

**Steady business performance**

April 2018

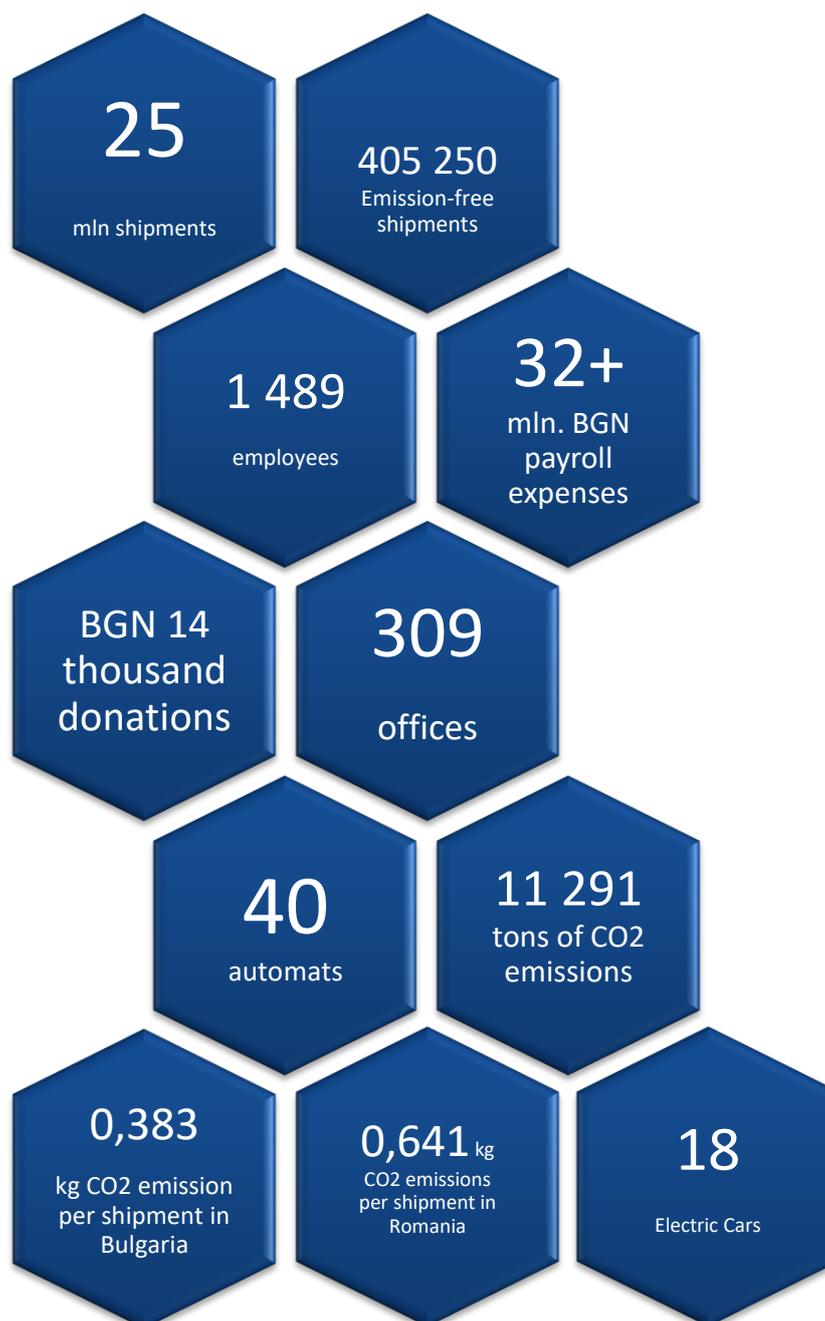
# **Consolidated non-financial report**

Speedy JSC

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## 1 Speedy's 2017 key figures

