

# SUSTAIN ABILITY MAGAZINE 2019/20



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FOR OUR CHILDREN'S SAKE

# PREFACE SUSTAINABILITY MAGAZINE 2019/20



STEFAN KÖLBL

Chairman of the Management Board

DEKRA e.V. and DEKRA SE

WOLFGANG LINSENMAIER

Member of the Management Board

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IVO RAUH

MEMBER OF THE MANAGEMENT BOARD

DEKRA SE

## Dear Reader,

DEKRA has been thinking and operating sustainably in its role as an expert organization for 95 years. Safe use of technology and protecting people and the environment are in our DNA. Yet never before have sustainability and resource conservation had the global impact and scope as they have today. A sense of responsibility towards nature, people, society and the economy, as well as long-term sustainability with a view to future generations - these are the values by which successful companies are measured today on a global scale.

DEKRA initiated a change years ago that involved embedding the sustainable use of resources and responsible management as goals. Since 2017, DEKRA has been adhering to The Sustainability Code. We and our approximately 44,000 employees worldwide are improving step by step in our defined areas of focus: climate & environment, employees & society, supply & value chain, and management & governance.

DEKRA aims to become a Sustainability Leader by 2025. In summer 2020, we took the strategic step to commit ourselves to the principles of the UN Global Compact and the Sustainable Development Goals (SDGs). Sustainability is therefore one of DEKRA's unshakable values.

With our Sustainability Strategy 2025, we are striving to further improve sustainability performance within our company and our value chains, as well as through our business relationships with our customers. We have set ourselves the goal of making major progress in key areas by 2025. They include: carbon footprint, renewable energy, employee engagement and training, diversity, occupational safety, social commitment, partnerships, sustainability in the supply chain, and sustainability-related services and solutions.

A concrete aspect of sustainable change at DEKRA is the interlinking of key issues such as digitalization and sustainability. We apply digital processes wherever resources can be conserved and collaboration improved - through paperless, agile and virtual collaboration, for example, but also in our sustainability reporting, such as our primarily digital 2019/20 Sustainability Magazine.

In this report, we have set forth our specific sustainability goals, our strategy, latest developments and progress, as well as some examples of what we do. We are delighted to be able to take you with us on our journey towards sustainability with this report.

Stefan Kölbl	Clemens Klinke	Wolfgang Linsenmaier	Ivo Rauh
Chairman of the Management Board, DEKRA e.V. and DEKRA SE	Member of the Management Board, DEKRA SE	Member of the Management Board, DEKRA SE	Member of the Management Board, DEKRA SE



# COMMITTED TO SUSTAINABILITY FOR A SAFE WORLD



Whether on the road, at work, or at home: in all essential areas of life, DEKRA's 45,000 or so employees fulfill our statutory mission in over 60 countries on every continent, thus meeting people's basic need for safety. We are constantly aware of our responsibility in the context of increasing global challenges with regard to sustainable development in business and industry, the environment, and society.



Automated vehicles, the global movement of goods, a connected world: the advances of our modern-day society were still a long way off when DEKRA (Deutscher Kraftfahrzeug-Überwachungs-Verein e.V.; German Motor Vehicle Inspection Association) was registered at the Berlin-Mitte District Court on June 30, 1925. However, what back then was considered science fiction is now reality - with all the resultant positive and negative changes for many people around the world. As a responsible, innovative, international company in the TIC (testing, inspection and certification) sector, providing consulting, testing, certification and audit services, we confront the challenges resulting from those changes every day - and most especially in response to digital transformation.

# An all-embracing sustainability strategy

That is true of all eight of DEKRA's Service Divisions. Whether in vehicle testing, claims and expertise, industrial inspection and construction auditing, safety consulting, the testing and certification of products and systems, or training services and temp work, the Service Divisions provide the foundation for people to live safely as we advance into an increasingly dynamic future. Tens of thousands of DEKRA experts work to ensure people can live in safety, seeking to eliminate serious injury and fatalities, major safety failings and data misuse.

Sustainability is a core principle of our company and of the expert services we provide. Our Sustainability Strategy 2025 is holistic in its approach and embraces all ecological, social and economic aspects. We are working in four strategic areas

# Visionaries in the sector

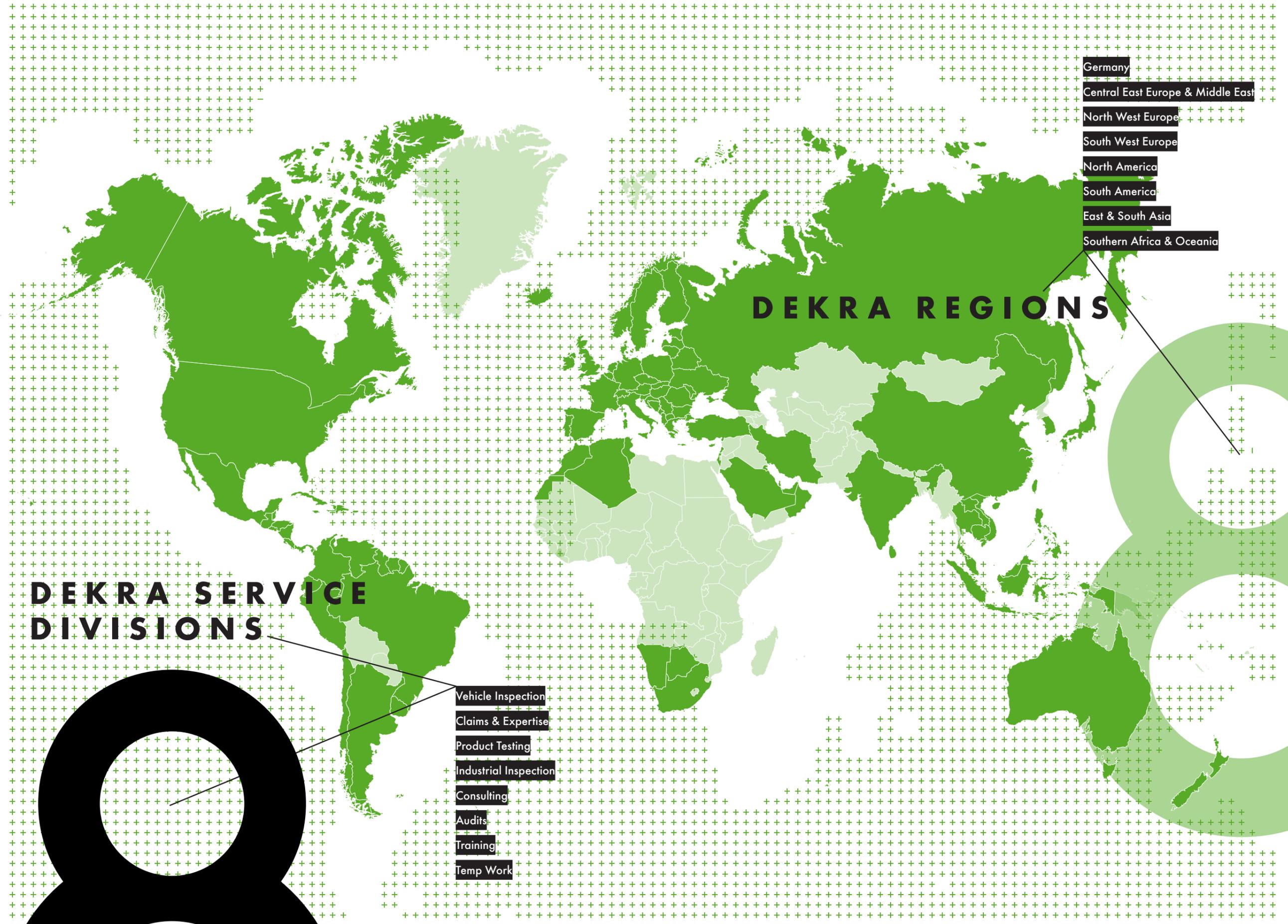
Our financial performance figures demonstrate that our services are in high demand by our customers. We are the world's largest non-listed expert organization, and in 2019 we recorded our sixteenth consecutive year of growth, with sales worth 3.4 billion euros. We established the groundwork for that growth at an early stage - in particular through the targeted development of expertise, strategic acquisitions, and the internationalization of our business. We have also made further progress with our Target Operating Model 2020 (TOM 2020), launched in 2019.

- Climate & Environment
- Mitarbeiter & Gesellschaft
- Supply & value chain
- Management & governance

to reduce the negative impact of our business activities whilst increasing our positive outcomes, and to develop innovative solutions for a future that is resource-efficient - and therefore sustainable - in every respect.

The Service Divisions that emerged due to the TOM have enabled us to optimally interlink our expertise on a global scale, so as to respond even more closely to market and customer needs. That is true for both traditional business areas, such as vehicle testing, and particularly in terms of the potential that is emerging as a result of the rapidly advancing digitalization in all areas of life. Whether in relation to automated driving, Industry 4.0, or cyber security: as a visionary in this sector, DEKRA addresses key issues for the future of society, across all eight regions worldwide.





- Germany
- Central East Europe & Middle East
- North West Europe
- South West Europe
- North America
- South America
- East & South Asia
- Southern Africa & Oceania

**DEKRA REGIONS**

**DEKRA SERVICE DIVISIONS**

- Vehicle Inspection
- Claims & Expertise
- Product Testing
- Industrial Inspection
- Consulting
- Audits
- Training
- Temp Work





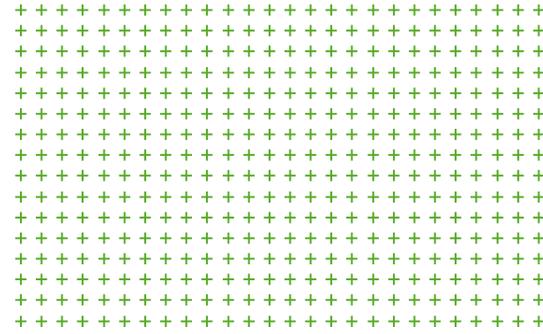
# Analysis of material topics

As a service company, we also consume resources in the course of our operations, including energy for our offices, laboratories, and test facilities. And we generate greenhouse gas emissions from other activities, such as travel. We also have a special responsibility for our employees, whose interdisciplinary expertise is fundamental to our business model. We also procure products and services from suppliers, and work together with customers and other partners on sustainability projects.

In 2020, DEKRA conducted a materiality analysis with the participation of all its stakeholders. Key stakeholder groups were identified by internal analyses with regard to mutual relevance and materiality. The following groups were defined as relevant stakeholders in the context of sustainability:

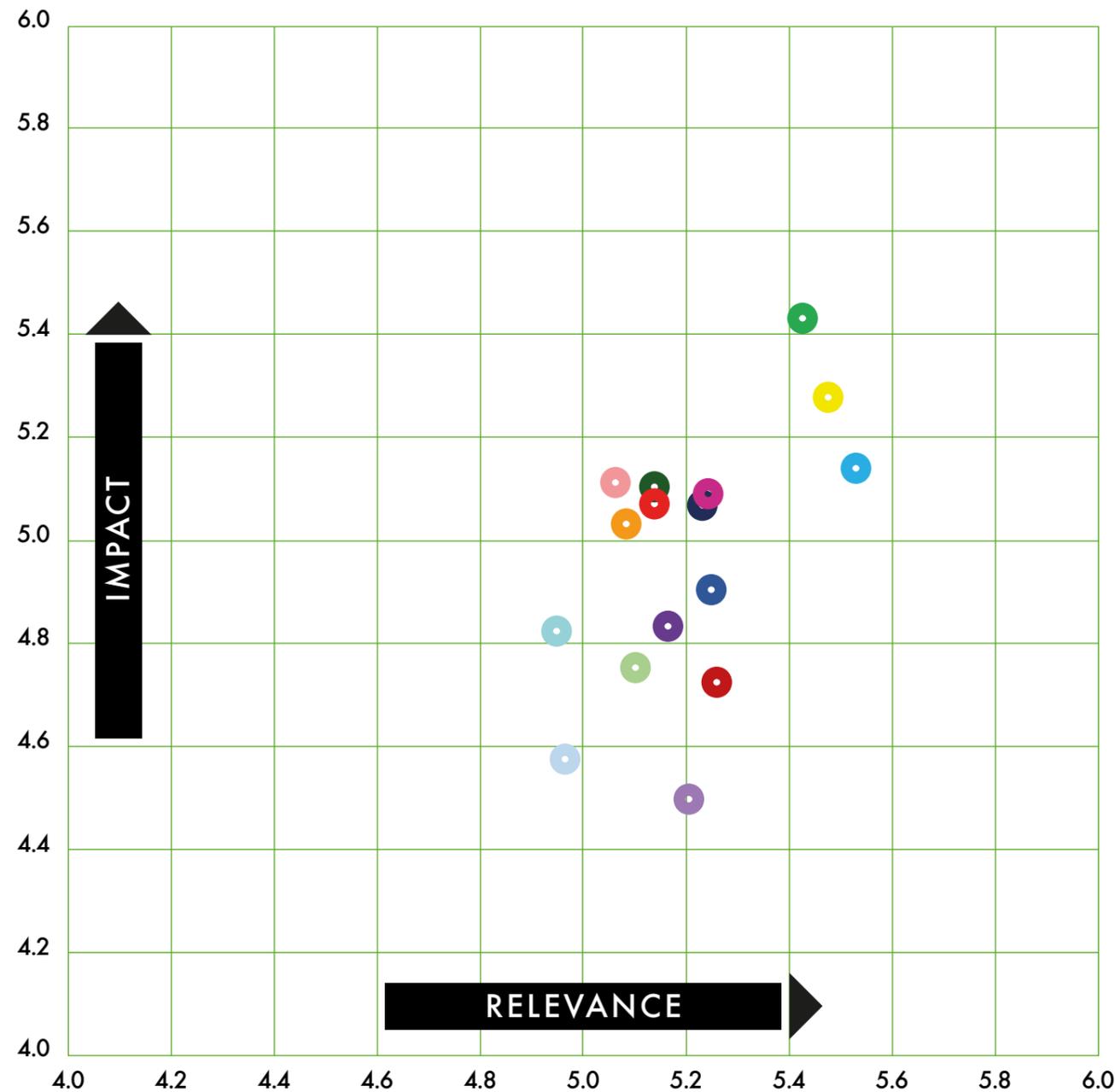
- Employees
- Customers
- Associations
- Competitors
- Suppliers
- Policy-makers
- Civil society and NGOs
- Science and research

Stakeholder participation is implemented through surveys, among other measures. The 2020 survey polled stakeholders as to the relevance of the various sustainability topic areas. In addition, we wanted to know what impact the stakeholders see DEKRA as having in the areas listed. Over 100 stakeholders from all the groups defined by DEKRA took part. The results of the survey enabled us to substantiate and prioritize the materiality of the topics. Stakeholder expectations are taken into account systematically and incorporated into DEKRA's sustainability management program.



