

GRI index

Statement of use: Kuehne+Nagel has reported in accordance with the GRI Standards for the period January – December 2021. This 2021 Sustainability Report is GRI referenced. In this table you will find references to specific sections in

all 2021 Kuehne+Nagel reports, with the corresponding links. This report has been externally assured by DNV. More information on page 72.

General standard disclosures

GRI Standard	Disclosure	Description	Reference	Page
Organisational profile				
GRI 102: General disclosures	102-1	Name of the organisation	Corporate Governance report 2021	36
	102-2	Activities, brands, products, and services	Status Report 2021	11
	102-3	Location of organisation's headquarters	Corporate Governance report 2021	36
	102-4	Countries where the organisation operates	Consolidated Financial Statements 2021	113
	102-5	Nature of ownership and legal form	Corporate Governance report 2021	18
	102-6	Markets served	Consolidated Financial Statements 2021	113
	102-7	Scale of the reporting organisation by number of employees, operations, net sales, total capitalisation by debt and equity, and quantity of services provided	Consolidated Financial Statements 2021	45
	102-8	Information on employees and other workers	Sustainability Report 2021, Performance data	54
	102-9	Supply chain	Sustainability Report 2021, Supplier engagement	26
	102-10	Significant changes to the organisation and its supply chain	Status Report 2021	11
	102-11	Precautionary approach	Consolidated Financial Statements 2021	102-110
	102-12	External initiatives	Sustainability Report 2021, Stakeholder engagement and dialogue	21
	102-13	Membership of associations	Sustainability Report 2021, Stakeholder engagement and dialogue	21
Strategy				
GRI 102: General disclosures	102-14	Statement from senior decision-maker	Sustainability Report 2021, Welcome message	1
Ethics and integrity				
GRI 102: General disclosures	102-16	Company's values, principles, standards of behaviour	Sustainability Report 2021, Ethically Safeguarding Reputation	12

GRI Standard	Disclosure	Description	Reference	Page
Governance				
GRI 102: General disclosures	102-18	Governance structure	Corporate Governance report 2021 Sustainability Report 2021, Corporate Governance model Ethically Safeguarding Reputation	19-24 5 12
	102-22	Composition of the highest governance body and its committees	Corporate Governance report 2021	24-28
	102-23	Chair of the highest governance body	Corporate Governance report 2021	19-20
	102-24	Nominating and selecting the highest governance body	Corporate Governance report 2021	26-27
	102-25	Conflicts of interest	Corporate Governance report 2021	19-24
	102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance report 2021	24-28
	102-30	Effectiveness of risk management processes	Consolidated financial statements 2021, Other notes	102
	102-35	Remuneration policies	Remuneration report	37-43
	102-36	Process for determining remuneration	Remuneration report	37-43
Stakeholder engagement				
GRI 102: General disclosures	102-40	List of stakeholder groups	Sustainability Report 2021, Stakeholder engagement and dialogue	22
	102-41	Percentage of employees covered by collective bargaining agreements	Sustainability Report 2021, Protecting labour rights	38
	102-42	Identification of stakeholders	Sustainability Report 2021, Stakeholder engagement and dialogue	22
	102-43	Approach to stakeholder engagement	Sustainability Report 2021, Stakeholder engagement and dialogue	22
	102-44	Key topics and concerns raised through stakeholder engagement	Sustainability Report 2021, Stakeholder engagement and dialogue	22
Reporting practice				
GRI 102: General disclosures	102-45	Entities included in the Consolidated Financial Statements	Consolidated Financial Statements 2021	113
	102-46	Process for defining report content	The process for defining the report content was done in three stages. The first one was an internal assessment of the information available along with the corresponding sources. The second phase was the preparation of the data platform and collection of data. The last phase was the elaboration of the report, followed by a diligent internal review and approval process.	