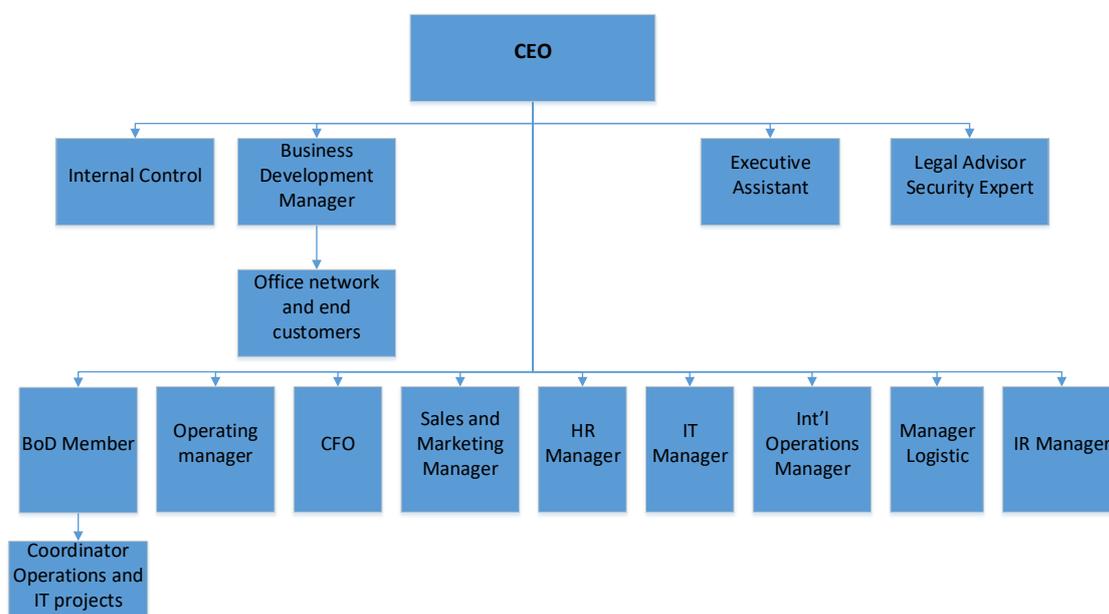


## 2 About the group

### Goals and strategy

The Group Speedy comprises companies with long-term experience in shipment delivery business in Bulgaria, but now also in Romania and Greece. In our work we put efforts to provide high-quality services, flexible solutions and competitive price/quality ratio. We achieve these goals through our constant work improvement, processes optimization and expanding the number of services we provide to our customers. You can find more detailed information of our 2017 goals and strategies in Speedy Group's Consolidated Activity report.

### Organizational structure of the parent company



### Products and services

Courier services generate 96% of revenues of the Parent company and the Group in 2017. A detailed review of our various activities and their share distribution in the Group performance can be referred to in our 2017 Consolidated Group report.

## 3 Ethics and human rights

### Policies, goals and risks

On the grounds of our best practices we concentrate our work on fundamental ethic principles such as lawfulness, loyalty, honesty, unprejudiced, competence, political neutrality, responsibility, personality value and accountancy. To ensure that these principles are very well understood and valued throughout the group, we have outlined them in our Ethics Code. It covers professionalism values and measures within our Group, procedures such as employee's Dress Code, policies for avoiding discrimination, risk behaviour for corruption, misuse of power

and conflicts of interest, accepting gifts or other incentives, keeping professional secrecy and company property, correspondence rules within the company.

#### Initiatives and results

The Ethics Code is made available to all the Group's employees and constitutes an essential part of each employee's initial training. We have set mechanisms to ensure it is being observed, and we get accordingly notified for any improper behavior. This effort has been implemented through our Help desk system, which is easily recognizable by employees and has a high popularity and daily use. We have set a hotline to guarantee speed access to our staff. We receive a monthly number of around 1500 queries or customer calls through our Help desk system, and so far we have never got any complaint related to human rights violation, discrimination or corruption, both in Bulgaria and Romania. All complaints related to unprofessional behaviour are 100% handled in short terms; this is among the priorities of the Human Resource Department of the Parent company and its subsidiaries. The latter stands for a great success indicator.

## 4 Employees

#### Policies, goals and risks

Our staff is our most valuable asset. Among our top priorities we put ensuring the learning and career growth opportunities within the company, keeping the staff motivated and attracting new talents for our teams.

In 2017 the Parent company staff have numbered around 1128, marking a successive YoY growth. Due to our activities nature, some departments are preferred by men who represent 70% of the company's employees, whereas women take up 30% of our positions. 99% have been employed in permanent contracts. Our employees do not participate in collective employment agreements.

### EMPLOYEES 2017

**1 128**   
*Employees - total*

**335**   
*Women*

**793**   
*Men*

Our Romania based company has employed 361 people as of end 2017. Their sex balance is similar to the ratio in Bulgaria – 263 men against 122. 85% are employed in permanent contracts.

2018 goals:

- *Continuing the Courier Districts Reconstruction Project*
- *Internal Processes Optimization*
- *Trainings for Operations and Trade Department*

## Initiatives and results

### 4.1.1 Learning and development

In 2017 we carried out several important projects aiming to improve our staff capacities within the Group. Moreover, we consider the importance of our direct employees' capacities, as well as our courier partners. Our training programs target both groups.