# MATERIALITY

The rating scale ranges from 1 (low relevance/impact) to 6 (high relevance/impact).



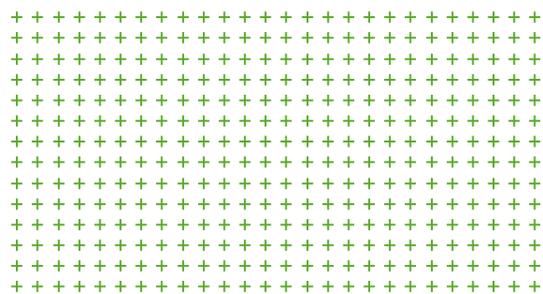
- Neutralty and independence as an expert organization and third party
- Sustainability-related services and solutions
- CO2 emissions and climate protection
- Health and safety
- Commitment to safety and a safe world
- Commitment to sustainability, partnerships and initiatives
- Energy efficiency and sustainable buildings
- Transparent communication and reporting on sustainability
- Employee training and development
- Sustainable innovation and digitalization
- Diversity, anti-discrimination, inclusion and equal opportunities
- Involvement of stakeholders
- Compliance, integrity and ethical conduct
- Responsible use of resources and materials
- Sustainability in procurement and supply chain management
- Social standards and human rights



# Transparent communication and reporting on sustainability



**Deutscher NACHHALTIGKEITS Kodex**  
Berichtsjahr 2019



As an expert organization, we not only seek to be seen as a transparent and reliable partner in delivering our services, but also to be transparent in relation to our stakeholders, keeping them updated on our commitment to sustainability. That also involves openly communicating our goals, our ongoing performance, and the measures we employ. DEKRA reports in accordance with The Sustainability Code, and regularly publishes its Sustainability Magazine, publicly setting forth its strategic direction, goals, progress made, and activities undertaken in relation to sustainability. Through these various measures, we aim to act as a role model and establish the foundations for positive communication with our stakeholders.

# UN Global Compact and Sustainable Development Goals (SDGs)

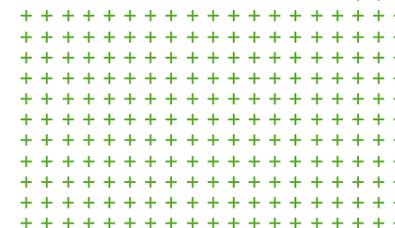
We are a signatory to the internationally recognized United Nations Global Compact. The UN Global Compact is the world's largest corporate governance initiative, by which companies commit to following and promoting fundamental principles on human rights, labor standards, environmental protection, and anti-corruption measures.

Based on our commitment to sustainability, and our support for the 10 principles of the UN Global Compact, we are striving to help achieve the UN's Sustainable Development Goals (SDGs). Our business operations have negative and positive impact in terms of sustainable development. We are working towards reducing negative impact whilst strengthening positive impact in adherence to the 17 SDGs.

**WE SUPPORT**



**10**  
principles of the  
UN Global Compact  
as our guide





The most important SDGs for us, as a first step, are highlighted below, along with the challenges and opportunities that we have identified in connection with sustainable development in the context of the SDGs.

**GOALS**



Good health and well-being: Ensure healthy lives and promote well-being for all at all ages.

**CHALLENGES**

Our work as an independent expert organization carries weight. The results of our tests, inspections and certification procedures are robust within the scope of the testing performed, as is regularly attested by external accreditation bodies. To ensure that our partners can rely on the highest levels of safety, we strive to continuously improve the quality of our testing based on extensive quality assurance procedures. To give an example: our periodic general inspections verify the technical safety of vehicles, thus helping to enhance overall road safety.

**OPPORTUNITIES**

Safety is at the heart of our corporate vision: We will be the global partner for a safe world. Through our safety services, we promote health and safety for people, the environment, and technology. The services we provide embody our commitment in the fields of occupational safety, road safety, and pollution control.

**GOALS**



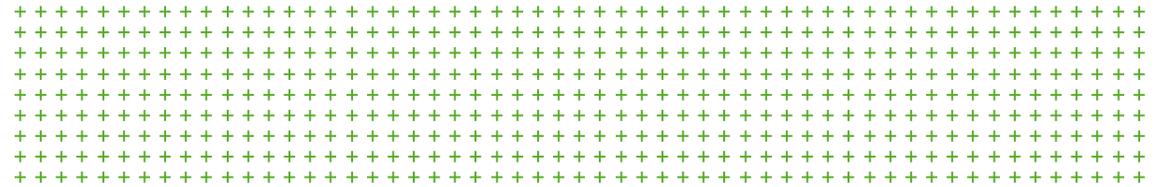
Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

**CHALLENGES**

As an education and training provider, we are constantly working on the challenge of promoting the most inclusive and equitable access possible to education. Examples of this include state-subsidized courses in the field of labor market integration, or through innovative virtual offerings that promote lifelong learning.

**OPPORTUNITIES**

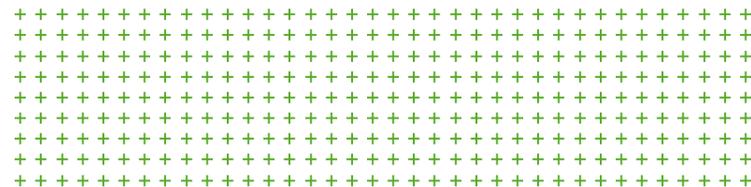
Our Training Service Division offers high-quality education and training and promotes access to education. Examples of this include integration and language courses provided by the DEKRA Academy. Internally, we promote lifelong learning with an innovative global learning management system, as well as through the DEKRA DIGITAL Academy for example.



Gender equality: Achieve gender equality and empower all women and girls.

As a company with a traditional focus on technology, the majority of our management and staff are male. Because diverse perspectives are important to us, we are working to promote female careers, and have set ourselves concrete targets until 2025 with a view to increasing the number of women in our management team.

Beyond the general value of diversity and equality, the issue is also important to us with respect to our business strategy. In the dynamic global market in which we operate, and in the face of megatrends such as digitalization and sustainability, for which we aim to continue contributing innovative solutions, having the widest possible diversity of perspectives and backgrounds among our employees will provide us with a competitive edge. That is one reason why we are working to continually enhance diversity among our management team and employees – for example in terms of gender and international spread. As a major employer, we have the potential to help make diversity and equality integral aspects of our society.



**27%**  
of workforce  
are female (2019)



GOALS



Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all.

CHALLENGES

As a service company, we also use water. Through our environmental management system, we are working to ensure that water is used as efficiently as possible.

OPPORTUNITIES

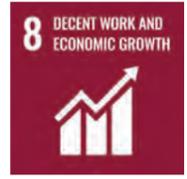
Our expertise and services in relation to drinking water and groundwater protection help to make water supplies safe.



Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all.

We will source 100 percent of our electricity through renewables by 2025, and we are working on developing our own production of renewable energy.

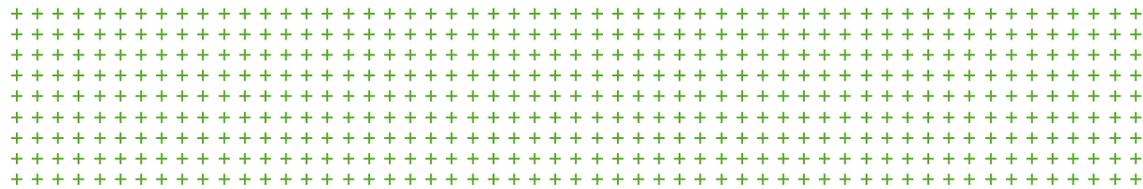
As well as switching our electricity supply to renewable sources, which we have already implemented in Germany, we are contributing to sustainable energy supply through our expert services - for example in the fields of renewable energy systems and energy efficiency.



Decent work and economic growth: Promote durable, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Adhering to high standards of quality, safety and sustainability is especially challenging in times of dynamic economic change. By promoting such standards, and through our auditing of occupational safety, quality and environmental management systems, we are responding to the challenge of contributing to the most sustainable possible economic growth.

As a large-scale, attractive employer, and as a closely interconnected global business that promotes quality, safety and sustainability standards worldwide, we contribute to sustainable economic growth through our workforce.



GOALS



Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

CHALLENGES

The digitalization, automation and interconnection of processes poses challenges from a safety consideration. We aim to contribute solutions through our work in this field. We also have a responsibility for ensuring the highest possible safety standards, for example based on innovative occupational safety concepts in this era of Industry 4.0.

OPPORTUNITIES

We are continually advancing our expertise in these areas. Examples include our expertise in testing automated and connected vehicle technologies at our test centers, electromagnetic compatibility (EMC) testing of electronic safety components in our laboratories, as well as the work of DEKRA Digital GmbH, which is driving our digital transformation and innovation.



Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.

As a company that operates across several sites and thus takes up a lot of land, including within urban areas, we are striving to make our sites as sustainable as possible.

We contribute to the creation of sustainable cities by offering expert services in sustainable building, safety, and energy efficiency. One of the ways in which we do this is through our partnership with the German Sustainable Building Council (DGNB). We also design our own buildings to be as sustainable as possible. An example is our latest new build at our Stuttgart headquarters, which has been awarded the DGNB's Gold Standard.



Responsible consumption and production: Ensure sustainable consumption and production patterns.

We are working on promoting sustainable consumption by applying our expertise in safety and sustainability through product testing and certification. In doing so, we have a responsibility to ensure robust and comparable standards.

We enhance transparency and safety for consumers, such as by conducting product testing in relation to safety and environmental compatibility. In the field of green electronics, for example, we evaluate electronic products according to the EPEAT (Electronic Product Environmental Assessment Tool) standard.

GOALS



Climate action: Take urgent action to combat climate change and its impacts.



Partnerships for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

CHALLENGES

As a service provider, in the course of our business activities we also consume resources (such as energy for our offices, laboratories and test facilities) and produce emissions (such as greenhouse gas emissions when traveling) which impact on climate change. We are working on the continual reduction of our carbon footprint.

OPPORTUNITIES

We have set ourselves the goal of significantly reducing our CO2 emissions (by 50 percent relative to 2018 levels through to 2025). This also creates opportunities to introduce more efficient and agile processes. We are working on making business travel (when essential) as environmentally friendly as possible, and when avoidable, replacing it with virtual meetings. We are also working on enhancing digital collaboration and optimizing our vehicle fleet to reduce climate-damaging emissions. We are switching our electricity supply to renewable sources, and developing programs to improve energy efficiency and to produce our own renewable energy. We also support our customers through our services in areas such as climate protection. Examples include our consulting services on climate management and carbon accounting.

In an increasingly globalized world, yet in which there is a growing trend towards protectionism and nationalism, trustful global partnerships and practiced multilateralism are becoming more and more important. We are committed to worldwide cooperation, and want to be a global partner for a safe world.

We engage in international and global partnerships and initiatives wherever possible. For example, we support the UN Global Compact, the Vision Zero occupational safety initiative, the European Road Safety Charter, and the international association TIC Council, which represents the testing, inspection and certification industry. In all these undertakings, we actively promote the highest possible safety standards, trustful cooperation, and sustainability.



