled paper	31/12/2018	In progress
	Pricing of hardcopy posting items in payment transactions	31/12/2015	Completed

Sustainability in the banking business



Innovation driver digitalisation

Any place and any time. First, the internet went social and by now it is also mobile owing to tablets and smartphones. The digital revolution is changing customers' needs at rapid pace. In the past, Postbank attained a leading position in the market as an online bank thanks to its website. In 2015, it initiated a Bank-wide digitalisation programme and for this purpose, launched its new "Chief Digital Office".

Customer behaviour has evolved again with devices offering mobile access like smartphones and tablets. "In the future, our customers expect a service experience that is both personal as well as digital", says Chairman of the Board, Frank Strauß.

The aims span everything from raising digital competencies of employees and customers to omitting paper-based processes like transfers based on receipts, and postal ID processes – with significant progress: In the year 2015 alone, the number of online transfers at Postbank increased by 10 %. By means of video authentication, the Bank wants to save more than 100,000 paper-based postal ID processes per year in the future, which not only eases the burden on the environment but also saves costs.

But digitalisation means more than that: "We want to network more strongly with financial technology enterprises and learn from them. Growth in the customer business has technology and efficiency represent one side of digitalisation here. On the other hand, it also requires a cultural change that we intend to push ahead. The way and manner of the cooperation will change", says Philip Laucks, Chief Digital Officer of the Bank.

Ideas Laboratory: jointly innovative

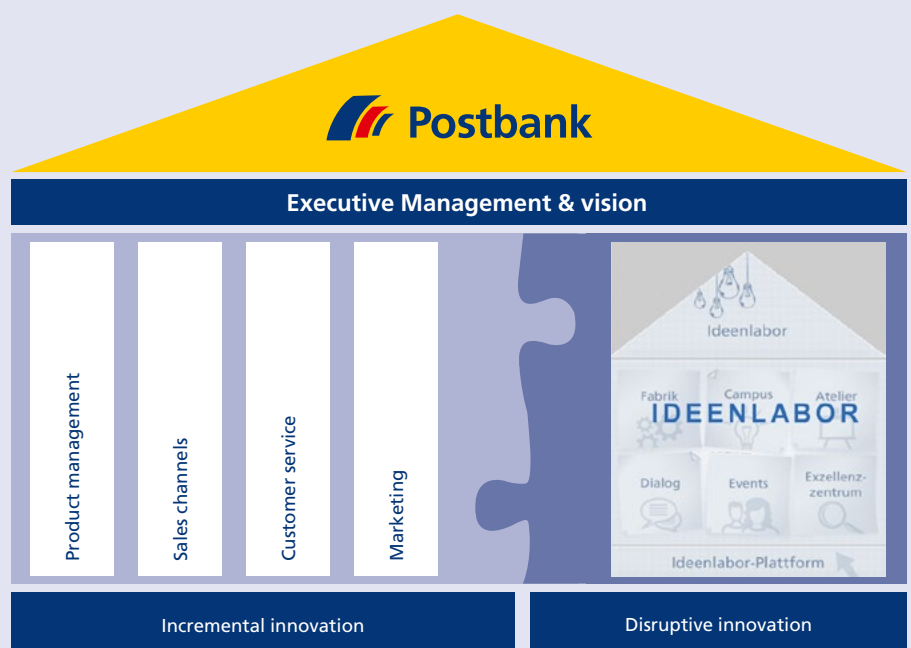
In the Ideas Laboratory of Postbank, employees can let their creativity run free. Different formats set the foundation for promising ideas from which innovative products and services are created.

What looks like a playroom for grown-ups is a workshop of the Ideas Laboratory in the Chief Digital Office. The particularity: a colourful collection of tools to promote the employees' creativity is awaiting Postbankers in the room. Everything is included from gaudy Post-its, walls or desks to painting with colour pens or even Legos. The workshop held was also part of the so-called "Campus" of the new Ideas Laboratory in Reuterstraße, Bonn, that since recently, as an ideas forgery of Postbank, offers employees the opportunity of letting new ideas emerge



In the competition for the website of the year 2015, users chose again Postbank's internet appearance as the "most popular website" in first place of the category "Banking and investment".

through an inspiring setting. "The employees' capacity to work with innovative concepts allows us to persevere in the market in a similar way as a start-up", says Sven Siering, Head of Innovations Management.



Formats for more creativity

"The online platform forms the foundation of the Ideas Laboratory concept and it can be used for a reciprocal exchange", explains Alexandra Seidel of the Ideas Laboratory. Besides the "Campus", the employees can also use five further formats, for example the so-called "factory", in which the Postbankers from different areas can work on a certain set of problems over a longer period, or the "excellence centre" where key trends are monitored so that ideas can be developed in step with the latest trends. This is also where the financial technologies market is being watched.



The Ideas Laboratory offers space for creative thoughts.

Current trends play a superior role especially in the Ideas Laboratory. This is bearing in mind that in light of around 350 German non-banking institutions, which nonetheless offer digital financial services and in times of a difficult market environment, it is decisive that Postbank continuously furthers its development especially in the digital segment – the Ideas Laboratory of Postbank makes a major contribution to this advancement. "The top three ideas of a workshop are uploaded to the online platform for further discussion. If these ideas are promising, they are presented to a high-calibre sounding board", explains Seidel. Since its launch in late April 2015, numerous workshops with several hundreds of participants have already been organised.

FinTechs

The framework conditions for banks have drastically changed in consequence of digitalisation. The digital customer experience is moving more and more into the focus. Likewise, innovations can be realised much more quickly in consequence of the digital development. "FinTechs" (financial technology enterprises) use these advantages. They offer bank products and services without being a bank themselves. They push into the market and fill niches that cannot be served by large corporate groups. Postbank is focussed fully on the new opportunities in its digital advancement and tries to use them for its advantage. In the process, it wants to learn, for example, from the mistakes of the music industry or the publishing industry. In the Chief Digital Office, Postbank aims to unite the best of the "start-up" and "corporate group" worlds and combine the strengths of both of them.

Digital expert unit

Postbank installed a Chief Digital Office in the year 2015. It is a specialised unit with direct connection to the Chairman of the Board, which initiates, controls and optimises the digital transformation programme across all operational fields of Postbank. The aim is to digitalise the Bank's internal processes, improve the customer experience, use new technologies and advance the corporate culture. Meanwhile the starting point in every consideration is the added value for Postbank's customers.

Customers | *Postbank puts its customers first. It maintains an intense dialogue with them and wants to be a fair and reliable business partner to them. It protects their interests as consumers. When providing advice on securities transactions or loans, the bank informs its customers of potential risks. Postbank values transparency and comprehensibility in communication with its customers.*

Customer Advisory Committee

The satisfaction of its customers is one of the essential prerequisites for Postbank's success. To be able to address the consumers' needs even better, it brought the Postbank Customer Advisory Committee into being in 2006. It has the mission to view Postbank's service and products critically, provide suggestions for further developments and contribute to designing new offers. For example, committee members take part in online surveys, product and service tests and workshops. Furthermore, the members of the core committee are invited to attend a conference with Postbank employees and managers twice a year. They work in honorary function.

The fourth Postbank Customer Advisory Committee commenced its work in 2014. It is composed of a 28-member core committee and an expanded Advisory Committee with around 3,000 members. The current committee is thus the largest in the history of the Postbank Customer Advisory Committee and reflects a cross-section of Postbank's customers. For example, the youngest member of the 11 women and 17 men of the core committee is just 24 years of age and the oldest member is 73. Their occupations vary from student to employee and self-employed members, and also include retirees. The Customer Advisory Committee is appointed for a period of three years.

The Customer Advisory Committee is actively involved in the Bank's projects. In the spring of 2015, the members of the Customer Advisory Committee sat in at



several finance centres and obtained a comprehensive inside look at the Postbank retail business. In the spring meeting, the members of the core committee discussed their experiences relating to the methods and processes at the branches with Postbank managerial staff. Ideas and suggestions have been collected in overall four workshops: Besides the conclusions drawn from the visits to branches, the members of the Customer Advisory Committee also discussed a marketing approach to mortgage savings for young people and ideas for an account configurator. The Advisory Committee members also examined the information provided by Postbank to let its customers know of the temporary outage of the SparCard which is used around the world. During updates to the Bank software, the SparCard always has to be taken out of operation for a few hours. This is done during the night hours in the Central European time zone. However, because the SparCard is used around the world for the cash supply, diligent information ahead of time is particularly important for the customers.

Autumn meeting of the Core Customer Advisory Committee, Bonn 2015

Contact via
kundenbeirat@postbank.de

[More information here](#)



Customer Advisory Committee

G4-26



In the autumn meeting in November 2015, the Core Advisory Committee discussed questions relating to the current business development and the future of the Bank with managerial staff and employees. In the workshops, topics such as “security” and “new customer loyalty programmes” were treated.

You can contact the members of the Customer Advisory Committee with suggestions and questions by e-mail at any time at kundenbeirat@postbank.de. You can also suggest topics for the Customer Advisory Committee magazine “Dialogue”, which is published three times a year.

Customer orientation and consumer protection



Postbank's financial consulting won the price as “Service Champion” among financial services providers in 2015.

The results were assessed in a customer survey conducted by Service-Value GmbH in cooperation with the daily newspaper DIE WELT and Goethe University Frankfurt/Main. The objective of the annual survey is to assess the experienced customer service of an enterprise.

Fair consulting

The presently low interest rates have revived demand for real estate and securities products. In both product groups, fair and professional consulting plays an important role. In the interest of its customers, Postbank places great value on high-quality consulting – at the branches just as much as in mobile retail. Its consultants receive regular training and continued education courses so that they are in the position to appropriately evaluate the interests and needs of their customers and offer them need-oriented products. The consulting range is complemented by a transparent price model and a selection of simple and comprehensible products.

The investors' experience and knowledge forms the basis of every consultation in the securities business. In addition, their expectations of returns and risk appetite of the investors are also a key criteria for the consulting. In the scope of the product recommendation, great value is always placed on a diversified investment. The expansion of the digital consulting offer is one of Postbank's focus points.

Sales targets are controlled in such a way that customer interests are always safeguarded. With its central controlling function for the securities business, Postbank has established a regulatory unit that continuously monitors the processes in the securities business in an appropriate way and it takes measures for optimisation.

[More information here](#)



Consulting in the customer's interest

Responsible loan approval

When granting loans, Postbank protects its customers from over-indebtedness. Each loan application must be accompanied by an obligatory analysis of the customer's personal situation by means of modern scoring procedures. A loan engagement will only be set up if sufficient financial leeway remains preserved after the deduction of interest and repayment amounts. Overdraft facilities and consumer finance are not granted to people under the age of 18 in order to protect under-age customers, years of age.

As a member of the Banking Industry Association, Postbank has undertaken to apply the ten principles of the Code "Responsible lending for consumers".

[More information here](#)



Cash supply and cash recycling

Postbank has joined forces with other German business banks in a Cash Group. Through this, the customers of Postbank, Commerzbank, Deutsche Bank, HypoVereinsbank and their respective subsidiaries enjoy a great measure of convenience, flexibility and cost savings for their customers supplying them with cash. Nationwide in Germany, the customers of the participating institutions can withdraw cash free of charges at more than 9,000 ATMs. This also includes the cash recycling systems at about 1,300 Shell petrol stations. Cash recycling has a positive effect on the environment. As cash terminals are supplied from the cash taken at the pumps since about 800 cash transport runs per month have been dispensed with since the launch at the end of 2010,.

Postbank is making increasing use of the benefits of cash recycling in its branches, as well. Since 2014, it has tested an automatic cash desk system that relieves employees at the cashier's desk of the task of counting money. It optimises cash logistics, avoids errors when paying out or accepting money and reduces the risk raids. Postbank intends equipping 1,00 branches with the new cash desk system by 2016.



Postbank was the overall winner in the Consumer Finance Test conducted by magazine FOCUS MONEY (print edition 32/15) in collaboration with Deutsches Finanz-Service Institut (DFS). The testers compared the costs of instalment credits offered nationwide in the private customer business of 27 banks and furthermore examined the remaining debt insurance regarding its product characteristics and costs.

Cash recyclers save the employees at the cashier's desks the work of counting money: they simply insert coins and bills in the designated compartment and the correct change is given out right away.



[More information here](#)


Cash recycling has also proven successful for ATMs used by customers themselves. At present, the Postbank network has more than 400 ATMs with deposit function, of which 150 machines have a coin deposit feature. The network continues being expanded.

In 2015, the ATM search in Postbank's online offer was expanded. It now provides the option to search specifically for machines nearby that are equipped for depositing bills and/or coins.

Brand, product and customer communication

Postbank's brand and product communication is oriented towards providing customers and prospective customers with comprehensive and reliable information. The means of advertising are chosen and designed in such a way that they give the consumer reliable guidance in finding a decision. In its customer media, Postbank also actively addresses questions of consumer protection.

From an ecological and economic perspective, Postbank aims for processes in customer communication that are sparing on resources. In keeping with the standards of the Paper Policy, it is a matter of course that Postbank avoids chlorine bleaches and uses only paper from certified sustainable sources, and uses of materials and transport paths as sparingly as possible.

In the dealings with business partners, Postbank also uses digital greeting cards that are sent out without paper and postage.

Comprehensible customer letters

Simple, comprehensible and easy to read – this is what the letters and emails from Postbank to their customers are supposed to be like. A team of experts have been working on developing customer-friendly documents since 2011.

By the end of 2015, more than one thousand letter and email text blocks have been revised, which is equivalent of more than 130 million pieces of written correspondence with customers. Employees regularly writing to customers can use special software to measure the intelligibility of texts. They attend seminars on comprehensible communication and can turn to experts for advice when they have problems with text.

In late 2014, Postbank started a pilot project that is to improve the processing quality specifically as concerns customer complaints. Here, too, it has defined quality criteria, raised the awareness of the processors and provided training for them. Internal measurements in 2015 confirmed the success of the pilot project.

Also, analyses conducted independently prove that the customers are more satisfied with the answers received. In the year 2016, Postbank therefore plans to expand the pilot project to further departments.



BHW Bausparkasse provides all kinds of tips and information about living in one's own home in the magazine "Wohnen" ("Living").

Without paper and postage:
the digital greeting card



Brand, product and
customer communication

G4-DMA



SCHUFA credit information at the branches

Since 2015, Postbank offered its customers a new digital service: In nationwide 100 Postbank finance centres, they receive their personal SCHUFA credit rating for their records in a quick and uncomplicated process. Following authentication by identification card or passport (with valid registration certificate), a customer manager of Postbank transmits the order data directly to SCHUFA (stands for Protection Association for General Credit Assurance).

The customer chooses his own personal password and receives an order number in addition. With this data, the credit information can be printed out on the terminal on site on original paper with watermark and copy protection. The complete process only takes a few minutes. This way, it becomes simpler, for example, for potential tenants to assure their landlords directly of their creditworthiness.



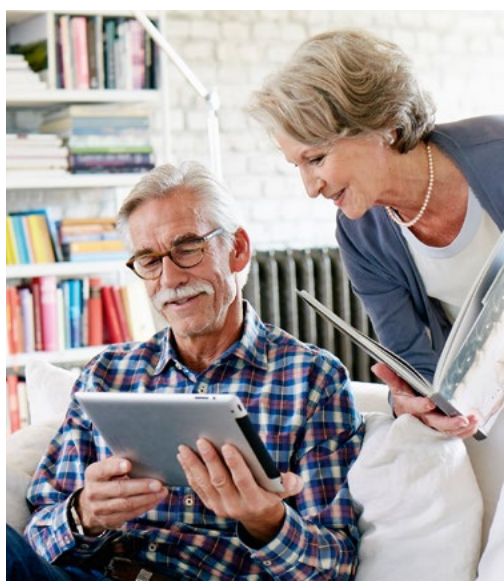
Christmas assistants at the branches

Terminal for the SCHUFA credit information

The weeks before Christmas are the busiest in the branches of Postbank. Employees and managers from the head office and the sites work as branch assistants during the Christmas rush to keep waiting times for customers as short as possible in spite of everything.

In 2015, around 1,500 employees and managers helped out their colleagues at the finance centres. In mere calculation, this support added up to 6,275 working days on which parcels and packages were processed in the back offices of 635 branches, customer questions answered, mobile cashier modules operated or a helping hand was extended at other places where needed at the moment.

Demographic change | *Postbank ensures that its products, product information and the equipment in the branches is attractive for older people, too. This way, it takes into account that the percentage of older people in the population continues to increase. For this target group, it provides specific informational and consulting offers. One focus rests on the issue of provisioning and insurance.*



Information for older people: the online portal "Lebensart 50plus" (Way of life for 50plus)

More information here



Online information portal "Lebensart 50plus" (Way of life for 50plus)

Since 2013, Postbank gives advice on its online information portal "Lebensart 50plus" (Way of life for 50plus) (before April 2016: "Lebenswelt Alter" (Living World in Old Age) on questions that are primarily a concern for people from the age of 50. The portal has been developed with the cooperation of the Bank's Customer Advisory Board. Its aim is to provide guidance: with important information, interactive forms, tips on downloading and check lists. The information offered covers the fields of retirement planning; finances and provisioning; taxes and pensions; insurances; powers of attorney; bequests, bequeathing and inheriting; security as well as residing and living in old age. The response and customer feedback shows that there is great need for information.

Brochures on fraud protection

Older people are becoming more frequently the targets of attempted fraud. For the purpose of prevention, Postbank has developed information brochures that specifically target seniors. Topics, such as the so-called grandson trick, fraud in money transactions, fraud at automatic teller machines and burglary are treated and explained easy to understand. Besides information on fraud schemes, preventive measures are described to protect customers from damage. The brochures are revised at regular intervals and amended for new fraud methods. They are available at the Postbank branches and can also be accessed online at Postbank's website.



“Ruhestandsplaner” (“Retirement Planner”) online tool

With the “Ruhestandsplaner” (“Retirement Planner”) developed by the Institut für Vorsorge und Finanzplanung (Institute for Pension and Finance Planning – IVFP), Postbank has provided an analysis tool for future retirees on its website since 2013. The online program enables a neutral and independent calculation conducted personally regarding the financial means that can be expected to be available for retirement, taking into account the specific circumstances of the person interested.

A forecast of future inflation is also integrated in the calculation. Besides current income, the calculator also includes existing provisions for retirement and directly assesses the existing net pension provisions – taxes and social insurance contributions in retirement are also included in the calculation. If there is any gap in cover, the Retirement Planner will show it. Based on wishes and goals, it will then make recommendations as to which pension products make particular sense. Despite the great complexity of the data that is processed, the Retirement Planner is very user-friendly.

[More information here](#)



Inheritance and bequests

Inheritances in Germany continue to increase. Postbank set up an “Inheritance Hotline” (0800 1008 904) in 2007 to provide advice on all aspects relating to the subject of “Inheritance and bequests”. Specially trained staff at Postbank’s call centres are available via telephone to customers virtually around the clock and provide useful information, for example, regarding the processing of inheritance as well as legal questions concerning inheritance. Postbank revised its brochure “Guide for Surviving Dependents” in 2014, adding a section dealing with the topic of “Digital Legacy”, something often neglected by heirs for lack of knowledge.

[Hotline for heirs: 0800 1008 904](#)



[More information here](#)



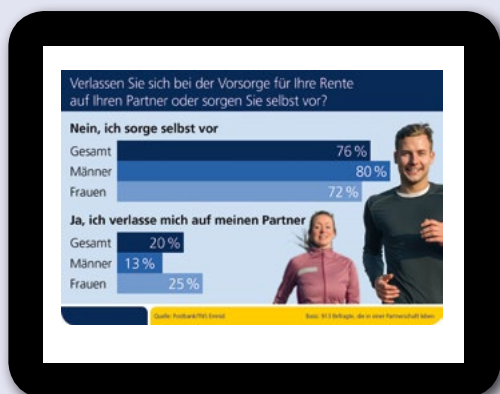
My partner, my retirement provisions?

Even today, surprisingly many women still rely on their retirement being financially secured by their partner, as the results of a current Postbank survey show. A risky assumption – to avoid the risk of poverty in old age, personal provisions are indispensable especially for women.

Emancipation or not: Every fourth woman living in a relationship still relies on her partner in matters relating to retirement provisions according to an Emnid survey conducted on behalf of Postbank. Only half as many men rely on their better half when their provisions are concerned. Foremost married couples are keen on their spouse's savings. While 92 % of singles provide for themselves, it is just 70 % of married people. In light of the OECD calculations, it is surprising that this many women leave the responsibility for their retirement provisions up to someone else. Accordingly, women in Germany receive only half as much in retirement benefits than men do. Every tenth female retiree aged between 66 and 75 lives in poverty. Among those older than 76 years, it is even every seventh. In comparison, at 6 % only half as many men are affected by old-age poverty.

When evaluating this finding, however, it must be considered that women still earn significantly less than their male colleagues do and that they are employed in lower paying occupations. They also take more frequent and longer leaves from work for their families or they work in part-time employment over some phases. "In spite of or rather especially because of these disadvantages and gaps in their professional careers, women must create provisions themselves for old age", says Katharina Freudenhammer of Postbank. "The 'spouse as retirement plan' is no longer in line with the times. The divorce rate is rising and spousal relationships more frequently become partnerships for time."

Even at with low income, a financial pad can be built up in the course of years. The motto is: the earlier you start, the more you can achieve with lower savings instalments, as interest and compound interest work in the investor's favour. "It is worthwhile affording small monthly savings instalments and contributing larger sums, for example, parts of Christmas allowances", advises Katharina Freudenhammer. "In any case, public subsidies should be used. For example, by concluding agreements on capital-forming benefits in training contracts or a subsidised Riester pension when children are on the way. The investments must be selected specifically for each case, best with the help of a financial expert." And professional advice is urgently needed by many: every tenth woman says about herself that she does not have any financial know-how according to the Postbank survey. Of men, in contrast, only 4 % admit this gap in knowledge.



© Photo: Lars Zahner

Products | *With its product portfolio, Postbank helps its customers act sustainably with its product portfolio. Its portfolio is tailored for different personal circumstances and income levels and includes products and services that take account of its responsibility towards the environment and society.*

Social products and services

- **Postbank Visa Card Prepaid**

A safe means of payment for universal use, without credit check or query of the SCHUFA credit agency, for young adults from 14 years of age and for customers, who would like to have full control over spendings via their credit card account. Dispositions can be made exclusively to the extent of an existing credit balance.

- **Postbank Visa Card "Save the Children" for employees**

For each euro that is transacted with the Postbank "Save the Children" Visa Card, Postbank donates one cent to "Save the Children". Employees of the Bank can thereby support the project "Wir für Kinder – Bildung ist Zukunft!" ("We for Children – Education is the Future!"). A donation sum of nearly EUR 30,000 was collected this way in the year 2015.



- **Money payment order, account payee only also for refugees since 2015**

The payment system with "payment order, account payee only" is a document similar to an open cheque that the Federal Employment Agency can issue to recipients of benefits instead of transferring money. This way, recipients are supported who do not have their own account and they can receive a cash payment of their benefits at a Postbank branch. In 2015, Postbank expanded this option for the cash supply to refugees. Recognised refugees or asylum applicants can thereby also receive social benefits even if they do not have accounts of their own yet. The so-called BÜMA (certificate of registration as asylum applicant) is recognised as identification document.

- **UNICEF Christmas cards**

Postbank and Deutsche Post are actively involved in support of the Children's Aid Organisation of the United Nations. They sell UNICEF greetings cards with Christmas motifs in their branches on a non-profit basis in the pre-Christmas season. This way, almost EUR 370,000 was generated in sales for the benefit of the United Nations Children's Fund in 2015.

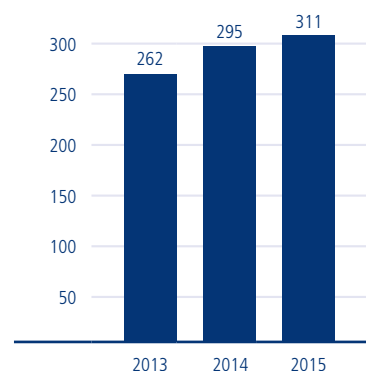
For more information, see the Section "Charity".