On one hand, we made training for our parent company leadership team, by identifying and preparing employees for the potential positions of regional managers. The lack of well-trained successors of the leadership is found to be a severe risk for each organization, ours is not an exception. Confirmation of the latter did not take long to happen, since in the second half of the year, following restructurings, a great deal of unprepared staff had to take up the regional managers' leadership positions. Their solid training following our programs, has enabled their less stressful handling the functions, causing less fluctuations in our activities.

Low and middle management trainings included soft skills mastering. We have carefully selected topics we found appropriate for management responsibilities throughout warehouse heads to team leads. Some trainees had training topics such as time management, recruitment, team leadership, whereas others found more appropriate topics such as performance assessment, conflicts solving, decision making. A total of 70 employees of the Parent company have attended 3 training modules, each specifically coordinated with their responsibility level, modules lasting 1,5 - 2 days, totalling 2016 training hours. We are in cooperation terms with a trusted partner of ours; that has enabled us to schedule a practice of maximum benefit and based on everyday work practice. The success generated by this training practice has definitely convinced us to organize it again in 2018.



Every new employee, a directly employed or a contingency worker, must undergo a few weeks' onboarding training, starting with our Ethics Code and continuing to deep-dive in our work specifics. For 2017 our parent company employee trainings have totalled of 39 160 hours.

**This totals around 35 training hours per employee or 45 per newly hired employee in 2017.**

In our Romanian company, training hours come up to 2 096 for all employees.

#### 4.1.2 Attracting new talents

An important focus of our Human Resources Management Strategy (carried out through the Parent Company) is the attraction of new young talents to join our team. This is a fundamental goal of our “Speedy’s Got Talent” Program, which has been operating since 2013. It opens doors for students in their last-year of studies, or recent graduates from bachelor or masters’ programs, who are willing to join our team. Unlike typical internships, this program offers a good starting remuneration and intensive training



and development for a 2 years’ period. Having completed the onboarding program, they could take up a middle management position. During this period all participants can be trained in different departments, getting a high-density view of the business, building individual development plans; working along with assigned mentors from the company to support and guide them. Some approved candidates of the “Speedy’s Got Talent” program have already occupied management positions in International Relations, Sales and Marketing, Operations and IT Departments. The candidates’ recruitment is a challenging process and its success isn’t 100% guaranteed. In 2016 we didn’t approve any of the candidates, and in 2017 we organized two recruitment phases until we finally approved two candidates who were employed in the company in March 2018. These challenges are a solid confirmation of the group’s need for business support of the educational system and we get the feedback our projects are running in the right direction.

#### 4.1.3 Remuneration and work conditions

Our business nature can suggest a flexible time and working in shifts. This is the reason why we calculate remunerations on the basis of time worked, with an addition of the completed tasks. The remuneration of the majority of employees is formed by a fixed amount plus additional payment, based on the monthly, quarterly and annual achievements. Performance assessments is a compound of quantity measures (e.g. number of processed shipping) and quality measures (e.g. number of damaged shipments); employee’s function being also specific

for the calculation; as for team leaders' achievements and performance of the team are crucial. A highly important fact is, that assessment is performed on a weekly basis, in a transparent manner; everybody within the company can access these criteria and their fulfilment. That enables us to guarantee an objective assessment and the respective fair remuneration.

We also value the safety of our activities and the benevolent work environment of each employee. We follow every law provision related to health and safety for office, warehouse or courier employees. We take into account the job specifics and we secure all necessary precautions. For our warehouse employees, for example, we have set specific work schedules in the winter period, providing hot drinks during the work hours. Nevertheless, with the number of employees growing, the risk of incidents is also increasing. **In 2017 we have accounted for 6 work incidents, that marks 1 less compared to 2016.** Fortunately, none has led to fatalities. **In Romania we have accounted for 1 small incident that has caused one of our employees 1 day off.**

#### Project "Better workplace"

With the enrolment into the "Human Resources" 2014-2020 Operative program, the Parent company carried out a project for the Improvement the Workplace Safety and Quality of Work Conditions. Over BGN 370k have been invested into the processes' reorganization and optimization and innovations in the safety policies. As a result, we have implemented:

- new system, practices and human resource development tools;
- new safety and health condition policies;
- new methods for group and personal protection of employees;

#### 4.1.4 Additional incentives

For our key employees the Group has granted an incentives package, such as additional health insurance and a personal automobile. In 2017 we marked the first publicly traded company that engaged employees with parent company stocks. Speedy provided this opportunity to 33 key management employees of the parent company that were already in the shareholders' list.