Climate & Environment

# COMMITTED TO THE ENVIRONMENT



**In view of the increasing scarcity of resources and climate change, DEKRA has enhanced its commitment to protecting the climate and environment. That commitment applies to internal processes and procedures, as well as to our expert services and measures, so as to promote climate-positive outcomes outside of our company – such as reducing energy consumption and CO2 emissions.**

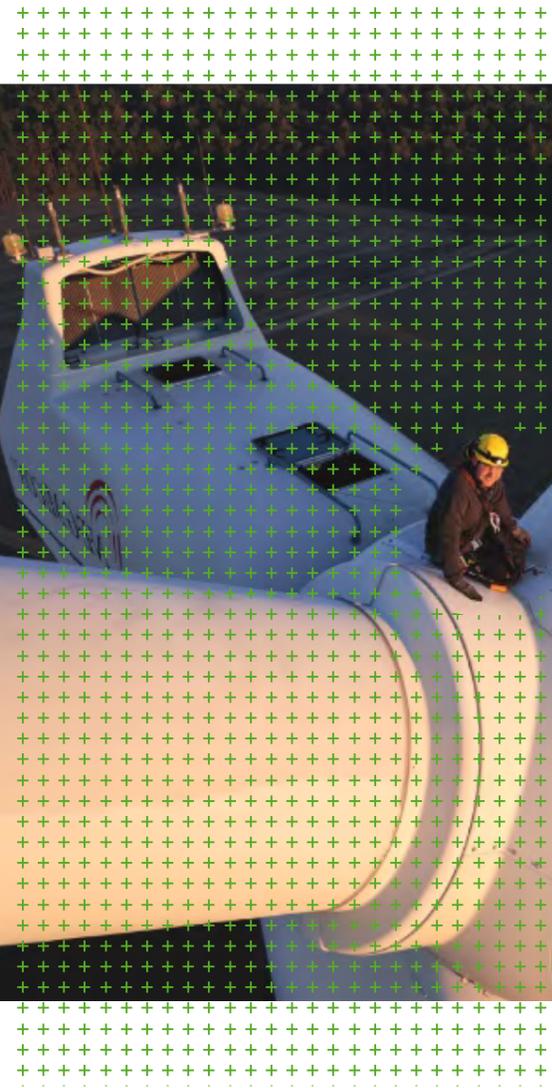


Drought, devastating floods, and human impact on the ecosystem – including deforestation of the rainforests: these are just a few examples of how climate change and its impact on people and the environment is advancing apace and is evident all over the world. Remedial action can no longer be delayed. Proactive measures are needed in order to work in the most resource-efficient way possible – as DEKRA does. It is often by taking small steps in one's own life and work that big things can be achieved together. That is true with regard to the materials we need for our office and laboratory work, the input and output of water, soil, waste, energy, land, or biodiversity, as well as the climate-impacting greenhouse gas emissions linked to our buildings and business travel.

Moreover, our environmental protection services also influence our customers' resource consumption in a way that should not be underestimated. They include services relating to air pollution control, soil and groundwater protection, pollutants, waste management, energy efficiency, and environmental management system certification. And in Global Procurement, our Sustainable Procurement Policy likewise stipulates the responsible use of resources in our supply chain. Sustainable alternatives are preferred to conventional products wherever possible.

Our Environment, Health and Safety (EHS) organization plays a key role in DEKRA's commitment to ecological sustainability. The environmental management officers

working in the global EHS network are responsible for enhancing DEKRA's environmental protection and resource efficiency, and to this end, they collect the data needed to realize optimization opportunities. This can be seen, for example, in energy efficiency programs undertaken in cooperation with other internal departments focused on buildings, the expansion of electricity supplies from renewable energy sources, improved sustainability of business travel, and the fostering of digital communication and paperless processes. Our employees also undergo regular training and awareness coaching on environmental protection issues. The focus of this is on the economical use of electricity, water and waste, efficient heating, and ecological mobility.



Worldwide sustainable environmental projects at DEKRA

- With their in-house software WIP, DEKRA employees in Sweden can email vehicle inspection reports to customers as PDF files rather than printing and posting them as before.
- Over 1,000 "Green DEKRA Bottles" made of glass have replaced the usual plastic bottles for water or juice at many DEKRA locations in Spain. This is saving several metric tons of plastic waste (2,590 bottles per week).
- In the Czech Republic, efficient multifunction printers introduced in 2017 have replaced individual desktop printers. The printer paper bears the EU Ecolabel, and is FSC-certified.
- In Brazil, a shuttle bus for 20 employees was organized for the 70 kilometer route between São Paulo and the DEKRA site in Atibaia. This saves on 714,000 kilometers of driving, which means DEKRA is cutting its CO2 emissions by 126.45 metric tons per year.
- New branches of VTNZ, the DEKRA vehicle inspection subsidiary in New Zealand, will be fitted with solar panels to generate their own "green" electricity for running electrical appliances and producing hot water. This will save each facility 12.7 metric tons of CO2 per year, while generating some 11,583 kWh of electricity per year.
- The DEKRA laboratory in Virginia, USA, is recognized as an official test laboratory for the Open Charge Point Protocol (OCPP) for manufacturer-independent communication between charging stations and electric cars. Employees can charge their electric vehicles at charging points at a number of DEKRA locations during working hours.
- DEKRA's switch to energy-efficient, 20-watt LED lamps in China is saving more than 60 percent per tube – at the same usage – compared to a conventional 58-watt tube, which consumes approximately 118 kWh of energy eight hours a day for 255 days a year.



SUSANNE TUFVESSON

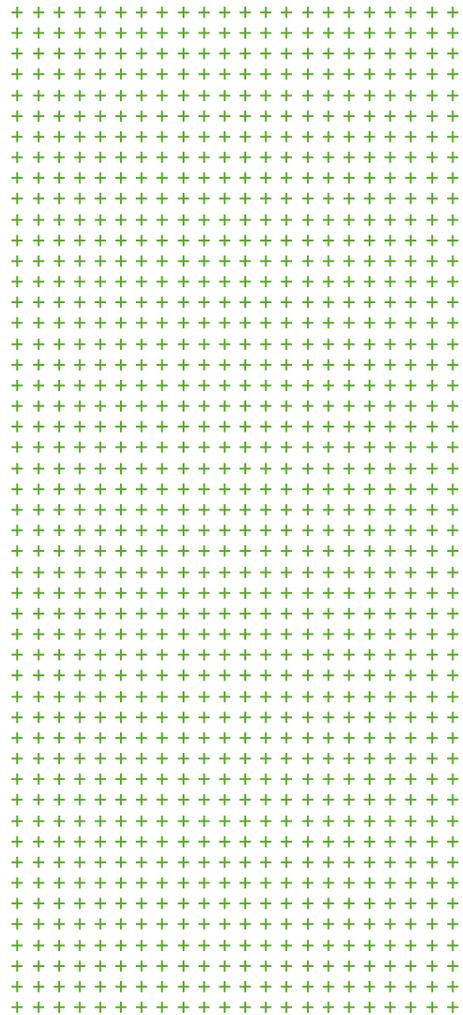
REGIONAL ENVIRONMENT, HEALTH & SAFETY MANAGER  
SWEDEN, REGION NORTH WEST EUROPE

Susanne Tufvesson is responsible for environmental, health and safety management in the DEKRA Region North West Europe.



# Safe photovoltaic components

At its Shanghai test laboratory, DEKRA conducts product performance testing, supply chain audits, and certification of modules, components and materials used in photovoltaic plants. Customers include almost all the world's leading photovoltaic module manufacturers. Our expertise in renewables helps both established and emerging energy markets to optimally meet the growing demands for "green electricity", and to bring safe and efficient photovoltaic systems to global markets. In this context, DEKRA has also joined the "Green League China".



# Sustainable building

We also take care to maximize energy efficiency when constructing new buildings. The most recent new build at our headquarters in Stuttgart, for example, was constructed according to the sustainability standards of the German Sustainable Building Council (DGNB), and was awarded the DGNB's Gold Standard. DEKRA is a member and exclusive partner of the DGNB, and has been supporting the nonprofit organization since 2013 in optimizing inspection processes, assisting hundreds of buildings in Germany to obtain sustainability certification. DEKRA has also helped to establish the DGNB system in China, through instruction courses and the training of local DGNB auditors and consultants. DEKRA is also a member of the German Green Building Association (GGBA), the official German representative at the LEED International Round Table of the U.S. Green Building Council.

**6**  
**areas to be**  
**evaluated according to**  
**DGNB criteria**



# Intelligent heat and power supply system

As part of a project with the Fraunhofer Institute for Solar Energy Systems ISE, starting in January 2021 the existing latent heat storage system at the DEKRA headquarters in Stuttgart will be converted to a phase change slurry (PCS) storage system, with the aim of optimizing the building management system in terms of usage of the storage system, running the existing combined heat and power plants more efficiently, generating more electricity, and reducing operating costs. Phase change slurries are used as liquid heat transfer media, obtained by dispersing paraffin in water. The project is scheduled for completion in 2024.



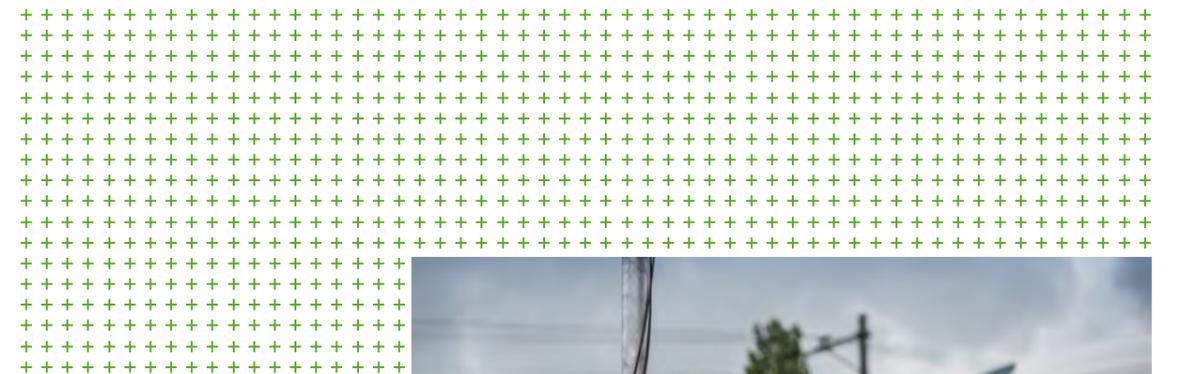
**92,303**  
metric tons of CO<sub>2</sub>  
produced by DEKRA  
in 2019

# Optimized mobility management

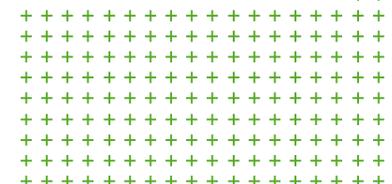
To continue optimizing our carbon footprint in relation to business travel and our vehicle fleet, we assign top priority to measures such as the use of virtual meeting technologies, the encouragement of internal carpools and local public transport, and the preferential booking of rail travel ahead of rental cars and flights. This is in line with our contribution to attaining UN SDG 13 ("Climate action"). Furthermore, staff at our headquarters in Stuttgart benefit from discounted public transport, as well as the "Job-Rad" company bike lease scheme.

vehicles in Germany produced average emissions of just under 262 kilograms of CO<sub>2</sub> per employee in 2019. In addition, two of our divisions have offset more than 366 metric tons of their 2019 vehicle fleet CO<sub>2</sub> emissions by means of carbon certificates (CDM Gold Standard). DEKRA's business travel in Germany (by air, rail, and rental car) produced average emissions of 173.5 kilograms of CO<sub>2</sub> per employee in 2019. That represents a reduction of around 16 percent compared to 2018, when it was just under 206 kilograms. For example, we are able to save some 1,500 metric tons of CO<sub>2</sub> per year by replacing one in four flights with digital meetings.

We also aim to advance the use of environmentally friendly drive technologies in our vehicle fleet. Our fleet



**3.6**  
million passenger  
kilometers of  
business travel  
by rail







# WINNING BY COLLABORATION



Being socially responsible, both internally and externally, is deeply embedded in DEKRA's DNA. That is true across the board, whether in regard to our employees, health and safety at work, training, diversity and equal opportunities, or general human rights and community engagement.

We make a positive contribution to society in many ways through our expertise and the services we provide. First and foremost in the way that we promote safety in all areas of life – on the road, at work, and at home. After all,

safety is a human being's greatest good. If it is put at risk, this can have far-reaching consequences. Alongside our expert services, we likewise ensure safe and fair business relations, safeguard minimum social and ecological standards in our value chain, and drive innovation for the safety of tomorrow. We also offer attractive and secure jobs, are proactive in the areas of integration, education and training, and are committed to the common good through our support for wide-ranging and sustainable community initiatives and campaigns.



# Safeguarding our employees' future through ongoing training

To be able to achieve all this, it is essential to lay the foundations for long-term corporate success. The key foundation stone is the DEKRA team: our employees, with their know-how and experience. Their expertise is the single most decisive factor determining the quality and reliability of our services. This is why we attach such great importance to education and training. Our aim is to increase the average number of annual training days per employee to more than five by 2025. The scope of professional and personal qualification opportunities across all age groups could hardly be greater, and it builds upon our experience as one of the largest private educational organizations in Germany (the DEKRA Academy). These opportunities span the development of our apprentices and trainees undergoing dual practical and theoretical study courses, through to the qualification program for our DEKRA test engineers and the advanced development training of future leaders and management staff. We also offer courses in foreign languages, first aid, time management, and stress management. We additionally run an in-house health management scheme, with courses on back health, company sports groups, and the biennial Health Day.