For employees:

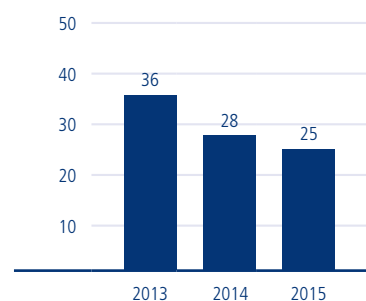
VISA Card "Save the Children"



Visa Card Prepaid (in thousands of pieces)



UNICEF Christmas card sets (in thousands of sales packs)



Products

G4-DMA



Social products and services

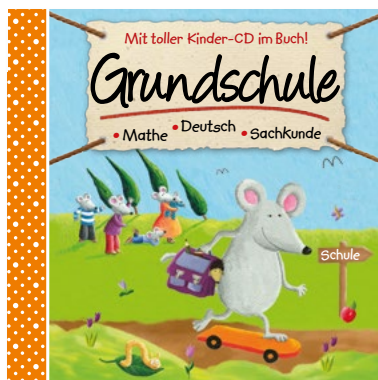
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- **Educational books for a good cause**
“Save the Children” receives EUR 2 for every book sold. More than EUR 82,000 has been collected this way in the year 2015 for the benefit of “Save the Children”, which is a steep rise compared to the previous year. Postbank has been offering these educational books that are produced in collaboration with “Save the Children” in many of its branches since April 2014.

For more information, see the Section “Charity”

Educational books for the benefit of
“Save the Children”



- **Postbank donation accounts**

Postbank wants to support recognised charities in their humanitarian activities. For this reason, it not only presents a collection of some 50 national and international aid organisations and welfare associations that maintain donation accounts with Postbank, but there is also a list of other associations with accounts at other banks. Furthermore, donors are also given practical information on making transfers for charities and as to their recognition by the tax office. Cash deposits to donation accounts at Postbank are free of charge at the 1,100 Postbank Finance Centres and the thousands Deutsche Post branches.

[More information here](#)



Ecological products and services

- **Real estate modernisation**

About 35 % of the energy end consumption and a rounded one-third of the greenhouse gas emissions in Germany are caused by buildings. The federal government has therefore developed an "Energy Efficiency Strategy for Buildings" in November 2015. It is primarily focused on buildings that have been newly built between the end of the Second World War and the 1970s to alleviate the lack of housing in large cities. These buildings consume nearly one-quarter more energy on average than old buildings do that were constructed before 1919. Many of them are in need of modernisation.

Property owners can make use of state subsidies to counteract the effects of rising energy costs and, at the same time, contribute to Germany meeting its climate protection targets. The energy-efficient modernisation of buildings also benefits from historically low levels of interest. Postbank meets the demand for modernisation with offers of finance and helping to arrange public subsidies. Customers can receive a binding ad-hoc online confirmation from KfW (Credit Institution for Reconstruction) for subsidy programmes that are in particular high demand.

Since 2005, Postbank with its brands BHW and DSL Bank Partner has been a partner of "co₂online". The non-profit consulting firm makes a designated effort for climate protection in the construction and housing sector. It is sponsored by the Federal Ministry of the Environment and the European Union.

- **Construction financing and mortgage savings with BHW**

Bausparkasse AG, with around 2.6 million customers and 3.4 million mortgage savings contracts is one of the largest private mortgage savings banks in Germany.



The energy-efficient renovation of post-war buildings is an important step for Germany in the implementation of its climate protection goals. We support our customers on this road with consulting and the matching products.«

Susanne Klöß-Braekler, Managing Director, Products



It offers mortgage savings and construction financing primarily in Germany. BHW Bausparkasse AG is a 100 % subsidiary of Deutsche Postbank AG.

In the year 2015, a total of 2,167 contracts (2014: 2,539) have been concluded via BHW Bausparkasse involving energy-efficient KfW programmes. This equals a volume of approx. EUR 112 million (2014: EUR 125 million). In addition, there is a non-measurable number of construction projects without public subsidies. The slight decline can be explained by new business, which was lower in total.



[More information here](#)



Ecological products and services

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G4-F58





- **KfW loans from Postbank Group**

Overall, the demand for loans with subsidised interest rates from Kreditanstalt für Wiederaufbau (KfW) declined again in 2015. Postbank arranges KfW loans not just under the BHW brand but also in through third party sales under the brand of DSL Bank – partner bank for financial service providers. The data shown below as to the arranged loans covers both brands.

- **Home-owning programme**

This home-owning programme of KfW is targeted to anyone intending to build or buy a house or flat and live in it themselves. In 2015 Postbank arranged 11,805 low-interest loans for its customers amounting to EUR 560 million (2014: 12,671 loans with a volume of EUR 598 million).

- **Energy-efficient modernisation**

Loans for the energy-efficient modernisation and the first-time purchase of modernised buildings or residential homes were arranged for 1,605 applications with a total volume of EUR 84 million (2014: 2,084 loans with a volume of EUR 101 million).

- **Energy-efficient construction**

Group-wide, 4,840 financing contracts with a total volume of EUR 253 million for the purchase or construction of energy-saving houses were concluded (2014: 5,026 contracts with a volume of EUR 263 million).

- **Alteration construction appropriate for old age**

The financing volume for alteration construction as appropriate for old age with subsidies from KfW remained at nearly the same level as in the previous year. 261 loans with a volume of EUR 7.6 million were granted under this programme (2014: 286 loans with a volume of EUR 7.7 million).

- **“Riester-compatible” mortgage savings and construction financing**

Allowances under the Riester savings scheme can be incorporated in different ways in financing arrangements for the purchase, construction or debt servicing of owner-occupied property. Postbank assists its customers in this.

[More information here](#)



- **Correspondence with customers**

In 2015, Postbank optimised the procedure of how it informs new customers of their PINs (Personal Identification Numbers) for debit and credit cards as well as for online and telephone banking. This way, around one million fewer letters are printed and mailed per year. The sparing treatment of resources in the correspondence with customers is of great significance to Postbank: When it informs its entire customer base about a legal or regulatory change in writing, the paper trail reaches from the corporate headquarters in Bonn to Tenerife and the paper weight equals that of 48 Asian elephants.



Postbank has therefore developed a resource-saving process of cascade communication for providing binding, written information to its customers. It makes systematic use of all available standard distributed communications such as supplements to bank statements used as a “piggyback” means of delivery. Online customers are informed via their electronic mailbox. Letters on paper including their transport can thus be reduced to a minimum.

• Digital bank products

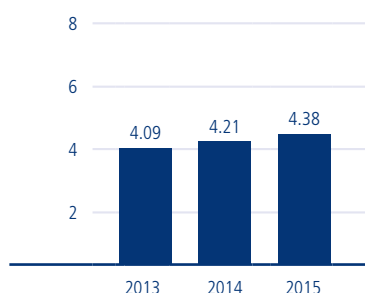
For several Postbank products there are digital variants, which reduce the need for hardcopy records and physical transport services. Examples of this are the SparCard Rendite plus *direkt*, which was launched in 2014 and the credit card online service whilst also online, mobile and telephone banking. As part of the digitalisation strategy, the Bank is continuously expanding the offer of digital products and services.

• Ecological services at the Postbank finance centres

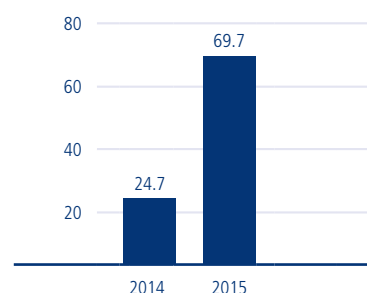
- Energy from regenerative resources

Since 2003, Postbank has been selling products of the eco-energy supplier LichtBlick Founded in Hamburg in 1998, the company supplies electricity from renewable energy sources such as hydro, wind and solar power. In addition to green electricity, Lichtblick's gas with a 5 % proportion of green gas has been available in more than 800 Postbank finance centres since 2009. All emissions generated by the production of LichtBlick's biogas are offset by climate protection projects in developing countries. Since the start of the cooperation, Postbank has already brokered more than 170,000 customers for green electricity and more than 26,000 customers for biogas.

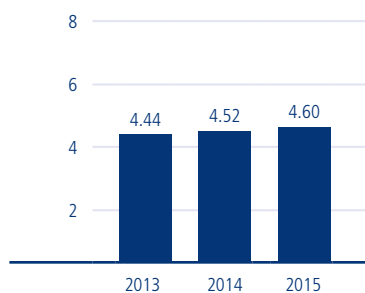
Giro cards with online banking
(in millions of pieces)



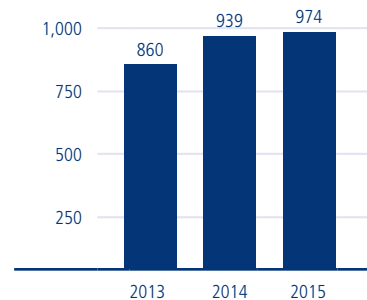
SparCard Rendite plus *direkt*
(in thousands of pieces)



Giro accounts with telephone banking
(in millions of pieces)



Credit cards in online service
(in thousands of pieces)



Sales of these products declined again in 2015. Around 1,600 green electricity and 400 biogas contracts were concluded in the branches (2014: 2,500 green electricity and 600 biogas contracts). The cause for the decline in Postbank's opinion is not a generally lower environmental awareness, but increasing market satisfaction among the customers who visit the Postbank branches regularly.

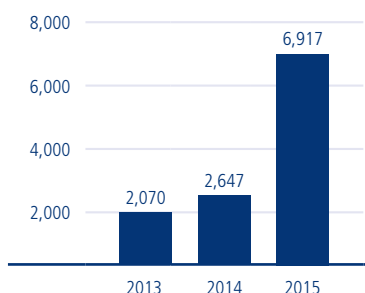
Ecological products and services

G4-EN27

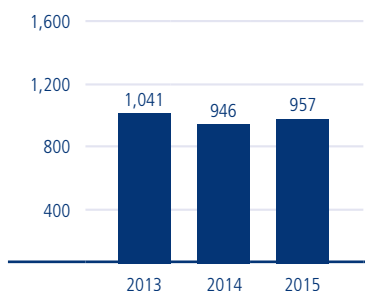
G4-F58



Environmentally friendly stationary PEFC/FSC (in thousands of sales packs)



"Blauer Engel" products (in thousands of sales packs)



- Environmentally friendly stationary

Postbank is the largest seller of stationary of the PEFC/FSC/EU Ecolabel standard. In addition, Postbank retail outlets sell about 60 products that have been awarded the "Blue Angel" environmental label by Federal Environment Office. In the year 2015, 6.9 million sales packs of environmentally friendly stationary that comply with the PEFC, FSC and EU Eco Label standards have been sold – this is more than twice as many than in the previous year. At nearly 960,000 packs, sales volumes of "Blue Angel" products rose slightly compared to the previous year.

Working together with the "Initiative for Recycling Paper", Postbank informs its customers about topics of "The Blue Angel" and climate protection on the inserts of its envelopes and protective bags. Even the photocopiers in the branches bear the "Blue Angel" label.

Postbank began in 2004 to switch its selection of paper products and stationery sold in its finance centres to stationary from environmentally friendly production. This process has been largely completed.

- Climate-neutral services from Deutsche Post DHL

Postbank offers its customers the possibility in the Finance Centres to mail letters and parcels in a climate-neutral process. With the GoGreen Plusparcel and the GoGreen Plusletter, Deutsche Post DHL neutralises the CO₂-emissions caused by the mailing by the company's investment in internationally recognised climate protection projects. The materials are environmentally friendly, too. The GoGreen Plusparcel is made from recycled cardboard and the GoGreen Plusletter is made from FSC-certified paper.

In 2015, Postbank sold over 361,000 GoGreen Plusletters and nearly 195,000 GoGreen Plusparcels. This represents a decline by one-third compared to the previous year.

Deutsche Post DHL has set itself a measurable climate protection target with the Group-wide GoGreen programme. Implementation is monitored and certified by an independent certification company on the basis of the ISO 14064 standard.



We have gradually expanded the offer of stationary from sustainable sources in our branches. I am very pleased that our customers support this effort with such great demand.

Hans-Peter Schmid,
Managing Director,
Retail Outlets



Company | *Postbank has a robust and efficient business model, which creates values even under difficult market conditions – for its customers, employees and shareholders. Its positioning as “digital & personal” and as a safe, reliable retail bank are the centre pillars of its market appearance. They are emphasised by clear rules that are binding for the actions of all its employees.*

Company development

Satisfactory financial year 2015

Postbank has continued on its successful path in the financial year 2015, in spite of persisting difficult market conditions and at the same time, it has again proven the robustness and efficiency of its business model. Adjusted for extraordinary effects, the result before taxes rose noticeably by nearly 10 % to EUR 522 million (2014: EUR 477 million). Based on the good operative business, Postbank has continued its positive development in the key financial figures and key balance sheet indicators during the year ended: return on equity before taxes rose from 6.9 % to 8.8 %. The tier-1 capital ratio (CET1 fully phased-in) rose to 11.4 %, the leverage ratio (fully phased-in) of Postbank at 3.4 % was substantially above the 3 % mark for the first time. With discipline in terms of costs, it was furthermore accomplished to further lower the administrative expense to EUR 2,724 million – in spite of rising burdens for the fulfilment of regulatory requirements and additional expenditure for the demerger from Deutsche Bank.

Furthermore, Postbank could lower its risks further, whereby the balance sheet total fell to EUR 150.6 billion (2014: EUR 155.4 billion).

- **Increases in the customer business**

Growth impulses were received in 2015 from the credit business with private and corporate customers. New business in construction financing rose compared to the previous year to reach EUR 10.5 billion (plus 16 %), the new business with instalment loans amounted to EUR 2.6 billion (plus 12 %). New loans granted to corporate customers grew to EUR 1.2 billion (plus 17 %), commercial mortgage financing increased to EUR 2.8 billion (plus 15 %).

New contracts concluded via digital channels also developed positively. Accordingly, the number of giro accounts opened online rose by rounded 19 %, the volume of the instalment loans concluded online grew more than 8 %. Overall, more than 380,000 new private giro accounts were opened in the financial year 2015. Postbank thus manages 5.25 million giro accounts and stays unchallenged the largest provider in the German market.

[More information here](#)



- **More new business with mid-sized businesses**

In the credit business with mid-sized businesses, Postbank achieved a growth of 9 % in the new business in 2015. In this segment, Postbank advises and manages its corporate and business customers on request through the complete process, for example, in the financing of investments.

In addition, Postbank could profit from the rising demand for the financing of commercial real estate. In 2015 alone, the new business volume was at EUR 2.8 billion and therefore rose in the double-digit percentage range. Postbank could thus report clearly better results than the overall market. In order to ensure optimal availability also for business and corporate customers, new Postbank retail centres are currently being created in many urban areas. Here, the entire product portfolio of Postbank is united under one roof and specialised contacts guarantee comprehensive and competent consulting services.



Our mid-sized business customers expect that we not only understand their business but support it sustainably. The new retail centres help in this process. They facilitate that we can be reached even more easily by entrepreneurs. «

Dr Ralph Müller,
Managing Director, Corporates and Markets

- **The road to independence**

In preparing its structural independence, Postbank has made further progress. It has completed the squeeze-out of minority shareholders, pushed ahead its organisational advancement, and reintegrated the service companies required for its business model. By mid-2016, it also wants to be organisationally independent in terms of its systems and processes.



We have a clear plan for a successful future as a strong and independent bank. On the road to this goal, we want to advance the digital transformation, raise efficiency and growth, and develop our balance sheet structure further in response to the low interest rate environment. «

Marc Heß, Chief Financial Officer

Company Management | *Postbank directs its commitment towards customers, employees, shareholders and society. Postbank expressed its principles and values in a discrete mission statement in 2013. It is the foundation for the value-oriented and long-term sustainable management of the company. The mission statement applies equally to all managers and employees.*

Values and principles of Postbank's mission statement

The mission statement represents the framework for the strategic orientation, the aims and operative actions of Postbank. It serves as guidance for the future and offers orientation for all employed at Postbank. The mission statement brings together Postbank's and its subsidiaries' identities. At the same time, it considers the changed social framework conditions the banking industry is currently facing.

The Postbank's six values and principles are:

- Customer orientation
- Integrity
- Sustainable performance
- Innovation
- Partnership
- Discipline

In an established feedback process, employees give their feedback in case there are disruptions in the implementation of the mission statement. Since 2014, already more than 20 Group-wide obstacles have been worked on that hinder employees and managers from implementing the mission statement. This has resulted in numerous improvements, which have largely been realised already.

Management principles

The management principles transfer the values and principles of the Postbank mission statement into a concrete framework for the conduct of managerial staff. They demonstrate which form of leadership conduct is expected at Postbank. The principles are binding for managerial staff at all levels – thus, for all Postbank employees who directly oversee employees. The role model function of each manager, clarity and appreciation in dialogue, as well the promotion of diversity in the team.

In a one-day impulse training course in 2015, the managers discussed the principles and reflected on their own leadership conduct.

For the support of good leadership conduct, managers can take advantage of measures for team development, coaching and special training. In 2015, about 1,000 advanced training days in total have been spent on impulse training, 270 advanced training days for coaching, and 1,360 advanced training days for team development measures. The leadership principles are integrated in the performance management process for managerial staff.



Impulse training for managers, Bonn 2015

[More information here](#)



Values and principles of Postbank's mission statement

G4-56



Management principles

G4-56



Corporate governance

Good corporate governance at Postbank is deemed the prerequisite for a responsible and value-oriented management of companies. In this respect, the bodies of Postbank value the most comprehensive implementation possible of the GCGC (German Corporate Governance Code). The Management and Supervisory Boards of Postbank have examined the fulfilment of requirements, and in particular the changes to the GCGC in the version of 5 May 2015. Following an in-depth consultation, they issued a joint declaration of compliance on 17 December 2015. This statement and the compliance declaration from previous years are published on Postbank's websites.

[More information here](#)



Postbank dialogue

In the previous years, the culture of dialogue has been continuously expanded further. Since 2012, Postbank's Chairman of the Board, Frank Strauß, has regularly visited the Bank's sites to inform employees of all company divisions about the current develop-

ments of Postbank and find out from them what is important to them with regard to their company, location and daily experiences. The other members of the Board and Heads of Divisions have also been visiting the employees at the sites since 2014, in order to engage in a direct dialogue with them.

In the year 2015, more than 20 dialogue events have been held in these cities and regions: Nuremberg, Berlin, Leipzig, Karlsruhe, Munich, Essen, Bonn, Augsburg, Dortmund, Düsseldorf, Thuringia, Hannover, Hamburg, Rostock, Freiburg, Stuttgart, Frankfurt, Cologne, Münster, Mannheim, Bremen, Ingolstadt.

Moreover, employees can also send their questions and suggestions by email directly to "Frank Strauß in dialogue".

Postbank Award

The Postbank Award is given in recognition of employees who put the values of the Postbank's mission statement into practice in an exemplary way. Winning teams are presented with the award in the course of the annual management conference, the gathering of the Management Board and executive managers.

All Postbank managers can submit nominations – for individual employees or even entire teams. The jury consists of 14 representatives from different departments and works council. One golden and two silver Postbank Awards are given for each category.

Corporate governance

G4-15



The winners of the Postbank Award 2015
with the Postbank Board

Besides extraordinary dedication in the spirit of the mission statement, the submissions are evaluated according to the criteria of “Exemplariness and transferability”, “Sustainable effect”, “Future orientation”, and “Extraordinary character”.

The Award was presented for the third time in the year 2015. Particular focus rested on projects, initiatives and measures that make Postbank a “Bank for life” – digital and personal – to its customers. About 1,300 employees were nominated – of whom almost 200 employees were honoured for their extraordinary performances with the Postbank Award 2015 in Berlin at the management conference in early November.



Wire transfers with fingerprint

The 2015 Postbank Award in Gold for the category of “Innovation” was received by the team that has developed the “BestSign mobile” feature for the “Postbank Finance Assistant” app. It is used to release wire transfers on smartphones and tablets by means of one’s own fingerprint.

The transfer feature in the Postbank Finance Assistant app is nationwide one of the most innovative wire transfer solutions. One important reason for this is the security procedure of “BestSign mobile”, which generates a digital signature for the release of transfers.

“We use the technology made available to offer the greatest possible service to our customers”, says the Head of Digital Experience Management, Dennis Raabe. This also included the “Touch ID” technology available in modern smartphones. It enables a scan of the fingerprint on the smartphone.

“Instead of a personal password, the customer can now also use his fingerprint with ‘BestSign mobile’ to release transfers”, explains Raabe. By launching this solution, Postbank brings together the topics of security and ease of use.

“The fingerprint procedure via ‘BestSign mobile’ enables us to combine the highest measure of security, innovative technology and comfort for the user”, Raabe emphasises.



“When the ‘BestSign mobile’ by fingerprint was introduced, Postbank was nationwide the first bank that offered its customers the new technology in a banking application”, says Raabe.

This had been possible solely because of an agile team within IT Development.

Winner of the Postbank Award 2015 in Gold in the category of innovation: the “Postbank Finance Assistant – BestSign mobile” team

Postbank Star and Master Class

Postbank is focussed on sustainability in its sales organisation. The Postbank Star Award set up in 2014, therefore, honours successful managers and their sales teams not just in the categories of "Best Sales Performance" but also in the categories of "Best Customer Benefit" and "Best Employee Satisfaction". This ensures that sales success is measured against the standards of Postbank's mission statement. The Postbank Star awards are presented during the bank's sales conference.

Since 2015, the Postbank Star has been rounded out by the "Master Class". Here, the sales managers and their teams are honoured, who convinced equally successfully in all three evaluation classes of the Postbank Star.



The award winners of the Postbank Star 2015 in the category of "Best Employee Satisfaction"



Simply masterful

The Master Class was inceptioned in early 2015 – an award for the best performing sales managers and their teams in the previous year. Those demonstrating equal strength in three categories become members of the Master Class: sales performance, customer benefit and employee satisfaction.

Big stage for the best sales staff at the 2015 Sales Conference: for the first time in February, sales managers became members of the newly created Postbank Master Class in Berlin. The prerequisites for gaining a spot in this elite class are excellent performances in the categories of sales performance, customer benefit and employee satisfaction. Managers together with their teams were honoured.

Appreciation for teams

As appreciation, the award-winning teams received vouchers for redemption by their own choice, for example, for summer parties, team night get-togethers or barbecues. For example, Branch Manager Kirsti Busch organised a summer party in Hamburg for the award-winning team of the Lübeck branch area, who had accomplished with great dedication to rise to the Postbank Master Class. A nice occasion for the employees to communicate in a relaxed atmosphere for once without suit and tie and foremost to get to know each other. After all, the distance between the individual Postbank Finance Centres in the Lübeck branch area makes these meetings extremely rare. "The summer party was a great opportunity to appreciate the performance and the success of the entire team in a quite special setting and to say 'thank you'", says Kirsti Busch.

Masters amongst themselves

The managers themselves met other "masters in their fields" in the course of the year. At three events, they spoke with star chef Nelson Müller, star conductor Iván Fischer and Rolf Königs, President of the First Soccer League Club Borussia Mönchengladbach. The Master Class members used the occasion to exchange thoughts about successful strategies and approaches in other specialised fields. "In Rolf Königs, we had the chance of meeting a particularly successful manager at work and in sports", Jürgen Pütz, Market Area Manager of Postbank Financial Consulting sums up. "It is a special moment when you can openly discuss questions with such experts." The shared events also allowed for the twelve Master Class members to talk among themselves and network beyond the borders of sales channels. "I enjoyed the relaxed dialogues with other award winners and the intense conversations with the top management", reports Christian Dreier, Director of DSL Bank Cologne.

The winners of the 2015 Master Class
cooked together with star chef
Nelson Müller





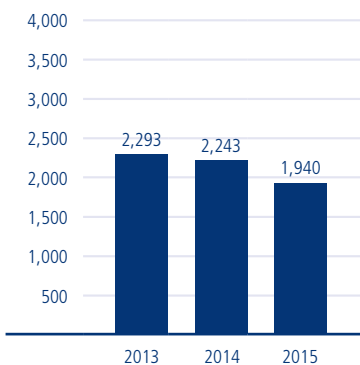
Ideas management

Postbank systematically promotes the innovative potential and creativity of its employees. The employees and trainees in all parts of the company are called upon to use their ideas to optimise everyday process flows, improve products and services, and to develop visions. Successful ideas are rewarded with in-kind and monetary prizes. This actively involves employees in driving the company's process of innovation.

