

Safety is sustainable



Mit Sicherheit
nachhaltig

Seguridad
sostenible

安全是可
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La sicurezza è
sostenibile

La sécurité, un
développement durable

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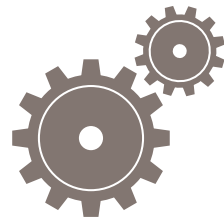
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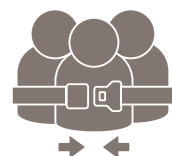
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Dear Ladies and Gentlemen,

DEKRA acts in a sustainably successful and responsible manner toward society and the environment. This also means that our corporate mission makes a positive contribution to society. Through our professional and independent expert services, our employees ensure greater safety on the road, at work and at home.

Over the last thirteen years DEKRA has seen steady growth and has evolved into one of the world's leading partners for safety. In a complex environment, with technology changing at an ever faster pace, we are the global partner for a safe world. We support society wherever our greatest strengths and competences lie. We promote the safety of people, technology and the environment through the daily commitment of our expert organization day in, day out.

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**Safety is a
prerequisite
for sustainable
development.**

For us, safety and sustainability are inextricably linked, both within the company and externally. We guarantee safe and fair business relations, ensure minimum social and ecological standards in our value chain, and foster innovation for the safety of tomorrow. We offer attractive and secure jobs and are committed to the environment and society.

Last year we once again forged ahead in developing our sustainability management. We take guidance from the criteria of the Sustainability Code and strengthen our own individual sustainability profile. Top of the list here is our contribution to more safety throughout the world and in the future as well.

In the following report, we provide information on our strategy and performance in the area of sustainability and elaborate on the clear connection between sustainability and safety. We introduce a few people who exemplify the face of sustainability, present you with international snapshots of sustainability from our companies, and let experts talk about the current challenges to society for which we offer solutions.

Sincerely,

STEFAN KÖLBL
Chairman of the Management Board
DEKRA e.V. and DEKRA SE



Responsible Corporate Governance



Responsible corporate governance underpins the success of DEKRA's business. As an independent expert organization specializing in safety, DEKRA has a special responsibility to society. Sustainability and compliance are therefore important values for securing action built on integrity and reliability, as well as long-term company success.

SUSTAINABILITY MANAGEMENT

As a company, DEKRA benefits from sustainable development in business, the environment and society. The company's aspiration is to make a contribution to sustainable development through its services: DEKRA promotes safety in all walks of life and offers expert services to do this – among others, in the areas of transportation, occupational health and safety, training and further education, as well as in environment and energy management. Our sustainability management is geared to enabling

DEKRA to engage in continuous development as a responsible company.

MATERIALITY

DEKRA works systematically on making a contribution to sustainability along the entire value chain. DEKRA's sustainability management is structured into six central action areas: Responsible Corporate Governance, Value Creation, Innovation & Future Viability, Employees, Environment as well as Society & Safety. DEKRA attaches great importance to economic as well as to social and ecological sustainability aspects.

Responsible Corporate Governance



AND Safety

At DEKRA responsible management results in greater safety: compliance, data protection and sustainability, as well as regular dialog with stakeholders make an important contribution here. This approach leads to secure business relationships, permanent company success and secure jobs while safeguarding DEKRA's values such as integrity, responsibility and impartiality.



FACE OF SUSTAINABILITY



Serge Kowouvih

In-house Legal Counsel and Compliance Manager, DEKRA France

As regional Compliance Officer since 2013, Serge ensures that DEKRA's values are considered in its business activities. He is responsible for the countries of France, Portugal and Morocco. DEKRA's culture with its set of values is effectively transmitted to the employees through compliance training, and in particular through Compliance Leadership Dialog. Serge's commitment also contributes to DEKRA's success in credibly integrating compliance into daily business.

A key influence here emanates from the aspect of safety that is becoming increasingly important in an environment characterized by ever advancing networking and complexity. Safety is therefore the centerpiece of DEKRA's corporate strategy.

SUSTAINABILITY ORGANIZATION

DEKRA takes account of sustainability in its entire business operations. The main responsibility for sustainability rests with the company's Management Board. The Corporate Sustainability Division reports directly to the Chairman of the Management Board. The head of the "Legal, Compliance and Group Data Protection" is in charge of overseeing sustainability management. The competent experts in the areas of sustainability work in close coordination with the division.

RULES AND PROCESSES

Sustainability is an integral part of DEKRA's corporate processes. The DEKRA Compliance Guidelines are binding on all employees and govern their responsible, reliable and ethical conduct. In addition, DEKRA's sustainability principles determine the company's respective strategy. The General Terms and Conditions of Purchase define the sustainability requirements placed on DEKRA suppliers. Establishing and developing groupwide sustainability performance indicators is carried out with a focus on the areas of employees, occupational safety, as well as on environment and energy management. DEKRA's key performance indicators are recorded step by step and used for monitoring and controlling long-term orientation geared to sustainability.

The Corporate Sustainability Division and the respective specialist departments review the performance indicators and assess them together. In coordination with management, these indicators are translated into the formulation of goals and measures.

COMPLIANCE AND DATA PROTECTION

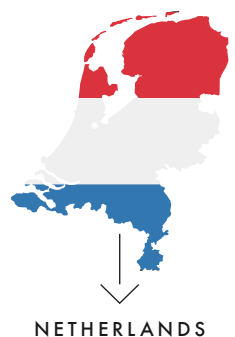
DEKRA operates its own individual compliance management anchored in its culture and values and, in doing so, places great emphasis on its managers setting an example every day in the way they practice compliance. DEKRA's compliance policy provides for binding minimum standards as well as guidance for employees and business partners with a view to facilitating their compliance with the law, legal standards and ethical principles on each and every continent. Naturally, the topic of data protection and data privacy is also part of responsible corporate governance. DEKRA has established a groupwide data protection and data security organization and has put the relevant processes in place in order to respond appropriately to increasing demands in the future.