**CANDY SHEN**  
DIRECTOR REGIONAL HUMAN RESOURCES & SUSTAINABILITY  
CHINA  
REGION EAST & SOUTH ASIA

Candy Shen is strengthening our sustainability initiatives and human resources development in the East & South Asia region.

## Employee focus as a core company value

At DEKRA, we cultivate a culture of collaboration and trust in all areas and at all locations worldwide. Because the expertise, ideas and reliability of our employees are our most important resource. We provide the necessary freedom for our employees to actively shape the future of our company. That also means creating a work environment in which employees feel comfortable, offering inspiring projects and activities, while maintaining a work-life balance. The DEKRA soccer tournament, the DEKRA Ski Cup, the DEKRA motorcycle meet, and many other events, offer the opportunity to engage with colleagues outside the workplace. That motivates our employees to meet the expectations placed upon them, and to act neutrally and independently at all times, in compliance with laws and ethical principles. Their collaboration with customers and colleagues alike is characterized by mutual respect and trust. DEKRA employees are always role models when it comes to safety-aware conduct.



## Digitalized learning processes

At DEKRA, the digital transformation process of education and training activities is powering ahead. We are using numerous innovative tools to enable digital learning content to be provided flexibly to specific target groups, from a central location. These tools include the DEKRA Global Learning Management System (LMS), which encompasses more

than 20 languages, and in future will be the home for the in-house training of our employees around the world. Employees decide for themselves when, where, and how fast, they want to learn. The learning content remains permanently accessible, and can be consulted as a reference source or for research purposes. "Lifelong learning" thus becomes a reality for all our employees.

Lifelong learning increasingly also means empowering our employees in the context of digitalization. The DEKRA DIGITAL Academy was created specifically for this purpose: as a space for learning, exchanging ideas, and discussing topics that concern us now, and will continue to do so in the future. The DEKRA DIGITAL Academy is accessible via the LMS and provides content on topics including the Internet of Things (IoT), Blockchain, Big Data, cyber security, functional safety, and Artificial Intelligence (AI).



**ADRIANO IANNUZZI**

PROJECT MANAGER

GERMANY

SERVICE DIVISION TRAINING

Adriano Iannuzzi is project manager for the DEKRA Global Learning Management System (LMS).



**AMANDINE MONVOISIN**

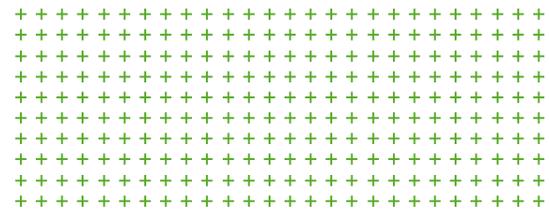
DIVERSITY & INCLUSION MANAGER  
FRANCE  
REGION SOUTH WEST EUROPE

Amandine Monvoisin's role is to foster the vital issues of diversity and inclusion.

# Committed to equal opportunities

As a modern employer, we also attach great importance to issues such as work-life balance, diversity, and employee development. Diversity and equal opportunities are important values for us. That is particularly true in view of the different backgrounds of our employees, such as in terms of international origins, interculturalism, gender, age groups, or training histories. In an increasingly globalized, connected and disruptive market environment, these diverse perspectives also help us to offer our customers innovative solutions and expert services to meet the challenges of today and tomorrow.

We therefore do not permit any form of discrimination or disadvantage based on gender, age, ethnic origin, skin color, homeland, social background, nationality, religious or political beliefs, or sexual orientation. Over 100 nationalities are represented in total within our company. Inclusion is also a key concern for us. Our Disability Representatives, for example, foster the integration of disabled people into the organization, advocate for their interests, and provide advice and assistance. We also foster diversity and internationalism in our management team. We aim to increase the proportion of female managers in our general management team (Level 1 to Level 3) by more than 15 percent by 2025.



# DEKRA is committed to diversity

Since May 2020, the DEKRA Academy has also been a signatory to the "Charta der Vielfalt" Diversity Charter, fostering diversity in the world of work. As a responsible education and training provider, we respond to the individual support needs of our customers. Our educational and training programs address the diversity of all people, regardless of sex and gender identity, nationality, ethnic origin, religion or belief, disability, age, or sexual orientation and identity. We believe in unprejudiced, open-minded co-existence, showing respect to everyone. We underscored that belief by signing up to the Diversity Charter. The DEKRA Arbeit group had previously signed the charter.

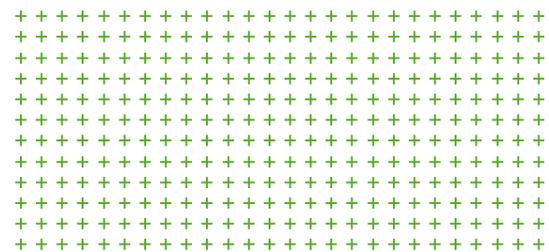


# PROTECTING HUMAN RIGHTS



Despite our comparatively uncomplicated supply chain, we also of course practice due diligence with regard to human rights. We respect internationally recognized human rights, and are committed to the Universal Declaration of Human Rights (UDHR) of the General Assembly of the United Nations, and to the European Convention on Human Rights (ECHR). DEKRA's Social Standards embody our policy on respect for labor and human rights, and set forth the relevant implementation processes. They comply with the requirements of the UN's Guiding Principles on Business and Human Rights, and of the German National Action Plan (NAP) for Business and Human Rights.

We have established standards and processes for our procurement and supply chain management to ensure, among other considerations, that forced and child labor and all forms of exploitation are prevented.



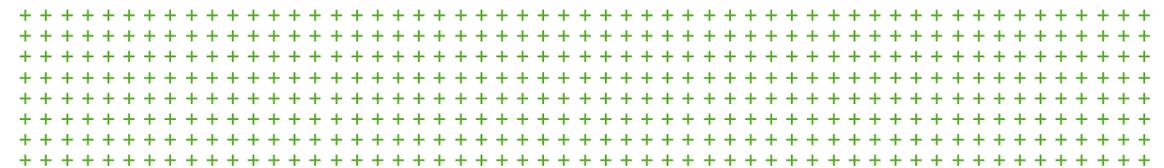
# Respecting employees' rights

Our responsible corporate governance, both internally and in our supply chain, implicitly incorporates compliance with internationally recognized labor rights, such as the guidelines and standards of the International Labor Organization (ILO). The DEKRA Social Standards we adopted in 2019 commit us to principles oriented to the ILO standards in relation to discrimination and disadvantage, equal opportunities, occupational health and safety at work, working time and remuneration, freedom of

association and co-determination, freedom of expression and privacy, and exclusion of child labor, forced labor, slavery and human trafficking. We are also committed to the principles of the UN Global Compact, and to respecting employees' rights within our sphere of influence. Our partners in the supply chain likewise require and monitor compliance with these principles by means of appropriate standards, and multi-stage sustainability processes in procurement.

# Close dialog with employees

Communication across all levels and, ideally, face-to-face meetings are essential elements of a living corporate culture. Teamwork, mutual trust, loyalty and integrity are the foundations of our cooperation, and are integral to our values. They not only engender respect and appreciation, but also provide a way of identifying potential for improvement. Consequently, we engage in continual, mutually trustful dialog with our employees and employee representatives. In 2017, DEKRA introduced a biannual employee survey, polling their views and perceptions of working conditions and general trends in our company. Team dialog between management and staff is followed up by analysis of the results, with necessary measures being defined and implemented. The survey is very well received, with 72 percent of employees taking part in 2019. Some 1,000 team dialogs were held worldwide in 2019/20, from which 3,700 detailed measures were derived.





# Culture of prevention

"Occupational health and safety are key value drivers of our business. The goal of all our efforts is to create a culture of prevention, in order to be safe and healthy at work as well as in everyday life. Through the Group-wide network of EHS managers, we aim to achieve a common understanding and uniform levels of occupational health and safety. We are aided in this by the DEKRA EHS Policy, which sets out our key principles and objectives worldwide. Selected health measures can help to keep employees productive and healthy so as to build and enhance health resources within the company. At the DEKRA headquarters in Stuttgart, we offer health days, exercise and relaxation courses, as well as preventive checks such as skin screening. The current coronavirus pandemic also demonstrates how important health is for all areas of life. DEKRA has been implementing measures at Group level to prevent infection with COVID-19 and to contain risks since January 2020."



**FATIH YILMAZ**  
GROUP REPRESENTATIVE & HEAD OF ENVIRONMENT, HEALTH AND SAFETY GERMANY  
CORPORATE ENVIRONMENT, HEALTH AND SAFETY



# Enhancing well-being

DEKRA North America works with Virgin Pulse to promote the health and well-being of its employees and proactively encourage them to adopt healthy lifestyles. The concept encompasses initiatives promoting regular physical exercise, smart food choices, stress reduction and high quality sleep, as well as preventive medical screening. The program includes a free fitness tracker, and offers financial rewards for healthy activities. In addition, the Wellness Program offers employees the opportunity to maintain and improve their health throughout the year by taking on challenges for four to six weeks, focused on specific healthy behaviors - both individually and as part of a team.

# Nature - Body - Mind

In China, DEKRA employees are personally committed to sustainability and climate protection. More than 200 of them have signed up to the DEKRA East & South Asia "NBM Stars" program. "N" stands for Nature, "B" for Body and "M" for Mind. Some employees are adopting a low-carbon lifestyle and planting trees, some are involved in sports groups, while others are undergoing training to improve their mental resilience. Despite the coronavirus pandemic, employees are thereby make a contribution to sustainability as individuals, and as part of the DEKRA family.

**30%**  
reduction in  
accident rate  
(target by 2025)

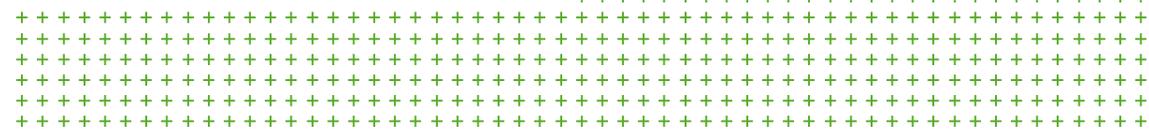
# WIDE-RANGING COMMUNITY ENGAGEMENT



Our contribution to sustainable development in society at large has many aspects. Our engagement in community initiatives and campaigns includes sports sponsorship, for example through our partnership with the German soccer federation, DFB. We have been an official partner supporting DFB match referees since 2003. DEKRA and the referees each stand for neutrality, professionalism, and fair play. DEKRA France is also working with the Moselle Sport Academy in Metz, supporting elite athletes from the Moselle department in preparing for the 2024 Olympics.



PARTNER DFB-SCHIEDSRICHTER



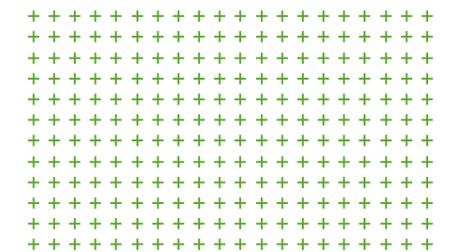
# HYRAZE League: DEKRA supports hydrogen race series

Starting in 2023, the HYRAZE League, launched by HWA AG, will be the first car racing series in the world to rely on environmentally friendly hydrogen as its power source. The races will feature 800 horsepower hydrogen cars. The power for the zero-emissions race cars will be supplied by green hydrogen, converted into electricity to run the four electric motors in the two on-board fuel cells. DEKRA, in its role as a visionary in the field, is the safety partner of the project. In conjunction with the German Motorsport Federation, a safety concept is being developed with a focus on protecting the hydrogen components, the drivers, and spectators. Deformable elements absorb energy in the event of a T-bone crash, and a high-strength carbon structure provides the hydrogen tanks – likewise made of carbon fiber – with effective protection against any conceivable crash loads. Accordingly, DEKRA is conducting independent tests on prototype components at its test laboratories. The aim is to draw up regulations approved by the FIA.