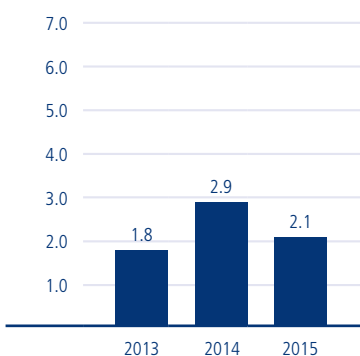
Postbank's ideas management system differentiates between two types of ideas: improvement suggestions with a quantifiable earning or saving potential and ideas without calculable effects. In case of the former, the people contributing the ideas receive a bonus based on success when the proposal is implemented. All other contributors receive entry tickets for a group-internal draw. The most successful ideas contributors are additionally honoured with special events. In 2015, they were invited to the Miniature Wonderland in Hamburg with a visit to the fire ship and a harbour tour. Managing Director of HR, Ralf Stemmer thanked the contributors personally in the course of this award ceremony for having added to the Bank's success.

Overall around 2,000 ideas were submitted by the employees in the past year. With them, Postbank could achieve savings of more than EUR 2 million. Postbank paid out around 9 % of this sum as bonuses to employees whose ideas were implemented.

Submitted suggestions



Calculable total savings from ideas management (in euro million)



Supply chain and procurement

Postbank's supply chain includes commodities and services required to operate its offices and branches (in particular buildings, equipment, energy, consumables, external products sold), for transportation (in particular branch logistics, business travel, cash logistics, customer correspondence) and in order to operate its computer centres (in particular hardware and software and IT services). Social, ecological and economic considerations have a significant influence on the decisions about suppliers and the services and commodities procured.

Where the procurement of products and services is Postbank's direct responsibility, it is concentrated in an independent Group Purchasing Unit. This enables the bank to take a holistic view of all economic, ecological and social aspects of the procurement process.

Before a business relationship with a supplier is established at the Postbank Group, the supplier must accept the Supplier Code of Conduct of Postbank, and fill in and pass a survey on environmental factors. Its Supplier Code of Conduct has been amended by Postbank in 2015 under the aspect of the minimum wage and anti-corruption standards. In the environmental survey, the supplier is initially asked whether it verifiably has a certified environmental management system. If this is not the case, the supplier must provide more information by answering additional standardised questions as to the areas in which the company pursues what environmental goals.

Ideas management

G4-26



Supply chain and procurement

G4-12



The answers are evaluated by means of a scoring system. As a rule, suppliers who do not attain a score of at least "satisfactory" are not considered in quotation and order processes. If they are monopolists or specialists, how to proceed will be decided in the individual case in consultation with the operations department placing the order. In the process, it is checked, e. g. the extent to which a substitution of the supplier can be made on the basis of Postbank's sustainability goals. This procedure for the evaluation of suppliers according aspects of sustainability has gained increasing acceptance among the suppliers since its introduction. A number of suppliers have been prompted by Postbank's procedure to apply a similar method in their own procurement processes.

The procurement of commodities is subject to equally high standards relating to sustainability. Before the purchase of IT hardware to equip workplaces, the Postbank Group's suppliers must fill in a product-related questionnaire, the "Green IT" performance sheets. Besides technical details, major emphasis is put on ecological criteria here. For instance, details are required concerning energy, the environment (even including recyclable packaging materials) and certificates relevant to environmental protection. From an economic point of view, a purchasing decision is made in favour of the IT product that combines the greatest sustainability effects for the same cost/benefit characteristics.

In accordance with the principles of sustainable forestry, only certified paper products from socially, ecologically and commercially sustainable forest management or recycled materials are used.

For more information on the Supplier Code of Conduct, the Environmental Questionnaire and Paper Policy, see the [Section "Guiding principles"](#).

Risk management, loan approvals and investment

Risk management

The Chief Risk Office (CRO) at the Board level was expanded for responsibilities in 2015, which had not been covered by other departments before. Through the additional responsibility for business continuity management, central outsourcing and reporting management, as well as IT security, the Chief Risk Office was strengthened in its central function of managing the Bank's risks.

The Chief Risk Office develops solutions for assessing and dealing responsibly with typical banking risks. It helps Postbank make rational and transparent decisions. It rigorously takes account of its customers' interest and the effects of its actions on the natural environment and the fabric of society.



Our reputation in public and our customers' trust are essential requirements for our business success. Postbank therefore treats reputational risks with the same diligence as it applies in the management of its own risks. «

Hanns-Peter Storr, Managing Director, Chief Risk Office

Better control of risks

Risks are part of the banking business. Handling them responsible means to Postbank carefully weighing the expected value creation against possible risks. The Bank optimises its risk-profit profile by means of improved capital allocation and operational excellence

The more equity Postbank must reserve for the protection of its customers, the less profitably it can conduct business. To increase efficiency for the use of equity, employees have developed a modern rating approach for the credit rating check in the commercial mortgages segment. "We are now not only able to estimate the risks existing in our portfolio better but we can also present them more transparently to the supervisory authority", says Martin Slowik, Head of Department, Risk Models of the Chief Risk Office (CRO).

This way, the management of risks has been much improved for Postbank by the new approach to classifying the risks of the related transactions. "We can now estimate on a more solid basis how risky individual commercial mortgage engagements are for the Bank", explains Slowik. Data like rental income for the coverage of debt service or macro-economic developments permitted important conclusions.

"Yet, we can also calculate how the customer's capacity to pay will develop if interest rates rise", he says. The improved risk assessment in the so-called AIRBA approach ultimately also leads to improved competitiveness of the Bank. "Based on the lower equity costs, we can offer attractive prices", explains Slowik.



Honoured with the Postbank Award 2015 in the category of efficiency:
the "AIRBA Rating for Commercial Mortgage Financing" team

Loan approvals and investment

In the context of its loan approvals, Postbank always evaluates the sustainability of borrowers and their capacity to service debt, and thereby contributes to avoiding over-indebtedness of households.



Handelsblatt (handelsblatt.com) conducted a comparison of forward loans in cooperation with FMH Finanzberatung in 2015. Postbank made first place with fixed interest terms of 10 and 15 years. Builders can use forward loans to hedge against rising interest rates in the future.

In operational terms, the guiding principles of loan approval are implemented by the credit analysis department. Loan approval takes place under continuous monitoring of opportunities and risks that result from the responsibility of Postbank towards society, the environment, and employees the company's stakeholders. Transactions directly relating to certain types of goods such as anti-personnel land mines, cluster bombs or ABC weapons are explicitly excluded.

The Chief Risk Office performs an annual screening of the bank's ten largest credit commitments to companies, financial institutions and commercial mortgage financing under sustainability aspects. Engagements in "sensitive countries" or "sensitive segments" represent a potential reputational risk for Postbank in this context and they are reviewed separately. Countries with politically unstable structures or rampant corruption are deemed to be sensitive in the same way as industries that involve an ecologically or ethically questionable activity.

By reviewing the largest commitments, the Sustainability Officer determines whether a potential reputational risk exists. The result is given to the people responsible for the business field raise awareness of sustainability issues and extend the assessment of the customer relationship. This forms the basis for any discussion that may be necessary between the Sustainability Officer and the managers responsible in order to develop possible responses.

Sustainability aspects are likewise considered in the investment of customer funds or Postbank's own funds. In this regard, criteria apply analogous to those of loan approval.

Quality management

Quality is indispensable for sustainable success, in terms of both consulting as well as product quality.

Sustainable quality in real estate sales

In cooperation with the Europäischen Bildungszentrum der Wohnungs- und Immobilienwirtschaft (EBZ) [European Academy of Real Estate Management], the independent agents of Postbank Real Estate have been certified since February 2015. An exam before the Chamber of Industry and Commerce comes at the end of the roughly one-year continued education programme as real estate agent.

“A consulting quality that is actually perceived by the customer creates competitive advantages”, says Frank Weigmann, Head of Department, Postbank Real Estate. After all, anyone who has the relevant trade permit can call themselves a real estate agent in Germany.

“The title of real estate agent does not give any indication as to reputability or consulting quality. The legislator is planning changes in this area soon.” Through the qualification from the EBZ, that is passed through by new real estate agents in the same way as by existing independent agents, the quality at Postbank Real Estate is to be ensured for the long-term.

So that this is successful, the educational concept of the EBZ has been customised specifically for Postbank. “In questions relating to real estate, we want to be a point of contact that you are happy to refer to others”, Weigmann emphasises.



Postbank Immobilien GmbH won the price as “Service Champion” among real estate agents in 2015. The results were assessed in a customer survey conducted by Service-Value GmbH in cooperation with the daily newspaper DIE WELT and Goethe University Frankfurt/Main. The objective of the annual survey is to assess the experienced customer service of an enterprise.

Compliance and prevention of money laundering | *Financial markets can only function for the long-term if all involved can rely on the other market players also observing existing legal regulations. Compliance consequently is the duty to act in accordance with applicable legislation, regulatory provisions and internal rules, Compliance protects the trust of market participants.*

Compliance

In the provision of securities services, the bank pursues the aim of protecting its customers and market players in equal measure. Conflicts of interest should be avoided wherever possible. Confidence and fairness are the yardsticks by which Postbank and its employees align their relationship to their customers and the market.

Compliance with regulatory provisions is an integral part of Postbank's business organisation. The bank perceives it to be a quintessential prerequisite for its sustainable success.

The compliance function at Postbank assists the bank in meeting its compliance obligations on a permanent basis. It develops a uniform understanding of compliance and continually improves the existing system of internal controls. The compliance function supports and advises operational areas. Through regular risk analyses and controlling and monitoring activities, it contributes to an organisation that is focussed on complying with legal and other statutory obligations. The compliance function thus proactively counters the risk violations, sustainably protecting the bank from sanctions, loss and reputational damage.

The compliance function undergoes regular audits conducted by internal and external auditors.

Measures for the prevention of corruption.

Postbank employees must act with integrity and transparency in all business transactions and avoid the impression of obtaining unfair business advantages or acting in a questionable manner. Accepting and granting gifts and invitations is subject to strict rules that are binding on all employees. The acceptance of money or vouchers is generally prohibited. For other gifts and invitations applies: from a low threshold value, each invitation and each gift must be registered, frequently even explicitly approved. The rules apply equally to receiving and extending invitations and gifts. In the process, the principles of transparency, integrity and the absence of self interest must be observed. When accepting a gift or invitation, the recipient must additionally ensure that the "non-cash benefit" is declared for taxes.

Postbank's suppliers likewise undertake to abide by its anti-corruption standards. These are defined in the Supplier Code of Conduct.

Fighting money laundering, the financing of terrorism and other criminal acts

The bank uses an effective anti-money laundering programme to support international efforts in fighting money laundering and the financing of terrorism. Regular employee training ensures that the prescribed monitoring and prevention processes are applied correctly.

A special team for the prevention of money laundering has the task of identifying critical money transfers.

This takes place on the basis of reports from the branches, the functional departments, information from investigative authorities and other institutions. The work is aided by IT systems that recognise suspicious transaction patterns and report them to the teams. The team evaluates the transactions with regard to possible money laundering patterns and checks them for plausibility by means of the customers' probable living situations. If a suspicion is confirmed, it will be reported to the investigative authorities.



A mature anti-fraud management system protects Postbank effectively from "other criminal acts". These are criminal acts committed with intent in Germany or abroad (in cases where Postbank is represented or operates there) and which could substantially endanger assets at Postbank.

*Fighting money laundering,
the financing of terrorism
and other criminal acts*

G4-14



Attentive employees avert damage

They have kept a cool head in life-threatening situations, took passionate actions and, thanks to their keen attention, they have given early alarm. Eight employees of Postbank received the Postbank Award for doing so.

A loss in an amount of more than EUR 1.4 million could be prevented by the sales managers at the Postbank Finance Centre in Düsseldorf-Arcaden. Counterfeit wire transfers for 28 customers surfaced there in January. These could be stopped still before execution. Not less passionate was the reaction of one employee at the counter in the Finance Centre in Stade. She noticed 13 white parcels. "When two different men wanted to pick up the parcels with authorisations that were meanwhile made out in the same handwriting, I called the police", she says. Together with the police, the fraudsters could be apprehended in the branch. This way, a loss of about EUR 10,000 could be prevented.

By virtue of the dedicated actions of employees in Renbek, a manipulation on an automatic teller machine was discovered. In Nürtingen a customer could be acquiesced who had threatened to set a fire. A circumspect employee furthermore prevented an attempted fraud on a 90-year-old customer.

Winners of the 2015 Postbank Award in the category "Quality and Customer Orientation": employees who have prevented fraud and showed moral courage.



Data privacy and data security | *Postbank protects the data that customers entrust to it. It is proactive in ensuring the highest levels of security in online and mobile banking. It received accolades for the security of its online banking once again in 2015.*

Data protection

The interest in questions relating to data privacy has significantly increased in 2015. This was caused by decisions handed down by the European Court of Justice regarding the right to forget and the Safe Harbor Convention, as well as the new law on data retention. The public debate about this and reports of data leaks at companies led to the number of customer enquiries and complaints relating to data privacy laws having nearly doubled. Around 600 customer enquiries about data privacy were received in 2015 (2014: around 300 queries).

This goes hand in hand with the increased number of requests for information. The Federal Data Protection Act grants each customer the right to demand information free of charge as to which data a company has stored about their person. Customers can not only request this data from Postbank but also via Internet service portals or third-party companies. Postbank sent out around 1,700 such responses to customer enquiries in 2015. In the previous year the number was still 1,300.

The number of submissions from Postbank customers to the Data Protection Supervisory Agency, in contrast, stayed at a low level with 21 submissions. As in the previous year, the number was around 20 cases.

Maintaining bank secrecy and protecting customer data is observed to the fullest possible extent by Postbank.

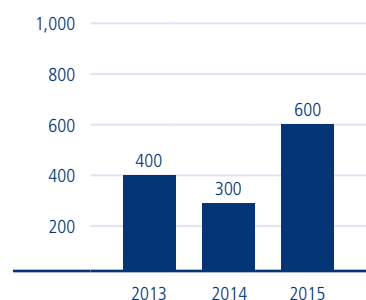


For this reason, the protection of customer data is integrated in each process step from the point of contact (branch, telephone, internet) to storing and processing information, and the correspondence with the customer and third parties.

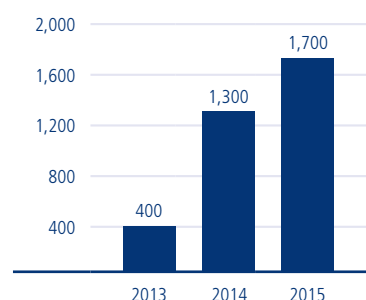
Compliance with the requirements of data protection legislation is non-negotiable in contract structuring and in implementation when third parties are commissioned to provide services on behalf of Postbank.

What applies to customer data is also relevant for employee data. Data protection in Postbank's internal communication is taken just as seriously as in external communication.

Customer requests
(rounded to full hundreds)



Request for information about stored data
(rounded to full hundreds)





For the fifth time in a row and for the eighth time overall, Postbank received the title as "Best Online Bank Nationwide" in the online bank test of the computer trade magazine CHIP. It won in the categories of "Offer and Security". CHIP tested 19 banks, which offer a giro account and are headquartered in Germany.

Security in online and telephone banking

Due to the improvement in the systematic fraud detection and by means of further organisational measures, Postbank accomplished to reduce losses in online banking even more in 2015. The overarching validation of online and telephone banking as well as the self-serve area improved the fraud detection and prevention rate on all direct banking channels. By now, the Bank is increasingly successful in recognising an attempted fraud before the customer takes any notice that he had been about to become the victim of fraud. In some cases, Postbank prevented fraud attempts of supposed "service technicians" and thereby saved customers from losses.

The mentioned measures helped Postbank reach a decline of losses by 85 % compared to the year 2014 and a strong drop of attempted attacks. This also lowered damages.

Postbank continued the professional organisation of the Anti-Fraud Management Department for its direct channels. Its tasks are primarily fraud prevention, fraud detection and generally the development of measures against fraud via direct channels (fraud management).

In order to further improve fraud detection and be able to react to modified fraud schemes, the Bank's anti-fraud management is focused on expanding the early detection systems (sensors) and the tapping of additional data. This enables new analytical methods, the results of which improve the accuracy of fraud detection.

The measures for fraud detection and prevention are flanked by innovative authorisation procedures. For smartphones and tablets, for example, the Bank offers a procedure in which the transactions can be authorised by means of fingerprint.

[More information here](#)



“Safest Online Bank” for the third time

Postbank is again in 2015 the “Safest Online Bank” according to the result of a study by the business magazine FOCUS-MONEY and DEUTSCHLAND TEST.

Postbank accomplished to leave the competition behind for the third time in a row after 2013 and 2014. In the comprehensive online banking test in the categories of “Security” and “Customer Orientation”, it reached the highest score. “Responsible for the top ranking are the above-average results in both test fields”, said the judgment by the jury in the FOCUS-MONEY edition 28/15.

“All digital measures at Postbank follow the motto: safety first. Therefore, this great honour confirms us in our actions. It is part of our self-conception to offer our customers the highest standard of security and state-of-the-art security procedures at all times in online banking, and inform our customers transparently about security issues”, said Philip Laucks, Area Director of Direct Banking at Postbank.

The survey included 45 banks and savings banks in Germany. In the process, the testers also asked for technical aspects of security in online banking among other things, e.g. offered security and encryption procedures. The questionnaire furthermore included topics relating to customer guidance. These questions included whether banks inform their customers about the security of online banking also via their social media channels and offer them tips for the prevention of fraud.

Prize winner of many times

For the security of its online banking, Postbank has received numerous awards. In July 2015, it received for the fifth consecutive time the award for the “Best Online Bank Nationwide” from the computer trade magazine CHIP. It is moreover the bank website of any individual institution in Germany with the highest traffic rates. Per month, more than 4.18 million visitors call up Postbank’s websites (06/2015 unique users according to Nielsen).



For the third consecutive time, Postbank was awarded the title of “Safest Online Bank” in the survey by FOCUS-MONEY and DEUTSCHLAND TEST



Security of self-serve terminals

In 2015, several groups of perpetrators attempted across Germany to rob automatic teller machines by targeted blasts. In individual cases, the machines of Postbank were also attacked. Through the security equipment installed in the machines, the damage could be limited for the Bank. Postbank's automatic teller machines have been equipped everywhere with the so-called money inking features, a colour cartridge using ink to render the bills of money useless, as soon as the machine is broken into. The attacks on automatic teller machines usually do not cause injuries to customers because the attempted blasts take place at night.

If case of need: 0800 1008 906

missbrauch@postbank.de

The number of other fraud schemes on automatic teller machines and self-serve terminals dropped significantly in 2015. Technical security measures in the processing of card payments and the regular monitoring of self-service machines as well as increasing awareness among customers have contributed to sustainably minimising scams relating to the card business.

Postbank provides regular information to its customers on questions concerning security in online, telephone and self-service banking, and it has set up a telephone hotline and a special email address for customers affected. Customers who are affected will also find experts to contact at all Postbank branches and around the clock in Postbank call centres.

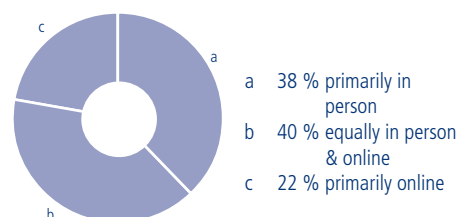
Postbank study: Digital Germans are more conservative than the national average when it comes to finances

It is a closely suggested presumption that anyone with a particularly high affinity to technology seeks information about bank products in blogs, finance apps and social media. Reality, however, is quite different: 87% of the Germans with particularly high digital affinity swear on the personal meeting and consulting at their bank branch.

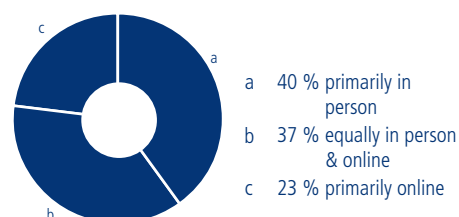
Also, the assumption that technology fans were more willing to experiment with their monetary investment is disproved by the study. On the contrary, this group is more safety-oriented than average. Be it a savings book, call money or mortgage savings agreement – digital Germans invest more strongly in safe investment products than the national average does. Stocks are owned only by every sixth person in both groups. These are the results of the Postbank study "The digitally networked German and Money". For this study, more than 6,000 German citizens have been surveyed, among whom were 3,000 representatives of the target groups with digital affinity.

How Germans process their banking transactions

Digital Germans



Overall population



“The results are surprising: In spite of the diverse possibilities offered by the internet for consulting and investment, digital Germans act more conservatively in financial matters than the overall population does”, says Philip Laucks, Area Director of Direct Banking at Postbank. Accordingly, they execute only 22 % of their banking transactions completely online. On national average, this figure is 23 %. Personal contact, in contrast, is favoured by 38 % of the digital Germans. The reason: banking transactions are a matter of trust. Among people aged between 18 and 24 years, this percentage is even at 46 %. Even though another 40 % of Germans with particularly high technology affinity make intense use of online banking features, they do not want to do without personal advising however. “Online and offline, it is no contradiction for the modern bank customer but a sensible addition of two options”, said Laucks.

Digital Germans have a greater need for consulting

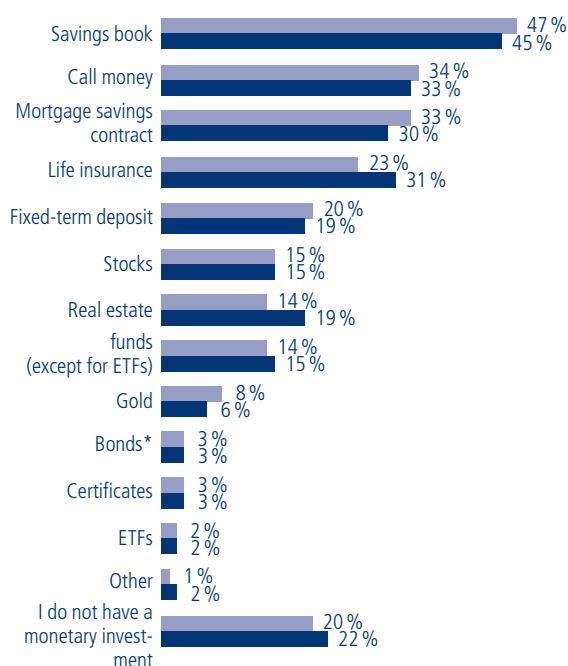
In spite of the stronger use of online information offers and comparison portals, the digital Germans find personal consultation by a competent contact person more important than the average German does. Accordingly, 78 % of Germans with particularly high online affinity would go to a bank branch for advice on questions relating to construction financing. In the overall population this percentage is just 72 %. In matters of pension provisioning, 77 % of digital Germans would like to have personal contact to receive answers for their questions (national average: 72 %). The same pattern applies to other financial products. The need for consulting is as great as it is because digital Germans have less knowledge across the full bandwidth of banking products than the overall population does.

Savings book, call money and mortgage savings agreement are the top 3 of the most popular monetary investments

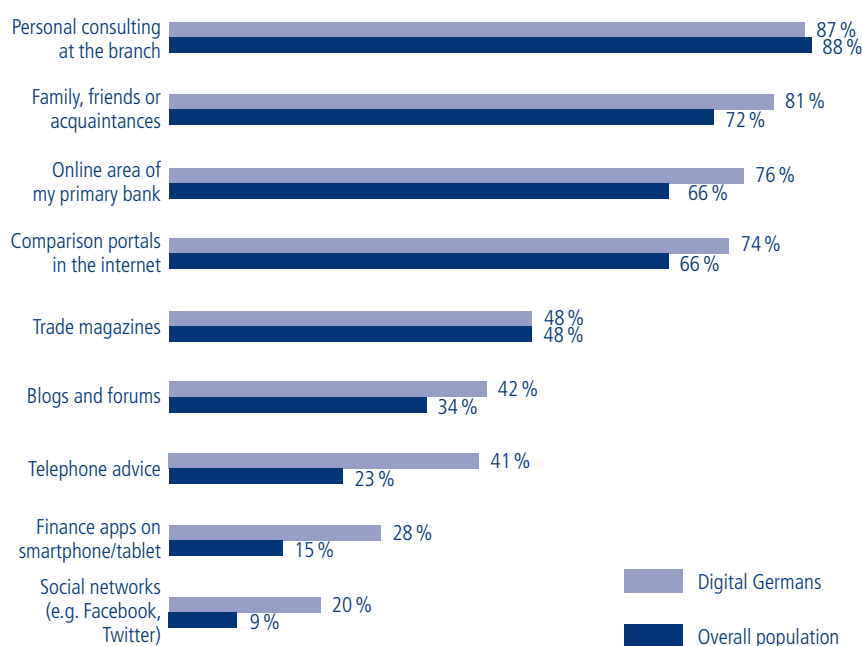
Digital Germans neither have a greater risk appetite nor are they more willing to experiment than the national average as the study confirms. On the contrary, they place much more value on safety than average. Accordingly, 47 % of the target group with online affinity have a savings book, which is 2 percentage points more than the overall population. This is similar as concerns call money (average: 33 % vs. digital Germans: 34 %), the mortgage savings agreement (30 % vs. 33 %) and fixed-term deposits (19 % vs. 20 %). The rate of shareholder at respectively 15 % is similarly high in both groups.