INCENTIVES

Sustainable corporate government is geared to ensure the long-term competitiveness of the company and secure jobs. This forms part of the incentive policy and goals agreed with the managers. The supervisory bodies supervise management in the context of their statutory

> **1,300** participants in the Compliance Leadership Dialog 2016

Holistic sustainability management



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sustainability measures specific to the location were implemented by DEKRA Claims & Expertise

Beyond the central sustainability management, the topic is also addressed by the individual DEKRA companies, taking account of the respective location. At DEKRA Claims & Expertise in the Netherlands, for instance, sustainability was systematically integrated into everyday business at an early stage and, based on a detailed materiality analysis, a package of measures was implemented in the areas of environment, employees and integrity. Great success has already been achieved with the topics of CO₂ emissions and employee health.

obligations and also as regards sustainable corporate development. In general, DEKRA promotes the sustainable and ethical conduct of its employees by raising their awareness through information, training and education. Incentives are also created by the exemplary conduct of managers, along with the general strategic alignment of DEKRA's values and corporate culture.



ULRICH ROTHFUCHS
Director of Legal, Compliance and Data Protection

OPPORTUNITY AND RISK MANAGEMENT

It is particularly important for DEKRA as an independent expert organization to earn public confidence through the integrity of its conduct. Opportunities and risks are considered in the context of sustainable development in all areas of the company and extensively analyzed. The Corporate Sustainability Division supports all units of the company in this task. The direct connection to management enables potential risks and opportunities to be dealt with accordingly. Every year a groupwide survey and analysis of risk investigates and assesses business risks for DEKRA, also in terms of fair business practices as well as the challenges arising from the environment and society. The central units of the company analyze opportunities and risks on a continuous basis to ensure DEKRA's sustainable development.

“We view sustainability as responsible and future-oriented management with an individual set of priorities focused on our values.”

STAKEHOLDER COMMUNICATION

Along with the internal analysis DEKRA also sources important information on sustainability-related opportunities and risks through maintaining dialog with the company's internal and external stakeholders. The regular exchange with the stakeholders constitutes an important component of sustainability management. The insights gained assist in recognizing the potential and the challenges involved in sustainable development and help DEKRA to evolve important areas for action.

OBJECTIVES

DEKRA endeavors to secure long-term success and to be the global partner for a safe world. This is the goal that the company defined in its “Vision 2025”. Sustainable successful development also requires DEKRA to continuously improve its sustainability performance. As regards communication with its stakeholders, DEKRA strives to foster dialog systematically and initiate an innovative exchange on the challenges and opportunities in the areas of sustainability and safety.

Our goal: better air

Jürgen Bachmann, head of DEKRA Automobil GmbH's accredited measuring body for environmental protection on combating air pollutants.



JÜRGEN BACHMANN

What many people do not know: DEKRA has operated environmental protection on behalf of its customers for more than 30 years. From the emission of air pollutants through to dispersion and on to imission – DEKRA monitors whether prescribed limits are complied with. In this way, we are making a contribution to the sustainable preservation of our environment. An example that comes to mind is the sky over the Ruhr area which is now blue again, where chimneys no longer belch smoke and pollute the air. This progress was achieved by the stringent application of the new administrative regulation, known as “TA Luft” (German Clean Air Act) on air pollution control in 1972. It is still setting development standards in environmental protection today where industrial plants and facilities are concerned. The focus has meanwhile shifted to other areas of air pollution control. Nowadays, traffic as an emission source that should not be underestimated is under scrutiny, particularly in the area of particulate matter. The tenet now is to achieve progress comparable to what has been achieved in industry at plant level.

STORY

DEKRA coordinates trials designed to combat particulate matter

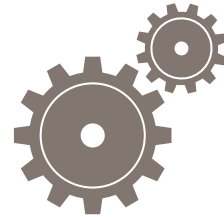
Stuttgart's particulate matter air pollution problem is making headlines across Germany. Alleviating this pollution sustainably and over the long-term has not been possible so far. Particulate matter is mainly produced by tire and brake abrasion and through resuspension. DEKRA is therefore investigating whether it would be possible to eliminate these larger particles through regular, deep cleaning of the streets before these particles are “ground” into particulate matter. DEKRA experts proposed large-scale trial cleaning. DEKRA Automotive Board member Clemens Klinke suggested to Stuttgart's Lord Mayor Fritz Kuhn that the expert organization coordinates this experiment. The offer was accepted by the City of

Stuttgart. Together with the City and the street cleaning specialists from Faun, Kärcher and Reuther, DEKRA carried out a cleaning trial lasting five weeks and accompanied the project with extensive measurements and laboratory analyses. The results of the promising experiment are currently being evaluated by DEKRA experts.



Stuttgart's Lord Mayor Fritz Kuhn (l.) and DEKRA Automotive Board member Clemens Klinke give the go-ahead for the particulate matter experiment.

Value Creation



DEKRA creates added value for society and the environment through its work in the service of safety. Fundamental values such as integrity, reliability and impartiality, as well as compliance with ethical, social and ecological standards, are basic prerequisites for DEKRA's work and business relations. Sustainability plays a key role along the entire value chain.