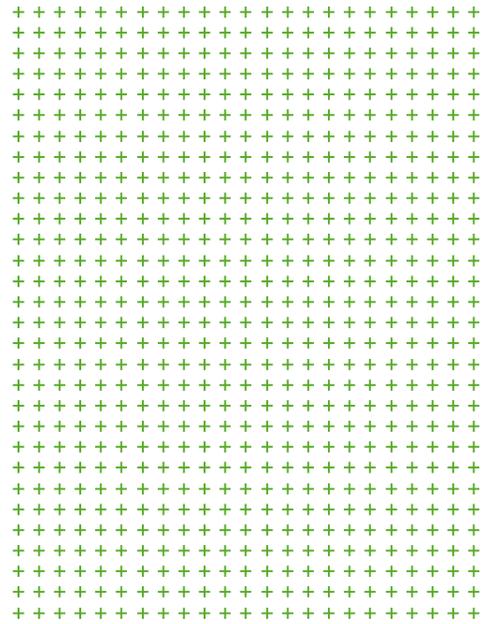
For over 15 years, DEKRA has also been working to protect school first-graders by distributing its popular red baseball caps to them as a means of raising road safety awareness. Almost three million caps have been handed out as part of the campaign to date. Additionally, in our role as a pioneer, we also present the DEKRA Award in recognition of new safety solutions. We have developed a standard for safe micro-mobility. The comprehensive DEKRA Micromobility Standard scrutinizes mobility packages in all aspects. The main target groups for these bundled expert services are "Mobility as a Service" providers, such as e-scooter rental companies, and cities where such rental services are available.

We also bring about positive social impact in the education sector. For example, we offer integration and language courses for refugees, as well as specific vocational training together with cooperation partners. We also support the dual practical and theoretical training of nurses and carers in Europe and South America. And with our nationwide "Toys Company" program, we are laying key foundations for reintegrating the long-term unemployed into the primary labor market in Germany. The DEKRA Group is a major employer, creating jobs in many different locations. This is another way in which we are making an important contribution to the community. Recently, for example, DEKRA was named one of the "Diversity Leaders 2020" by the Financial Times, and nominated "Top National Employer 2020" by FOCUS magazine.



# Corporate social responsibility

DEKRA also acknowledges its corporate responsibility to society at large. As one example, DEKRA Industrial Spain was selected by the Barcelona city council to be part of its "Responsible Businesses in Barcelona" project. The city's local development agency, Barcelona Activa, has developed a specific advisory program to help companies foster corporate social responsibility (CSR). DEKRA Industrial Spain will in future be supporting the city's corporate social responsibility policies by acting as a CSR ambassador to other businesses. DEKRA East & South Asia also recently received another award, being named top testing, inspection and certification provider of the year in the energy storage sector. DEKRA Service France is demonstrating our corporate social responsibility in a number of ways, including through the participation of 63 teams in a nationwide campaign run by the "Association Rêves" ("Dreams Association"), an organization which fulfills the wishes of severely ill children.

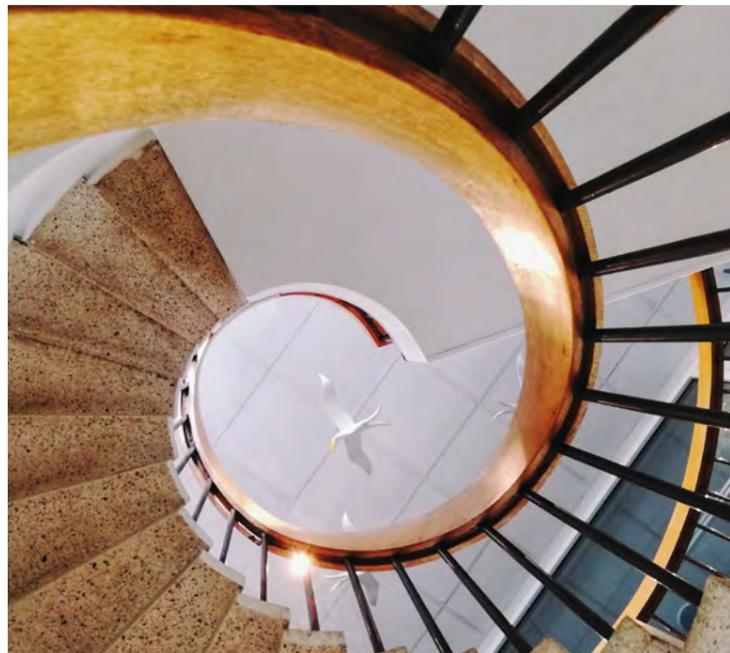


We invest in our employees, making us an attractive employer all over the world.

**44**  
thousand  
employees  
worldwide

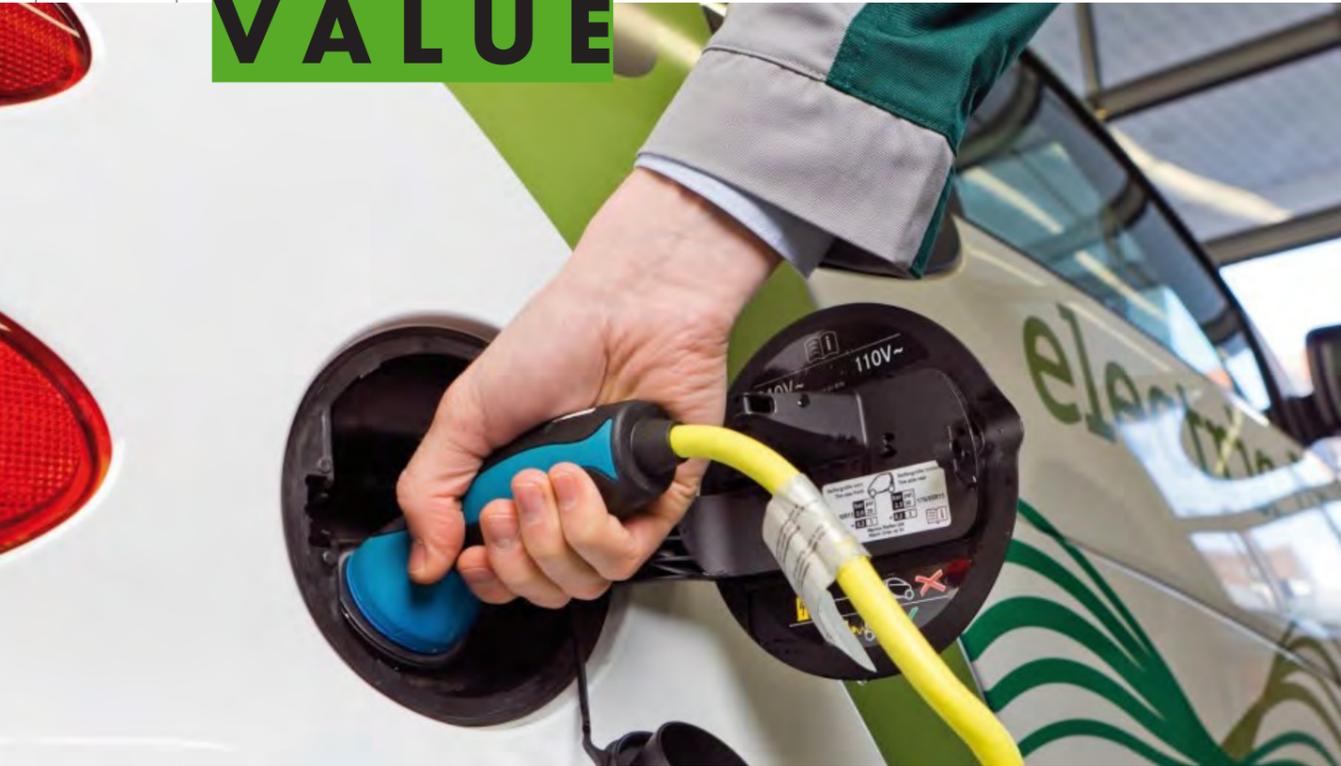


**49%**  
international executives in the general management team in 2019

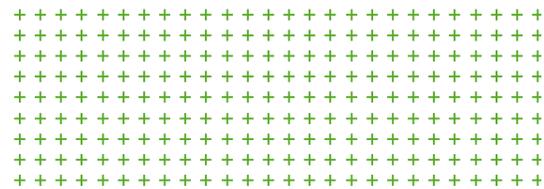


Supply & value chain

HIGH ADDED VALUE



As a service company, DEKRA has a comparatively uncomplicated supply chain. It is nevertheless important to us that our own standards in terms of sustainability, quality, reliability and integrity are also adhered to in procurement and by suppliers. Equally, we review and evaluate how innovations in products and services will improve the sustainability of our own resource use and that of users.



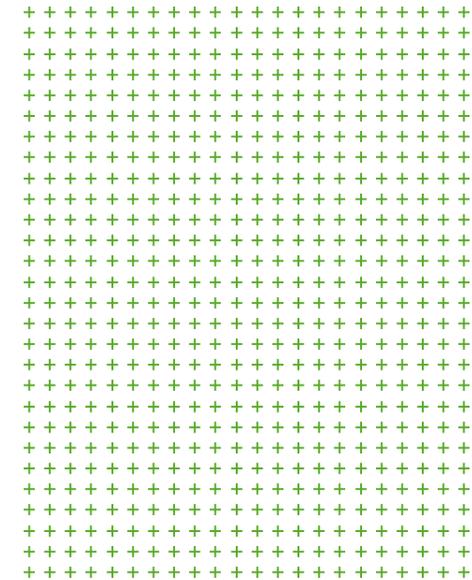
Regardless of whether a company provides services or develops and manufactures products, it always interacts with other companies and partners, who in turn create the basis for selling to customers who use their products. Those reciprocal relationships also mean that DEKRA is obligated to focus on the value chain beyond the Group itself. In other words, despite not having any production facilities, we continuously assess the positive and negative economic, environmental and social impact of our business activities, and address them through the relevant specialist areas such as EHS (Environment, Health and Safety), Compliance, Sustainability, Quality, Procurement, Human Resources, Innovation, and Sales.

In developing and enhancing services provided through our Service Divisions, we also take care to contribute

Safe maintenance of offshore wind power plants

positively to sustainable development, and create added value for our customers. Whatever services we provide, the value chain is always anchored in the know-how of our experts, which is in line with the latest state of the art and the highest safety standards, based on their ongoing training and development.

135 meter rotor diameter of wind turbines



Service cranes mounted on the platforms of offshore wind power plants transport tools and materials for maintenance work from the ship to the platform and back again. The task of testing and certifying the functional safety of the cranes at the "Wikinger" wind farm off the Baltic Sea island of Rügen was assigned to the Industrial Division of the DEKRA branch in Kassel. For the weight tests, our specialists employed "waterbags" - a method that is both efficient and economical. The internationally certified waterbags are filled with three cubic meters of water - equivalent to three metric tons in weight - by the fire pumps on board the transport ships. When empty, the waterbags are light to transport, and they can be deployed in even the tightest spaces.





**PIERRE RIBEILL**

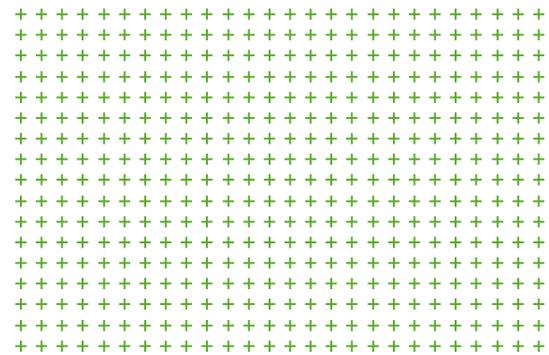
HEAD OF GLOBAL PROCUREMENT  
GERMANY  
CORPORATE GLOBAL PROCUREMENT

As the head of his team, Pierre Ribeill manages the sustainable development of DEKRA's global procurement.

# Sustainability in cooperation with our suppliers

The provision of our services demands the procurement of products and materials such as office supplies and test equipment. We have laid down basic principles and minimum standards in a binding Sustainability Code of Conduct for suppliers. In addition to process and quality criteria, our supplier requirements also focus on sustainability-related issues such as product responsibility and environmental impact throughout the product life cycle. We are gradually implementing sustainable procurement preferences in our purchasing decisions. Environmentally friendly and socially sustainable alternatives are preferred if they are available at reasonable cost.

Detailed sustainability audits are being, or will be, conducted at 15 major national and international suppliers in 2020. We aim to have reviewed the sustainability of all our Global Procurement suppliers by 2024. Also, our Procurement staff undergo regular training on sustainability in the supply chain. 93 percent of them did so in 2020.