The study clears up a few prejudices: offers like crowd funding and online communities have not the significance for Germans with particularly high online affinity as it is often attributed to them. In this group, there is even particularly great uncertainty. Accordingly strong is the wish for competent consulting and a contact near enough to be reached easily, who supports them in financial decisions.

How Germans invest their money



How Germans obtain information about concrete bank products



Base: survey of more than 6,000 German citizens, among whom N = 3,000 digital natives and early adopters (“digital Germans”) aged 18 and older plus comparative survey N = 3,172 German citizens aged 18 and older representative of the population and the federal state.

Source: Postbank

Social sustainability



Employees | *Highly trained and dedicated employees are the most valuable asset of a modern service enterprise. Postbank wants to be a fair and attractive employer to its employees. It helps its employees develop their personal potential. It makes customised offers for the work-life balance and supports its employees staying fit and healthy.*

HR management

Facts and figures

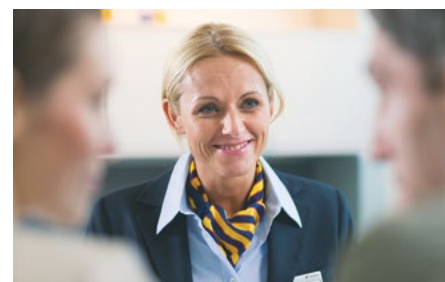
At year's end 2015, a total of 17,875 employees worked at the Postbank Group. This corresponds to 14,758 full-time equivalents (FTEs). Of these, 32 % were employed as civil servants, 49 % were and 19 % were not covered by collective labour agreements. 99 % of employees works in the domestic territory. Only 1 % of staff are distributed over sites in Great Britain, Italy and Luxembourg.

A good 91 % of employees are hired as permanent staff. The employees' strong identification with the Bank is expressed in the long average length of staff membership of 21 years. The fluctuation rate is low. Compared to the previous year, it fell from 7.4 % to 7.0 % (full-time equivalents). In 2015, 1,324 new employees were hired and 1,388 employees left the company. The main causes for resigning from the company were early retirement agreements, the start of the statutory pension, and the expiration of fixed term employments at the branches.

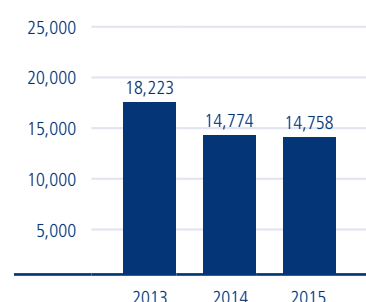
Postbank offers flexible working time models to its employees helping them strike the balance between their professional and personal life. Around 29 % of the employees make use of part-time offers, most of whom are women (93 %). There are flexible working time arrangements for all employees that also make it simpler to reconcile family and career.

Postbank introduced "mobile working" in 2015. In a number of the Group's affiliates, employees can work mobile, e.g. from home, during up to 20 % of their regular working time. The concept was hugely successful among employees and their supervisors so that the Bank plans to expand it to further company divisions.

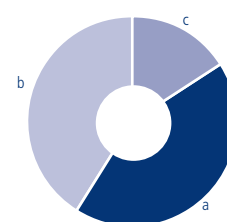
56 % of the Postbank staff are female. Postbank has set itself the objective of increasing the percentage of women in executive positions. For this purpose, it started a comprehensive "Diversity Management" programme in 2012 and differentiated its targets further in 2015 (cf. the subsection "Diversity" in this Section). In late 2015, 24 % of the Supervisory Board members of Postbank AG were women and on the Management Board, this figure was 14 % (without the general representative). The women's quota among executive managers in the overall Group rose by two percentage points to 16 % in 2015.



Headcount (in full-time equivalents)



Newly hired employees

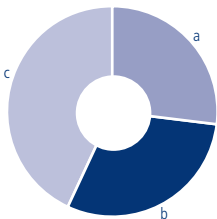


- a 41 % under the age of 30
 - b 43 % aged 30 - 50
 - c 16 % above the age of 50
- In total: 1,324

Facts and figures

G4-DMA	G4-10	G4-11	G4-LA1

Resigned employees



- a 27 % under the age of 30
 b 30 % aged 30 - 50
 c 43 % above the age of 50
 In total: 1,388

The share of female trainees remained nearly unchanged at 41 %.

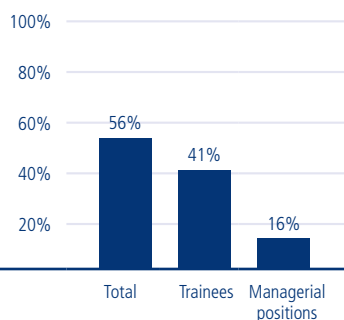
The average age of the staff is unchanged 45.7 years. It is thus about equal the average of the German population. A special challenge is presented to HR management in that age groups with high birth rates are nearing retirement. Postbank takes this fact into account by hiring younger employees on time. It has also developed methods through which the knowledge and experience of older employees is passed on to the next generations.

The percentage of employees with serious disabilities was 7.4 % at the end of 2015. This again exceeded the statutory quota of 5.0 %.

New employees receive a personal welcome letter from the Board on their joining the company. With this the bank underscores the value of each and every employee for the company's success and helps to integrate staff into their new working environment.

Employees who leave Postbank of their own accord can take part in a voluntary and anonymous online survey. This provides the bank with information on their reasons for leaving and enables it to work on further improving its attractiveness as an employer.

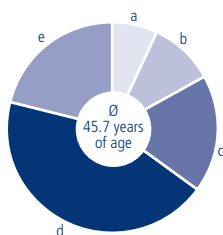
Percentage of female employees



The total number of trainees increased once more to exactly 1,000 in 2015. Most of them are training to become bank clerks, followed by sales-oriented bankers and commercial clerks for dialogue marketing. 51 trainees are combining their vocational training with university studies.

Highly qualified employees are the key for a sustainable development of the Bank. For this reason, Postbank offers its staff training and development opportunities on a permanent basis. In the past year, the employees completed a total of 61,814 advanced training days, which is 2,765 days more than in the year before. Of these, 24,628 advanced training days were attended by female employees and 35,441 days by male employees. Executive managers used 1,745 days. On average, this equals 3.7 advanced training days per employee (4.8 days for executive managers, 3.9 days for male employees and 2.9 days for female employees on average).

Age structure of employees



- a 7 % up to age 24
 b 10 % aged 25 - 34
 c 18 % aged 35 - 44
 d 44 % aged 45 - 54
 e 21 % above the age of 54



For the eighth consecutive time already, the Corporate Research Foundation (CRF) honoured Postbank with the title as "Top Employer in Germany".



Employee indices

	31/12/2015
Number of employees	17,875

Average length of staff membership	21 years
Average age	45.7 years
Proportion of female employees	56 %
Proportion of female employees	44 %

Permanent contracts of employment	16,282	91 %
of whom female	9,192	51 %
of whom male	7,090	40 %
Temporary contracts of employment	1,593	9 %
of whom female	826	5 %
of whom male	767	4 %

Full time	13,589	76 %
of whom female	6,023	34 %
of whom male	7,566	42 %
Part time	4,286	24 %
of whom female	3,995	22 %
of whom male	291	2 %

Newly hired	1,324	7.4 %
of whom female	752	4.2 %
of whom male	572	3.2 %

External departures	1,388	7.8 %
of whom female	817	4.6 %
of whom male	571	3.2 %

Germany	17,751	99.3 %
of whom female	9,960	55.7 %
of whom male	7,791	43.6 %

Luxembourg	103	0.6 %
of whom female	45	0.3 %
of whom male	58	0.3 %

Italy	21	0.12 %
of whom female	13	0.07 %
of whom male	8	0.04 %

Number of employees

(converted to full-time equivalents)	14,757.57
--------------------------------------	-----------

Turnover rate (full-time equivalents)	7.0 %
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Employees covered by collective agreements

(full-time equivalents)	7,227.52	49 %
of whom female	4,759.56	32 %
of whom male	2,467.96	17 %

Employees not covered by collective agreements

(full-time equivalents)	2,744.01	19 %
of whom female	643.19	4 %
of whom male	2,100.82	14 %

Civil servants

(full-time equivalents)	4,786.04	32 %
of whom female	2,422.85	16 %
of whom male	2,363.19	16 %

Executives

(full-time equivalents)	390.63	2.6 %
of whom female	62.63	0.42 %
of whom male	328.00	2.22 %

Non-executives

(full-time equivalents)	14,366.94	97.4 %
of whom female	7,762.97	52.6 %
of whom male	6,603.97	44.7 %

Employee indices

G4-10	G4-11	G4-LA1
		

Information on remuneration systems

Postbank places great value on an incentive-oriented remuneration system. It remunerates its employees according to their work and responsibilities. No differentiation is made, for instance, by gender, nationality, ethnic origin or religion. Furthermore, the remuneration systems satisfy regulatory requirements for remuneration in banks.

This applies to executive managers and non-executive employees not covered by collective agreements, staff covered by collective agreements and civil servants. The major part of them receives an annually payable, variable salary component in addition to the base salary. The calculation of the variable salary component is based on target agreement and performance assessment processes. As part of these processes, employees are assessed on a regular basis, however at least once annually after the end of the calendar year. Moreover, monitoring appraisal interviews are also held in the course of the year.

Remuneration components for managers with incentives promoting sustainable action have been established for several years already. Parts of the variable remuneration are deferred and dependent on the sustainable development of the company.

Employee survey 2015

64 % of employees participated in the employee survey of 2015 – which is more than ever before. In all topics (identification, management, customer focus and business success/goals), the sentiment values have improved compared to the previous year. It is particularly positive that the employees' identification with their company has improved once more to now 69 %.

A big step forward was also made on the issue of management. Here, sentiment values rose to 68 %. Apparently, the initiated follow-up measures from the previous survey showed effects. In this year, too, the managerial staff will discuss the results with their employees and bring corresponding improvement measures on the way.

Besides the present dimensions, agreement was surveyed for the first time in the following fields: productivity and efficiency, communication and mission statement, and capacity to change. The result for the topic of capacity to change was thoroughly positive: Three of four participants agreed that they and their team are open for changes.



"A great signal"

A high participation rate and improvements in all present topical fields – the 2015 employee survey tops the good results of the previous year. In the dimensions surveyed for the first time, employees also gave good grades for the most part. Ralf Stemmer, Board Member Resources, and Managing Director of HR and Labour at the Bank interprets the results in the interview.

Postbank is on the road to independence.

What is the relevance of the events in this?

Employees identify more strongly with the company and agree that they themselves, their teams and all of Postbank are capable of change. That is a great signal. The employees perceive our new orientation as an opportunity. This is exactly the positive basic attitude that we need for independence. Likewise, the results in the topics of identification, management, business success/goals and customer focus have developed positively. They indicate that the colleagues approach daily business as well as our strategic projects with strong motivation.

In what areas can Postbank still improve?

Efficiency is quite a central topic in the implementation of our agenda for the future. The survey showed that we have room for improvement here. Part of this is that we have to remove obstacles complicating efficient work as soon as possible from the workplace. For this purpose, we will rapidly identify suitable measures.

Taking a look at the next year: Where are our key challenges?

It must be our aim not to lose sight of the topics moving us to date in light of all the work relating to independence. Management, customer focus and efficiency are particularly important issues especially at this time. I see the challenge for us here to be the confirmation of the high level of this year's results and even expanding further on that.



Ralf Stemmer,
Managing Director of HR

Important results in detail

Identification (formerly commitment): Nearly 90 % of employees are ready to show more commitment for their work beyond the expected measure. More than 70 % stated they had interesting and challenging tasks to complete.

Management: Satisfaction with the management has also improved by three percentage points to reach 68 %. By now, significantly more employees than before agree that their supervisor supports them in their professional advancement.

Customer focus: At 76 %, this dimension receives the highest rate of agreement. More than 80 % of employees say that their team is passionately dedicated to the customer.

Business success/goals: The result measuring transparency and effectiveness of the agreed goals has improved by 6 percentage points to reach 63 %. Significantly more employees believe by now that the goals consider the situation in the team appropriately.

Productivity and efficiency: 64 % can utilise their full work performance at their workplaces while 80 % feel professionally well qualified for their role and tasks. However, there are many criticising major obstacles at the workplace.

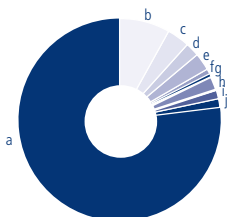
Communication: Two-thirds feel well informed by their manager and the top management; more than three-thirds understand the present challenges.

Mission statement: 86 % know the values and convictions, yet only 47 % believe that the mission statement is helping Postbank become even better.

Capacity to change: 75 % agree that one's own team questions one's actions, pushes ahead improvements and understands mistakes as an opportunity to learn.

Training and continued education | *Highly trained employees are considered by Postbank to be the most important prerequisite for its sustainable success. It wants to promote the professional and personal development of each individual employee. In this context, it pursues the concept of lifelong learning.*

Trainees 2015



- a 769 bank clerks
- b 81 sales-oriented bank clerks
- c 37 dialogue marketing professionals
- d 22 IT specialists
- e 29 sales representatives in the area of postal and bank services
- f 11 sales-oriented real estate professionals
- g 4 students at the Frankfurt School of Finance and Management
- h 20 students at the Weserbergland College
- i 14 students at the Weserbergland College (Bachelor of Science in Information Systems)
- j 13 students at the Bonn-Rhein-Sieg College

Training

In the summer of 2015, more than 420 young people began their training at the Postbank Group. Eleven different courses of training could be chosen from, of which the trained profession "bank clerk" enjoyed the greatest popularity as it has in the years before.

Training as "sales representative for postal and bank services" was also offered in the Hanover region for the first time in 2015. This course of occupational training was introduced in 2014 at Postbank. At this time, the Bank has 29 sales trainees on staff. For 2016, 90 training positions are planned. The course of training in sales is then to be offered Germany-wide.

At Postbank, trainees are involved actively in daily business from day one. This way, they obtain insights into the Bank's economic context and business model. The lecturers of the Frankfurt School of Finance & Management and the Postbank Akademie und Service GmbH assist the trainees in specialised questions.

Training
G4-DMA

Additional seminars and workshops are designed to help young people prepare for their later job and for their final examinations.

In 2015, the Postbank training site in Dortmund was awarded second prize again in the "Dortmund Business Training Awards". Aspects that were judged included training results, support for special groups, the degree of innovation of the training programme, the attention given to promoting quality in the training programme and training commitment. Postbank sees this award as a confirmation of its efforts over the years to offer young people high-quality training.

Rounded 95 % of trainees successfully completed their training in 2015. Postbank continues to offer further employment to all trainees who prove successful in their training.

Besides traditional trained professions, Postbank offers a variety of opportunities to combine practical training with academic studies. The following dual-track courses of study could be chosen in 2015:

- At the Bonn-Rhein-Sieg College, a study programme for a Bachelor of Science or Bachelor of Arts.
- Jointly with the Weserbergland University of Applied Sciences in Hameln, a Bachelor of Arts with reference to banking as well as studies for the "Bachelor of Science in Information Systems".



Trainees and students who started courses in 2015 at the Step-in Afternoon in Bonn

- A new dual course of studies was devised with the Bonn-Rhein-Sieg College in 2015, which will begin in September 2016.

A total of exactly 1,000 young talents was in a training or degree programme at the Postbank Group at the end of 2015.

Sustainability is a part of Postbank's mission statement and conveyed to trainees already during their training years. All sites offer training, e.g. "on tolerant interaction with each other". Through group exercises and role play, trainees learn how to identify indications of racism, xenophobia and discrimination and how to take preventive steps against such. Further sustainability courses offered include:

- Health promotion for trainees through the "Healthy Start" programme
- Ergonomics and safety at work
- Presentation and methodological skills
- Social skills
- Environmental protection
- Awareness in dealing with resources

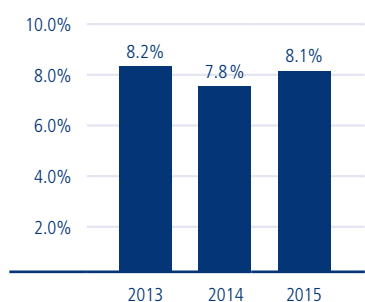


Bank Clerk trainees at the training site in Cologne, 2015

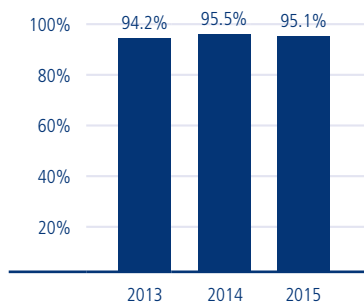


Honoured by the Board: Award for the best trainees taken over into employment, 2015

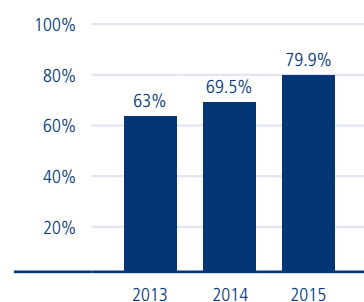
Trainee quota



Rate of trainees passing exams



Rate of transferring trainees into employment





Internships

In the year 2015, about 180 young adults have completed an internship at Postbank. The Bank considers its internship programme to be an investment in the future: An internship is frequently the start into a permanent employment.

Postbank has joined the "Fair Company" initiative. It thereby to the following points:

- No substitution of full-time positions by interns or trainees.
- University graduates applying for a permanent position are not to be fobbed off with internships.
- Interns are not to be attracted by vague promises of subsequent full-time employment.
- Internships are primarily offered for the purpose of career orientation.
- Interns are paid an adequate allowance for expenses.

It is furthermore important to Postbank to offer "internships with training character". It actively involves its interns in daily business and concrete projects and places great value on regular feedback meetings. An internship has a duration of at least three months. The average duration is between three and six months. The work placement programme is rounded off with regular informal meetings of interns, getting to know other areas of the company and seminars and workshops specially tailored to interns.

Development

Postbank supports its employees in expanding their skills and knowledge and adjusting to new professional requirements. Its educational offer is guided by the principle of lifelong learning. It offers numerous opportunities for its employees to receive advanced training and further their educations. This also includes offers for improving health, performance and employee satisfaction.

The most important aims are:

- **Knowledge:** expanding specialised expertise, keeping up to date and passing on knowledge to the next generations
- **Development:** recognising personal goals and expanding them
- **Satisfaction:** developing perspectives, strengthening leadership, improving health

For the improvement of health, there are offers for personal fitness diagnosis and special training for the handling of strong physical strain. Moreover, Postbank not only understands health as physical but also as psychological stability. It offers its employees advanced training to strengthen their personality in extreme private and professional situations. Among other offers, Postbank's programme includes the following courses:

- Advanced Professionals Workshop – focus on health
- The Manager as a Health Manager
- Health – tips against stress

Some development programmes are designed for specific career situations and are intended to make the next career steps easier:



- **Postbank Scholarship**

Support for advanced qualification and part-time degree course for Postbank high performers with initial professional experience interested in further qualification. Chamber of Commerce qualifications are funded with up to EUR 4,000, Bachelor's and Master's degree courses with up to EUR 8,000.

Professionals Programme,
Bonn 2015

- **Advanced Professionals**

Offer aimed at supporting high performers in a specialist career and personal and professional stocktaking.

- **Professionals Programme**

Programme in preparation of the next career move for non-managerial employees with potential and drive to advance.

- **Leadership Programme**

Offer in preparation of the next career move for experienced non-managerial leading employees with the aim of attaining leadership skills.

Development

G4-LA9

G4-LA10





Professionals Programme, Bonn 2015



Impulse Training, 2015

• Women's Development

A measure that is targeted towards female employees who have the potential for a management role but do not staff a management position.

• Women's Empowerment

A programme whose aim is to support and strengthen women in specialist and management positions.

• Managers' Curriculum

Managers' Curriculum newly introduced in 2015. The training courses are orientated on the different roles of a manager: "the manager as strategy developer", "the manager as a change manager", "the manager as a coach", and many more. Many courses can be attended jointly by managerial and non-managerial leading employees. This way, the training utilisation is increased and the Bank's internal communication network is strengthened. In the year 2015, around 350 employees participated in a training course.

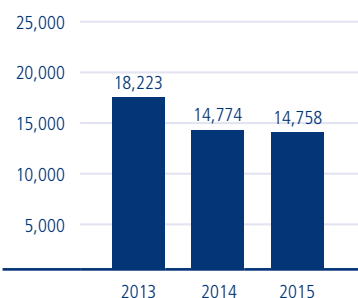
• Impulse Trainings in Leadership Principles

One-day workshop on Postbank's leadership principles. Around 1,000 managerial employees participated in an impulse course in 2015. The workshop offers the opportunity for a cross-divisional exchange of experience and it is to set impulses for the regular reflection on one's own leadership.

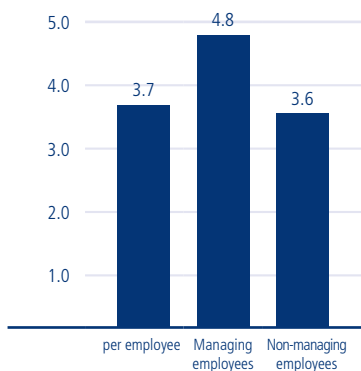
• Talent Management

Aside from the Professionals Programme and the Leadership Programme, the Talent Management of Postbank also covers the talent discovery process that was developed further in 2015 and the organisation of a talent pool by the talent brokers in HR Development. Talents are to be identified, supported and made visible internal of the Bank even earlier this way.

Headcount (in full-time equivalents)



Average advanced training days



By introducing new and expanding existing talent programmes, the number of participants could be raised in 2015 from 28 to 96. An increase from 1,100 to 1,745 could likewise be noted at the seminar days for managerial employees. In 2015, overall more than 60,000 advanced training days were offered.

Postbank's learning concept combines events requiring personal attendance and computer-based learning like e-learning or web-based training. By virtue of the didactically well-founded alternation of different learning media, learning in the employees' own responsibility and their own initiative are also promoted.

The e-learning offer not only includes learning clips regarding bank trade topics, but also everything from questions relating to social and methodical competence and even topics that are relevant for sustainability. This also includes work, fire and health safety while also, for example, a learning clip on Postbank's environmental management.

In 2015, Postbank successfully completed the projects "Objectification of the Selection Process" and "Optimisation of the Selection Process. The reasoned selection of employees for certain tasks and appropriate objectivity in the application process are therefore ensured in the future as well.

Knowledge transfer

Numerous employees of the Bank will retire in the coming years. These employees have a vast array of specialist knowledge, individual experiences, ideals and detail information that is highly valuable for Postbank. In order to keep this know-how available within the company and to be able to pass it on to new employees, the Bank engages in an active knowledge management.

The "knowledge relay" introduced in 2011 is a model of this concept. It provides the organisational framework for the greatest possible transfer of experience from the predecessor to the successor when a position is newly staffed. The areas of experience and knowledge are identified, sorted and documented using bullet points in a systematic dialogue. Experienced education managers of the Postbank Academy accompany the process, so that the specialised, project and management knowledge is transferred smoothly. The knowledge relay is also used when new employees are familiarised with work and in the exchange of experience with substitutes.

Life and Work | *Postbank supports its employee strike the work-life balance. It provides offers for handling professional and family crises and helps its employees stay mentally and physically healthy. It considers the good balance of job and private life to be an increasingly important criterion for standing out in the competition for qualified employees.*



Career and family

Postbank regularly arranges for a check of its family-friendly corporate culture by the non-profit organisation "berufundfamilie gGmbH". It offers businesses an established management tool for a better reconcilability of career and family, which is supported by the Federal Ministry of Family Affairs. This instrument helps Postbank additionally to further the development of its diversity management, in which the development of women is at the forefront.

After the first audit and certification in the year 2011/12, the audit of berufundfamilie confirmed the certification of Postbank and its branches in 2015.