GRI Standard	Disclosure	Description	Reference	Page
Reporting practice				
GRI 102: General disclosures	102-47	Material aspects identified	Sustainability Report 2021, Materiality approach and progress	8
	102-48	Effect of any restatements of information provided in previous reports	No restatements.	
	102-49	Changes from previous reports in the scope and aspect boundaries	There are no changes.	
	102-50	Reporting period	The information provided is for the reporting period January 1, to December 31, 2021	
	102-51	Date of most recent previous report	May, 2021	
	102-52	Reporting cycle	Annually reported.	
	102-53	Contacts	Andrea Debbane (andrea.debbane@kuehne-nagel.com), Juerg Meier (juerg.meier@kuehne-nagel.com), Edgar Uribe (edgar.uribe@kuehne-nagel.com), Danica Dimitrijevic (danica.dimitrijevic@kuehne-nagel.com) Kuehne+Nagel Management AG Dorfstrasse 50, PO Box 67, CH-58834 Schindellegi	
	102-54	Claims of reporting in accordance with the GRI standards	This report has been prepared in accordance with the GRI standards: Core option	
	102-55	GRI content index	This report is GRI 2020 referenced	
102-56	External assurance policy	DNV – Sustainability assurance letter		

Specific standard disclosures

GRI Standard	Disclosure	Description	Reference	Page
Economic				
Management approach				
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	Sustainability Report 2021, Assessing stakeholder engagement (materiality matrix) No further information available.	8
	103-2	The management approach and its components	Sustainability Report 2021: Business integrity	12
			Value Chain	24
			Social	30
Environment			40	
103-3	Evaluation of the management approach	Sustainability Report 2021: Business integrity Value Chain Social Environment	12 24 30 40	

GRI Standard	Disclosure	Description	Reference	Page
Economic performance				
GRI 201: Economic performance	201-1	Direct economic value generated and distributed	Remuneration Report 2021	39
Anti-corruption				
GRI 205: Anti-corruption	205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Kuehne+Nagel does not publicly release this information. Code of Conduct	
	205-2	Communication and training on anti-corruption policies and procedures	Sustainability Report 2021, Anti-Bribery & Anti-Corruption and Antitrust Training	14
	205-3	Confirmed incidents of corruption and action taken	Sustainability Report 2021, Facts and figures allegation management	15
Anti-competitive behaviour				
GRI 206: Anti-competitive behaviour	206-1	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	Kuehne+Nagel does not publicly release this information.	
Tax				
GRI 207: Tax	207-1	Approach to tax	Sustainability Report 2021, Executing responsible tax management	17
	207-2	Tax governance, control, and risk management	Sustainability Report 2021, Executing responsible tax management	17
	207-3	Stakeholder engagement and management of concerns related to tax	Sustainability Report 2021, Executing responsible tax management	17
Environmental				
Energy				
GRI 302: Energy	302-1	Energy consumption within the organisation	Sustainability Report 2021, Energy Efficiency Performance data table	47 54
	302-3	Energy intensity	Sustainability Report 2021, Energy Efficiency	47
	302-5	Reductions in energy requirements of products and services	This information is not publicly available.	
Water				
GRI 303: Water	303-1	Interaction with water as a shared resource	Sustainability Report 2021, Water and Conservation	48
	303-2	Management of water discharge – related impacts	Sustainability Report 2021, Water and Conservation	48