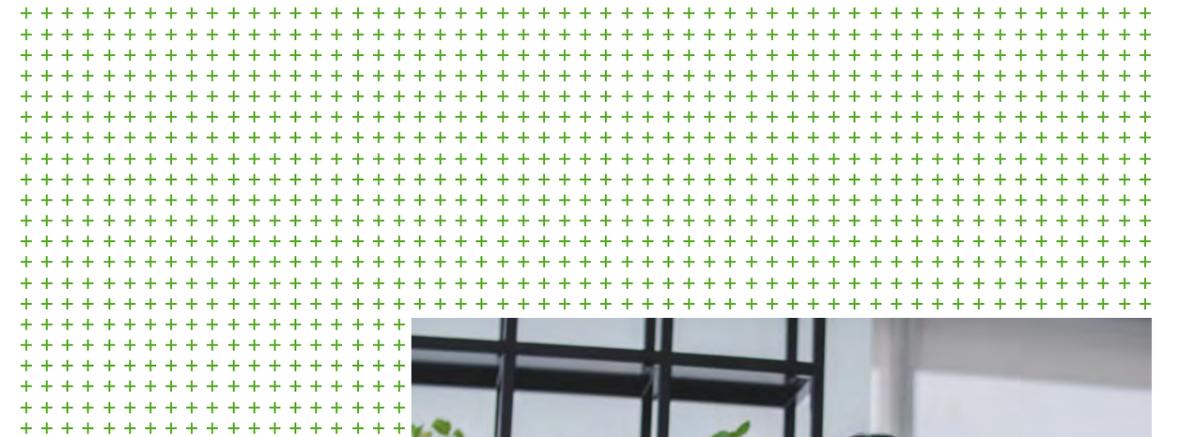


# Strategic innovation and product management

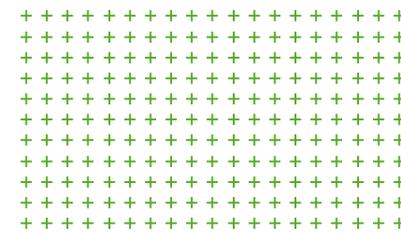
As an expert service provider in the fields of safety, quality and sustainability, we are constantly working to be a preferred partner for future technologies and processes. Innovation and future viability are therefore particularly important to us, and are among our core sustainability principles. We aim to deploy our expertise to provide our partners with the best possible support in meeting the societal challenges and trends of today and tomorrow, including digital transformation, connectivity, and climate change. We are continually developing our services in this context within an increasingly disruptive market environment. This

also includes the sustainability of service provision, such as with regard to resultant CO2 emissions, as well as explicitly sustainability-related services such as the auditing of greenhouse gas balances.

We additionally promote innovation not only through our internal innovation management, but also through cooperation with external partners in the science and research sphere. Focus topics include safety in electric mobility and autonomous driving, clean air, and occupational safety in human-machine interactions in the context of the Internet of Things.



**93%**  
of Global Procurement  
staff received training  
in 2020





# CO<sub>2</sub>-neutral battery cell manufacturing in China

As part of its sustainability partnership with Mercedes-Benz, DEKRA is helping Farasis Energy (Ganzhou) Co. Ltd. to set up a carbon-neutral battery cell manufacturing facility in China. Our sustainability experts will review and upgrade the environmental standards of the new-build battery cell plant. Other planned facilities of the Mercedes-Benz supplier in Bitterfeld-Wolfen, Germany, and in the USA will also be carbon-neutral. The DEKRA experts will carry out neutral verification of actual CO<sub>2</sub> emissions, as well as advising the company on how to avoid them, on their energy procurement, and on carbon-neutral production at the new plants.

**0**  
emissions

**136,600**  
electric cars in  
Germany in 2020

# Safety for sustainable e-mobility

In order to offer our customers comprehensive services in the growing market for electric vehicles as in other fields, DEKRA is employing the Charging Discovery System (CDS) from Californian tech company Keysight. This makes it possible to comprehensively test and certify the different charging technologies in electric vehicles and charging systems. Keysight is supporting automotive and energy companies in the transition to e-mobility with design, testing and validation solutions. The Keysight solutions enable us to improve the safety of electric vehicle traffic based on highly automated testing technology, and to conduct safety, EMC and performance tests. Keysight and DEKRA are active members of the Charging Interface Initiative (CharIN), which aims to promote the establishment of a global standard for charging electric vehicles. Keysight's modular CDS test system enables us to test and evaluate charging interoperability between any electric vehicle and any charging system, and among all component elements of the charging network. By doing this, we are making an important contribution to the search for an ideal global charging standard.





MORITZ GRÄTER

HEAD OF INNOVATION & DIGITALIZATION  
GERMANY  
DEKRA DIGITAL

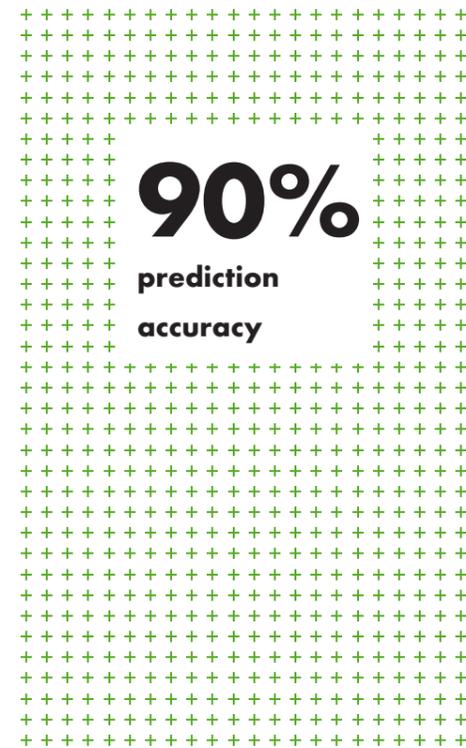
Moritz Gräter is responsible for innovation and digitalization at DEKRA DIGITAL.

# Digital transformation as a driver of innovation

DEKRA's strategy also includes actively leveraging the opportunities offered by digitalization. The focus of this is on trends and technologies such as cyber security, future mobility, Artificial Intelligence, IoT and Big Data. Key cornerstones of this strategy are the innovation activities of the eight Service Divisions, and in the DEKRA DIGITAL innovation unit. The unit acts as a vehicle for new and effective digital ideas, also making extensive use of collaboration with technology startups and other established companies. An international team is engaged in developing new digital safety services at three locations in Europe. One example is the DEKRA Lift Explorer, a retrofit solution for digital remote monitoring of elevators. Based on permanent monitoring, it helps customers to optimize the efficiency of their elevators, avoid unnecessary maintenance, and thus save money.



DEKRA's core services are also becoming increasingly innovative, digitalized, and optimized. A good example is the "DEKRA i2i" damage appraisal app, which enables remote appraisals. Training concepts are also being developed at the DEKRA Academy using virtual and augmented reality. "VALTO 360°" is a Software-as-a-Service platform that provides a visual overview of customers' plant facilities, buildings, assets and equipment, enabling the efficient management of large-scale material testing and inspection, as well as industrial and construction inspection. It eliminates the need for much travel, thus avoiding the associated emissions.



# Early detection of defective vehicle parts

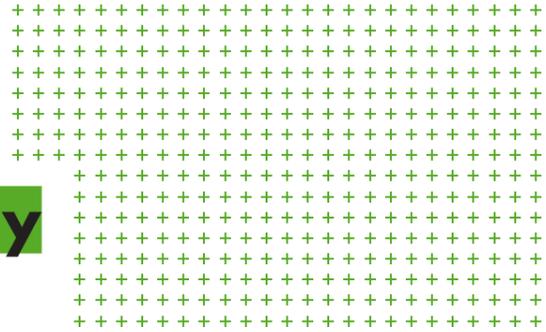
To improve road safety, software experts from DEKRA in New Zealand have developed a prototype AI-based self-learning system capable of predicting when vehicle parts will develop faults. The prototype's predictions are already 90 percent accurate. This opens up business opportunities for DEKRA in the medium term, such as by integrating it into fleet management systems. After all, being able to predict when which components will fail with a high degree of probability means repairs can be carried out promptly and cost-effectively – and thus sustainably – without impacting on road safety.



# DEKRA sustainability services

## Safety creates sustainability

With our broad sustainability portfolio, we are contributing to sustainable development in the environment, the economy, and society. This demonstrates how extensively our experts in the various DEKRA Service Divisions are committed to sustainability through their professionalism and neutrality.



**HERE IS A SELECTION**

**Vehicle Inspection Service Division**

- Vehicle exhaust inspections and emissions testing
- Real-world mobile emissions measurements using PEMS (Portable Emissions Measurement System)

**Product Testing Service Division**

- Product testing and certification with appraisals according to the latest environmental standards
- Investigations of substances, fuels, and recycling materials
- Testing of toys and care products for children according to relevant standards
- Testing and certification of electric vehicles and charging infrastructure

**Industrial Inspection Service Division**

- Environmental and safety inspections of manufacturing facilities
- Air, soil and water pollution analyses by DEKRA measuring stations
- Testing of wind power plants throughout their life cycle
- Inspecting rail operators' infrastructure

## 9 overarching areas are supported by DEKRA environmental protection experts

**Consulting Service Division**

- Consulting and support to improve corporate sustainability
- Critical testing, affirmation and verification of product sustainability (e.g. EPEAT)
- Complete sustainable building portfolio
- Sustainability analysis and evaluation for professional sports clubs

**epeat**  
TM



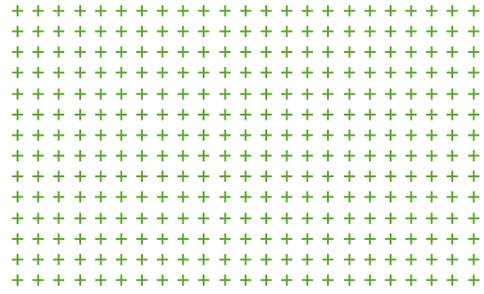
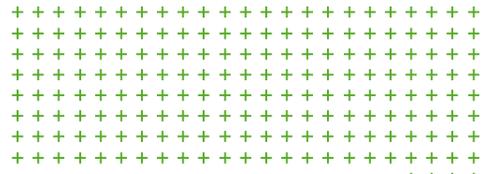
**CORINE N. KANA**  
PRODUCT MANAGER  
GERMANY  
REGION GERMANY

Product manager Corine N. Kana assists with the optimal integration of sustainability and environmental protection for our customers.

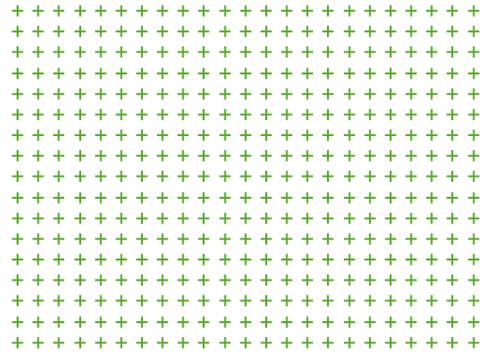


# Trialing an automated minibus

In 2019, experts from the DEKRA Technology Center (DTC) in Kletwitz conducted appraisals as the basis for trials of a driverless minibus on public roads in Wusterhausen/Dosse in the Ostprignitz-Ruppin district of the state of Brandenburg. The second-generation "EasyMile EZ10" model from French manufacturer Ligier has six seats, and can travel at speeds of up to 15 km/h. Extensive testing and inspection was required in order to obtain the vehicle's individual operating permit. This involved measuring standard technical parameters such as the vehicle's brakes, steering, lights, and top speed. The special considerations in respect of automated vehicles were also incorporated. This related in particular to the additional on-board sensor systems for automated driving, as well as the requirements for manual control. Extensive behavioral tests were conducted in automated driving scenarios for this purpose, including with regard to recognition of other road users and infrastructure.



**15**  
km/h  
speed



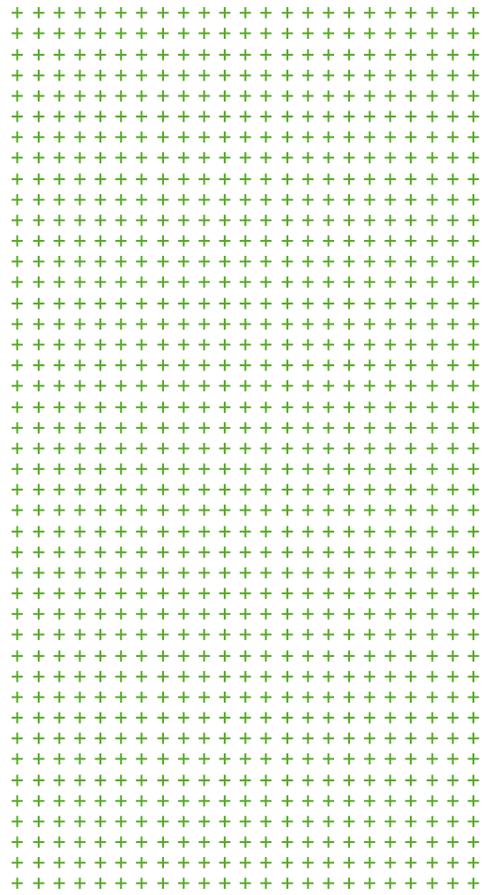
# China: sustainability and safety in the photovoltaic industry



China is one of the world's largest photovoltaic markets, and a center of production for this sustainable form of energy generation. Subsidized by the government, new photovoltaic plants with a capacity of 30.1 GW were installed in 2019, representing a 32 percent increase over the previous year. DEKRA East & South Asia assists and promotes the photovoltaic industry with a broad-ranging and comprehensive portfolio of services, such as product certification, and auditing of supply chains and production facilities in order to ensure the safety of the solar market.

As well as working closely with local testing organizations, DEKRA has set up its own photovoltaic lab in Shanghai to ensure the quality of testing. Customers include almost all the world's leading photovoltaic module manufacturers. Our expertise in renewables helps both established and emerging energy markets to optimally meet the growing demands for "green electricity", and to bring safe and efficient photovoltaic systems to global markets.

DEKRA has also joined the "Green League" of the China Green Supply Chain Alliance (China ECO PV Alliance). The alliance is a collaboration and communication platform that promotes the professional development of a green supply chain for the photovoltaic industry. ECO PV's goal is to apply advanced green photovoltaic technology throughout the life cycle.