The following milestones were reached in 2015:

- Mobile working: Following a successful pilot test in the year 2014, permanent company agreements for the head office in Bonn, the IT subsidiary Postbank Systems and the management of retail outlets were concluded in 2015. They permit employees to perform up to 20 % of their regular working hours at home or on the road.
- Child care allowance for retail outlets: Continuation of the pilot project with up to EUR 200 per month and child.

- Stipends for employees' children to study abroad: overall ten stipends for the International Student Exchange Programme the International Community Service Programme.
- Parent-child offices: Continuation in Bonn and Munich.

Postbank has linked the audit by berufundfamilie strategically with its Staff Agenda 2020. A new catalogue of measures has been defined for the period from 2015 to 2018.

pme Familienservice

Postbank supports its employees in all of Germany for the coordination of family and career together with pme Familienservice. The comprehensive offer was met by a great response among Postbank employees and was used a total of 4,315 times last year. The concept includes regular care for children in daycare centres, a backup service for care in emergencies, holiday programmes, household assistance and home-work supervision.

At the Bonn site, pme Familienservice GmbH operates the child care centre "Bumble Bees" with spots for children of Postbank employees. The teaching team at the facility receive regular training and development.

The service portfolio of pme Familienservice also includes care-related services for elderly family members. Employees can find out more about all offers on the intranet and a service portal of pme Familienservice.

Social fund

In the year 2000, Postbank set up a social fund. The budget it covers is intended for the payment of social benefits to employees and it is divided between the head office and the sites according to the number of employees. The following social benefits are financed by the social fund:

- One-off allowances for exceptional emergencies involving employees
- Expenditure on company parties
- Gift savings books
- Courtesies and give-aways

In 2015, a budget of EUR 192,100 was provided by Postbank.

ErholungsWerk

ErholungsWerk Post Postbank Telekom e. V. is an association having been established for 45 years, which has made it its goal to facilitate recreational holidays for former and current employees. The ErholungsWerk primarily targets employees with limited financial means. The offer includes, besides its own holiday destinations, also diverse opportunities offered jointly with cooperation partners for travel to interesting touristic regions – at affordable conditions and also during the peak season. Under certain conditions, Postbank employees can receive allowances for themselves and their accompanying children.



ErholungsWerk
Post Postbank Telekom e.V.



Betreuungswerk

Betreuungswerk Post Postbank Telekom is a charitable foundation that has existed since 1892. It is dedicated to the following objectives:

- Aid to the needy and orphans
- Support for studies
- Work with senior citizens

The aid to support people in need is funded from the interest income of the foundation's capital and from donations. The former postal service's successor companies (Deutsche Postbank AG, Deutsche Post AG and Deutsche Telekom AG) bear the administrative costs, so that the full amount of every donation benefits those in need.

Mobile working

In 2015, Postbank concluded company agreements on mobile working for the head office in Bonn, its IT subsidiary Postbank Systems and the Management of Retail Outlets. Accordingly, employees can perform up to 20 % of their regular working hours at home or on the road. This way, more personal responsibility is transferred to employees for their own time management and they can balance family, nursing and career more easily. The environment profits from it as well because commuting traffic is relieved.

Child and career

More and more fathers take parental leave. Social change also becomes noticeable at Postbank.

For the married couple Falk it was certain directly upon the birth of their son Emil: Father Bastian would also take parental leave. In April this year, when Emil was eleven months old, the employee of Bonn put his suit into the closet and, for nine weeks, turned his back on his workplace in credit risk management. "I did not only want to be a night dad and weekend dad but the primary caretaker at least in the so-called father months", remembers the 35-year-old. Because his wife was also still on parental leave, the three of them could spend time quite closely with each other as a family. "Taking the time off was the best decision", Falk is convinced. He had built a much more intense relationship with Emil. His supervisor and colleagues supported him through and through – and this even though three fathers had taken parental leave at the same time and the team had a correspondingly stronger workload. "There was no discussion whatsoever." And after his return, he managed to reintegrate seamlessly.

Offers that help parents

Bastian Falk is in line with the trend. According to the current figures of the Federal Statistics Office, nearly 80 % of fathers take two months of parental leave. Society is changing. "We also quite clearly notice this at Postbank", says Rainer Konder, Department Director, HR Development, Managerial Personnel and Work Conditions. The number of employees applying for parental leave is rising. "In the competition for the most dedicated employees, a modern corporate culture where fathers also have the opportunity to balance work and family better is a matter close to our hearts", Konder emphasises. It is not for no reason that Postbank has a series of offers ready to help parents: from flexible working hours to company supported child care and parent-child offices as well as the child care cost allowance. "Our employees should be able to hold together job and family satisfactorily – without having to lose sight of their career goals in the meantime."

Taking parental leave as a manager? "Of course, one wonders if that is possible", confirms Jens Lautenschläger, Project Manager in HR Management. As one of the first people to do so at Postbank, he exchanged his keyboard for a baby food bottle for one month in 2009. At that time he was Head of Department in HR Management and his son Luca was one year old. He planned the time off very well – first, he spoke with his supervisors and then with the substitute and the team. "Everyone was on the same side", remembers the 49-year-old. This way, the employee in Bonn could enjoy the family month to the fullest extent. "My wife always used to tell me in the evenings about the new things Luca had learned. Now I could finally also experience that for myself."



Valuable time for two: Bastian Falk with his son Emil

Into the great wide world

Postbank grants stipends each year to the children of employees. These enable them to spend a school year abroad or participate in volunteer programmes. The first stipend recipients who went to the USA, China and Denmark have a lot to tell.

Hanna Lehrke spent the first half-year of her junior high-school year in Los Angeles, USA. The stay was sponsored by a Postbank stipend for employee children. The experiences gained at school, new friends, trips to the workplace of her host father at Disney Studios, visits to downtown L. A. and San Francisco – all of that sounds like a thrilling time. But homesickness was also part of Hanna's "USA adventure". "It is a big step going abroad but it is quite something special. No one can take that away from me", says the 16-year-old. Back home in Hameln, she noticed that she has changed: "I got a lot more confident, more open towards other people and I believe in myself more."



Unforgettable moments

Maximilian Grebe gets to know a completely different culture. He is attending school for ten months in the Chinese city of Shanghai. "I exactly remember the moment when I was in bed for the first time at my host family's house", he recounts. "This is when I realised: 'Hey, you are at the other end of the world, in a country where you don't speak the language and you will be living with a foreign family here for ten months and go to a foreign school.' That was the moment when I was left to my own devices." The mostly overcast sky, the new home, the unusual food, the crowded trains, the cold in winter, the school, the language – many things are different than how Maximilian Grebe knows from Germany. And this is exactly what fascinates him. "I would like to thank Postbank that it has made these moments possible for me", he writes from Shanghai. The fact that a lot is different than in Germany is also the experience of Lena Müller-Deck in Denmark, where she is spending her year abroad in the vicinity of Billund. The first surprise was that it can indeed be warm in August also in the northern neighbour country. "People here welcomed me with open arms and helped me a lot familiarising here", she says. She talks enthusiastically about the school where the atmosphere was much more relaxed than at home, horse riding trips, and meetings with other exchange students. She passes on the advice to other students to be open for everything: "Participate in as many things as you can, even when you sometimes don't feel like, in the end it will probably be a great experience." In the granting of stipends, Postbank cooperates with the organisation AFS Interkulturelle Begegnungen e. V. Besides the stays with host families including school attendance, the non-profit association also offers volunteer service programmes in the social, cultural or ecological fields.

Health | *Postbank helps its employees stay mentally and physically healthy. It has established a comprehensive health management system that is firmly anchored in its HR Strategy 2020.*

In the year 2015, the employees have taken advantage of nearly twice as many offers for preventive healthcare and health promotion than in the previous year. 75,700 participations (2014: 41,900) make clear what a significance the health management has for employees by now. The Bank sees investments in its employees' health not only as a contribution to the company's stability but increasingly also as a factor in the competition for qualified employees and young talents. With its comprehensive health management, Postbank positions itself in the labour market as a reliable, responsible and socially sustainable employer.

The offers are diverse. They include personal consultations on specific health questions, effective short exercise units at the workplace, and personalised and permanent course offerings with different thematic focus points. These offers are rounded out by targeted impulse campaigns and low-threshold offers for the communication of health knowledge. On the Bank's intranet there is a designated health management area. You can also find seasonal thematic focus points and further tips there besides general health knowledge. Valuable suggestions for the further development of the offer are frequently received from the employees themselves.

The structural solution of "Contacts for Health" is unique in Germany. These regional health managers and health consultants were initially installed at 13 large operating sites in 2014. In 2015, the concept was expanded to 15 branch regions. The Contacts for Health (CfH) develop offers in the company health management for their site or branch region, which are closely oriented on the employees' needs. They make central topics like nutrition, exercise and relaxation at the workplace an experience while trying to integrate important insights into the work routine and spare time. The CfH are also called to attention as personal consultants in questions relating to health. By telephone and email, they can be reached even outside of their hours of attendance. The offer is made great use of by the employees. Within one year, alone the nine CfH have conducted 9,750 measures for the branch operations. The feedback was very positive.



Annual conference of the
Contacts for Health, Bonn 2015



Company run in September 2015
in Bonn

All trainees pass through the “Healthy Start” programme. It begins when they join the company and extends throughout the entire training time. The programme offers a method mix of events requiring personal attendance, online consulting and learning. It is sponsored by the carrier health insurance of Postbank, Deutsche BKK. Through the programme, young employees learn in the beginning of their career already how they can take responsibility for their health, and strike a sustainable balance between life and work.

One special highlight for many employees is the participation in the company runs. Postbank Real Estate and the health management take over the costs for participation and donate an additional EUR 1 per run kilometre to “Save the Children”. Since 2015, the employees at the sites can go to the start together with the colleagues from the retail outlets.

For more information, see the Section “Charity”.

Each year the bank offers its employees a flu vaccination in order to ward off health risks. Around 1,250 took up the offer in 2015.

In the field of occupational medicine, Postbank has pursued an interdisciplinary care concept since 2015: Under the leadership of a company physician, further experts from relevant specialities (e.g. psychology) are involved in the care. By virtue of the coordinated interaction and the holistic approach, there is the possibility to address the requirements at Postbank promptly, comprehensively, personally and as appropriate to need. Occupational medicine in the person of a company physician is a fixed part of the Bank’s company health management. It has been performed by ias AG (Institut für Arbeits- und Sozialhygiene Stiftung) as a service provider since mid-2015.

Health promotion in figures

Number of company sports groups	7
Branch regions with regional Contact for Health	15
Sites with Contacts for Health	13
Flu vaccinations	1,250
Participations in RAsG health measures	9,750
Participations in AsG health measures	75,700

Diversity, integration and appreciation | *As a signatory of the UN Global Compact, Postbank has undertaken to promote human rights, adhere to international work standards and take a stance against any form of discrimination. It does so on the conviction that diversity and equal treatment is indispensable for permanent business success.*

Diversity Charter

Postbank signed the "Diversity Charter" in 2011. The nationwide corporate initiative for the promotion of diversity at companies was called into life in 2006 with the aim of acknowledging, appreciating and including diversity in corporate culture. By now, more than 1,000 companies have joined the initiative.



By signing the Charta, Postbank undertakes to implement the Charta's aims and create an open-minded work atmosphere where all employees with their differences and commonalities are welcomed and respected. Discrimination on the basis of gender, nationality, ethnic origin, religion, sexual orientation, age and disability is not tolerated.

Postbank also expects from its business partners that they take action against discrimination. This is documented in the Supplier Code of Conduct of the Bank, which obligates partner enterprises to not tolerate child labour, forced labour, wage dumping and working conditions that are hazardous to health.

[For more information, see the Section "Policies".](#)

Gender diversity management

Mixed working groups have been proven to deliver better results than teams of homogeneous members. Postbank therefore takes care to ensure diversity in the company when staffing managerial positions. Giving appropriate consideration to women is in the foreground here. For this purpose, the Management Board launched the "Gender Diversity Management" project in 2011 to bring about a substantial increase of the women's quota in senior managerial positions. It was transitioned into a line function in 2013. In 2012, the Board decided to raise the percentage of women in senior managerial positions to 25 % by 2018. This decision was adjusted in August 2015 in the course of the introduction of the "Law for equal participation of women and men in managerial positions in the private economy and public service". Since then, all units of the Postbank Group affected by the law are subject to gender target values that are to be reached by 30/06/2017: For all relevant supervisory boards, a target value of a 30 % women's quota applies. The respective board committees are obligated to include at least one woman in their ranks by the end of the prescribed period. Furthermore, the affected units have agreed target values between 20 % and 25 % for the two management levels below the board. A report indicating the extent to which the target has been achieved is submitted to the Management Board every quarter.



Better results in mixed teams

Focus was given to the following fields of action in 2015:

- Setting of gender targets for the companies of Postbank Group that are affected by the “Law for equal participation of women and men in managerial positions in the private economy and public service”.
- Resolution on the respective targets by the relevant supervisory boards and management boards. These targets apply as a reference value for all Postbank units not directly affected by this law.
- Identifying and supporting new female talents
- Objectification of the selection processes for the “management level 3” to secure equal opportunities for female and male talents. For the “long lists”, a women’s quota of 50 % is prescribed for the staffing at this level.
- Introduction of a “talent brokerage”, for example, to raise the visibility of female talents (in talent programmes) for the staffing of vacancies.
- Advanced development and expansion of gender-oriented training offers, e.g. “effective appearance”, “handling subconscious thought patterns” and “career strategies for female managers” in the Managers’ Curriculum.
- Process of identifying talents among all non-managerial employees for the early identification of female talents.

Since 2013, Postbank has offered the seminar “Leading with diversity skills” to all senior managers. Since 2014, the seminar offer has been expanded to all non-managerial staff. The positive response by the managers to this offer demonstrates that this topic is becoming increasingly ingrained in corporate and management culture. In 2015, the training course “Career strategies for female managers” was included additionally in the portfolio.

Regenbogen Arbeit

Since 2015, the canteen at the Postbank site in Munich has been operated by Regenbogen Arbeit gGmbH under a contract for indefinite period. The non-profit integration enterprise offers specially adjusted workplaces to persons with mental disabilities and to the long-term unemployed with social problems.

Part of the team employed at the Postbank canteen in Munich is composed of persons with mental and physical disabilities as well as learning and visual impairments. By way of the organisation being adjusted to the employees, also the challenging peak hours can be managed well. The concept was tested in 2012 and thereafter extended for fixed terms several times. By now, it has proven so well that a permanent follow-up contract could be concluded.



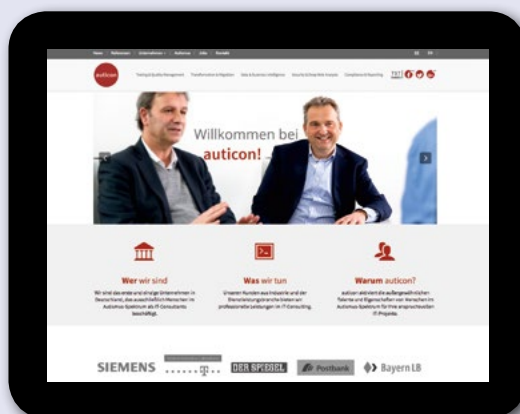
“Our colleague has autism – so what?”

Problems in social interaction and in communication with other people as well as stereotypical modes of behaviour: Fears like that were heard when the idea came up to engage an autistic consultant with Asperger's syndrome at Postbank Systems.

“We had concerns, but these quickly turned out to be unfounded”, says Sven Oelschläger, Director of Application Governance at Postbank Systems, Postbank's IT subsidiary. For the Security Source Code Review project, in which large volumes of source texts had to be checked for compliance with security requirements, a freelancer with special skills was sought.

The consulting company auticon ultimately placed a studied communications engineer with solid knowledge of even several programming languages and who suffers from autism. “First of all, it was not even noticed that the colleague is a little different”, says Oelschläger. Noticeable instead was his work style: precise, analytical, logically thought-through, with great endurance and zero-error tolerance.

“He detects details and patterns seemingly effortlessly.” He emphasises how helpful the colleague's keen intellect was and how he integrated quickly in the existing team. This is how a classic win-win situation resulted that conjoins economic ambition with social commitment.



auticon – the first company in Germany that exclusively employs and places people with autism spectrum diseases

Society | *Postbank makes a commitment to the society in which it operates its business. Besides projects in education, the bank supports social integration, actively aids refugees, and is a partner in demographic change.*

Social commitment

For children and refugees

Postbank makes a commitment to children and refugees in Germany. Its programme has two pillars: The first pillar is based on the cooperation with the children's rights organisation "Save the Children". Here, the Bank supports a broadly based educational concept for children in Germany. The basis of the second column is the social commitment of the Bank's employees.

Postbank promotes projects for children in Germany, which have been developed and implemented by employees, by means of funding and personal leave time. Since September 2015, it has also been supporting employee initiatives for refugee aid work.

Wir für Kinder –
the two pillars of our
commitment



Wir für Kinder – Bildung ist Zukunft!

In cooperation with Save the Children

- Sustainable improvement in educational opportunities in Germany
- Financial support for the "3 x 1 macht stark!" ("3 x 1 is strong!") in German primary and nursery schools
- Employee commitment as "School Ambassadors"

Wir für Kinder and refugee aid – campaign days

Through the employees' own initiative

- Volunteer programme to support children and refugees in Germany
- Funding for projects submitted, developed and implemented by employees themselves
- Postbank provides support by leave time and up to EUR 1,000

Wir für Kinder – Bildung ist Zukunft! Campaign days

“Save the Children” is worldwide the biggest independent children’s rights organisation. The non-governmental organisation, founded in 1919 by British teacher Eglantyne Jebb, is politically and religiously independent and campaigns for the rights of children in more than 120 countries for more than 90 years.

“Wir für Kinder – Bildung ist Zukunft” [“We for Children – Education is the Future”] is an educational project at German primary and nursery schools. Together with “Save the Children”, Postbank launched the project in 2013. The project is aimed at children below the age of ten and pursues the aim of improving educational opportunities for this age group for the long-term. For this purpose, children and their parents receive playful support with professional instruction for a period of eight weeks. The communication improved this way in the family environment, with friends and the in school setting, as well as the promotion of a positive teaching and learning culture lead to improved educational opportunities. Postbank is not only holds a financial stake in the project. In addition, employees get the chance to be actively involved as “School Ambassadors”. They act as a intermediaries between the educational institution, “Save the Children” and Postbank, attend to campaigns on site and encourage other employees to get involved.

[More information here](#)



Postbank’s campaign days give employees the opportunity to support institutions in their own environment in honorary capacity. Postbank supports this commitment with leaves of absence and a financial allowance. The campaign days were founded in 2014 as the second pillar of the “We for Children” programme. Employees can participate by submitting a concrete project idea.

Each implemented project is sponsored by Postbank with up to EUR 1,000 and leave time of up to one day per calendar year. Following the launch of “We for Children” campaign days in September 2014, over 55 projects had been submitted by the end of 2015 and many of them have already been implemented.

Since September 2015, employees can also organise campaign days for refugee aid purposes. They are supported equally with funds and leave time. In addition, employees can themselves present initiatives through an “Aid Exchange” specially set up for this purpose or start calls to action and find colleagues who get involved together with them. This way, nearly 60 projects could already be realised in 2015 for the benefit of refugee aid.

[For more information, see the Section “Charity”.](#)

Team development through social commitment

Since 2015, Postbank has provided the possibility to combine a team development measure with social commitment. For this purpose, it has issued an information brochure for managers. The support of a social project for the benefit of children or refugees is a good opportunity to let a team grow together more strongly.



Save the Children



“Wir für Kinder” – campaign days: Traffic safety training for school children

Daniela Knuth, Andreas Beitzen and Carlo Zorzi supported an initiative for traffic safety at the municipal primary school “Hauptstraße” in Cologne-Porz. The children themselves built an obstacle course under supervision, which they then completed with their bicycles. This is the report of the dedicated Postbank employees:



Because the cooperation of Postbank and the schools has worked so well in earlier projects, the people responsible were again approached by the school and the parents asking whether Postbank might want to join the initiative for building a bicycle course for the school yard. Its help was to ensure the pupils' driving skills and thus, also their safety.

In a dialogue with the school's principal and parent representatives, it was decided for a bicycle course according to the ADAC concept “Getting Safely to the Destination”. As many pupils ride their bikes to school after completing primary school, the safe command over a bike is a decisive prerequisite for a safe way to and from school.

The strongly trafficked roads, missing open areas and the related lack of training possibilities of Porz provided additional arguments in favour of the course. Furthermore, not all children have the chance to practice with their parents.

Once the sponsorship application was approved, the course was built in three days together with children from the school, the school principal and Postbank employees. This gave the children the opportunity to saw, drill, paint and bolt, which was a lot of fun for everyone.

The course was dedicated in June during the summer festival. All children could try out the course with newly bought bikes or their own bikes. Then, each child received a certificate. The bicycle course went with recurrent safety driving training.



“Wir für Kinder” – campaign days: Barefoot path for little Spree visitors

Peter Pitack and his colleagues saw to it that the child care centre “Spreeknirpse” in Berlin-Treptow gets quite a special highlight in the outdoor area. They built a so-called barefoot path. He reports about his project below.

Our daughter Charlotte attends the child care centre “Spreeknirpse” in Berlin-Treptow and spends a lot of time with the other children in the expansive outdoor area. Child learning is tied to physical experiences, which are generated by movement. Physical, mental and social well-being are important prerequisites for the children’s educational processes. In this context, we planned a barefoot path with the child care centre principal’s office and could thus get the initiative “Wir für Kinder” on board for our project.

The barefoot path is a walkway on which the health and motion abilities of the children at the child care centre is promoted. Different underground materials on this path cause special sensations and stir the children’s interest in nature. Of course, I did not let the chance pass to help energetically on the campaign day and assist the construction workers with the removal of soil excavation and the provision of building materials. The work was implemented in running operation – so, we had a lot of curious guests lining the fences.

At first, dozens of wheelbarrows filled with excavated earth had to be moved. Then, a border fortification was built from already existing wood piles and a sand carrying layer was applied, which was then compressed by means of a vibrating plate. The different barefoot areas were separated by installing wooden ledges. Bark mulch, coarse wood chips and various gravel sorts served as filler materials. The children additionally had the opportunity to fill a total of six fields with their own materials and this way make their own contribution.

The children and the day care centre teachers were involved with lots of fun and interest, and very happy with the finished barefoot path. A great success!



“Wir für Kinder” – campaign days: Experience boxes for Christophorus School

Children with diverse handicaps get the possibility to feel and experience objects directly in the class room by means of experience boxes. The project of Christophorus School was supported by Patrick Schäfer and his colleague Karl Wach. This is their report:



Christophorus School in Bonn-Tannenbusch accepts children, who require special physical and movement assistance due to their diverse handicaps. One instrument for this purpose is the “Little Room”, an experience box, which supports blind children and children with visual impairments or multiple disabilities. The experience box stands above an area where the child lies down, and it is equipped with various materials, toys and a lot more, whereby the children are to be animated for exploring.

After a long planning and preparation phase, we met at Christopherus School with the helpers at the school in August 2015. Since the material had already been purchased and largely cut to size ahead of time by employees of the school, this campaign day was about the assembly of the experience boxes at the school.

Once we had received an instruction as to the assembly of the boxes by the responsible employee of the school, we got to work. We formed a number of widely diverse teams and then started work in high spirits. There was a lot of laughing but work was carried out with a lot of concentration. Visible success was not long to be waited for ...

The school's teachers, therapists and the personnel once more confirmed how difficult it is to manage the financial requirements for such projects. Applications thus far have been rejected with regrets because of the low budgets at the school, the sponsorship association, and the school's carrier organisation, which was why the building of the experience boxes had to wait unfortunately. With the support from Postbank, this project could ultimately be realised and a nice and helpful therapeutic and support instrument could be made available to the children.

“Refugee Aid” campaign days: with hands and feet

Postbank supports the personal commitment of its employees also in the scope of refugee aid – be it financially or with leaves from work. In the course of this initiative, the employees have accomplished quite a few things already.



The Bank's employees proved their strong drive to help in the previous months already on the “Wir für Kinder” campaign days. Since the campaign was expanded to also include refugee aid, the employees are active in this area as well and utilise the support from Postbank for their initiatives. By the end of December, nearly 60 applications for the sponsorship of refugee aid projects have been submitted. The company supports the employees' dedication by financial assistance of up to EUR 1,000 per project and leave time from work. In an aid exchange site on the intranet, employees can furthermore call on their colleagues for their active support – around

50 such appeals have been received there already. In the following, a few of the involved employees report about their projects.