VALUE CHAIN

From procurement and internal processes through to customer relations – DEKRA assumes responsibility for the entire value chain. As a service company, DEKRA has a comparatively simple value/supply chain. DEKRA nevertheless places importance on suppliers observing its requirements concerning sustainability, quality, reliability and integrity. In developing services and creating new ones,

DEKRA ensures a positive contribution to sustainable development.

DEKRA creates sustainable added value for its customers. Long-term, fair customer relations form the basis of the company's successful business. For DEKRA this means that the company maintains constant dialog with the customer and works on fulfilling customer requirements to even higher standards. Customer satisfaction takes the highest priority with DEKRA.

Value Creation



DEKRA places key emphasis on safety along the entire value chain. Safety in the value chain also encompasses suppliers' compliance with sustainability requirements, such as occupational safety standards. Internally, DEKRA ensures the reliability of processes and services through quality management. With regard to customers, DEKRA ensures greater safety through its daily work as an expert service provider.



FACE OF SUSTAINABILITY

Christina Bocher

Senior Project Manager,
DEKRA Assurance Services



Christina is an expert in sustainability services at DEKRA. She is an elected member of the US Green Electronic Council's EPEAT Advisory Council. EPEAT is a global IT eco-label for sustainable electronic products. DEKRA supports companies wishing to obtain this label through technical advisory, analytical product testing, assessments and supply chain communication. As a European expert representative on this council, Christina contributes to the dissemination of sustainable electronic products and to greater transparency in the value chain.

SUPPLIER RELATIONS

DEKRA attaches great importance to good business relations with its suppliers based on trust and partnership. Bilateral communication with suppliers and monitoring the supply chain are aimed at excluding process-related and quality risks. DEKRA requires its suppliers and subcontractors to comply with recognized sustainability standards in its procurement policy. This is laid down by DEKRA in its general terms and conditions.

Obligation clauses demand behavior that is aware from a social, economic and ecological standpoint. DEKRA reviews the performance of its direct suppliers through the acceptance of procurement conditions, suppliers' self assessment, supplier ratings, and by way of needs based and risk based audits. Along with process and quality criteria, supplier audits also focus on topics relevant for sustainability, such as product stewardship and the environmental impacts along the product life cycle.

HUMAN RIGHTS AND SOCIAL STANDARDS

Compliance with human rights is a natural imperative in alignment with DEKRA. The company commits to the prohibition of any form of forced labor, slavery or human trafficking, and actively combats this. DEKRA requires that providing and guaranteeing safe and healthy working conditions is guaranteed and does not tolerate discrimination of any kind. The company is expressly committed to fostering equal opportunities.

DEKRA expects its suppliers and theirs in turn to respect the rights of their employees and observe

the respective national and international laws, rules and regulations and guidelines. This includes the guidelines of the International Labour Organization (ILO), the Universal Declaration of Human Rights of the General Assembly of the United Nations and the European Human Rights Conventions.

QUALITY MANAGEMENT

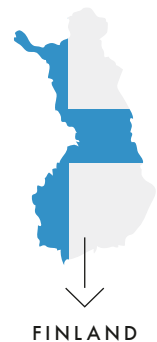
DEKRA quality management works throughout the group to improve the efficiency and quality of the processes and services on a continuous basis. For instance, the processes in the individual Group units are regularly reviewed in internal and external audits. The management of risk is also an important part of quality assurance. DEKRA considers identifying and assessing risks at an early stage important so as to be able to take suitable countermeasures.

DEKRA consistently and systematically records risks for all business units and companies. The relevant authorities and the accreditation and certification authorities in the various service areas monitor the respective organization units. All areas of the company work continuously on improving internal processes with regard to sustainability, with the support of central functions such as quality management, as well as the areas of EHS (Environment, Health, Safety), Compliance and Sustainability.

CUSTOMER DIALOG AND CUSTOMER SATISFACTION

Good and fair customer relations are one of the key components underpinning DEKRA's success. For the company, this means remaining in

Sustainable customer relations



100
percent commitment to
DEKRA customers

Fostering good customer relations also takes high priority at DEKRA Industrial in Finland. Feedback from partners is obtained from regular personal meetings. In addition, written questionnaires and satisfaction analyses are carried out and made available on the complaints portal. This is one way that DEKRA continually improves its services and customer service, as well as partnership based business relations.

constant dialog with customers and working consistently on ensuring customer satisfaction. DEKRA expert services are intended to create sustainable added value for customers.

DEKRA communicates regularly not only with suppliers and internal stakeholders but also with customers. In these activities, it is important to understand customers' sustainability requirements and to explain DEKRA's approach to sustainability. Trust and partnership based dialog with customers is accompanied by systematic activities in the field of customer satisfaction

analyses. The DEKRA companies assess customer satisfaction with specific reference to the service or sector and derive appropriate measures.

A salient example is the extensive customer satisfaction survey that DEKRA carried out in France in 2016. More than 7,500 telephone interviews were carried out with customers by 154 branches of DEKRA Automotive SA in the area of vehicle inspection. The findings were collated, evaluated and translated into action plans. The company's efforts were recognized in this case by the generally high level of satisfaction and the strong trust in DEKRA's reliability.

OBJECTIVES

In the area of value creation, DEKRA pursues the goal of integrating and monitoring sustainability requirements in the groupwide supply chain as well as in internal processes.



RALF SCHWERIN
Head of Central
Procurement



ERIK WAKOLBINGER
Head of Group Sales



“Sustainability also means adhering to social and ecological standards along the value chain and trust based cooperation with our suppliers and customers.”