GRI Standard	Disclosure	Description	Reference	Page
Water				
GRI 303: Water	303-4	Water discharge	Sustainability Report 2021, Water and Conservation	48
			Performance data table	54
Emission				
GRI 305: Emissions	305-1	Direct Greenhouse Gas (GHG) emissions (Scope 1)	Sustainability Report 2021, CO2 / Greenhouse gas emissions (GHG), Performance data table	40 54
	305-2	Energy indirect Greenhouse Gas (GHG) emissions (Scope 2)	Sustainability Report 2021, CO2 / Greenhouse gas emissions (GHG), Performance data table	40 54
	305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report 2021, CO2 / Greenhouse gas emissions (GHG), Performance data table	40 54
	305-4	Greenhouse Gas (GHG) emissions intensity	Sustainability Report 2021, CO2 / Greenhouse gas emissions (GHG),	40
	305-5	Reduction of GHG emissions	Sustainability Report 2021, CO2 / Greenhouse gas emissions (GHG), Performance data table	49 54
Effluents and waste				
GRI 306: Effluents and waste	306-2	Total weight of waste by type and disposal method	Sustainability Report 2021, Waste management and recycling	46
	306-3	Waste generated - Total number and volume of significant spills	Sustainability Report 2021, Performance data table	54
Compliance				
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Kuehne+Nagel does not identify fines or any other form of sanction regarding non-compliance with environmental laws and environmental regulations during 2021.	
Employment				
Employment				
GRI 401: Employment	401-1	New employee hires and employee turnover	Sustainability Report 2021, Employee satisfaction and retention Performance data table	30 55
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report 2021, Employee satisfaction and retention	30
	401-3	Parental leave	Sustainability Report 2021, Protecting labor rights	38

GRI Standard	Disclosure	Description	Reference	Page
Labour				
GRI 402: Labour	402-1	Minimum notice periods regarding operational changes	Sustainability Report 2021, Enforcing human rights	37
Occupational health and safety				
GRI 403: Occupational health and safety	403-1	Occupational health and safety management system	Sustainability Report 2021, Occupational health and safety	34
	403-2	Hazard identification, risk assessment and incident investigation	Sustainability Report 2021, Occupational health and safety	34
	403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Report 2021, Occupational health and safety	34
	403-5	Worker training on occupational health and safety	Sustainability Report 2021, Occupational health and safety	34
	403-6	Promotion of worker health	Sustainability Report 2021, Occupational health and safety	34
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report 2021, Occupational health and safety	34
	403-9	Work-related injuries	Sustainability Report 2021, Occupational health and safety	34
Training and education				
GRI 404: Training and education	404-1	Average hours of training per year per employee	Sustainability Report 2021, Performance data table	55
	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report 2021, Employee development	31
	404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report 2021, Employee development	31
Diversity and equal opportunity				
GRI 405: Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Sustainability Report 2021, Diversity and inclusion	38

GRI Standard	Disclosure	Description	Reference	Page
Child labour				
GRI 408: Child labour	408-1	Operations and suppliers identified as having significant risk for incidents of child labour	Code of Conduct, Supplier Code of Conduct	
Forced or compulsory labour				
GRI 409: Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Code of Conduct, Supplier Code of Conduct	
Supplier human rights assessment				
GRI 414: Supplier human rights assessment	414-1	New suppliers that were screened using social criteria	Code of Conduct, Supplier Code of Conduct	
Public policy				
GRI 415: Public policy	415-1	Political contributions	Code of Conduct, Supplier Code of Conduct	
Marketing and labeling				
GRI 417: Marketing and labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	Sustainability Report 2021, Management of dangerous goods	49
Customer privacy				
GRI 418: Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Kuehne+Nagel has not received any complaints about data breaches, leaks or any other data losses for 2021. Code of Conduct	
Socioeconomic Compliance				
GRI 419: Socio-economic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Sustainability Report 2021, Information on fines and court cases in 2021 In case significant sanctions occur the information is released in Kuehne+Nagel's media statements.	31