Handicraft hour for children, Hameln

Several campaigns at the same time have been put together by employees at the Linsingen Barracks in Hameln. Until a few years ago, English soldiers used to be stationed there. Today, the facility serves as initial housing to around 1,300 refugees – people from Syria, Afghanistan or Kyrgyzstan, who have come to be in emergency situations at no fault of their own. Postbank and its employees help out in the clothing

chamber and have furnished a kitchenette, a play area and a hair salon, while they also offer German lessons and possibilities to play sports.

A very special offer is the handicraft hour organised by Denise Hawkins, which is held every Thursday at 2:00 p.m. in Building 9 of the decommissioned barracks. Denise Hawkins, Loan Administrator at BHW Credit Service in Hameln, has made it her mission to support refugees – foremost, she wants to let children forget what they have experienced, at least during the handicraft hour. “At first, I helped out in the clothing chamber”, the 34-year-old recounts. “Later I got the idea of starting a handicraft project because I wanted to something specifically for the children who are housed here.”

The Loan Administrator is convinced that her project contributes to the integration of refugees. After all, the biggest potential to make this happen is the children. On this Thursday, the kids will do handicraft again with enthusiasm. Denise Hawkins starts by explaining what is to be crafted – notably, in German. For this reason, she always carries a ready “prototype” of her handicraft to show around. “In the beginning, we had interpreters, who explained again what should be done”, says Hawkins. “But that has only led to confusion and complicated the work unnecessarily.” Now, Denise Hawkins communicates with her protégés primarily by sign language, hands and feet and some children even understand bits of English or German – and they learn quickly. If refugee children need help with their handicraft, they mostly call to attention by saying “hello” or “excuse me”. Or they approach Denise Hawkins directly, pull on her arm and hold their work product directly under her nose. Denise Hawkins managed to purchase the materials for her handicraft project through the sponsorship of Postbank. “From the EUR 1,000 sponsorship, I purchased a really big basic stock of supplies”, the Credit Administrator laughs. “And this should last for some time for now.”

Bicycle workshop, Helmstedt

Thomas Exner, employee at the Postbank Finance Centre in Helmstedt, joined the German Red Cross (DRK) when he was just ten years old. He works there in honorary function for the rescue and medical response service. His unit is furthermore actively involved in disaster prevention for the refugee aid initiative Just a few months ago, in a cloak-and-dagger operation, he converted a former primary school to initial housing for refugees. “On a Thursday I received the call and everything had to be ready as soon as Saturday”, says the 48-year-old. “But spontaneity basically runs in my veins”, Thomas Exner grins. Besides his commitment in the rescue and medical response service of the German Red Cross, he additionally helps out in a bicycle workshop of the facility. He repairs donated bikes there together with refugees and these bikes then go to the benefit of refugee asylums in the vicinity. Thomas Exner could purchase a large part of the required materials for the repair of the bikes from the financial sponsorship by Postbank.



New coat of paint in Königswinter

“The informational event on Postbank’s social commitment gave us all the final impetus, because we had wanted to do a joint project with refugees for a long time already”, says the Team Corporate Design, Information & Publishing of Postbank. Following their own research work and with the support from colleagues, who attend to the topic of refugee aid at Postbank in Bonn, a suitable project was soon found. The former senior citizens home in Königswinter, where 200 asylum applicants are housed by now, was to be refurbished. In December then, the time had come and Sandra Böhlitz, Amal Breuer, Angela Eckert, Sabine Heinel, Michael Kramer, Bettina Müller and Regina Stennes met on site to discuss the course of action with the city representatives of Königswinter. With the support of initially seven refugees, they started work only a short while later. Soon, the news of the Postbank employees in painter’s suits had gotten around and the numbers of those who wanted to help became bigger and bigger. In the end, more than 20 refugees helped and even small children grabbed brushes and paint. Everyone had fun not only during lunch together but also all day long, it was a wonderful experience and conveyed the topic of refugees with their wishes and needs a little more closely to the Postbank employees.



Education

Postbank Finance Award 2015

The Postbank Finance Award is the university competition with the highest prize money in the field of banking and finance in Germany. For the first time in 2015, Postbank offered an additional special prize for the “best application-oriented paper”. The special prize is worth EUR 20,000 and will be awarded for the first time in 2016. In this context, the prize money was increased another time to now EUR 110,000 in total.

Each year, the Postbank Finance Award calls for students and teachers in Germany and abroad to jointly discuss a current issue in the world of finance and develop approaches to solving it together. The winning entries very often contain ideas that advance Postbank’s own development. 70 % of the awarded prize money goes to facilities for the award-winning universities, while the remaining 30 % is granted to the student teams. The patron of this competition is Frank Strauß, the Chairman of the Board of Deutsche Postbank AG.

21 teams participated in the year 2015. They discussed the topic of “Solutions to the Interest Rate Dilemma – does monetary investment have a future?”. The winning team of Gießen University has developed a forecast model using 90,000 Twitter messages, by means of which it can be determined whether the financial markets expect an early or late reversal of the U.S. Federal Reserve Bank from its zero interest policy and what the effects from this are on interest rates, stocks and exchange rates. Second place was taken by the team from University of Regensburg. The prize for third place went to the team from the University of Freiburg.

Since its introduction in 2003, 400 teams from 119 universities with around 2,000 participants have entered the competition. The topic of the year 2016 is “the Mega-Trend of Digitalisation. How information technologies and social media influence the business models of banks”.

The winning team of Gießen University



Year	Subject
2003/04	The development of retail banking in the dichotomy between customer wishes and profitability requirements
2004/05	Private pension provisions and lifecycle strategies: a new business field for banks?
2005/06	New directions for the German banking system?
2006/07	The optimal information system of 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
2013	The bank of the future: A sector beset by a crisis of confidence
2014	Banking 3.0 – between digitisation and the human
2015	Escaping the interest dilemma – is there a future for financial investment?
2016	The mega-trend of digitalisation How information technologies and social media influence the business models of banks

Group Ambassador Programme

The Group Ambassador Programme was set up in 2009. Specialists and managers from the Postbank Group pass on their practical knowledge and experience to students from selected universities in guest lectures, informal evening discussions and by supporting case studies.

In addition, Postbank regularly organises banking and cases studies at regional target universities. Students at the Schumpeter School of Business and Economics in Wuppertal and the Fresenius University of Applied Sciences in Cologne are offered a “Banking” school.

Postbank continues to develop its present cooperation with various institutions and is expanding its network steadily. Since the start of the programme, Postbank has entered collaborations with over 25 colleges all around Germany and conducted 90 events.

Individual support for talented students

Postbank supports students who have been noted for outstanding performance. In this context, the bank supports foundations, student organisations and professorships both in financial as well as in idealistic ways.

Postbank rewards particularly outstanding performance appropriately, which is why it grants a total of 18 North Rhine-Westphalia/Germany scholarships to talented students at the Rheinische Friedrich-Wilhelms University in Bonn and Bonn-Rhein-Sieg University of Applied Sciences. In addition to the financial support, Postbank has offers for personal development in store for the scholarship students, for example events providing assistance for joining a company, effective goal achievement, regular social meetings and career advice.

Postbank also supports the following foundations, organisations and professorships:

- North Rhine-Westphalia/Germany scholarships since 2009
- Professorship for Finance/Business Administration 1 at the Rheinische Friedrich-Wilhelms University, Bonn
- Organisational forum Wirtschaftskongress e.V. (OFW), Cologne
- Bundesverband Deutscher Volks- und Betriebswirte e.V. (Federal Association of Macro Economists and Business Economists)
- Weserbergland University of Applied Sciences
- Premium partner of the Fresenius University of Applied Sciences since 2009
- Signatory of the “Bachelor Welcome Declaration”

Donations | *Postbank has focused its donation activities further on its partner “Save the Children”. By way of its donations, it adds to and supports the commitment of employees at the campaign days for the benefit of children and refugees.*

Cooperation with “Save the Children”

Postbank wants to improve the educational opportunities for children in Germany through the cooperation with “Save the Children”. Since 2015, Postbank has also been actively involved in refugee aid together with “Save the Children”. The following fund-raising drives were implemented for the benefit of “Save the Children” in 2015:

- RTL fund-raising marathon/24 hours treadmill challenge, donation sum: EUR 25,000
- Sale of children’s educational books with a donation share in the Postbank Finance Centres, donation sum: EUR 82,000.

- Christmas tree wish list campaign, donation sum: more than EUR 6,500 given by employees, rounded up to EUR 10,000 by Postbank. The donations support the refugee aid of “Save the Children”.
- Employees “run for a good purpose” – fund-raising runs at Postbank Immobilien GmbH, donation sum: approx. EUR 9,500.

At its branches, Postbank has set up donation boxes. With these, already more than EUR 134,000 could be collected for the benefit of “Save the Children” in the year 2015.

The Bank supports its employees’ campaign days also financially – besides granting leave time to the participating employees – with up to EUR 1,000 per project. In this way, approx. EUR 80,000 has been raised in the year 2015.

You can find more information about “Save the Children” and the campaign days in the Section “Social commitment”.



Postbank Visa Card “Save the Children” for employees

For each euro that is transacted with the Postbank “Save the Children” Visa Card, Postbank donates one cent to “Save the Children”. Employees of the Bank can support the project “We for Children – Education is the Future!” this way. A donation sum of nearly EUR 30,000 was collected this way in the year 2015.

Sale of UNICEF greeting cards

UNICEF greeting cards are sold on a non-profit basis in the pre-Christmas season by the employees of Postbank and Deutsche Post in the branches. A total of 24,513 cards were sold in 2015, generating a total amount of EUR 367,485. In the nine years since the campaign began in 2007, total donations of rounded EUR 4 million have been collected.

Bälle für Deutschland (Football for Germany)

Soccer promotes communication between people of different backgrounds, skin colours or religions. Postbank wants to support this cause and therefore raffles off footballs to sports clubs, schools and child care centres each month. The number of balls raffled at the end of the month depends on the number of goals scored in the top flight of the 1st German Soccer League. Postbank doubles this number, rounds it up and holds a draws lots for the total number of Postbank footballs in sets of 10 for distribution to those winning entries.

At the “Postbank Fankurve” (“Postbank Fan Stands”) on Facebook, clubs, schools, nursery schools and other institutions where soccer balls are needed can apply for the raffle. Around 8,000 footballs have been drawn since the campaign was launched in January 2012.

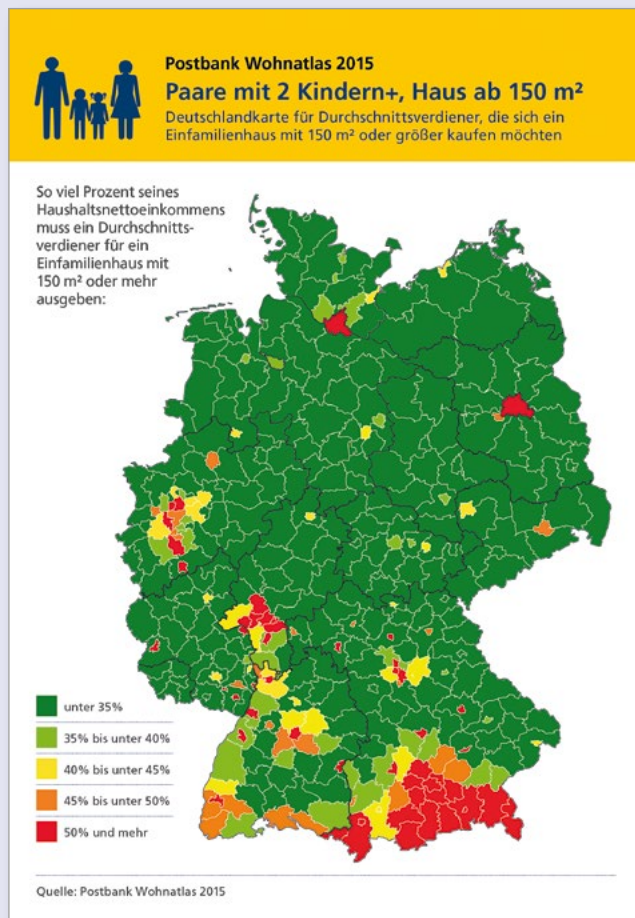


[More information here](#)



Postbank Residential Atlas 2015: The dream of one's own four walls can come true in most regions in Germany also for families.

Average income households can realise the dream of their own home in most regions of Germany. This is the conclusion of the Postbank study "Residential Atlas 2015 – where families, couples, singles and seniors find affordable residential space". This applies equally to couples and singles as well as families. Accordingly, in 74.6 % of the districts and independent cities, families with two or more children can find affordable properties for purchase, which provide enough space for the whole family.



Dieter Pfeiffenberger, Head of Real Estate Financing Division of Postbank summarises the study results this way: "In spite of differing demands, all groups analysed have one thing in common: In the clear majority of districts and cities in Germany, households with average income can afford their own residential property." This is true foremost for couples without children and families with one child. For example, couples without children and an average income can finance a flat with up to 110 m² in 368 of the overall 402 districts and independent cities, among them also Cologne, Dresden and Bremen. Families with one child can find affordable residential space of similar size in nine of ten districts, for

example in Braunschweig and Mainz. Single family homes with sizes of 130 m² can be found for families with one child even in 92.3 % of the districts. The market situation is difficult only in certain "hotspots". As the Postbank Residential Atlas shows, a childless couple for example, would have to expend 52.5 % of their income in Hamburg, 53.2 % in Berlin, and even 67.3 % in Munich for the financing of a condominium property with a size of around 110 m².

Larger families can find affordable 150 m² houses in three quarters of the districts – detouring to the peripheral municipalities as an alternative

Families of four or more can finance single family homes of about 150 m², offering enough space for the whole family, in three of four districts in Germany for less than 40 % of an average net household income. However, the popular large cities like Hamburg, Berlin, Düsseldorf, Nuremberg and Stuttgart remain exceptions. "People who are looking for a large city to be the centre of their lives must be lucky to find a property they can finance – or simply contribute substantially more than 20 % own funds", says Pfeiffenberger. "In alternative, prospective buyers can detour to surrounding districts where it is frequently more family-friendly and affordable." One example is Hamburg and its periphery: While a family with two or more children would have to raise more than 74 % of its net household income for a single family home in Hamburg, it is 39.8 % in the nearby Pinneberg district, 36.3 % in the Stormarn district and 33.8 % in the Duchy of Lauenburg.

"Given these framework conditions, higher costs from longer commutes are also less of a factor", explains Pfeiffenberger. One exception, however, is the region south of Munich. Even for normal income households with two children have a hard

time finding suitable living space there. Leading the list is the Southern Bavarian district of Miesbach: People have to raise more than their entire net household income at 105.6 % for financing a house with about 150 m² floor space.

Condominiums for singles are more affordable than renting in some districts, especially for single senior citizens.

Singles younger than 65 years of age can find an affordable 70 m² condominium in 87.1 % of the districts and independent cities – even in popular cities like Cologne, Dresden, Nuremberg and Mannheim. For comparison: the rental expense is acceptable for singles in just 78.1 % of the districts. “Buying real estate is simply more affordable for singles than renting in some districts because there are continuously more single households with a need for rental flats of similar sizes and the prices are accordingly high”, explains the real estate expert Pfeiffenberger.

Single senior citizens can also afford 70 m² condominiums in 73.6 % of the districts and independent cities, for example, in Wuppertal (22.1 %), Flensburg (25.1 %) and Schwerin (30.9 %). In every fifth district, the financing of residential real estate is even more affordable than renting. “Seniors often have more capital resources than younger people do, for example from the sale of their own houses or they have life insurance paid out. Therefore, they need only a partial loan for the purchase of a smaller, barrier-free flat, which can be repaid correspondingly faster”, says Pfeiffenberger.

Background information on the Postbank study “Residential Atlas 2015 – where families, couples, singles and senior find affordable residential space”

For the study, the economic research institute Prognos analysed current income and real estate market data at the district level in February 2015 to assess the respective purchase power of different household types for the purchase of residential real estate.

Size and price of a residential property are the decisive factors, besides other reasons for decision such as location, equipment, infrastructure or residential setting, for the purchase of a property for own use. In the “Postbank Residential Atlas 2015”, therefore, the demands of six different household types regarding the property size have been considered. These were set in relation to income and the actual offer of residential properties.

The following population groups were analysed (milieus): (young) singles, couples without children, couples with one child, couples with two or more children, single senior citizens as well as couples in retirement age. It was identified for each household type in which region appropriate residential space in terms of the property type and size is affordable for rent and purchase given a locally common average household income. Affordable means that net rent (excluding service charges) does not exceed 30 % of net monthly household income and, when buying real estate, the burden of finance does not account for more than 40 % of net monthly household income. The assumptions are calculated conservatively. According to the Federal Statistics Office, the rental expense rate in Germany is between 20 % and 25 % on average. In a purchase, the value of the expense limit is oriented on what consumer agencies recommend. In the financing of residential property, an equity ratio of 20 % is used as the basis, which covers the assumed 10 % incidental costs for the purchase of real estate.

[More information here](#)



Ecological sustainability



Environmental management system | *Postbank lowers the negative environmental effects arising from its business activities and supports its customers and employees with environmentally friendly products and services. It makes a commitment to the preservation of natural resources. It wants to make its contribution this way that the goals set at the World Climate Summit in Paris 2015 are implemented.*

Environmental guidelines

Postbank introduced its environmental management system in the year 2008. It is based on group-wide applicable environmental guidelines with six fundamental principles specifying the organisational requirements with regard to ecological responsibility. These principles are binding on all employees and they are taken into consideration for all business policy decisions. Postbank's environmental management system complies with the requirements of the international environmental management standard ISO 14001.

By 2015, Postbank has expanded its environmental management system step by step into a comprehensive sustainability management system that equally covers the sustainability of its core business as well as aspects of social sustainability. This process was completed in 2015. The Bank's sustainability strategy is specified in comprehensive sustainability targets that are published annually in a Corporate Responsibility Programme. The environmental guideline in this context has been integrated is the Group Policy "Principles of Business Responsibility", which was resolved in 2014.

For more information, see the Section "Guiding principles" and in the Section "Corporate Responsibility Programme".

The environmental management system of Postbank implements the requirements of the environmental guidelines according to the principle of continuous improvement: "Plan, Do, Check, Act".

- In the first step – "Plan" – Postbank sets ecological and/or sustainable goals and measures as defined in the context of the Corporate Responsibility Programme. (In this regard, cf. the Section "Corporate Responsibility Programme")
- The agreed goals are implemented in the second step: "Do".
- In the next step – "Check" – the observation of self-imposed and legal regulations is checked by Postbank's Environment Officers and by means of regular internal and external audits.
- In the final step – "Act" – a check is performed on whether further opportunities for improvement in company processes can be realised.

In order to achieve a continuous improvement process in the environmental management system, the loop then starts again from the beginning.

Environmental guidelines

G4-DMA



Environmental guidelines of Deutsche Postbank AG



Certification according to ISO 14001 | *In January 2015, Postbank's environmental management system was once again audited and certified according to the international standard ISO 14001. The certificate is valid for three years and has to be confirmed each year in a monitoring audit.*



Postbank has made it its mission to handle natural resources sparingly, reduce its energy consumption and the emission of greenhouse gases, and limit the ecological risks from its business operations. For this reason, it has set in place an environmental management system, which meets the requirements of the international environmental standard ISO 14001. The bank has itself audited by an independent certification institute at regular intervals in order to monitor and assure the quality of its environmental management system. Certification ensures that Postbank complies with standards, regulations and specifications according to ISO 14001.

The ISO 14001 standard defines a number of requirements for a functioning environmental management system.

They include, for example, compliance with legal regulations, documentation, implementation and maintenance of environment-related objectives and awareness-raising among employees. A certificate valid for three years is issued to prove that all requirements have been satisfied.

Following the initial, successful certification of Postbank's environmental management system in 2009, its effectiveness was confirmed by the first re-certification in March 2012. After a multi-day audit in January 2015, the DNV GL Business Assurance Zertifizierung und Umweltgutachter GmbH confirmed again that Postbank's environmental management system meets the requirements.

Surveillance audits conducted each year monitor continuing compliance with the standard. In December 2015, Postbank successfully completed a first monitoring audit.

Postbank conducts its own so-called internal audits of its divisions and large sites to monitor compliance with environment-related requirements. These audits are performed by the Postbank's own specially trained internal auditors. The quality and performance level of the divisions and sited has been raised considerably thanks to these internal audits. The positive results motivate Postbank to maintain its efforts in striving for an environment fit for living in.



Internal audit of the Frankfurt/Main site in October 2015.

Environmental goals | *Postbank sets concrete aims in environmental and climate protection each year. They are integral parts of the Bank's Corporate Responsibility Programme. The goals are underpinned by concrete measures and are published in the sustainability Report. Open communication of the achieved results provides transparency and promotes the continuous optimisation of responsible action.*

Up and including 2012, Postbank published a separate environmental programme listing its environmental goals and measures. In the course of the development of sustainability, the environmental programme was replaced by the comprehensive corporate responsibility programme for the first time in 2013. It is divided into the three pillars of "sustainability in the banking business", "social sustainability" and "ecological sustainability". This report lists the environmental goals in the corporate responsibility programme discussed under "Ecological sustainability". It indicates the status of implementation at 31/12/2015 for each measure.

For more information, see the Section "Corporate responsibility programme"

In 2015, also data on waste was included in the audit for the first time.

- **Commitment and awareness**

- For the second time in 2015, Postbank Bonn site took part in the "Stadtradeln" (City Cycling) campaign aiming to promote the bicycle as an environmentally friendly means of transport.
- Postbank, represented by its large sites in Hameln and Frankfurt am Main, participated in the "Earth Hour" 2015 of the WWF. Municipalities, businesses and citizens use the Earth Hour to set a sign each year in support of climate protection by jointly switching off their lights for one hour.

Notes on environmental goals 2015

The environmental goals of the 2015 corporate responsibility programme could have been largely achieved.

- **Environmental management and controlling**

- The effort for documentation in environmental management has been reduced in 2015 through the assignment of access rights to central documents and records.
- The environmental rights register of the Bank has been supplemented by a commercial rights database on the internet since 2015.
- The preparation for the certification of the environmental data according to ISO 14064 was completed in 2015.

- **Energy consumption**

- The planned environmental measures of the Corporate Responsibility Programme 2015 have been implemented with one exception: the adjustment of the lighting control originally planned for 2015 in the canteen at the Hameln site has been postponed to 2016.
- Energy consumption per employee decreased by 4 % compared to the previous year. However, with regard to heating energy it should be noted that 2014 was unusually warm in a long-term comparison, while the 2015 was nearer to the average temperatures. The energy savings were above 9 % when the figures are adjusted for this effect.

Environmental goals

G4-DMA



Notes on environmental goals 2015

G4-EN3

G4-EN8

G4-EN19



- Energy savings contracting at the Hameln site (including the Akademiehotel Bad



Energy efficient cooling machines at the Frankfurt site. They were installed as part of the energy savings contracting.

Münder) and the Leipzig site have met the targets set for 2015.

For more information, see the Section "Energy savings contracting".

• CO₂ emissions

The greenhouse gas emissions per employee have reduced by 3 % compared to the previous year. They were at 2.17 tonnes per full-time equivalent. The greenhouse gas emissions were calculated according to the "market based" method for the first time.

For more information, see the Section "Environmental impact summary".

• Mobility

- The number of kilometres travelled once again decreased compared with the previous year. It fell by 3% respectively to 50.3 million kilometres overall and to 2,668 km per employee (full-time equivalent). Besides strict guidelines for business travel, the increasing use of video conferencing has contributed to the reduction of business trips.
- The number of kilometres travelled by rail fell by 10 % to 9.8 million km. In consequence of a rate change at Deutsche Bahn, only trips in long-distance transport have been set as CO₂-neutral since 2014. The CO₂ emissions from railway trips in short-distance transport have been entered into the environmental impact summary in 2014 and 2015.
- The number of kilometres travelled by motor vehicle has again modestly reduced. It fell by 1% to 35.2 million km. At the same time, the distance covered by rented vehicles and taxis has reduced strongly above the average.
- The number of kilometres travelled by plan in 2015 fell by 1% to 5.3 million km. The reduction per employee (full-time equivalent) was 2 %.



- **Waste/consumption of resources**

- The waste generated per employee (full-time equivalent) rose by 2 % to 349 kg per year. At the same time, the portion of waste going to recycling reduced by 19 % per employee. The main cause of this is the dwindling care of employees and cleaning staff in the disposal and waste separation. Postbank took this as a reason to once more inform of the environmental importance of avoiding waste and separating waste in its employee magazine. The cleaning staff has also been instructed again.