Our employees can also expect to benefit from various sports opportunities. Speedy JSC headquarters is about to get new sports appliances that will enable employees to practice various sports activities, fitness or sports classes.

#### 4.1.5 Courier subcontractors support

In 2017 we deployed a large-scale project of reassessment of courier districts and restructuring the service organization. The project enabled certain courier-subcontractors of great achievements to take specific districts and employ couriers to support them. This initiative is

a practical opportunity for running a micro-business; challenging but ambitious and satisfactory function. We endeavour to support these employees with certain trainings for them and their employees. **In 2017 a total of 35 760 training hours were distributed among employees of courier subcontractors, marking 80 training hours per employee on average.** We also support them in regional offices management and also in activities planning.

## 5 Environment

### Policies, goals and risks

In a business like Speedy's greatest ecologic impacts are caused by transportation. Fuel consumption by our cars, gas emissions in the atmosphere as a result of transportation and participation in the road traffic are the elements we should focus on. Through the years the Group has initiated a number of activities related to the process optimization and investment in new technologies, aiming to limit transportation and the related harmful emissions. Next in scope is the waste generated through packaging or related to our automobiles.

### 2018 Goals

- *Expanding our internal audit team*
- *Optimization of internal processes and fuel consumption decrease*
- *High quality of warehouse processing*
- *Expanding network of automats*
- *Continuing our office network renovation*

### Initiatives and results

#### 5.1.1 Car park

As of end 2017 the parent company owns over 900 automobiles of different type and class: cars to truck vehicles. All vehicles are new and used for a short term of 5-7 years; this enables a high-level class and up-to-date technology characteristics. As personal cars are mainly petrol driven, our courier cars are mostly diesel fuelled, in 2017 we also increased the number of LPG cars. In 2017 our cars consumed 1 582 252 litres of diesel, 92 673 litres of petrol and 34 708

### CO2 EMISSIONS INTENSITY

**0,383**



kg CO<sub>2</sub>/shipment

litres of LPG. **In CO<sub>2</sub> emissions this equals to 4 501 tons or 0,383 kg per shipment<sup>1</sup>.** To shorten the route limitation in shipments delivery, we put daily efforts in processes optimization. As a result of these efforts, we have utilized 92% of our truck capacities in 2017, compared to 70% in 2015.

In Romania the diesel fuel consumption within the company comes up to 1 815 881 litres, and petrol marks 63 594 litres, as there are no gas installation cars. This equals to 5 005 tons of CO<sub>2</sub> emissions<sup>2</sup>, or 0,641 kg CO<sub>2</sub> per shipment. Compared to previous periods, this marks emission increase that is due to the company's restructuring in the last year. The numbers stand higher than Bulgaria, due to the lower number of shipments in Romania and the developing network of distribution centres.

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<sup>1</sup> Including emissions of car park fuels, as well as in consumed energy in storage and office spaces.

<sup>2</sup> Including emissions of car park fuels, as well as in consumed energy in storage and office spaces.

### 5.1.2 Electric cars



It is the final to-the-door delivery phase that marks the longest route per shipping, and this is when most emissions are generated as a result of fuel consumption. It is highly important that we focus our efforts in managing the impact of this specific last delivery phase. We believe that the best practice in limitation of CO<sub>2</sub>, fine particles and nitrogen oxide emissions can be electric cars. Indeed, back in 2013 the company invested in buying 18 electric cars. They represent a part of our car park in our Sofia, Plovdiv, Stara Zagora, Burgas, Varna and Russe offices. Due to the current maintenance possibilities in the country, we are not planning to increase electric cars' number in the near future, but as a long-term investment we believe this should be an inevitable part of our business. **In 2017 we have delivered 405 250 free of city atmosphere impact emissions, thanks to our electric cars.**

### 5.1.3 Automatic post offices

Another very important project for Speedy is building a network of automatic post offices. It was launched back in 2016, and in 2017 we managed to expand the network to 40 automats. Our stations are remarkable due to technology innovations available for customers. They are distributed in key locations such as supermarkets that are regularly visited by customers and provide the opportunity to combine shopping with a shipping service. Shopping centre location can also offer longer working hours for customers to access automats. All automats have been secured with surveillance cameras and guarded as part of the trade centre. Payments can only operate via card transactions, and the shipments are directed through a distribution centre, that enables additional security and shipping tracking options.