# Compliance in practice as a management mission

Neutrality, integrity, reliability, and our global commitment to engage only in "clean" business, are core principles for DEKRA worldwide. With the DEKRA Compliance Guidelines, we have established a globally binding set of rules and standards that require all DEKRA employees to conduct themselves in compliance with the law and the applicable regulations. Our managers must embody authenticity and credibility, and be role models in their adherence to our compliance principles. We have established a compliance whistleblower system in order to monitor and counteract violations of our guidelines. Our employees are all ambassadors for DEKRA. They undergo regular compliance training, with a special focus on

potential risk groups, to ensure that they are well-informed and aware of all relevant issues, and are obligated to ensure that our excellent reputation is maintained, and safety is guaranteed.

Our "DEKRA International Onboarding Program" ensures that new managers quickly familiarize themselves with DEKRA's code of conduct. Compliance also plays a crucial role in the selection of our partners and the businesses we look to acquire. A company that does not operate according to the laws and regulations is culturally incompatible with us. Only companies that permanently adopt our compliance principles can join the DEKRA Group.




**3,750**  
participants in  
compliance training  
courses in 2019



# "Compliance is about values"



Chief Compliance Officer Ulrich Rothfuchs has been working at DEKRA since 2006 to ensure that all management and staff of the international Group embody the attributes of neutrality, integrity and reliability in everything they do, worldwide. Together with his team of around 50 DEKRA legal experts, he imparts the values for which the company stands to managers and employees at all global DEKRA locations, including by means of targeted leadership coaching and communication consulting. Our modern training concept communicates a sustainable corporate culture based on integrity and values on a global level.

## ULRICH ROTHFUCHS

EXECUTIVE VICE PRESIDENT LEGAL,  
COMPLIANCE & DATA PROTECTION  
GERMANY  
CORPORATE FUNCTION LEGAL,  
COMPLIANCE & DATA PROTECTION





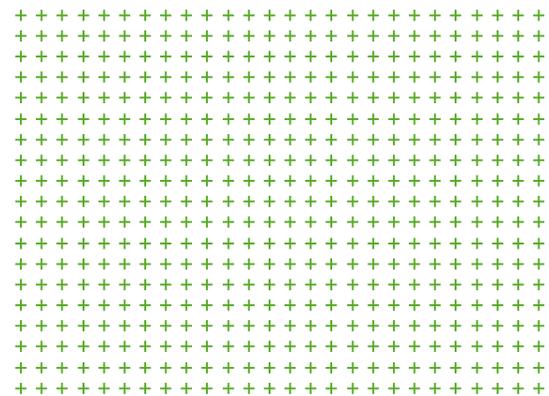
**VERENA ZAMBOTTI**

REGIONAL LEAD COUNSEL  
ITALY  
REGION CENTRAL EAST EUROPE &  
MIDDLE EAST

Verena Zambotti has the role of imparting the values integrity, compliance and sustainability for the DEKRA Region Central East Europe & Middle East.

# Clear rules and processes

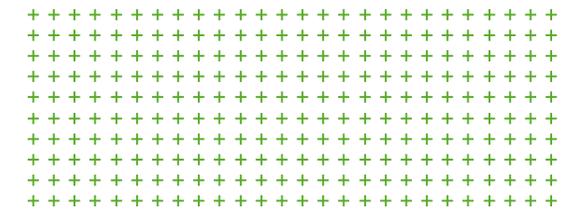
Our culture-focused and values-centric sustainability management approach is based on a framework that incorporates individual standards, guidelines and processes. For example, the DEKRA Environmental and Energy Guidelines and the associated environmental management system stipulate how energy and resource efficiency is to be ensured, monitored and improved. The DEKRA Social Standards are binding as a means of aligning DEKRA with the ILO core labor standards, as well as in relation to issues such as diversity, equal opportunities, discrimination and disadvantage, freedom of association, co-determination, and respect for general human rights. The Occupational Health and Safety Guidelines and the associated internal management system regulate topics relating to the ongoing enhancement of employees' health and safety. The DEKRA Compliance Guidelines bindingly stipulate the responsible, reliable, ethical, and legally compliant conduct of all DEKRA managers and employees. Sustainability standards and processes in procurement and the supply chain are integrated into our Global Procurement. Internal risk management and in-house audits routinely monitor compliance with the relevant standards and processes.



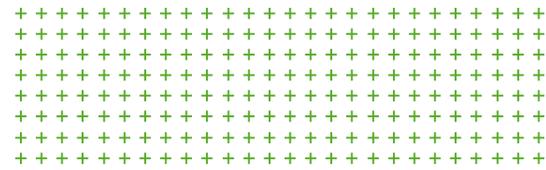
# Annual external compliance audit

DEKRA has been a member of the TIC Council, which emerged from the IFIA and CEOC testing, inspection and certification bodies, since 2014. The Council has drawn up sector-specific codes of conduct. These are regularly reviewed and updated by specially constituted committees. The codes represent uniform rules and processes to be followed by the member companies. Implementation of the TIC Council Compliance Guidelines is embedded in the compliance program of the entire DEKRA Group. DEKRA's global compliance management system is audited annually by external auditors. To fulfill the requirements

of the TIC Council, as well as national and international compliance standards, laws, and regulations, the DEKRA Compliance Program is continually monitored and improved by our international compliance experts within the DEKRA Compliance organization.

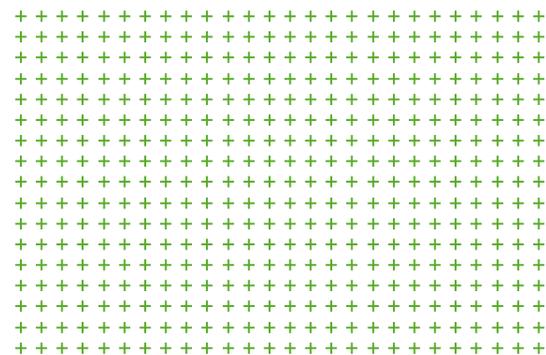


# Ongoing sustainability management



As sustainability is an ongoing process for us, we record all relevant key performance indicators (KPIs), and use them to manage our long-term strategy. That applies to all four strategic areas of DEKRA's sustainability strategy: climate & environment, employees & society, supply & value chain, and management & governance.

Environmental reporting focuses on energy consumption and CO2 emissions data. KPI analysis in relation to water, sewage, waste and recycling will be built up gradually through to 2025. In the social field, we monitor developments in occupational health and safety, and human resources KPIs - including training times. We also conduct analyses in relation to compliance, information security, procurement, and our supply chain.



**KELLIE BOLES**

REGIONAL SUSTAINABILITY MANAGER  
USA  
REGION NORTH AMERICA

The role of Kellie Boles is to integrate the Group sustainability program into DEKRA North America's management standards and processes.

# Wide-ranging incentive systems

Alongside regular pay, agreement on objectives, and management awareness, we offer a variety of incentives to actively promote sustainable behavior and improvements, and to contribute relevant ideas. This is encouraged through means such as DEKRA's Ideas Management and Innovation Management systems, as well as local initiatives. We generally foster sustainability and integrity among our employees through awareness-raising, information, and training. Incentives are also provided by the exemplary conduct of managers, and the general direction of our corporate culture. Sustainability always involves dynamic advances and entails transformation processes. We manage this through our Change Management function.

# Global DEKRA Day 2020

Now in its fifth year, the Global DEKRA Day is held under the motto "Sustainability Driving Business", and comprises an information campaign and an ideas competition on the subject of sustainability. Due to the coronavirus pandemic, this year's DEKRA Day is a digital ideas competition rather than an attended event. Over a period of six weeks starting in September, information packages are being published on the DEKRA Intranet to raise awareness of the issues involved. All DEKRA employees will subsequently be invited to contribute their ideas for conserving resources or improving sustainability within our business or on behalf of our customers.



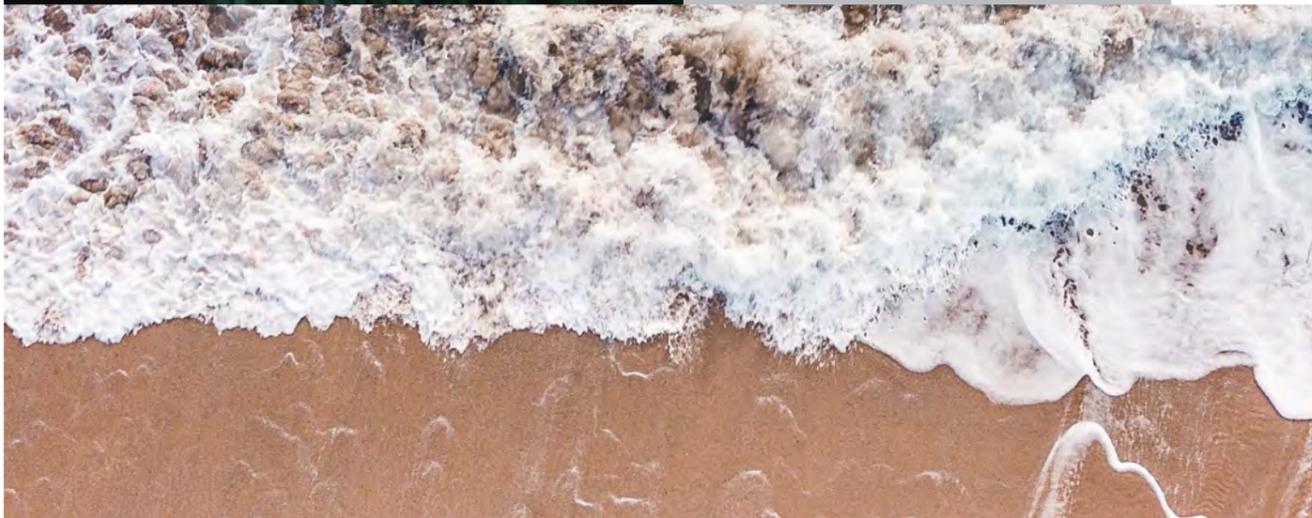
# „Constant change“

"In my role as Change Management Senior Consultant, I am assisting DEKRA from an organizational perspective to successfully manage the change brought about by our markets, customers and stakeholders (Business Sustainability). In doing so, I am supporting DEKRA in its business transformation process to become a global partner for a safe world. Such a transformation is full of challenges. One of them is: "How do we guide people effectively through times of uncertainty and risk caused by change?"

As a "sparring partner" for the responsible change leaders, for example, I provide analysis tools to foster a sound understanding of the change initiative. Building on that, I design strategies to engage the stakeholders in the change process, and ensure that the derived activities are implemented in a structured way. This includes running information events, feedback loops, and mobilization or training elements. Change happens constantly, and is highly emotional. I'm sure that by considering the psychological aspects of a change process we will succeed in implementing sustainable change within our organization. For the benefit of our customers, our suppliers, the public at large, and our partners."



**MEIKE WEIDNER**  
CHANGE MANAGEMENT SENIOR  
CONSULTANT  
GERMANY  
CORPORATE CHANGE MANAGEMENT

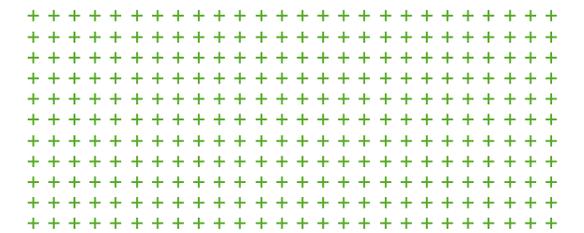


# Frequent dialog with relevant stakeholder groups



Regular communication with our stakeholders is a key element in the ongoing development of our sustainability management. To that end, we maintain intensive dialog with the relevant stakeholder groups: employees, customers, professional bodies, competitors, suppliers, policy-makers, civil society/NGOs, as well as the science and research community. Alongside conducting stakeholder surveys and collaborating in partnership ventures, we glean important information for our sustainability management from continual consultation with corporate management, systematic dialog with relevant specialist departments, and extensive employee surveys. We also disseminate information to our stakeholders through various channels. To mention just a few: the

DEKRA Annual Report, the Sustainability Magazine, our website, our Road Safety and Labor Market Report, our customer magazine DEKRA Solutions, the DEKRA Dialog, as well as in-house channels such as the DEKRA Intranet, the DEKRA Connect collaboration platform, and the employee magazine "DEKRA One".