Occupational safety along the value chain

Dr. Annette Niederfranke, Director of the International Labour Organization (ILO) in Berlin, on the goal of continually improving working and living conditions in companies and supply chains all over the world.



DR. ANNETTE NIEDERFRANKE

Sustainable development, domestic as well as international, is underpinned by safe and good living and working conditions. Precarious and dangerous living and working conditions are not only detrimental to human dignity and physical integrity, but also incur negative economic consequences. Companies have a special responsibility here – toward their own employees, with regard to those involved in the supply chain, and in terms of consumers and society. The globally recognized labor standards of the International Labour Organization (ILO) provide a framework that is instrumental in improving specific conditions. It is the goal of the ILO to implement humane labor and social standards on a global scale. At this juncture, DEKRA also makes an important contribution as an expert organization for safety in coming closer to achieving this goal. DEKRA's services in the area of occupational health and safety are outstanding and exemplary.

STORY

Safety culture

What actions and measures are taken for the occupational health and safety of employees in companies and their supply chains? These questions are investigated by DEKRA in the context of extensive studies such as the Work Safety Barometer 2016 recently published in France. This study provides an overview of the status of occupational health and safety as well as current trends and challenges. Organizational and behavior-related measures on the way to a holistic, comprehensive safety culture hold major improvement potential. DEKRA's consultancy experts support companies all over the world in building up and living this kind of entrepreneurial "culture of safety". DEKRA also gives professional advice on occupational health and safety, qualifies and provides health and safety officers, as well as occupational health care, and certifies occupational safety management

systems in companies. These are only a few examples of the extensive expertise of DEKRA in the area of occupational health and safety.



Occupational safety plays an important role in the value chains of companies all over the world.

Innovation & Future Viability



For DEKRA innovation and future viability are of strategic importance. The company continuously develops its expertise against the backdrop of digitalization and connectivity and, in doing so, will remain an independent partner for more safety in the future as well. DEKRA promotes innovation within the company, through internal approaches as well as through cooperation activities with external partners.

INNOVATION ENVIRONMENT

Over the past years, global technological developments have brought about a sea change in the world. Digitalization and connectivity continue to drive this change forward. New players and solutions are entering the market. This opens up new opportunities that DEKRA seizes with its innovation management. In this instance, it is not only about advanced technologies, but also often about innovative processes and services that can be implemented in the form of new business models. Sustainability and innovation

always go hand in hand in these activities: "Sustainability means strategic preparation for the future and safeguarding tomorrow's competitiveness through continual adaptations to the changes in technology, as well as through one's own innovations," says Mark Thomä, Director Strategic Marketing and Sales.

INNOVATION MANAGEMENT

The "Innovation Strategy & Processes" initiative was launched as part of DEKRA's corporate strategy 2020. The aim of this initiative is to establish

DEKRA promotes innovations for safety. New and increasingly networked technologies and processes also necessitate new safety solutions. Innovative safety concepts are therefore particularly important for DEKRA as an expert organization. DEKRA also works with external partners on solutions for future challenges. In this way, innovations are contributing to securing the future of the company.

Innovation & Future Viability



AND Safety



FACE OF SUSTAINABILITY



Diego Lebrón

Expert for connectivity testing, DEKRA Spain

Diego takes already care today of the safety of tomorrow's technologies. In DEKRA's test laboratory in Málaga/Spain, Diego and his colleagues test safety standards for connectivity and the Internet of Things. In order to give innovative minds such as Diego the scope they need, DEKRA invests in new facilities, testing services as well as research and development activities focused on new wireless technologies. In this way, services relevant for the Internet of Things and connected driving can be combined and further developed.

structures to secure effective innovation management within the company, with emphasis placed on developing an agile innovation process. Cross-company project teams are accompanied by the central Innovation Department and receive support in implementing their ideas through workshops and training. The innovation projects are geared to improving existing business models and processes and to developing new digital business models. Digitalization necessitates thinking and acting out of the box and at times also the courage to accept that ideas may possibly fail. An innovative organization structure and culture is essential here.

INNOVATION AS COMPETITION

Innovation is the result of competing new ideas. For this reason, DEKRA supports internal and cross-company competitions revolving around innovation topics. DEKRA's groupwide ideas management gives all employees the opportunity of contributing their innovative ideas. The best suggestions are rewarded and implemented. In France, employee contributions in 2016 were awarded the "Trophée de l'Innovation". One prize was conferred on a ride-sharing portal, an online platform for business trips between DEKRA locations.

Innovative approaches are also awarded the "DeutscherIdeenPreis" of the German Institute of Business Management (DIB). DIB is part of DEKRA's Personnel Business Unit and offers training and continuous professional development in business and management. The winner of the overall prize in 2016 is the "E-BikeBody" project for recyclable e-bikes. Furthermore, special ideas

concerning the environment and start-ups also won prizes.

COOPERATIONS AND PARTNERSHIPS

DEKRA also works with partners from the business and research communities in order to develop holistic, comprehensive innovations. Particularly effective results can be achieved through interdisciplinary work on joint projects. This is why DEKRA cooperates with institutes, initiatives and universities all over the world.

This also includes cooperative activities with Fraunhofer Society institutes on Industry 4.0 and safety, for instance. In Taiwan's Hsinchu, DEKRA cooperates with the National Chiao Tung University (NCTU) and the Industrial Technology Research Institute (ITRI) on topics concerning the Internet of Things in order to further extend its competence in the "Internet of Vehicles" area. In the US, DEKRA joined forces with the Campbell Institute of the National Safety Councils to work on future challenges arising from occupational and organizational safety. In Sweden, DEKRA is participating in a project of the state-run innovation agency Vinnova on digitalization in the field of the circular economy.