Another aspect of automat stations is their ecological effectiveness. They mark a monthly electricity consumption of between 20 and 30 kW. Their utilization would lower the number of courier routes to-the-door of Speedy office, thus can save fuel and harmful emissions in the last shipping delivery stage, as we mentioned its key significance. These effects could not be registered at once after the network setting up, but with their popularity growing we could expect good results in CO2 emissions lowering numbers.

### 5.1.4 Our offices

During the last 2 years we have focused our efforts into the expansion and modernization of our office network. In 2017 we opened 25 new offices in Bulgaria, thus totalling a number of 152, including the ones run by subcontractors. If added our partnership offices under



the Speedy Parcel Shop initiative, our total number of network offices in Bulgaria would come up to 303. We have introduced a new outlook standard for our offices and the experience for our customers. Our offices outstand with a high-standard business outlook, equipped with communication monitors and service feedback terminals. They are all POS terminals equipped enabling customers for card payment possibility. Our storage areas within the offices have been renovated, following the warehouse standards and have been organized according to package sizes. As of end 2017 147 offices have been reorganized in accordance with our latest corporate standards, as 100 of them have a customer satisfaction feedback terminal.

Our company doesn't support an office network in Romania. This is very common of our business at that location.

### 5.1.5 Warehouse network

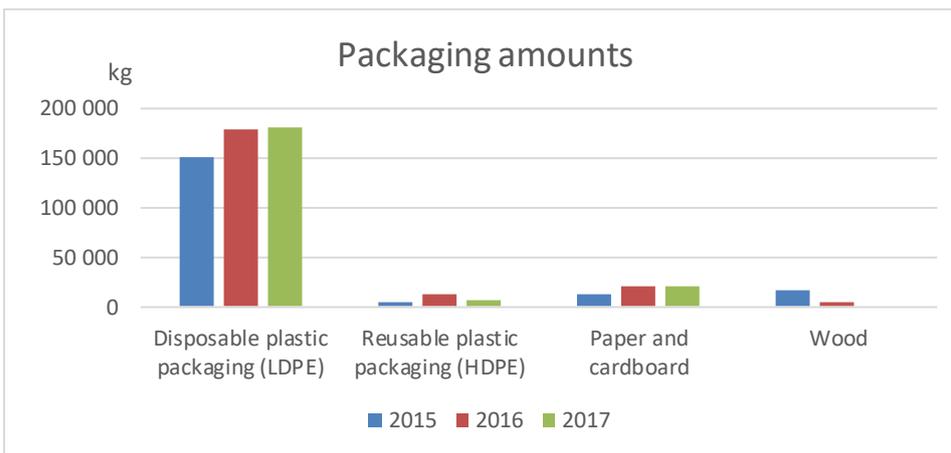
As of end 2017 our warehouse network in Bulgaria consists of 9 distribution centres and 28 warehouses. The warehouses' buildings, including our headquarters' building, are not a property owned by Speedy; this is a restriction for the company's possibilities to influence the

buildings' management. In 2017 our energy consumption has come up to 3 173 748 kW Hours, that equals to 1 581 tons of CO2 emissions.

In 2017 we added 2 new distribution centres to our Romania network, thus totalling 8. This has led to a total of 50% increase of our total energy consumption as of end 2017 it totals 601 megawatt hours. It equals in 204 tons of carbon dioxide

### 5.1.6 Disposal and packaging

The shipping package envelopes have been made up by polyethylene with an addition of a fast-degradable component under Epi Global's technology polydergalax. During the manufacturing process, no components and colouring agents containing heavy metals such as lead, cadmium or mercury are used. The envelopes are recyclable and designed as reusable. In a free state the material is degrading for a shorter time than the simple plastic bags. Thus, we save the quality and security for customer shipments, as harmful impact post usage is reduced. In 2017 we have used a total of 180 tons of packages of this material. During the shipment transportation, sometimes it is necessary to use additional boxes of high density polyethylene HDPE and are also reusable.

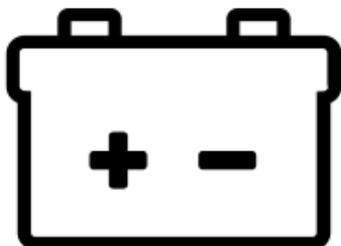


The parent company is part of the collective endeavour of "Ecopack Bulgaria" JSC, that guarantees the recycling of materials equalling to a minimum of 60% of the imported packages by the company on the market.