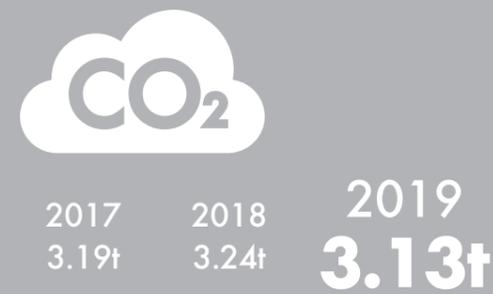
# SUSTAINABILITY IN FIGURES

## CLIMATE & ENVIRONMENT

### CO<sub>2</sub> EMISSIONS

	2017 <sup>5</sup>	2018 <sup>6</sup>	2019 <sup>6</sup>
Total (t CO <sub>2</sub> ):			
Scope 1 <sup>1</sup> :	47,255	48,970	51,163
Scope 2 <sup>2</sup> :	39,044	41,596	41,140
Total (Scope 1 & 2) <sup>3</sup> :	86,299	90,565	92,303
Scope 3 <sup>4</sup> :	38,387	39,678	41,664
Relative (t CO <sub>2</sub> per employee <sup>7</sup> ):			
Scope 1 <sup>1</sup> :	1.74	1.75	1.74
Scope 2 <sup>2</sup> :	1.44	1.49	1.40
Total (Scope 1 & 2) <sup>3</sup> :	3.19	3.24	3.13
Scope 3 <sup>4</sup> :	1.42	1.42	1.41

### EMISSIONS PER EMPLOYEE



Scope 1 and Scope 2.

### MOBILITY

	2017	2018	2019
CO <sub>2</sub> -emissions from business travel (kg/employee):			
Train	1.73	1.18	1.15
Rental cars	24.08	22.25	20.1
Airplane	181.06	182.36	152.21
Total	206.87	205.79	173.46

Scope: DEKRA Germany - The figures for rail, rental car and air travel are based on reports from the relevant contract partners.

### ENERGY CONSUMPTION

	2017 <sup>5</sup>	2018 <sup>6</sup>	2019 <sup>6</sup>
Total (MWh):			
Electricity	77,008	81,238	81,942
Heating	61,046	64,812	64,546
Electricity & heating	138,055	146,050	146,488
Relative (MWh per employee <sup>7</sup> ):			
Electricity	2.84	2.91	2.78
Heating	2.25	2.32	2.19
Electricity & heating	5.10	5.23	4.97

#### DEKRA GROUP

- Scope 1 relates to heat consumption (natural gas, fuel oil, district heating) and fleet emissions (gasoline, diesel, hybrid).
- Scope 2 relates to electricity supply and (electric) vehicle fleet emissions.
- The total emissions include Scope 1 and Scope 2.
- Scope 3 relates to business travel emissions (car, train, plane).
- The 2017 figures were extrapolated based on the trends in employee numbers on basis of the 2018 and 2019 data.
- The data is based on international data collection and extrapolation.
- The employee numbers relate to the „Active Headcount“ (2017: 27,092; 2018: 27,936; 2019: 29,472).

### VEHICLE FLEET

	2017	2018	2019
Ø CO <sub>2</sub> -Emissions per employee (kg) by the DEKRA fleet <sup>1</sup> :	278.82	262.36	261.93
Ø CO <sub>2</sub> -Emissions per vehicle (g/km) by the DEKRA fleet <sup>2</sup> :	124.02	124.09	128.45

- Scope: DEKRA Germany - Based on the contractually agreed annual mileage.
- Scope: DEKRA Germany.

### ENVIRONMENTAL IMPACT

The environmental impact was assessed in 2019 as part of the environmental management system for the major Group companies, which account for 91.5% of employees.

### BUSINESS TRAVEL BY RAIL

million passenger kilometers (long distance)

2017	2018	2019
<b>2,99</b>	<b>3,38</b>	<b>3,62</b>

Scope: DEKRA Germany - Using 100% green electricity from renewable energy sources and thus CO<sub>2</sub>-free (source: Deutsche Bahn).

### MATERIAL USAGE

Paper consumption (sheets/employee)



Scope: DEKRA Germany. The figures represent the annual purchasing volume.

## EMPLOYEES

### NUMBER OF EMPLOYEES

	2017	2018	2019
Total (incl. TE <sup>1</sup> )	44,057	45,197	43,961
Total (excl. TE)	27,092	28,055	29,283
Ø Length of service (in years)	9.7	9.7	9.8

<sup>1</sup> TE=temporary employees of DEKRA Arbeit

Scope employees: DEKRA Group (Group headcount, GHC), excluding TE

### PERSONNEL COSTS (thousand €)

2017	2018	2019
<b>2,021,636</b>	<b>2,189,391</b>	<b>2,227,971</b>

### AGE STRUCTURE

	2017	2018	2019
> 60 years	7.3%	7.8%	8.1%
51-60 years	23.7%	23.6%	23.3%
41-50 years	24.6%	24.6%	24.7%
31-40 years	29.2%	29.6%	29.4%
20-30 years	15.0%	14.2%	14.2%
< 20 years	0.2%	0.2%	0.3%
Ø Age in years	42.5	42.7	42.7

### DIVERSITY

	2017	2018	2019
Breakdown by gender			
Women	27.0%	27.8%	27.3%
Men	73.0%	72.2%	72.7%
Management <sup>1</sup> by gender			
male	82.5%	82.1%	83.0%
female	17.5%	17.9%	17.0%

<sup>1</sup> Managers: Management level 1-3

### TYPE OF EMPLOYMENT

	2017	2018	2019
Type of employment			
Full-time	90.8%	90.8%	90.5%
Part-time	9.2%	9.2%	9.5%

### WORKFORCE BREAKDOWN

	2017	2018	2019
Europe (incl. Germany)	22,517	23,687	24,681
North America	557	552	578
South America	292	282	307
Africa	1,236	937	959
Asia	1,461	1,572	1,706
Australia/Oceania	1,029	1,025	1,052

Scope: DEKRA Group excluding TE

## NUMBER OF NATIONALITIES



2017 2018 2019  
88 91 **102**

## EMPLOYEE FEEDBACK

> **19,000**

	2017	2018	2019
Number of participants	16,119	-	19,578
Participation rate	63.8%	-	72%

Participation in DEKRA global employee survey in 2019 (conducted every two years).

Scope: DEKRA GROUP excl. TE

## INTERNATIONALISM

	2017	2018	2019
Number of nationalities in the Executive Committee	6	10	9
Number of nationalities in General Management	25	26	30
Percentage international executives on the Executive Committee	33%	42%	43%
Percentage international executives in General Management	45%	46%	49%

## QUALIFICATION

	2017	2018	2019
Training costs (thousand €) <sup>1</sup>	20,360	18,736	19,188
Training by DEKRA Automobil: <sup>2</sup>			
Number of centrally organized events	2,797	2,796	2,817
Number of bookings	21,336	22,141	25,591
Participant days	56,918	58,779	66,391

Percentage of employees undergoing career- or qualification-related training in 2019:<sup>3</sup> 84%

<sup>1</sup> Includes the external service costs of the DEKRA Group excluding TE, and additionally in-house services of DEKRA Automobil GmbH.

<sup>2</sup> These figures have to date been reliably recorded for the largest DEKRA company, DEKRA Automobil GmbH.

<sup>3</sup> Scope: DEKRA Group excluding TE. Result of a systematic internal HR survey across the main companies covering almost 80% of our total workforce.

## OCCUPATIONAL SAFETY

## WORKPLACE ACCIDENTS

	2017	2018	2019
Number of workplace accidents and fatalities			
Workplace accidents <sup>1</sup>	243	385	420
Fatalities <sup>2</sup>	0	0	1

<sup>1</sup> Workplace accidents entailing at least one day's absence or seeing a doctor

<sup>2</sup> Number of fatalities from work-related injuries

<sup>3</sup> Total days lost / Total accidents

<sup>4</sup> Number of registered accidents x 200,000/number of hours actually worked

Scope: Excl. DEKRA Arbeit TE

SEVERITY OF ACCIDENTS<sup>3</sup>

2017 **19.3** 2018 **17.6** 2019 **15.6**

## WORK INJURIES

	2017	2018	2019
Rate of notifiable work-related injuries <sup>4</sup>	1.01	1.53	1.6

## MANAGEMENT &amp; GOVERNANCE

## SALES (million €)

	2017	2018	2019
	<b>3,134,8</b>	<b>3,340,5</b>	<b>3,409,0</b>

## RESULT

	2017	2018	2019
EBIT in million €	236.1	242.3	227.1
Adjusted			
EBIT margin in %	7.5	7.3	6.7

## COMPLIANCE

	2017	2018	2019
Training participants	2,700	2,700	3,750

## STAKEHOLDER DIALOG

> **100**

Over 100 stakeholders from all stakeholder groups participated in our systematic stakeholder survey in 2020.

## SUSTAINABILITY RISK ASSESSMENT

	2017	2018	2019
Percentage of companies conducting sustainability risk assessment	96.9%	100.0%	76.4%

Companies included via the internal risk management processes and by responding to the related risk survey (self-assessment questionnaire). This risk assessment includes a category on sustainability and sustainability-related aspects in the areas of environment, employees, occupational health and safety, and compliance. In 2017 and 2018, companies with annual sales of > €5 million were included; since 2019, all companies are included

## CAPITAL INVESTMENTS (million €)

	2017	2018	2019
	<b>89.2</b>	<b>123.7</b>	<b>128.2</b>

Investments in property, plant and equipment, and intangible assets, excluding corporate acquisitions

## MANAGEMENT SYSTEM CERTIFICATES

	2019
Occupational health and safety management	18
Environmental management	18

## NUMBER OF ACCREDITATIONS

	2017	2018	2019
	329	350	400

## SUPPLY CHAIN

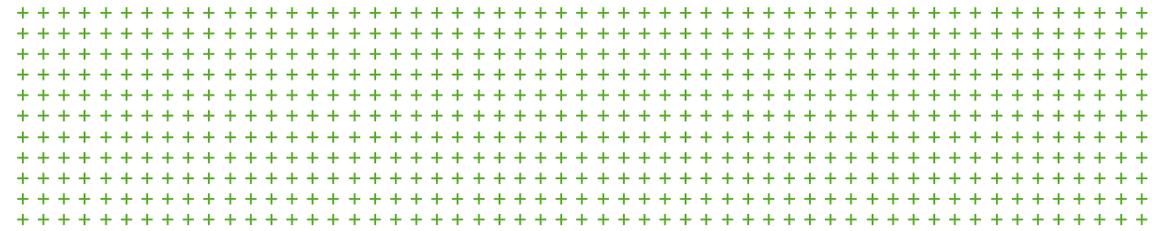
	2020
Percentage of Global Procurement staff trained in sustainability	93%
Number of supplier audits	15

**100%**

All our Global Procurement suppliers are obligated to comply with our sustainability requirements by our General Terms and Conditions of Purchase.

Since the DEKRA Sustainability Supplier Code of Conduct came into force in June 2020, all our Global Procurement suppliers have been explicitly obligated to comply with it.

The Sustainability Code & UNGC index



# SUSTAINABILITY STANDARDS



The Sustainability Code index

DEKRA bases its sustainability reporting on the criteria of The Sustainability Code. The Sustainability Code provides a reporting framework that can be used by organizations and companies of all sizes and legal forms. The Sustainability Code was initiated by the German Council for Sustainable Development (RNE), an advisory body of the German federal government. DEKRA is a mentor to The Sustainability Code, supporting other companies in relation to it. The following index indicates the points in this magazine that refer to The Sustainability Code criteria:

4 AREAS / 20 Criteria	Page	ENVIRONMENT	Page
<b>STRATEGY</b>			
1. Strategic Analysis and Action	7, 10-15	11. Usage of Natural Resources	25-37, 82-83
2. Materiality	13-15, 79, 85	12. Resource Management	25-37
3. Objectives	5, 10, 19-24	13. Climate-relevant Emissions	25-37, 82-83
4. Depth of the Value Chain	54-56, 85	<b>SOCIETY</b>	
<b>PROCESS MANAGEMENT</b>			
5. Responsibility	5, 7, 71	14. Employee Rights	38, 42-43, 45-46, 83-84
6. Rules and Processes	17, 70-71, 74	15. Equal Opportunities	42, 83-84
7. Control	76, 82-85	16. Qualifications	38-41, 47-49, 83-84
8. Incentive Schemes	77-78	17. Human Rights	42-45
9. Stakeholder Engagement	13-15, 79	18. Corporate Citizenship	35-37, 50-53
10. Innovation and Product Management	54-55, 57-69	19. Political Influence	81
		20. Conduct that Complies with the Law and Policy	72-75, 85

UNGC-Index

DEKRA supports the 10 principles of the UN Global Compact (UNGC). The UNGC is the world's largest initiative for responsible corporate governance. Based on 10 universal principles, and the Sustainable Development Goals (SDGs), it pursues the vision of an inclusive and sustainable global economy for the benefit of all people, communities and markets, now and in the future. Our UNGC index indicates the points in this magazine that refer to the UNGC principles:

UNGC principles	Page
1. Businesses should support and respect the protection of internationally proclaimed human rights.	42-45
2. Businesses should make sure that they are not complicit in human rights abuses.	42-45, 56
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	45-46
4. Businesses should work towards the elimination of all forms of forced and compulsory labor.	45
5. Businesses should work towards the effective abolition of child labor.	45
6. Businesses should work towards the elimination of discrimination in respect of employment and occupation.	42-43, 45
7. Businesses should support a precautionary approach to environmental challenges.	25-37
8. Businesses should undertake initiatives to promote greater environmental responsibility.	25-37
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	25-37, 54-69
10. Businesses should work against corruption in all its forms, including extortion and bribery.	72-75



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2020

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