



Multi-Site ISO 14001 Certification

Purpose

The purpose of DHL Aviation's multi-site certification to ISO 14001 is to demonstrate to our stakeholders that we are committed to environmental citizenship. ISO 14001 is an international standard that specifies the requirements for an Environmental Management System (EMS). This includes continuous improvement in the management of an operation's environmental 'aspects'.

Rationale

This commitment is particularly important within the Aviation sphere of our operations where environmental impacts are significant and highly visible. In addition, our customers, local communities and a range of other interested stakeholders increasingly ask what we are doing to manage the environmental aspects of our operations.

The challenge

The most contentious environmental impact of our operations reported by stakeholders is aircraft noise. While we are demonstrating our commitment to managing

this impact by investing 1.3 billion euros in a new fleet of quieter, more fuel-efficient planes, it was felt that formalising our environmental response within an ISO 14001 certified EMS would bring added benefits, including:

- Resource efficiencies
- Improved waste management
- Secured regulatory compliance
- Cost savings and other process efficiencies

Our response

The project scope initially focused on our main European Hubs and the activities of European Air Transport. The strategy was based upon a phased rollout plan. Certification was gained first at two UK hubs (EMA and LHR) in September of 1999.

From this pilot, a regional framework was developed, which included the establishment of a central management and guidance function. In 2001, we added Brussels Hub and Cologne Hub to the certificate and these were followed by European Air Transport in the same year. In 2002, four more hubs were added (Metz, Bergamo, Madrid and Vitoria). In 2003,



DHL Aviation's hubs primarily serve as focal points of our road and air Networks by sorting and consolidating freight for onward connection.



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Copenhagen, Athens, Amsterdam and Barcelona were also certified.

Developing and implementing the regional EMS involved the following toolsets:

- Harmonised documentation system - through the development of a manual that describes how the EMS operates. It includes links to facility quality management system documentation and common EMS procedures, e.g. the identification of significant aspects, legal compliance, and regional reporting indicators.
- Communication mechanisms and awareness training modules.
- Suite of recognised Best Developed Practices (BDPs), including waste management, energy efficiency, purchasing criteria and contractor control procedures.
- Regional audit programme - to check conformance and to

disseminate BDPs.

The activities undertaken can be described as follows - this uses the Framework for Action as developed by the World Economic Forum's Global Corporate Citizenship Initiative:

- 1.Provision of leadership: Enabled through the establishment of the Environmental Review Board, consisting of DHL Aviation senior managers covering the airline, network planning, cargo sales and ground operations and the development of an environmental policy.
- 2.Definition of what Environmental Management means to DHL Aviation: Facilitated through the understanding of key issues, significant aspects, best practices, and identification of appropriate facilities and implementation schedules.
- 3.Making it happen:

The training or recruitment of a network of Environmental Advisors covered all sites as the rollout programme progressed. We also identified Key Performance Indicators (KPIs) to be monitored by regional management and set objectives for continuous improvement and achieving certification at each facility.

- 4.Showing transparency: Monitoring and reporting internally, within DHL Aviation and to our corporate management.

Impact

The programme is ongoing, and is now part of a broader Global Environmental Management System (GEMS) for DHL, beginning with the ISO 14001 certification of all appropriate European sites by 2005 and ultimately leading to systematic third-party verified external reporting.

Fact Box

Gross emissions of carbon dioxide from European airline operations decreased by 6,864 tons.

Amount of waste sent to landfill decreased by nearly 10%.

Over 53% of general solid waste recycled.

Our hub in Cologne reduced paper consumption by 10 tons since 2000.

Fleet of trucks upgraded and is 21% more fuel-efficient, saving 620 tonnes of carbon

dioxide annually.

One UK hub decreased the amount of natural gas consumed by 45% and the amount of electricity by 17%. This resulted in a saving of over 1,200 tons of carbon dioxide.