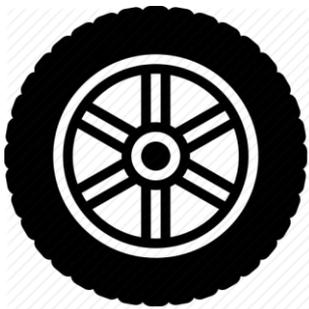
Another big source of disposal packaging is the automobiles and the resources related thereto, as batteries, tires or motor oils. With the increase of number of automobiles, we are respectively facing an increase of the disposal materials volume generated. We benefit from the support of the authorized service companies that maintain our automobiles and take care of the safe disposal of materials generated.

## Vehicle waste 2017

7,8 t



33,7 t



9 816 l



## 6 Society

### Policies, goals and risks

Through the years Speedy Group has been ascertained as a responsible market and society player. We have full coverage of our services in the country, reaching out to every spot; we have built partnership with local small enterprise businesses and we support their development, we nourish our entrepreneurship spirit in our courier-contractors and we support them in the development of their micro-companies and last, but not least, we invest in a brighter future by supporting social initiatives related with education and sports.

#### 2018 Goals:

- *Introducing new services – "Predict"*
- *Expansion of our international services*
- *Support of our partnership network*
- *Development of Social responsibility and support Project*

### Initiatives and results

#### 6.1.1 Direct economic effects

The effects of our activities are not only limited to the successful and satisfactory package delivery to our customers. In 2017 we have successfully delivered over 17m shipments to their recipients in Bulgaria and over 8 million in Romania. Large part of these shipments was dedicated to online dealers that manage and operate their businesses with our delivery services.



Thanks to our activities we have provided employment and compensation to over 3000 employees and contractors in Bulgaria and Romania. In 2017 for Bulgaria we have a payroll expenses amounting over BGN 25m and over BGN 32m on a consolidated base. As a responsible and transparently governed company, we are correctly paying off our state and authorities taxes, which have come up to BGN 3.7m in Bulgaria and over EUR 1.5m in Romania.

Last but not least, we support through our efforts, fund raising and various social initiatives as donations and sponsorships. In 2017 this effort amounts to BGN 14K and over EUR 5K in Romania.

### 6.1.2 New services and customer comfortability

#### City courier

We have launched the City courier service in 2017; it enables the 1-day delivery within the same location in a Speedy office. The deliveries can be shipped within 4 and 6 hours, that enables our customers' access to express services.

#### Speedy post

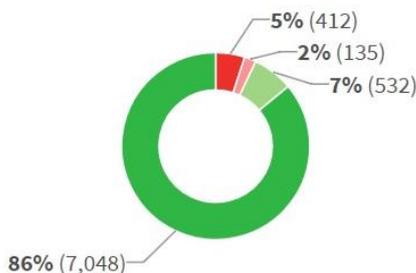
Speedy post service has enabled our customers to send and receive shipments from a Speedy office or automat to another office or an automat of the company. We can service shipments of 5 different sizes, coordinated with local market's specifics. The saving for last kilometres of service to-the-door delivery have enabled us to provide lower costs of services and save gas emissions in the atmosphere.

#### Predict

We are planning for 2018 the launch of the Predict service that would be unique for the local market. It will offer accurate shipment planning and will notify customers for the exact 1-hour interval in which they can expect their package. This system is related to the planning precision and routes' optimization, which we also expect to cut the distance travelled until delivery and the related thereto gas emissions.

#### Customer satisfaction

We have secured our customers various methods for providing feedback for our services. To enable this process quick and easy we have installed in 100 of our offices an evaluation system for the service provided. Via interactive displays our customers respond to queries such as "Did you get a quick service?" In 2017 86% of the feedback has marked satisfaction with the service speed.



Responses: **8,127**  
Happy Index: **92**

Another channel for service quality feedback is our program Secret Customer, which enables us to get opinions of around 200 customers monthly. Another 600-800 customers we contact directly via Sales Department employees. We have uploaded on our website a feedback sample and a hotline for claims or complaints. The latter can also be placed in each office or the Headquarters of the company.

The feedback and complaints are reviewed on a quarterly basis, marking spots for improvement and complains decrease. Lowering the number of complaints is a personal goal for each employee whose responsibilities could bring a negative feedback. Thanks to our measures for complaints' number decrease, they represent a total of 0.006% of all shipments (6 in each 100 000 shipments), which marks a YoY improvement compared to 0.008 in 2016.