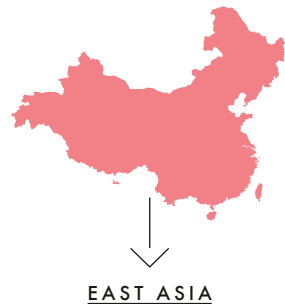
Together with Karlsruhe Institute of Technology (KIT) and other partners, DEKRA is collaborating in the automated driving area under the "Omni-Steer" project funded by the German Federal Ministry of Education and Research (BMBF). The aim of the project is to develop the automated driving functions of electric vehicles.

CONNECTIVITY AND DIGITALIZATION



are also trend setters for DEKRA

Testing expertise for a digital world



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new high-tech laboratories were opened in East Asia by DEKRA in 2016

DEKRA tests safety in the high-growth area of the Internet of Things in cutting-edge testing laboratories. DEKRA has experienced strong growth in this topic area, particularly in East Asia. Among other things, DEKRA experts investigate the electromagnetic compatibility of connected electrical driving, the safety of wireless technologies and electrical safety. In the process, DEKRA has evolved into a leading provider in the field of connectivity and interoperability in East Asia. In 2017 as well, DEKRA will be opening new and innovative test laboratories.

DEKRA also cooperates with the West Saxony University of Applied Sciences in Zwickau. Activities include a unique test bench for testing automated driving functions, among other things. DEKRA's intention here is to promote the transfer of information and know-how on innovative assistance systems and developments toward automated driving.

In addition, DEKRA is also active in the leading-edge Electromobility South-West cluster of companies and research institutes in the four innovation areas of vehicle, energy, information and communications technology, as well as production. For example, a diagnostic system for electric cars was developed in cooperation with Bosch and the Fraunhofer Institute for High

Speed Dynamics, EMI, with the aim of facilitating the most efficient repair possible.

The Clean Mobility Center founded in Arnhem, Netherlands in April 2016 views itself as a European center of innovation where partners can share their knowledge and their skill and evolve together. Along with DEKRA, the founders of the Clean Mobility Center include consultancy companies, electromobility companies and universities. A project focused on developing electrified (sub)urban public transport systems features among the center's first activities.

FUTURE VIABILITY

For DEKRA key topics in the field of innovation and digitalization comprise the Internet of Things, connectivity, autonomous driving and sustainable mobility. The company develops solutions with regard to safety in these areas on an ongoing basis. With the development and checking of safety solutions for future technologies, systems and processes, the company contributes to the future viability of the business community, environment and society.

OBJECTIVES

DEKRA intends to future proof itself in a sustainable way, inspire its customers and achieve economic success. Now and in future, the company strives to contribute to safety and sustainability in society and the environment through innovations and expanding cooperation with key strategic partners.



IVO RAUH
Member of the Management Board DEKRA SE, Head of the DEKRA Industrial Business Unit

↓
"Sustainability means developing safety innovations for future topics, in particular in the areas of digitalization, connectivity and the Internet of Things."

The future of work

University Professor Dr.-Ing. Thomas Bauernhansl, head of the Fraunhofer Institute for Manufacturing Engineering and Automation IPA, describes the opportunities and challenges inherent in future work processes.

With the digitalization of value creation and the Internet of Things, new possibilities for shaping the world of work are emerging. The employee tasks are changing from operational planning and control of activities toward more strategically oriented activities: context management. Not only the content of work is changing, the possibility of making the workplace more productive and safer is also arising, of setting it up so ergonomically that employee health is safeguarded. It is much easier to factor in the personal requirements of employees, through personalized training via assistance systems, for example, during the process of creating value. The future trends in the context of Industry 4.0 are aimed, among other things, at safe production work, effectively avoiding accidents, and at an intelligent prevention of occupational diseases. Together with DEKRA, Fraunhofer is developing solutions for the future of work in the context of this scope for innovation.



UNIV.-PROF. DR.-ING.
THOMAS BAUERNHANSL

STORY

Smart safety

DEKRA is committed to promoting innovative occupational safety concepts in the age of digitalization and Industry 4.0. In the context of an innovation partnership initiated by DEKRA with the Fraunhofer Institute for Manufacturing Engineering and Automation IPA and Industrial Engineering IAO, procedures are being developed to prevent occupational accidents in man/machine interaction. The "Future Work Lab" in Stuttgart, an innovation laboratory for work, people and technology headed by the Fraunhofer IAO, is also operating in this context. This is where innovative solutions are developed in connection with input from DEKRA. An intelligent saw, for instance, that, equipped with sensors, detects sources of danger in real time and brings a machine to a standstill if there are uncontrolled movements before an accident can occur.

In the future, this approach can be applied to more complex equipment. Here, DEKRA has assumed a pioneering role for active accident prevention in Industry 4.0.



Safe interaction between man and machine:
This is the aim of the research cooperation with Fraunhofer IPA and IAO.

Employees



Employee centricity is a guiding principle at DEKRA. Expertise, the wealth of ideas and the reliability of employees are the company's most important resource. DEKRA aspires to offer attractive jobs: Enjoyment at work, creativity, team work and, above all, the inherent value of the work as "an ambassador for safety" form the foundation of cooperation and are key components of the value system.

EMPLOYEE VALUES AND CULTURE

The special DEKRA culture is what sets the company apart as an employer, business partner and safety expert. Responsibility for safety, entrepreneurship, integrity, customer orientation and team spirit: These five employee values are at the heart of DEKRA's culture. This culture is lived by all employees. They are always on the lookout for opportunities that can increase the level of customer enthusiasm for the work of DEKRA and recognize potential for improvements and business opportunities. Our employees

adhere to legal and ethical principles. They act in an impartial and independent manner. Cooperation, respect, support and the exchange of knowledge characterize the actions of our employees. These values are discussed interactively with employees in workshops in order to derive specific measures and practices.