Alignment of Kuehne+Nagel's material issues and GRI

Very important issues to stakeholders, according to Kuehne+Nagel's materiality analysis	Related GRI disclosure topic	Reported in Kuehne+Nagel Sustainability Report 2021	Page
Governance			
Business integrity	102-18: Governance structure	Corporate Governance model	5
		Ethically Safeguarding Reputation	12
	205: Anti-corruption	Ethically Safeguarding Reputation	12
		Learning in Compliance	14
206: Anti-competitive behaviour		Ethically Safeguarding Reputation	12
		Learning in Compliance	14
207: Tax		Executing responsible tax management	17
Business preparedness, resilience and disaster response	102-30: Effectiveness of risk management processes	Business preparedness, resilience and disaster response	18
	403-2: Hazard identification, risk assessment and incident investigation	Business preparedness, resilience and disaster response	18
		Occupational health and safety	34
403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Occupational health and safety	34
Data privacy and security	418: Customer privacy	Data privacy and security	20
Responsible communication	102-42: Identification of stakeholders	Relationship with stakeholders	22
	102-43: Approach to stakeholder engagement	Relationship with stakeholders	22
	102-44: Key topics and concerns raised through stakeholder engagement	Relationship with stakeholders	22
Value chain			
Customer relations and satisfaction	102-42: Identification of stakeholders	Relationship with stakeholders	22
	102-44: Key topics and concerns raised through stakeholder engagement	Relationship with stakeholders	22
Product and service innovation	102-2: Activities, brands, products and services	Status Report 2021	11
Supplier engagement	102-9: Supply Chain	Supplier engagement	26
	414-1: New suppliers that were screened using social criteria	Code of Conduct, Supplier Code of Conduct	
Sustainable supply chain	102-9: Supply Chain	Supplier engagement	26
	416: Customer health and safety	Evaluation of high risk third parties	26
		Code of Conduct	

Social			
Employee satisfaction and retention	401-1: New employee hires and employee turnover	Employee satisfaction and retention	30
		Performance data table	55
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee satisfaction and retention	30
	402-3: Parental leave	Protecting labor rights	38
Employee development	404-2: Programs for upgrading employee skills and transition assistance programs	Employee development	31
	404-3: Percentage of employees receiving regular performance and career development reviews	Employee development	31
Occupational health and safety	403: Occupational health and safety	Occupational health and safety	34
Human rights, diversity and equal opportunities	102-41: Collective barg. agreement	Protecting labor rights	38
	402: Labour	Enforcing human rights	37
	405-1: Diversity and equal opportunities	Diversity and inclusion	38
	409-1: Forced or compulsory labour	Code of Conduct, Supplier Code of Conduct	
Environment			
Waste management and recycling	306-2: Total weight of waste by type and disposal method	Waste management and recycling	46
	306-3: Waste generated – Total number and volume of significant spills	Performance data table	54
Management of dangerous goods	306-3: Waste generated – Total number and volume of significant spills	Performance data table	54
CO2 / Greenhouse gas emissions (GHG)	305: Emissions	CO2 / Greenhouse gas emissions (GHG),	49
		Performance data table	54
Efficient use of resources	302: Energy	Energy Efficiency	47
		Performance data table	54
	303: Water	Water and Conservation	48
		Performance data table	54

UN Global Compact index 2021

Kuehne+Nagel has been a signatory to the UN Global Compact from December, 2019. Our Sustainability Report is our annual Communication on Progress (COP) to the UN Global Compact,

and it incorporates information on our sustainability activities according to the UN Global Compact Active Level criteria. Our COP is available on the UN Global Compact's website.

The ten principles of the UN Global Compact	Relevant company guidelines	Page in Sustainability Report 2021
1. Companies should support and respect the protection of internationally proclaimed human rights.	Code of Conduct Supplier Code of Conduct Safety and health policy	12-13, 15, 20, 22, 34-38
2. Companies should make sure that they are not complicit in human rights abuses.		
3. Companies should uphold the freedom of association and recognition of the right to collective bargaining.	Code of Conduct Supplier Code of Conduct Safety and health policy Diversity policy	12-13, 20, 38
4. Companies should work toward the elimination of all forms of forced and compulsory labor.		
5. Companies should work toward the effective abolition of child labor.		
6. Companies should work toward the elimination of discrimination in respect to employment and occupation.		
7. Companies should support a precautionary approach to environmental challenges.	Environmental policy Supplier Code of Conduct	22, 24, 27-29, 40-48, 50
8. Companies should undertake initiatives to promote greater environmental responsibility.		
9. Companies should encourage the development and diffusion of environmentally friendly technologies.		
10. Companies should work against corruption in all its forms, including extortion and bribery.	Code of Conduct Supplier Code of Conduct	12-23, 26, 37-38