### 6.1.3 Speedy Parcel Shop and local authorities support

Our Speedy Parcel Shop program is one of our important tools that enables us to reach maximum number of our customers. It offers our partners business combination between their services and also offering Speedy's services. For example, a small bookstore could offer their customers reception or dispatch of parcels through Speedy services. This is how our customers can benefit our services in every part of the country and join shopping with visiting our office. On the other hand, our program grants our partners possibilities to expand their business and revenues, through the additional services to their portfolio. As of end 2017 in Bulgaria these offices or businesses come up to 151.



### 6.1.4 Speedy in support of sports and health

As a group with dynamics and flexibility as a daily routine, sports and good health are extremely important. We mostly aim to support our employees in their health care by providing more sports opportunities. It is highly important topic for society, especially concerning children and youths, who are in the process of building their activity habits. Speedy finds this important and supports such initiatives for years.

### **National child's vision prophylactics campaign**

In 2017 the Group supported for a third time in a row the National KWIAT Campaign for child's vision prophylactics. Within a period of two months children of age between 6 and 18 could visit more than 150 optics and medical centres to get free consult and sight examination. This can allow the early diagnostics of sight problems and can popularize the regular prophylactics. The campaign materials are distributed by Speedy in over 2000 schools, largest sports federations and sports centres within the country.

### Youth School Games Athletic Finals

Again this year Speedy held the general sponsorship of the school game finals for youths, organized by the Ministry of Youth and Sports and Bulgarian Association "School Sports". The finals took place at "Hadzhi Dimitar" stadium in the city of Sliven. The girls' team of Secondary 22<sup>nd</sup> School and the boys of "Dr. Petar Beron" School of Mathematics in Varna, are the winners of this year's championship in the age group of 8-10<sup>th</sup> grade. With youths of 5-7<sup>th</sup> grade, the winners were the boys of "Ivan Vazov" Elementary School in Harmanli and the girls of "Elin Pelin" Elementary School in Burgas. The winners have been awarded a premium of BGN 1500 for sports equipment, granted by Speedy JSC.



### Supporting „Tereza Marinova and friends“ tournament

For the eight year in a row in 2017 Speedy Group (through its parent company) took the general sponsorship of the tournament "Tereza Marinova and friends", organized with the support of the "Sofia – European Capital of Culture" campaign. Over 550 youths of 6-12 of age have taken part in the event. They have all been awarded for their participation, and the game winners were awarded medals and deed diplomas.



#### 6.1.5 Charity campaigns

##### **Donation event of the kids of Burgas School of Natural and Mathematic Science**

As a company of high social responsibility Speedy Group finds it extremely important that its employees follow the example we set. We are proud of our Burgas colleagues who responded to a request by the kids of Burgas School of Natural and Mathematic Science; they asked for assistance and logistics support in the transportation for donations for Rumen Tomov from Zverino village, who is raising his 9 children by himself. The donation activity included single package food product provided by each of the 1100 children, and was carried out on 25<sup>th</sup> March, the day The Orthodox Church honours the Christian holiday of Blagoveshtenie. All packaged boxes were processed and delivered by our colleague Stoyan Stoyanov from our Burgas office; as in Zverino they were delivered to Mr. Tomov's family by our Vratsa courier – Tsvetomir Stoyanov. Speedy Group is honoured to be a part of this initiative thanks to the schoolkids of PMG Burgas!



### **“Window to your Country” Bulgarian schools abroad campaign**

“Window to your Country”, Bulgarian schools abroad charity campaign has been initiated by the Bulgarian National Television, Helicon bookstores and Speedy Group, was intended for Bulgarian schoolkids from 1<sup>st</sup> to 7<sup>th</sup> Grade, living abroad but keeping Bulgarian spirit, culture and enlightenment, far from the country. This initiative’s idea is to give away books intended for the Bulgarian kids abroad. The initiative will be open until September 15<sup>th</sup>, as the donations will be collected in all Helicon bookstores throughout the country. Speedy Group has the task to deliver the donations within the campaign, internally - within the country, to collect the donations, and externally, to deliver them to Bulgarian Schools abroad. As part of this campaign 4 tons of books, textbooks, dictionaries, encyclopaedias, etc. have been collected. They have been shipped to The Netherlands, Germany, Great Britain, Greece, Cyprus, Ukraine, Spain, France and Malta.