DIVERSITY AND EQUALITY

As a company with global operations, DEKRA understands that diversity and equal opportunities are an important factor for success in business.

Employees



The safety of our employees takes priority. DEKRA therefore attaches the utmost importance to successful occupational safety and health care management. Attractive and secure jobs as well as the opportunity for employees to develop their capabilities further ensures their future. DEKRA employees make a contribution to greater safety in business and society through their daily work and their expertise.



FACE OF SUSTAINABILITY

Sonja Fischer

Head of Personnel,
DEKRA Automobil GmbH

The work of Sonja and her team contributes to ensuring that DEKRA remains an attractive employer for its staff, both current and future. Sonja is responsible for employee support at DEKRA Automobil GmbH, DEKRA e.V. and DEKRA SE. The scope of her responsibilities also includes providing support for trainees and Co-Op students, personnel marketing, as well as leadership development and individual training. For DEKRA as an organization of experts these topics are particularly important for the company to remain successful in the future as well.

This applies irrespective of age, sex and origin. "DEKRA pays attention to ensuring equal opportunities in professional development programs, promotions and in selecting job incumbents. I would therefore like to especially encourage young female professionals to actively seize the opportunities presenting themselves," says Yvonne Bolach, Director of Accounts, Tax and Controlling. Almost 90 different nationalities, a balanced age structure and an increasing share of women, both in the overall workforce as well as at management level, are evidence of diversity being successfully lived at DEKRA.

EMPLOYEE COMMUNICATION AND DIALOG

The motivation of our employees and their identification with the company are important for DEKRA. "Only an attractive employer is able to retain and attract talented, motivated and expert employees and offer scope for expertise and innovation," says Kai Varnai, Director of Personnel. Employee orientation at DEKRA is also illustrated by open communication and by further development, training and education. The cross-border cohesion of our employees that is promoted through international cooperation, the shared mandate of safety and groupwide employee events makes DEKRA a special employer. Similarly, attractive remuneration, participation in the company's success and the encouraging of individual responsibility hold especially high priority.

Regular dialog is imperative in promoting and supporting employees. The company communicates with its employees through continuous bi-directional feedback at team level and through trustful coordination with employee representa-

tives and central dialog formats such as the strategic dialog between the employees and Board members.

In addition, DEKRA initiated a groupwide employee survey in 2016. The first step was to survey more than 9,600 employees throughout Germany. The survey will continue across the globe in 2017. The results are discussed in the teams and where necessary used to develop improvement measures. Employees are also regularly informed through DEKRA's Intranet and the "DEKRA News" employee magazine. In addition, they can also coordinate and exchange ideas and information through the "DEKRA Connect" networking platform. This dialog and communication platform is conducive to a culture of open feedback at DEKRA and fosters a dynamic, international and interdisciplinary network.

TRAINING AND CONTINUOUS PROFESSIONAL DEVELOPMENT

DEKRA places great importance on the training and continuous professional development of its employees. DEKRA offers its employees the opportunity of further development both professionally and personally across all age ranges. Starting with the development of trainees and Co-Op students combining a degree course with work placement, through to DEKRA's qualification program for inspection engineers and on to the development of managers. As an expert organization employee qualification takes high priority at DEKRA. Furthermore, courses in foreign languages, first aid, time management and stress management are also offered. The expertise of the DEKRA Akademie, one of Germany's largest private educational enterprises with over

Award-winning employer



3

times in a row, DEKRA VTNZ in New Zealand has won the "Best Workplace Award"

NEW ZEALAND

Also on an international scale – take the example of DEKRA VTNZ in New Zealand – DEKRA aspires to being an attractive employer. In 2016, the company won the "Best Workplace Award" as the country's leading employer of choice for the third time in a row. The results are based on New Zealand's largest and longest running study on the topic of workplace climate and employee engagement. Over 97 percent of more than 1,000 DEKRA employees took part in the survey on which the study is based.

100,000 participants a year in training and education, is also used by DEKRA for internal training and education purposes. An example of training highly qualified experts in the company is the central training and further education department of DEKRA Automobil GmbH that arranges more than 50,000 participant days a year at three large locations in Germany.

As a training organization recognized by the German Chamber of Commerce, DEKRA gives trainees the opportunity of gaining the qualifications they need in theory and in practice. This is achieved through experienced employees in the respective departments that trainees at DEKRA pass through, as well through the various

projects that are implemented independently by the trainees at all stages of apprenticeships. In addition, DEKRA offers trainees the possibility of completing social work apprenticeships in an area of their choice.

OCCUPATIONAL HEALTH AND SAFETY

DEKRA is dedicated to offering secure and healthy jobs. The central occupational health and safety management and groupwide network work on this task. Potential hazards are analyzed and eliminated in the process and occupational accidents are prevented. Both the frequency and the severity of accidents are in decline. Occupational health management contributes to sharpening employee awareness and improving their health. This includes regular health and prevention courses for back training, courses in dealing with pressure and stress, Qi Gong, in-house sports groups and the DEKRA Health Day. The Health Day is held every two years in DEKRA's headquarters located in Stuttgart and offers specialist lectures, information booths, health checks, as well as sports and relaxation. The DEKRA First Aid Program also ensures greater safety by enabling all DEKRA employees worldwide to take part in a free first aid course – 5,700 employees have already participated in this course.