- The consumption of printing and copying paper per employee decreased once more by 4 %. The Project "Managed Print Services" that was completed in 2014 contributed to this result in the same way as the increasing use of tablets among managerial staff. Only paper from certified sustainable forestry is used in the Postbank Group.

- The consumption of recycling paper decreased by 8% to 17 tonnes compared to the previous year. Thus, the recycling rate reduced again by 4%. This reduction occurred at a continuously very low level.

The increase in the recycling rate therefore remains a goal for the coming years. For this purpose, organisational measures have been initiated in addition to awareness-raising among employees.

- The pricing of paper-based transactions has led to a significant increase of the online ratio. Since 1 April 2015, for example, wire transfers that are submitted on paper are no longer free of charge for customers.

- The consumption of drinking water per employee (full-time equivalent) reduced by 11 % to 16 m³.



Energy savings contracting | *Energy savings contracting helps Postbank reduce its consumption of electricity and heating energy for the long-term. Along with saving costs, their efficiency improves as well. The environment profits from the lower consumption of natural resources and the reduced emission of greenhouse gases.*

For the lighting concept of Postbank, SPIE received the European Energy Service Award in Brussels in November 2015.

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By means energy savings contracts, the hot water supply was modernised at the Leipzig site in 2015. The consumption of district heating could be reduced, e.g. by using the exhaust heat. This way, rounded 216,000 kWh are saved per year. In the Akademie-Hotel Bad Münden, the heating system was upgraded and changed over to condensing boiler technology. This has led to a reduction of the gas consumption by 140,000 kWh per year. At the Hameln site, the cold water pumps of the air-conditioning system were replaced for frequency-controlled pumps and the lighting control system in the canteen was also replaced. Altogether, this resulted in savings of 13,500 kWh per year.

For the lighting concept that was realised by SPIE Energy Solutions GmbH for Postbank, SPIE received the European Energy Service Award in 2015. Since the year 2005, businesses have received this Award, whose services see to more energy efficiency in Europe. The key of the award-winning energy concept is the replacement of common illuminants for modern LED lamps at numerous Postbank sites in all of Germany. In the process, a customised package of measures was implemented for each site that covered all required kinds of lighting. In interaction with an intelligent control system, the highest possible savings potential could be raised for each building this way. Postbank saves overall about EUR 330,000 in energy costs per year and avoids 1,100 tonnes of carbon dioxide through the programme.

Energy savings contracting

G4-DMA



The energy savings partnership between SPIE Energy Solutions and Postbank was launched in 2009. As a first step, the energy optimisation experts of SPIE studied more than twenty Postbank buildings nationwide for potential energy savings. Energy performance certificates were prepared for the buildings.

Energy reductions resulting from energy savings contracts were achieved in the areas of lighting, hot water generation, combined heat and power generation as well as from the modernisation of windows and cooling equipment. Improvements were also achieved in terms of drinking water use in Karlsruhe and Leipzig as well as in the district cooling supply in Hamburg.

To date, the Postbank sites in Leipzig, Hamburg, Karlsruhe, Essen, Frankfurt, Ludwigshafen, Hameln and Dortmund have been made more energy efficient on this basis. So far a total of more than 20,000 MWh could be saved per year. The planning for the Berlin site was not continued further because the building was sold in early 2013.

Supply contracts have been concluded for the sites in Munich, Bonn and Dortmund as well. SPIE supplies cooling in Munich to the Postbank site in Bayerstraße and heat to the Kennedyallee premises in Bonn. Dortmund has been supplied with cooling by SPIE since 2013. In all cases, the energy generation units were improved before SPIE began supply meaning that resources are not only supplied on more favourable commercial conditions but also that additional energy and CO₂ savings are achieved.



Co-generation plant at the Frankfurt am Main site

Green IT | *By means of intelligent server architectures, energy efficient hardware and new network technologies, Postbank lowers its energy consumption. For its computers and storage systems, it applies a consistent lifecycle management. It reduces its travel activity by means of video conferences and mobile working.*

Virtualisation of workstation computers

In 2015, Postbank began to “virtualise” 15,000 workstation PCs. In a virtual environment, end devices (“thin clients”) receive applications and data, as well as the operating system and user-specific settings from central servers. The thin client merely controls the data transfer between the servers and the input and output devices like the monitor, keyboard and mouse.

Because of the reduced hardware requirements, the purchasing costs, consumption of natural resources and foremost the energy consumption are lowered. The new Postbank workplace environment consumes rounded 80 % less electricity than the PCs have used until now. Following the completion of the project in the year 2018, this will result in energy savings of 6,800 MWh per year, which is equivalent of 1,290 multi-person households. There are further savings effects in addition, as the thin clients cause less support expense than required for local PCs.



Small and parsimonious: Thin client

devices to certified recycling companies for the recovery of resources. The reconditioning has saved 15,239 kg iron equivalents, 33,077 kWh energy, and 10,872 kg CO₂ equivalents, and the sponsorship for a job of one person with a disability has been accepted.

Managed print services

At Postbank, only printers participating in a recycling system for toner cartridges are used. Used cartridges are returned in their original packaging to the manufacturer, where they are reconditioned. The printers are configured in such a way that duplex printing is the default setting. Most devices are able to scan, which allows documents to be digitised in a few simple steps and subsequently processed without paper. Through the modernisation and networking of the printer fleet, the number of printers in use at Postbank has been lowered to half as many compared to the beginning of 2013.

Socio-ecological reconditioning

In the disposal of decommissioned hardware, Postbank Systems AG cooperates with AfB gemeinnützige GmbH. AfB is an IT service provider with more than 250 employees at 14 sites in Europe. Half of the jobs are staffed by people with disabilities. The company is specialised on reconditioning IT hardware and recirculating it into use. In 2015, AfB has taken over 185 devices from Postbank. 85 % of which has been reconditioned for reuse. AfB has given the other



Green IT

G4-DMA



Video conferencing and mobile working

In 2015, Postbank set up another three new video conference systems at the Bonn site. Video conferencing cuts a share of the bank's business travel, not only reducing CO₂ emissions but also avoiding unproductive travel time. Postbank's IT subsidiary, Postbank Systems AG, successfully completed a pilot test for mobile working in 2015. 250 people participated. They could perform up to 20 % of their regular working hours at home or on the road. The concept was thereupon included in a standard company agreement. This makes it easier to balance family and career while, e.g. also the care for family members can be reconciled more easily in the future as well. At the same time, commuter traffic is reduced and greenhouse gases lowered.

Energy management

Only one-third of the energy in the computing centres is used directly by the computers and their peripheral systems. Two-thirds of the power is consumed by the computing centre infrastructure. Cooling, ventilation, lighting and emergency power supply are the decisive factors. Postbank therefore manages the energy consumption of its computing centres holistically and integrates the infrastructure in this concept.

The continuous replacement of old hardware with high energy consumption for more efficient and energy-saving systems plays a central role. Postbank uses active lifecycle management to continuously raise the level of efficiency of its infrastructure. The currently newly used virtual application servers, for example, consume about 80 % less energy than their predecessors. Even more drastic is the reduction among storage media.

The storage systems that are currently newly installed by Postbank can do with 10 % of the energy that used to be consumed by the old systems.



The sparing treatment of energy and natural resources is a fixed part of our sustainability strategy.«

Zvezdana Seeger, General Representative IT and Operations



Efficient emergency power supply

The emergency power generators at the Bonn computing centre are subjected to a test run each month to ensure that they will start up reliably if the external electricity supply is down. While the energy generated in the process used to dissipate as heat in the past, it has been possible since 2013 to use this energy for the internal power supply. Each year this accounts for 9,000 kWh. In total, this is equivalent of the annual electricity requirement of two three-person single-family homes.

More flexibility and efficiency thanks to video technology

In the morning an appointment in Fulda and in the afternoon a customer meeting at Lake Constance. Until now, this has hardly been doable for Susanne Ermer, the Promotional Loan Specialist for Corporate Customers in the South West Region.

Honoured with the Postbank Award 2015
in the category of efficiency:
the team for "Pilot Video Consulting
for Corporate Customers & Setup
of Video Conferencing Systems"



"I have become more flexible in my work through video consulting", says Susanne Ermer. The low expenditure for travel had raised her work efficiency and the personal consulting for the customers is not restricted. Thanks to the new technology, a consultant can uplink the specialist on the tablet by video conference at the customer's site. This modern form of consulting is being well received by the customers. "For more complex topics, a personal meeting is the first choice. But even after an initial meeting via the tablet, there is a certain familiarity in the later personal meeting", says Ermer.

Also the employees at the Postbank sites profit from the modern video technology. Since 2013, 28 video conferencing systems have been installed or equipped with new technology Germany-wide. Standardised systems that ensure simple operation and room reservation are the reasons for high utilisation. Through the video technology, the Bank has saved three million euro in travel expenses by the end of 2015.

Digitally to the mortgage savings contract by means of an app

BHW retail partners can use a completely paper-free consulting and application process for mortgage savings contracts since 2015. The "BHW Sales App" supports everything in the mobile retail business from information about a customer, management of existing contracts, to product calculation and the digital signature.

Without paper and postage: By means of the BHW Sales App, customers can conclude contracts on their consultant's tablet.



"Many companies switch over to digital processes that simplify everyday work. Here, we are in an intense competition", says Andreas Rohrmann, Sales Processes Specialist at BHW. Yet still, the digital processes are not supposed to replace personal contact by any means. "Our products require intense consulting", explains Rohrmann. Therefore, the retail partners will always continue travelling to customer meetings. Taking along: tablet PCs with the BHW Sales App.

The mortgage savings experts record all personal data with these tablets and is guided intuitively through the consulting meeting. The app shows them tips and points out errors. "Transparency is indispensable. The customer can view live on the monitor what the consultant enters in the app and what recommendations he receives", says Rohrmann. The digital data entry ensures a prompt processing of the applications in the back office.

Environmental impact summary | *Postbank calculates its CO₂ emissions diligently using a broad data pool. It uses the insights from the environmental controlling for management purposes and for its decisions concerning targets and measures aimed at mitigating negative effects on the environment.*

Data pool

Postbank assessed the consumption data of all buildings it uses and its business trips by means of calculated or metered data – wherever such is available. As a result of this, it was possible for the first time to calculate 82 % of 2015 greenhouse gas emissions (GHG emissions) based on consumption data in this report. Where consumption data is not available, consumption was estimated using comparable levels of electricity, heating and cooling.

The consumption data of the buildings, including data relating to business trips, figures into the environmental impact summary of the Deutsche Bank Group. The plausibility of the underlying processes of data capture and data is verified in accordance with the standards of ISO 14064. The tabular presentation is consistent with the system applied at Deutsche Bank Group.

From 1 April 2014 to 31 December 2015, Postbank's service companies were temporarily conglomerated in a holding of the Deutsche Bank Group in which Postbank had voting rights for 50% of the shares minus one vote. At Postbank, this concerned the following companies with a total of 4,000 employees (FTEs): Betriebs-Center für Banken AG, VÖB-ZVD Processing GmbH, Postbank Direkt GmbH, Postbank Service GmbH and BHW Kreditservice GmbH. Since 1 January 2016, these companies are again integrated in the Postbank Group. The resource consumption of its employees has been fully included in 2014 and 2015 environmental impact summary. The environmental data of the year 2014 and 2015 is thus more easily comparable to that of the previous and coming years.

Calculation methodology

The greenhouse gas reporting limits are defined according to the approach of the operative control as set forth in the GHG Protocol, while they extend to business operations and sites where Postbank employees hold management positions in the company and where the operative processes of Postbank are implemented within the unit. Among the greenhouse gas emissions of Scope 1 are the combustion of fossil energy media, own or leased vehicles and coolant losses of cooling systems. Scope 2 includes indirect emissions from purchased energy, thus for example, electricity and district heating. Scope 3 data originates from indirect GHG emissions, e.g. from business trips where the emission sources are controlled by third parties (plane, railway, rental car).

Postbank reports GHG emissions according to the GHG Protocol "Scope 2: a supplementation to the company standard" published in January 2015. In accordance with the new requirements for the dual reporting, the table "Environmental impact summary of Postbank" below shows GHG emissions for the first time according to the "market-based" approach as well as according to the "local" approach: The market-based approach calculates GHG emissions on the basis of the actually created emissions of such energy sources from which Postbank obtains its energy – backed up by certificates of origin. The local approach calculates GHG emissions on the basis of average emission factors for certain geographic regions and activity data.

Environmental impact summary

G4-DMA



Data pool

G4-22



G4-23



Calculation methodology

G4-22



G4-23



The difference between the two values at Postbank results from the fact that it obtains nearly 90 % of its electricity from renewable energies. Therefore, the GHG emissions calculated by the market-based approach are lower by 39,850 tonnes of CO₂ than those calculated according to the local approach.

All assumptions made and calculation methods used are in accordance with the standard ISO 14064 and respectively the supplementary documentation. The relevant activity data are assigned the most appropriate emission factors. These originate from internationally recognised sources, such as DEFRA (2014 and 2015), GHG Protocol and IEA (2015) or from country or contract-specific sources if these are more accurate. Where possible, the factors include all GHG as well as the “Global Warming Potential” of the gases according to IPCC ratings.

- **Electricity/heating/drinking water/coolants**

The data are determined using consumption calculations or meter readings. Where this is not possible, the values are extrapolated by means of comparable buildings.

- **Waste**

The data on waste is assessed for more than half of all employees based on information from the disposal companies or the containers used and their disposal frequency. The data is then projected to the total number of employees.

- **Paper**

The volume of copying and printing paper purchased by the Postbank Group in Germany is reported.

- **Business travel**

CO₂ emissions for company cars are calculated on the basis of the mileage of the vehicles in the Postbank Group vehicle fleet (based on fuel card statements).

CO₂ emissions for rental vehicles are determined on the basis of the data supplied by the rental car companies.

On trips by railway, CO₂ emissions are only disclosed for local trips by rail as all tickets of the Group for long-distance rail travel are set CO₂-free.

For air travel, CO₂ emissions are determined based on kilometrage – with a differentiation between short, medium and long-distance flights. The data on travel by plane is provided by the responsible travel agencies.

Comparability with previous years

The differentiation between the market-based and local GHG emissions according to Scope 2, which was applied for the first time in this report, has led to recalculations of the GHG emissions in all three presented years. The GHG data of this report is therefore comparable only to limited extent with that of reports published previously.

The data published in the Sustainability Report 2014 referred to the reporting period from 1 October 2013 to 30 September 2014 for the year 2014. In this report, all three years shown in the table are the calendar year.

In addition, adjustments compared to the figures reported in the previous year resulted in specific. The essential causes for this are the changed electricity grid factors, update of energy data if such was not available yet as at last year's reporting date, changed calculation assumptions, and modifications in the projection method.



High-efficiency pumps of the heating system at the Frankfurt site

Comparability with previous years



Postbank's environmental impact summary

Greenhouse gas (GHG) emissions in tonnes of CO ₂ equivalent (CO ₂ e) (unless otherwise indicated)	Differences compared to the previous year	2015	2014	2013
Total of market-based GHG emissions^{2,3,4}	-2 %	40,886	41,916	40,673
Market-based emissions from energy use for buildings ⁵	-3 %	33,506	34,507	33,140
Emissions from business travel	-1 %	7,121	7,176	7,178
<i>Market-based GHG emissions (including renewable energies) per sqm of rented floor space</i>	<i>-2 %</i>	<i>0.0308</i>	<i>0.0314</i>	<i>0.0295</i>
<i>Market-based GHG emissions (including renewable energies) per employee (full-time equivalent)</i>	<i>-3 %</i>	<i>2.17</i>	<i>2.23</i>	<i>2.20</i>
Scope 1: direct GHG emissions	-2 %	14,878.76	15,146.16	17,929.60
From natural gas consumption	-3 %	8,384.71	8,647.45	10,345.56
From liquid fossil energy sources ⁶	-13 %	33.62	38.57	951.93
From HFC	11 %	259.05	232.91	354.68
From own or leased vehicles	0 %	6,201.37	6,227.24	6,277.43
Scope 2: indirect GHG emissions	-3 %	25,088.14	25,820.93	21,842.68
Market-based emissions from electricity consumption	-2 %	9,322	9,473	2,882
From steam generation, district heating and cooling	-4 %	15,765.95	16,347.80	18,961.18
Scope 3: other indirect GHG emissions	-3 %	919.55	948.79	900.44
From air travel	-1 %	521.66	527.96	527.96
From rental cars and taxi journeys	-7 %	315.04	340.01	372.47
From rail travel ⁷	3 %	82.85	80.82	0.00
For comparison: Total of local GHG emissions ²	-4 %	80,736	84,116	94,333
Energy consumption (total) in GJ⁸	-4 %	775,621.47	808,717.66	918,634.78
Energy consumption (total) in GWh⁸	-4 %	215	225	255
<i>Energy consumption in kWh pro m²</i>	<i>-4 %</i>	<i>162</i>	<i>169</i>	<i>185</i>
<i>Energy consumption in kWh per employee (full-time equivalent)</i>	<i>-4 %</i>	<i>11,434</i>	<i>11,970</i>	<i>13,797</i>
Energy consumption (total) in GWh	-5 %	102	107	117
Energy from primary fuel sources (oil, gas etc.) in GWh	-3 %	41	43	51
Heating and cooling provided in GWh	-4 %	72	75	87
Electricity from renewable energies in GWh	-5 %	89	94	113
Journeys in km	-3 %	50,265,775	51,675,048	52,916,850
Air travel (total) in km	-1 %	5,304,886	5,370,382	5,369,925
Short-haul flights	3 %	2,164,891	2,098,468	2,260,235
Medium-haul flights	-5 %	2,702,301	2,837,626	2,672,286
Long-haul flights	1 %	437,694	434,288	437,403
<i>Air travel per employee (full-time equivalent) in km</i>	<i>-2 %</i>	<i>282</i>	<i>286</i>	<i>290</i>
Rail travel (total) in km	-10 %	9,774,164	10,843,205	11,206,509
Road traffic (total) in km	-1 %	35,186,725	35,461,461	36,340,416
<i>Journeys per employee (full-time equivalent)</i>	<i>-3 %</i>	<i>2,668</i>	<i>2,753</i>	<i>2,861</i>
Waste and paper				
Waste in t⁹				
Waste generated in t	3 %	6,575.69	6,394.26	8,999.68
<i>Waste generated in t per employee (full-time equivalent)</i>	<i>2 %</i>	<i>0.35</i>	<i>0.34</i>	<i>0.49</i>
Waste disposed in t	15 %	4,773.76	4,168.57	5,612.67
<i>Waste disposed in t per employee (full-time equivalent)</i>	<i>14 %</i>	<i>0.25</i>	<i>0.22</i>	<i>0.30</i>
Waste recycled in t	-19 %	1,801.93	2,225.69	3,387.01
<i>Waste recycled in t per employee (full-time equivalent)</i>	<i>-19 %</i>	<i>0.10</i>	<i>0.12</i>	<i>0.18</i>
Proportion of recycled waste in %	-21 %	27 %	35 %	38 %

	Difference compared to the previous year	2015	2014	2013
Compostable waste in t	-2 %	124.76	126.79	202.68
Waste with energy recovery in t	-1 %	2,435.09	2,451.59	2,855.52
Waste combustion without energy recovery in t	26 %	1,217.55	969.05	1,364.61
Landfilled waste in t	60 %	996.37	621.15	1,189.85
Hazardous waste in t	157 %	72.13	28.05	41.18
Non-hazardous waste in t	2 %	6,503.56	6,366.21	8,958.51
Paper consumption in t				
Consumption of copier and printer paper in t	-4 %	820.32	856.69	889.2
Recycled paper in t	-8 %	17.09	18.56	24.71
Percentage of recycled material	-4 %	2 %	2 %	3 %
Paper consumption in kg per employee (full-time equivalent)	-5 %	43.53	45.65	48.08
Water consumption¹⁰				
Drinking water consumption ¹⁰ in m ³	-11 %	293,755	328,243	333,792
Drinking water consumption in m ³ per employee (full-time equivalent)	-11 %	16	17	18
Drinking water consumption in m ³ pro square metre rental floor space	-10 %	0.22	0.25	0.24
Reference values				
Average total rental floor space in m ²	0 %	1,328,264	1,333,177	1,377,309
Average number of employees (full-time equivalent) ¹¹	0 %	18,843	18,768	18,496

- 1) All data for 2015 reported in the status as available on the reporting date. Some of the data has been projected based on the previous year. Changes in the reported figures in the past year resulted essentially due to:
- changed electricity grid factors,
 - update of energy data if not available as at last year's reporting date,
 - changed calculation assumptions,
 - modifications in the projection method.
- 2) The GHG reporting limits are defined according to the approach of the operative control as set forth in the GHG Protocol, while they extend to business operations and sites where Postbank employees hold management positions in the company and where the operative processes of Postbank are implemented within the unit. Among the greenhouse gas emissions of Scope 1 are the combustion of fossil energy media, own or leased vehicles and coolant losses of cooling systems. Scope 2 includes supplied energy, thus such as electricity and district heat. Scope 3 data originates from indirect GHG emissions from business trips, e.g. where the emission sources are controlled by third parties (plane, railway, rental car). Postbank reports GHG emissions according to the GHG Protocol "Scope 2: a supplementation to the company standard" published in January 2015. In accordance with the requirements for the dual reporting, the table shows GHG emissions according to the market-based approach using provider-specific emissions factors with certificate of origin. The total emissions of Postbank in 2015 according to the market-based approach are: 40,886 tonnes of CO₂e. The total emissions based on local reporting requirements amount to 80,736 tonnes of CO₂e. The GHG emissions lower by 39,850 are the result of contracts for renewable energies.
- 3) The overall emissions are derived from the actual, forecast or extrapolated data. All assumptions made and calculation methods used are in accordance with the standard ISO 14064 and respectively the supplementary documentation. The relevant activity data are assigned the most appropriate emission factors. They originate from internationally recognised sources, such as DEFRA (2014 and 2015), GHG Protocol and IEA (2015) or from country or contract-specific sources if these are more accurate. The factors, if possible, include all GHG as well as the "Global Warming Potential" of the gases according to IPCC ratings.

- 4) The emissions caused by Postbank's business operations are fully compensated by the Deutsche Bank Group in the scope of its new climate neutrality strategy by acquisition and deactivation of the corresponding quantity of verified emissions certificates. The positive effect resulting from this has not been included in the calculation of Postbank's GHG emissions in the present report since it is not an independent achievement of Postbank. The reduction of the GHG emissions according to the market-based method as presented here results from the use of electricity from renewable sources.
- 5) Where consumption data is missing, the electricity and heating consumption is extrapolated by means of calculated electricity and heating intensities. The emissions from coolant losses are likewise projected where no data is available.
- 6) Projected heating consumption in Scope 1 are now uniformly attributed to the category "From natural gas consumption". Some of this consumption was included in the category "From liquid fossil energy sources" in the data published in 2013.
- 7) All Postbank employees travelled by rail CO₂-neutrally in the year 2013. Because of a change in tariffs by Deutsche Bahn AG, short-distance rail trips have no longer been CO₂-neutral since 2014.
- 8) Total energy consumption includes all sources that contained in Scopes 1 and 2: natural gas, liquid and fossil energy sources (mobile and stationary), renewable and grid electricity, as well as district heat, cooling and steam generation. For the conversion from joule to kWh, the standard conversion factor was used. No sales of electricity, district heating, cooling or steam are transacted.
- 9) Data on waste quantities is available for 20 major sites where more than half of the staff is employed. The total quantity was projected on the basis of the number of employees (full-time equivalents).
- 10) The figures for water relate only to drinking water.
- 11) Around 4,000 employees (full-time equivalents) were temporarily (01/04/2014 to 31/12/2015) transferred within Deutsche Bank Group to PBC Banking Services GmbH, in which Postbank held a stake of just under 50 percent. The consumption data for these employees and the corresponding emissions is included in the Postbank's Environmental Impact Summary for the entire reporting period of 2014 and 2015.

Annex

About this report | *The 2015 sustainability report is based on the main parameters set out below*



Scope of the report

Postbank reports annually on its commitment in the area of sustainability. The present report covers the period from January to December 2015. It follows up on the 2014 sustainability report, published in August 2015.

The report was prepared in accordance with the Guidelines of the Global Reporting Initiative (GRI G4, Core Option).