## 7 Appendix 1

### Aggregated data for Speedy JSC (parent company)

#### Speedy JSC

Important theme indicator	Measure	2015	2016	2017
<b>Economic</b>				
Payroll Expenses	Thousands BGN	18,594	22,102	25,125
Fees, Taxes, social security payments	Thousands BGN	2, 660	3,126	3,722
Social investments, donation and charity	Thousands BGN	37	10	14
<b>Market</b>				
Number of delivered shipments (domestic)	Number	13,319,159	15,738,244	17,042,407
Number of delivered shipments (abroad)	Number	278,948	506,985	667,990
Number of delivered shipments (city courier)	Number	1,401,491	1,747,165	1,974,560
Number of delivered shipments (inter-city)	Number	11,917,668	13,991,079	15,067,847
Number of delivered shipments (emission-free)	Number	0	370,322	405,250
Complaints	Number	-	0,008%	0.006%
<b>Energy Consumption</b>				
Total energy consumption	kWh	285,916	402,029	601,224
Energy intensity	kWh/shipment	0,135	0,171	0,179
<b>Car park</b>				
Diesel vehicles	Liters	1,286,258	1,577,083	1,582,252
Gasoline engine vehicles	Liters	50,669	90,273	92,673
Gas vehicles	Liters	8,877	10,606	34,708
<b>Greenhouse emissions</b>				
Total emissions	Ton CO2	4,498	5,810	6,082
Intensity (emission per shipping)	Kg CO2/per shipment	0,338	0,366	0,383
<b>Disposal</b>				
Plastic waste package single use (LDPE)	Kg	151,089	178,883	180,745
Plastic waste package multiple use (HDPE)	Kg	4,134	12,145	6,202
Paper and cardboard	Kg	12,455	21,315	21,848
Wood	Kg	16,800	4,200	0
Battery	Kg	5,810	7,173	1,742
Tires	Kg	24,926	30,031	33,743
Oil	Liter	7,259	8,539	9,816
<b>Employment practices</b>				
Number of employees (total)	Number	936	1,086	1,128
Number of employees (women)	Number	302	353	335
Number of employees (men)	Number	634	733	793
Share of permanent contracted employees	%	99	80	85
Share of temporary or fixed-term agreement	%	29	20	15
Liquidity of employment	%	30	54	54
Number of fatal incidents	Number	0	0	0
Number of incidents that lead to 3+ days absence	Number	4	7	6
Lost calendar days due to accidents	Number	221	534	295
Discrimination incidents	Number	0	0	0
Corruption signals	Number	0	0	0
Percent employees regularly been assessed	%	100	100	100

Total training hours	Number	33,680	53,440	39,160
Training hours – management	Number	1,120	1,680	2,016
Training hours (subcontractors)	Number	9,600	17,280	35,760

**Aggregated data for DPD Romania (subsidiary)**
**DPD Romania**

Important theme indicator	Measure	2015	2016	2017
<b>Economic</b>				
Payroll Expenses	Thousands BGN	1202	1683	1803
Fees, Taxes, social security payments	Thousands BGN	1806	1526	1793
Social investments, donation and charity	Thousands BGN	6	5	5
<b>Market</b>				
Number of delivered shipments (domestic)	Number	5,987,062	8,207,612	8,132,971
Number of delivered shipments (abroad)	Number	497,760	569,612	527,265
Number of delivered shipments (city courier)	Number	2,354,334	4,293,733	4,062,274
Number of delivered shipments (inter-city)	Number	3,636,990	3,908,070	4,066,200
Complaints	Number	0	0	2442
<b>Energy Consumption</b>				
Total energy consumption	kWh	285,916	402,029	601,224
Energy intensity	kWh/shipment	0,044	0,046	0,069
<b>Car park</b>				
Diesel vehicles	Liters	1,374,851	1,679,351	1,815,881
Gasoline vehicles	Liters	62,079	64,448	63,594
LPG vehicles	Liters	0	0	0
<b>Greenhouse emissions</b>				
Total emissions	Ton CO2	3,922	4,769	5,209
Intensity (emission per shipping)	Kg CO2/per shipment	0,655	0,582	0,641
<b>Disposal</b>				
Total	Ton	31	43	41
<b>Employment practices</b>				
Number of employees (total)	Number	348	354	385
Number of employees (women)	Number	89	97	122
Number of employees (men)	Number	259	257	263
Share of permanent contracted employees	%	71	80	85
Share of temporary or fixed-term agreement	%	29	20	15
Liquidity of employment	%	36	35	40
Number of fatal incidents	Number	0	0	0
Number of incidents that lead to 3+ days absence	Number	0	1	1
Lost calendar days due to accidents	Number	0	29	1
Discrimination incidents	Number	0	0	0
Percent employees regularly been assessed	%	34	41	34
Total training hours	Number	1920	2304	2096