OBJECTIVES

DEKRA strives to improve occupational safety in the company now and in future, and to develop employee training and education on an ongoing basis. In addition, the company aims to steadily raise employee motivation as well as making jobs and workplaces increasingly attractive.



ROLAND GERDON
Member of the Management Board
DEKRA e.V. and DEKRA SE Finance,
Personnel and IT

↓
"For us,
sustainability
means being an
attractive and
secure employer."

The work and labour market 4.0

Dr. Peter Littig, adviser on education to the management of DEKRA Akademie, gives us an insight into tomorrow's working world.

Technological transformation is changing our private and working lives in increasingly swifter cycles. People are therefore increasingly concerned with the question of what the workplace of the future will look like. One thing is certain: digitalization is likely to place greater demands on employee qualifications. It therefore stands to reason that people who are unable to keep pace with growing requirements for more qualifications may well be permanently lost to the labor market 4.0. Given the demographic shift, this is a development that companies cannot afford. Economic success in an age of Work 4.0 will in future also be based on the expertise of skilled employees working in companies. This makes contemporary approaches to developing and training personnel an indispensable part of the journey.



DR. PETER LITTIG

STORY

Future viable learning

DEKRA uses its know-how and experience in training and further education as well as in education consultancy in order to develop new qualification concepts together with its partners. With its practical and quality orientation, the DEKRA Akademie prepares people for modified and new professional requirements. This task necessitates new forms of training and education, content and methods. In this context, DEKRA Media developed an innovative multimedia learning opportunity for "Vocational Training 4.0" on behalf of the Federal Institute for Vocational Education and Training (BIBB). The concept is defined as learning for a digitalized, networked economy and learning with digitalized, networked media and technologies. Working across various places of learning, freedom for teaching concepts, greater value placed on informal learning and the integration of social media are

what characterize training today. This new approach is to be supported by the learning modules of DEKRA.



Learning and experiencing with digitalized and networked media and technologies.

Environment



The protection of the environment and its resources is one of DEKRA's primary objectives. The company pursues this goal through its internal environmental management. In addition, DEKRA continues to develop its expert services in the areas of environment and energy, which makes a contribution to environmental protection outside the company as well.

OPERATIONAL ENVIRONMENTAL PROTECTION

DEKRA has set in place a central internal environmental management organization. Within a groupwide network, environmental officers develop operational environmental protection on an ongoing basis. Activities include the analysis of energy and resource consumption as well as the introduction of measures to enhance efficiency. Providing the employees with information, raising their awareness and training them is particularly important. Background information and tips on DEKRA's Intranet and DEKRA Connect, the company's network platform, contribute to raising employees' environmental

awareness. This is flanked by regular courses on environment-related topics focused on the economical use of electricity, water and waste as well as efficient heating and ecological mobility.

ENERGY CONSUMPTION AND CO₂ EMISSIONS

As an expert organization and services company, DEKRA has less of an impact on the environment compared with manufacturing companies. Environmental management nonetheless monitors resource consumption and the company's impact on the environment. The areas of energy and CO₂ emissions were identified as the

DEKRA's understanding of safety also includes the protection of the environment and its resources. The safety of technical equipment and processes is measured not only in terms of functionality, availability and accident resistance, but also by environmental compatibility and environmental protection as some of the key safety parameters. DEKRA takes care of environmental safety through its work as an expert organization with accredited measuring bodies and laboratories for environmental safety.

Environment

AND
Safety

FACE OF SUSTAINABILITY

Pia Kolehmainen

Test engineer,
DEKRA Sweden



Pia makes a contribution to protecting the environment through her work. She joined DEKRA in the context of a traineeship while obtaining her university degree. As a test engineer, Pia is now involved in the inspection of wind turbines, among other tasks, which is how she makes a contribution to the success of renewable energies. Emphasis is also placed in-house on environmental protection at DEKRA in Sweden: The protection of the environment and the efficient use of resources is systematically integrated into workflows through a certified environmental management system (ISO 14001).

most important topics. DEKRA needs electricity and heating in its offices, inspection buildings and laboratory locations, and generates CO₂ emissions through its business travel. In terms of its specific locations, DEKRA works on improving energy efficiency and on the optimization of its carbon footprint.

Energy audits are carried out in order to identify potential savings. This also includes switching to more efficient lighting or improved ventilation and heating systems. DEKRA's new headquarters were recently built in accordance with the sustainability standards of the German Sustainable Building Council (DGNB). The energy consumption per employee and the associated CO₂ emissions are in decline in terms of electricity as well as heating, which indicates enhanced energy efficiency at DEKRA¹.

Beyond efficiency and optimization measures, DEKRA has begun to offset the CO₂ emissions from its own vehicle fleet. In 2017, two divisions of DEKRA offset more than 370 tons of CO₂ through CO₂ allowances from a project for efficient wood stoves in Rwanda (CDM Gold Standard) as part of the Partner Project Climate. DEKRA is reducing the CO₂ emissions of its fleet of vehicles through a fleet policy geared to sustainability and the increased efficiency of vehicles. Average CO₂ emissions declined in 2016 to 126 grams per kilometer (2015: 131)². This corresponds to a reduction of 3.8 percent and marks a continuation of the successes achieved so far.

¹ Scope: DEKRA Germany excluding DEKRA Arbeit.
² Scope: DEKRA Germany.