Independent Limited Assurance Report

to the Directors of Kuehne and Nagel Management AG

DNV Business Assurance Services B.V. (“DNV”, “us” or “we”) were commissioned by Kuehne and Nagel Management AG (“Company”) to provide limited assurance over Selected Information presented in the “Sustainability Report 2021 Edition” (the “Report”) for the reporting year ended 31 December 2021.



Our Conclusion: Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria.

This conclusion relates only to the Selected Information, and is to be read in the context of this Independent Limited Assurance Report, in particular the inherent limitations explained overleaf.

Our observations and areas for improvement will be raised in a separate report to Company’s Management. Selected observations are provided below. These observations do not affect our conclusion set out above.

- The Company’s environmental reporting software currently has no filter or additional fields to add activity status of the sites. These include, but are not limited to: when the sites are inactive/closed; when the utilities were previously monitored by the sites but are now not monitored due to change of contract (water included in rental, for instance) with landlord; when the utilities are monitored by the site as it is part of the rental contract; and when certain sites are clustered as part of a larger site due to temporary business demands. This has created hurdles both externally, from an assurance perspective, as well as internally for the site data owners and central data owners when checking the data, especially when collating the data annually. We understand that the Company is considering implementing a newer version of the software which will add functionalities to analyse KPIs more efficiently. We recommend that data collation that follows is initiated on a monthly or quarterly basis, to provide additional oversight of each region’s data and to reduce the risk of unidentified errors in the data.

Selected information

The scope and boundary of our work is restricted to the 2021 performance data included within the Reports (the “Selected Information”), listed below:

- Total electricity (Million kWh)
- Total waste (Thousand tons)
- Total water use (cubic meters)
- Lost time incident frequency rate (LTIF) (Per 1 million hours)
- Personnel attrition (unwanted)

Our competence, independence and quality control

DNV established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

To assess the Selected Information, we have referred to the calculation methodologies in the Company’s Reporting Methodology (found on pages 52 and 53 in the Report).

We have not performed any work, and do not express any conclusion, on any other information that may be published in the Reports or on the Company’s website for the current reporting period or for previous periods.



Standard and level of assurance

We performed a **limited** assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised), issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced but not reduced to very low.

Basis of our conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Conducting interviews with the Company’s management, to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;
- Conducting teleconferences with some sites situated in the regions of Europe and North America, to review processes and systems for preparing site level data consolidated at Company;
- Performing limited substantive testing on the most significant contributors (region level), to check that their data had been appropriately measured, recorded, collated and reported;
- Reviewing that the evidence, measurements and the context provided to us by Company for the Selected Information is prepared in line with the Criteria;
- Assessing the appropriateness of the Criteria for the Selected Information; and
- Reviewing the Reports and accompanying narrative to the Selected Information in regard to the Criteria.

DNV Business Assurance B.V.

Barendrecht, the Netherlands
03 May 2022



WHEN TRUST MATTERS

Inherent limitations

All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Non-financial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities. Our assurance relies on the premise that the data and information provided to us by Kuehne & Nagel Management AG have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Limited Assurance Report.

Responsibilities of the Directors of Kuehne & Nagel Management AG and DNV

The Directors of the Company have sole responsibility for:

- Preparing and presenting the Selected information in accordance with the Criteria;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Criteria; and
- Contents and statements contained within the Reports and the Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to the Company in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. We have not been responsible for the preparation of the Reports.

DNV Business Assurance

DNV Business Assurance B.V. is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.
<https://www.dnv.nl/>