The statements generally relate to the Deutsche Postbank Group in Germany. The sites in Luxembourg, and Northern Italy are not included in this report. If data or statements do not relate to the reporting period or relate to only a part of the company, this is indicated at the relevant point.

No external audit by independent third parties was performed for the report.

You can find a general overview of Postbank's commitment to sustainability at www.postbank.de/nachhaltigkeit

Should you have any questions regarding this report or concerning Postbank's commitment, please contact nachhaltigkeit@postbank.de

Important events in the year 2015

• Squeeze-out

Deutsche Bank AG acquired a further 5,934,243 shares of Deutsche Postbank AG on 27 April 2015 and thereby increased its indirect and direct shareholding to 96.80 % of voting rights, which was tied to an exceedance of the 95 % threshold.

Deutsche Bank AG also requested the Management Board of Deutsche Postbank AG on 27 April 2015 to take the necessary steps in preparation of a squeeze-out of minority shareholders in accordance with Sec. 327a seqq. AktG [Stock Companies Act]. The general shareholders' meeting, which was postponed to 28 August 2015 for this reason, decided by a majority of 99.6 % of the represented capital to exclude the minority shareholders.

One key reason for the exclusion of minority shareholders was the implementation of the new strategy of Deutsche Bank AG that was announced on 27 April 2015. Deutsche Bank AG, in implementation of this strategy, plans to preferably return Deutsche Postbank AG to the stock market following the discontinuation of the stock listing in connection with the exclusion of minority shareholders. In alternative, a sale of the shareholding in Deutsche Postbank AG comes into consideration.

The transfer resolution was entered in the commercial register of Postbank at the Local Court Bonn on 21 December 2015. Therefore, all shares of minority shareholders transferred by operation of law to the majority shareholder, Deutsche Bank AG, with headquarters in Frankfurt am Main. (For more information about this, see the 2015 Annual Financial Report of Postbank, p. 49.)

• Changes in the Group

In the second quarter of 2015, an agreement on the sale of the subsidiary Postbank P.O.S. Transact GmbH, Eschborn, a provider of cash-free and card-supported payment transactions, was concluded. The sale was executed in the third quarter of 2015.

On 10 December 2015, Deutsche Postbank AG reacquired Deutsche Postbank Funding Trusts I–IV from Deutsche Bank AG and reconsolidated it from that date onward.

In December 2015, Postbank signed a purchase agreement with PBC Banking Services GmbH on the buyback of its service companies (Betriebs-Center für Banken AG, VÖB-ZVD Processing GmbH, Postbank Direkt GmbH, Postbank Service GmbH and BHW Kreditervice GmbH), and simultaneously with Deutsche Bank Privat- und Geschäftskunden AG on the sale of the shares held by Postbank in PBC Banking Services GmbH. The acquisition and the sale were executed effective 1 January 2016. (For more information about the bodies of Postbank and the changes in the Group, see the 2015 Annual Financial Report, pp. 49–50.)

Scope of the report

G4-23	G4-28	G4-29
G4-30	G4-32	

Important events in the year 2015

G4-13	G4-23

Guiding principles | *In its mission statement, Postbank has defined “sustainable performance” as an independent principle. Responsible action is not only required of employees and managers, but it is also expected and required of Postbank’s suppliers.*



Mission Statement Brochure

Postbank Mission Statement

The values and principles of Postbank that are to govern the business activities of employees in the entire Postbank Group are documented in the “Postbank Mission Statement”. The Mission Statement specifies the strategic direction of Postbank with a vision and mission. Six values and principles set the standards for correct conduct in dealing with customers, in daily internal interaction and in the relationship with Postbank. The words and spirit of these values and principles find reflected in the guidelines and rules of Postbank (e.g. organisational manuals and work instructions), which determine daily work and business life.

For more information, see the Section “Company management”.

Supplier Code of Conduct

Postbank makes a commitment for sustainable development beyond the limits of the group. Its suppliers, service providers and contractors too must undertake to fulfil fundamental social and ecological minimum standards. To this end, Postbank has developed a supplier code of conduct that must be signed, acknowledged and implemented by its suppliers. In 2015, Postbank added the aspect of the minimum wage to its Supplier Code of Conduct and specified the anti-corruption standards in more detail. The main contents of the code are:

- Renunciation of the use of child labour
- Ban on forced labour
- Remuneration and working hours in line with national regulations
- Ban on discrimination
- Occupational safety
- Business continuity planning
- Adherence to the anti-corruption standard
- Consideration of environmental protection

If the supplier already has its own code of conduct, a reciprocity declaration may for example be agreed.



Corporate responsibility policy

Principles of corporate responsibility

Postbank has defined in binding terms for all employees what it understands sustainability to mean and how it intends to implement its sustainability strategy. The guideline “Principles of corporate responsibility – the Postbank Group” describes the fundamental goals of the bank in the dimensions of social, ecological and economic sustainability. It specifies the roles and responsibilities that are required to achieve these goals.

Supplier questionnaire

Postbank's supplier questionnaire checks whether a business relationship with suppliers is feasible based on their environmental management system. Accordingly, the questions are aimed, for example, at specific company environmental activities, guidelines and emission of pollutants by the company. On the basis of this information, the supplier is assessed as to whether it meets the preconditions of environmental policy for a long-term business partnership with Postbank.

Paper policy

Paper is among the central resources of financial institutions such as Postbank. For this reason, Postbank ensures that paper products are used in an environmentally responsible way. In 2008, the "Paper Policy" was ratified for the procurement of paper products. It applies to both Postbank and its subsidiaries as well as to all their suppliers.

The guidelines categorically ban the use of paper products that originate from tropical rainforests, virgin forests, protected ancient forests or those worthy of protection or that are produced or extracted from illegal felling. Based on this and in accordance with the principles of sustainable forestry, only certified paper products from socially, ecologically and commercially sustainable forest management or recycled materials are used. The Policy also calls for the efficient handling of paper products that is sparing on resources.

Initiatives and memberships | *Postbank communicates openly about how it is taking responsibility in business. It has joined various initiatives to promote its sustainable business development. It shares its experience and expertise with other companies and specialists.*



UN Global Compact

The sustainability model of Postbank is based on the ten principles of the Global Compact of the United Nations. At the World Economic Forum in Davos in 1999, the former UN Secretary General Kofi Annan established a global alliance between the United Nations and private enterprise, the "UN Global Compact". It contains ten principles that have been taken from the Declaration of Human Rights, the core employment standards of the International Labour Organisation (ILO), the Rio Declaration and the UN Convention against Corruption. As of mid-2006, Postbank has been obligated by its former majority shareholder Deutsche Post DHL to observe the UN Global Compact. In 2010, Postbank has undertaken on its own initiative to observe the UN Global Compact and it also produces a progress report on the implementation of the principles.

You can find the "Progress report according to the UN Global Compact" in the next Section.

Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e. V.

Postbank has been a member of the Verein für Umweltmanagement und Nachhaltigkeit in Finanzinstituten e. V. (VfU) since September 2005. VfU is the only European association that deals specifically with environmental management issues for financial service providers. The aim is to support environmental protection and environmental management in credit institutions and insurance companies. To this end, strategies, tools and best practice solutions are developed, the internal exchange of experience between association members is promoted and the general public is informed.

Sustainability working group in Bankenverband

Postbank is an active member of the "Sustainability" working group of the Bankenverband (Association of German Banks), the umbrella organisation of private banks in Germany. It represents around 210 private banks and eleven member associations. The "Sustainability" working group discusses specific questions relating to sustainability management in the financial services industry such as sustainable banking products and sustainable corporate financing.

Carbon Disclosure Project

The Carbon Disclosure Project (CDP) was established in the year 2000 in London and is a community project of institutional investors relating to the economic effects of climate change. With this initiative, 827 investors with assets of over USD 100 billion demand the comprehensive disclosure of greenhouse gas emissions. Several thousand of the world's largest companies already report their emissions on the CDP Platform. By Postbank's signing up to the CDP in 2006, we acknowledged that financial institutions should give greater attention to aspects of climate protection in their investment decisions.



Initiatives and memberships

G4-15



G4-16



Progress report according to the UN Global Compact | Postbank has undertaken to observe the UN Global Compact. It hereby presents the sixth progress report.



Progress report on UN Global Compact compliance

Principles

Examples

(addressed in articles of the 2015 Sustainability Report)

Human rights

1: Businesses should support and respect the protection of internationally proclaimed human rights and promote them in their sphere of influence

- Analysis of significant topics
- Life and work
- Diversity, integration and appreciation
- Risk management, loan approvals and investment
- Company management
- Guiding principles

2: Businesses should make sure that they are not complicit in human rights abuses

- Analysis of significant topics
- Life and work
- Diversity, integration and appreciation
- Company management
- Risk management, loan approvals and investment
- Guiding principles

Labour

3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

- Staff management
- Guiding principles

4: Businesses should uphold the elimination of all forms of forced and compulsory labour

- Company management
- Diversity, integration and appreciation
- Guiding principles

5: Businesses should uphold the effective abolition of child labour

- Guiding principles

6: Businesses should uphold the elimination of discrimination in respect of employment and occupation

- Training and development
- Diversity, integration and appreciation
- Company management
- Guiding principles

Environment

7: Businesses should support a precautionary approach to environmental challenges

- Analysis of significant topics
- Corporate responsibility programme
- Environmental guidelines
- Certification to ISO 14001
- Green IT
- Supply chain and procurement

8: Businesses should undertake initiatives to promote greater environmental responsibility

- Analysis of significant topics
- Corporate responsibility programme
- Training and development
- Environmental guidelines
- Environmental goals
- Ecological products and services
- Guiding principles

9: Businesses should encourage the development and diffusion of environmentally friendly technologies

- Corporate responsibility programme
- Environmental guidelines
- Certification to ISO 14001
- Energy savings contracting
- Green IT
- Guiding principles

Anti-corruption

10: Businesses should work against corruption in all its forms, including extortion and bribery

- Company management
- Corporate governance
- Risk management, loan approvals and investment
- Compliance and protection against money laundering
- Guiding principles



GRI Content Index | *The Global Reporting Initiative guidelines require general standard disclosures about the company and specific information on fields of activity in the areas of the economy, the environment and society. This detailed index of the contents shows where this information was provided in the 2015 Sustainability Report, 2015 Annual Financial Report and in other documents.*



Content Index
Postbank

June 2016
Service

General standard disclosures

General standard disclosures	Page	External audit	Description
Strategy and analysis			
G4-1	p. 3	-	Statement from the most senior decision-maker of the organisation
Organisation profile			
G4-3	p. 6	-	Name of the company
G4-4	pp. 6–7; (FR 2015: p. 40; (FR 2015: Annual Financial Report of Postbank Group 2015; https://www.postbank.de/postbank/docs/PBGB2015_D.pdf)	-	Primary brands, products and services
G4-5	FR 2015: p. 41	-	Location of the company's headquarters
G4-6	FR 2015: p. 41	-	Counties with significant operations
G4-7	FR 2015: p. 40	-	Nature of ownership and legal form
G4-8	pp. 6–7; FR 2015: p. 41	-	Markets served
G4-9	p. 6, 124; FR 2015: pp. 40, 48–49	-	Scale of the company
G4-10	pp. 61, 63	-	Total number of employees by employment contract, gender and region
G4-11	p. 61, pp. 63–64	-	Percentage of employees covered by collective bargaining agreements
G4-12	p. 46	-	Description of the company's supply chain
G4-13	p. 111; FR 2015: pp. 49–50, 112–114	-	Significant changes during the reporting period
G4-14	pp. 48, 50, 52–53	-	How precautionary principles are addressed
G4-15	p. 42, pp. 79–80, 114–115	-	Support for external initiatives
G4-16	p. 114	-	Memberships of associations and advocacy organisations
Identified material aspects and boundaries			
G4-17	FR 2015: pp. 112–114	-	List of consolidated entities
G4-18	pp. 14–16	-	Process for defining report content
G4-19	pp. 15–16	-	All material aspects
G4-20	pp. 14, 16	-	Material aspects within the company
G4-21	pp. 14, 16	-	Material aspects outside the company
G4-22	pp. 14–16, 106–107, 109	-	Restatement of information provided in previous reports
G4-23	pp. 106–107, 109, 111	-	Significant changes from previous reporting periods in scope and aspect boundaries

General standard disclosures			
	Page	External audit	Description
Stakeholder engagement			
G4-24	p. 11	-	Included stakeholder groups
G4-25	p. 10	-	Identification and selection of stakeholders
G4-26	pp. 11–12, 25, 46	-	Approach to the stakeholder dialogue and frequency
G4-27	pp. 14, 16	-	Key concerns of stakeholders and company's response
Report profile			
G4-28	pp. 109, 111	-	Reporting period
G4-29	p. 111	-	Date of the last report
G4-30	p. 111	-	Reporting cycle
G4-31	p. 125	-	Contact point for questions regarding the report
G4-32	p. 111	-	GRI in-accordance option and selected index
G4-33	No external assurance	-	External assurance of the report
Governance			
G4-34	pp. 8–9; FR 2015: pp. 29–33	-	Governance structure including the highest governance body
Ethics and integrity			
G4-56	pp. 7, 41, 112	-	Values, principles and standards of behaviour

Specific standard disclosures				
DMA and indicators	Page	Omissions	External audit	Description
Category: Environmental				
Material aspect: Energy				
G4-DMA	pp. 17, 95, 97, 100, 102, 106		-	Management approach
G4-EN3	pp. 97, 108		-	Energy consumption within the company
Material aspect: Water				
G4-DMA	pp. 17, 95, 97		-	Management approach
G4-EN8	pp. 97, 109		-	Total water withdrawal by source
Material aspect: Emissions				
G4-DMA	pp. 17, 95, 97, 100, 102, 106		-	Management approach
G4-EN15	p. 108		-	Direct greenhouse gas emissions (Scope 1)
G4-EN16	p. 108		-	Energy indirect greenhouse gas emissions (Scope 2)
G4-EN17	p. 108		-	Other greenhouse gas emissions (Scope 3)
G4-EN19	pp. 97, 108		-	Reduction of greenhouse gas emissions
Material aspect: Products and services				
G4-DMA	pp. 17, 33, 95		-	Management approach
G4-EN27	pp. 35–38		-	Extent of impact mitigation of environmental impacts of products and services
Material aspect: Environmentally sustainable products and services-				
G4-DMA	p. 33		-	Management approach
G4-FS8	pp. 35–38		-	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose

GRI Content Index

DMA and indicators	Page	Omissions	External audit	Description
Category: Social				
Sub-category: Labour practices and decent work				
Material aspect: Labour				
G4-DMA	pp. 61, 64, 73 – 74		-	Management approach
G4-LA1	pp. 61, 63		-	Total number and ratio of newly hired employees and employee fluctuation by age group, gender and region
G4-LA2		Not applicable, as all benefits listed on pp. 72-78 are available to all employees. No differentiation is made between full-time and part-time employees.	-	Benefits provided exclusively to full-time employees and not, however, employees with fixed-term employment contracts or to temporary employees, by primary business locations
Material aspect: Training and development				
G4-DMA	pp. 61, 66		-	Management approach
G4-LA9	p. 62		-	Average hours of training per year per employee by gender and by employee category
G4-LA10	pp. 69, 71		-	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings
G4-LA11			-	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category
Material aspect: equal remuneration for women and men				
G4-DMA	p. 64			Management approach
G4-LA13		Not applicable, since the remuneration of Postbank employees is based on the activity performed. Differentiation by gender does not occur.	-	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation
Sub-category: Product responsibility				
Material aspect: Product and service labelling				
G4-DMA	p. 28		-	Management approach
G4-PR5	FR 2015: p. 59		-	Results of surveys measuring customer satisfaction
Material aspect: Product offerings that support social/socio-political projects				
G4-DMA	p. 33		-	Management approach
G4-FS7	pp. 33 – 34		-	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose
Material aspect: Promoting social institutions				
G4-DMA	p. 33		-	Management approach
G4-FS7	pp. 33 – 34		-	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose
Material aspect: Promoting culture, sport or education				
G4-DMA	p. 33		-	Management approach
G4-FS7	pp. 33 – 34		-	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose

Glossary

G4



These symbols refer to the GRI Content Index on pages 116–118.

A

App

Program for mobile end-devices, e.g. smartphones and tablets (app is short for application).

Audit

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

Android

Operating system for tablet computers and smartphones (cf. tablet).

B

BestSign

Signature procedure in online banking. The hardware is provided by a USB to which Postbank sends the transaction data. After the data have been received on the device, it shows the data on the display and the transaction only needs to be approved by pressing a button. The data exchange between the device and Postbank is encrypted.

BestSign Fingerprint

Signature procedure in mobile banking. Transactions, e.g. transfers, as approved using a personal fingerprint.

Blue Angel

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

Business continuity management

This is understood to mean processes and planning to ensure that a company can maintain the necessary business processes and functions even in the event of a crisis.

C

Cash Recycling System

Reuse of cash is made possible by combined cash deposit and payment machines. For example, the ATMs installed at Shell petrol stations are replenished with the cash used in purchases.

chipTAN comfort

Process to generate a transaction number (TAN) with a so-called TAN generator. This device generates a TAN in interaction with the Postbank Card and the online banking system, which is then valid for only a short time and only for the current transaction.

Compliance

Means “acting in accordance with applicable legislation, regulations and internal rules”.

Corporate governance

Management and monitoring of the company in a spirit of responsible and value-oriented leadership. The German Corporate Governance Codex (GCGC) contains rules and recommendations for good business management.

CSR

“Corporate Social Responsibility” describes the manifold commitment of a company in the area of sustainable development going beyond the legal requirements.

D

DEFRA

The “Department for Environment, Food and Rural Affairs” is a British government ministry.

Demographic change

Development and change in the age structure of a society.

Disruptive innovation

New technology that can replace existing technologies, products or services (cf. also “incremental innovation”).

Diversification

In financial investments, assets are spread over various asset classes (e.g. bonds, shares, property) and investment regions (e.g. Europe, Asia, America) in order to reduce the risk of loss.

Diversity

Refers to the diversity among staff with regard to gender, origin, nationality, age, religious group and physical limitations.

E

Energy savings contracting

A contractually agreed service for energy savings that is concluded between a company (contractor) and a building owner or tenant.

EU Eco Label

European environmental label for the identification of environmentally-friendly products (also: “Euro flower”).

F

FAQ

Frequently asked questions

Fat client

Stand-alone workstation computer with hard and software components (cf. “thin client”).

FDL

Financial services (cf. PDL = Postal Services).

Fingerprint

A fingerprint is now used by a number of programs as a method of authorising transactions on smartphones and tablets (electronic signature).

FinTech

Financial technology enterprise. FinTechs offer innovative digital financial services and thereby enter competition with banks.

Forward loans

Mortgage loan that will be paid out only at a future date. This way, builders can, for example, secure affordable interest rates for the follow-up financing.

FSC

Forest Stewardship Council. Products with the FSC seal verifiably originate from sustainable forestry.

FTE

Full-time equivalent. The number of employees converted to the equivalent of full-time staff.

G

GHG Protocol

The Greenhouse Gases Protocol An international standard for the documentation 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, the improvement of computer centres and in IT procurement process.

Green procurement

Environmentally friendly procurement processes for products and services.

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. The G4 standards are the fourth generation of the reporting standards.

IEA

The “International Energy Agency” is a cooperation platform that is dedicated to the development and application of energy technologies.

Incremental innovation

Gradual improvement of services, products, processes or business models (cf. also “disruptive innovation”).

iPad

Tablet computer from Apple (cf. tablet).

IPCC

The “Intergovernmental Panel on Climate Change” is an inter-state institution that deals with climate change.

ISO 14001

International standard for environmental management systems.

ISO 14064

Standard that deals with issues of determining and recording greenhouse gas emissions for reporting and verification purposes.

K

KfW

As the bank of the Federation and of the States, the Kreditanstalt für Wiederaufbau (KfW, Bank for Reconstruction) is the business development bank for the German economy and a development bank for developing and transition economies.

KPI

Key performance indicator. An indicator for measuring performance.

L

Lifecycle management

Systemic perspective on technical products over their entire useful lives (from production to disposal).

M

Mobile banking

Banking transactions on mobile end devices such as smartphones or tablets.

mobileTAN

Method of transmitting a transaction number (TAN) by SMS to a mobile phone. In addition to the TAN, this SMS contains the recipient's account number and the transfer amount so that the client can detect criminal falsification of the transaction data immediately and easily. This TAN is only valid for the one transaction and expires if it is not used by the customer.

P

Paper policy

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

PC

"Personal Computer". Stand-alone workstation computer (cf. "thin client" and "fat client").

PDL

Postal service (cf. FDL = financial service).

PEFC

"Programme for the Endorsement of Forest Certification Schemes". Products with the PEFC seal verifiably originate from sustainable forestry.

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.

Q

QR Code

Quick Response Code. By means of the scanning function of smartphones and tablets, QR codes can be read and deliver the data stored on them, e.g. web addresses or phone numbers as a "quick response" directly to the smartphone or tablet.

S

SB

Self-serve.

SCHUFA credit rating

Protection association for general credit assurance.

Scoring

Process that serves for the standardisation of credit rating checks in the retail business.

Sensitive sectors

Sectors with little commitment to sustainability.

Sensitive countries

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

Smartphone

Mobile phone with a screen for Internet use.

Sounding board

“Resonance boards”. They are used as a management method by means of which the interests of the key parties affected are consulted in the course of a project.

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.

T

Tablet

(also called tablet PC or tablet computer)
Small computer without keyboard that can be used, for example, for reading newspapers and books.

GHG

Greenhouse gas.

Thin client

Small, non-standalone workstation device that is connected to a central computer. The operations and programs run on the central computer. The thin client serves as a connecting element between the user and the central computer. Thin clients can replace workstation PCs that consume a lot of resources and energy (cf. also fat client).

U

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.

W

Work-life balance

Balance between career and private life.

Postbank Group in figures

Profit and Loss Statement		01/01 – 31/12/2015	01/01 – 31/12/2014 ^{1,2}
Total income	EUR million	3,272	3,845
Administrative expenses	EUR million	-2,724	-2,754
Profit before tax	EUR million	582	432
Consolidated net profit	EUR million	608	259
Total cost/income ratio	%	81.0	83.5
Return on equity			
before tax	%	8.8	6.9
after tax	%	9.2	4.2
Earnings per share³	EUR	2.78	1.18
Consolidated balance sheet			
		31/12/2015	31/12/2014
Total assets ¹	EUR million	150,597	155,397
Customer deposits ¹	EUR million	102,341	102,911
Customer loans ¹	EUR million	92,821	92,485
Allowances for losses on loans and advances ¹	EUR million	923	1,361
Equity ¹	EUR million	7,158	6,461
Common Equity Tier 1 Capital Ratio⁴ regular phased-in	%	13.7⁵	10.7⁶
Common Equity Tier 1 Capital Ratio⁴ fully phased-in	%	11.4⁵	10.2⁶
Leverage ratio, regular phased-in	%	4.1	–
Leverage ratio, fully phased-in	%	3.4	–
Headcount (in full-time equivalents)	Thousand	14.76	14.77
Long-term ratings			
Fitch		BBB+/outlook rating watch evolving	A+/outlook Negative
Information on Postbank shares			
		31/12/2015	31/12/2014
Share price at the balance sheet date	EUR	35.73 ⁷	35.14
Share price (01/01 – 31/12)	High EUR	37.00 ⁸	38.50
	Low EUR	31.99 ⁸	33.75
Market capitalisation at the balance sheet date	EUR million	7,818 ⁷	7,688
Number of shares	Million	218.8	218.8
<p>1) Information adjusted (see Annual Financial Report 2015, Note 6 in the Notes to the Consolidated Annual Financial Report).</p> <p>2) Including discontinued operations.</p> <p>3) Based on 218.8 million shares.</p> <p>4) The calculations are based on the new regulatory requirements of the Delegated Directive (EU).</p> <p>5) Based on the consolidated financial statements as of 31 December 2015, subject to its approval.</p> <p>6) Based on the Consolidated Annual Financial Report as at 31 December 2014, after consideration of the adjustments according to the Annual Financial Report 2015, Note 6 in the Notes on the Consolidated Annual Financial Report.</p> <p>7) The reporting date in the year 2015 is 21 December 2015, thereafter trading of the Postbank shares was stopped due to the entry of the squeeze-out in the commercial register.</p> <p>8) Period from 1 January to 21 December 2015.</p>			

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Note

All contents of this report have been carefully gathered from various sources. Copy date was 31/03/2016. 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 for reasons of better readability and this is not intended as gender-specific.

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