BUSINESS TRAVEL

In addition to the DEKRA vehicle fleet, the company also pays attention to sustainability in respect of all business travel. If expedient and possible, business trips are substituted by video conferences or new forms of digital cooperation. Rail trips by way of Deutsche Bahn are also CO₂ neutral. In 2016, around 2.5 million passenger kilometers worth of business trips were taken by rail (2015: 2.15 million). In the case of employees traveling to work at company headquarters, DEKRA encourages the use of public transportation.

SUSTAINABLE MOBILITY

DEKRA promotes sustainable mobility also beyond the boundaries of the company itself, for instance, as one of the cooperation partners of Rinspeed, an international think tank based in Switzerland that works on visionary mobility concepts, innovative engines, sustainability and comprehensive networks. The most recently developed "Oasis" vehicle concept is a self-driving e-car designed for car sharing in cities and their environs.

In North America, DEKRA has distinguished itself through exemplary sustainability in motor sports since 2015. The "DEKRA Green Award" is conferred on the fastest, cleanest and most efficient team of the GT Le Mans (GTLM) Series. The award is the centerpiece of the "Green Racing Partnership" between the International Motor Sports Association (IMSA) and the US Environmental Protection Agency (EPA).

DEKRA's support of the Formula Student in Germany is designed to promote budding engineers

Global environmental management



25

Number of countries worldwide in which DEKRA certified environmental management systems (ISO 14001) in 2016

Systematic environmental management assists companies across the globe in integrating environmental protection and resource efficiency into their operations. DEKRA supports its customers in these tasks. DEKRA audits and certifies environmental management systems (ISO 14001) all over the world. An important market for these activities is South Africa. In this country as well, DEKRA's expertise enables customers to make responsible handling of natural resources visible and to lower consumption and environmental costs.

in developing innovative solutions for efficient mobility. In the context of the Formula Student partnership, DEKRA offers a workshop once a year on the topic of "Working with High Voltage Systems", which is specially aimed at students involved in building e-vehicles.

SERVICES

DEKRA makes its greatest contribution through its expert services for the environment and energy. The company inspects renewable energy systems in the areas of photovoltaics, biogas, and especially wind power.

DEKRA accredited measuring bodies and laboratories cover a wide variety of different service areas concerning environmental protection: Whether earth, fire, water or air, emissions, imissions or hazardous substances: DEKRA contributes its expertise in matters of environmental protection.

Another topic is the inspection and certification of environmental and energy management systems by DEKRA. The company has particularly broad-based know-how in the field of energy efficiency: DEKRA carries out energy audits and energy conservation analyses, issues energy performance and efficiency certificates, and advises companies.

The "Superior Energy Performance" program that DEKRA has developed together with the US EPA in support of

companies' exemplary energy management is to be seen in this context. Furthermore, DEKRA supports its customers in the development and enhancement of environmentally compatible and sustainable products, services and organization structures.

In order to answer questions about the environmental suitability of products and services, such as carbon footprints, life cycle assessments (LCAs) or environmental product declarations (EPDs), DEKRA provides support for customers through critical reviews and verifications as an impartial expert organization. In addition, DEKRA offers holistic, environmental sustainability advisory services.

OBJECTIVES

DEKRA will continue to contribute to the protection of the environment in the future as well. Internally, the company strives to monitor and continually improve its energy consumption and carbon footprint.



FATIH YILMAZ
Head of EHS (Environment, Health and Safety)

↓
"Sustainability means combining responsibility and reason in order to preserve the habitat for man and nature for generations to come."

Sustainable building

Dr. Christine Lemaitre, Managing Director of the German Sustainable Building Council (DGNB e.V.), explains the challenges and opportunities inherent in sustainable building.



DR. CHRISTINE LEMAITRE

The construction and real estate sector plays a key role in sustainable development. This concerns climate protection, the economy, as well as the way we live together in society. The sector is responsible for a major part of global energy consumption, for greenhouse gas emissions and for generating waste. This is where the greatest leverage for improvement lies. In the interests of economic growth, it is important to set in place far-sighted framework conditions in the real estate sector that will continue to function tomorrow and in the future. Also with a view to demographic change, and the new ailments afflicting the population, such as back problems, and other trends in society, sustainable building can make a positive difference. This calls for pioneers and people of action who proactively pursue their responsibilities and through their example encourage others to participate. Pioneers have shown that this can work. DEKRA is a prime example. The company is distinguished by its expertise in the area of sustainable building and regards this not only as a business model but also as a matter of course. The company's own new building transparently illustrates through the DGNB certification what is possible in sustainable building.

STORY

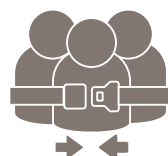
Sustainability expertise

DEKRA assesses compliance with DGNB standards. Peter P. Ruschin, sustainability expert and consultant, is responsible at DEKRA for DGNB certifications. DEKRA supports customers also through sustainability ratings for buildings, monitoring sustainability standards, as well as expert consultancy and further training. In addition, DEKRA's expert sustainability team offers a wide variety of services: for example, for sustainable dealership-networks in the automotive industry, environmental compatibility of electronic products, CSR standards in the logistics sector, or sustainability in professional sport.



DEKRA sustainability expert Peter P. Ruschin in front of DEKRA's new DGNB Gold certified building in Stuttgart.

Society & Safety



DEKRA is aware of its responsibility to society. The company's aspiration is to actively contribute its know-how to public and political debate. Through its daily work as an expert organization, DEKRA makes a contribution to corporate citizenship.

SOCIAL COMMITMENT

DEKRA supports social and ecological projects, with a special emphasis on those with a focus on safety. For example, the company promotes the Safe Kids Worldwide organization that is committed to the safety of children, and the environmental NGO Planète Urgence that realizes social and ecological projects in the context of international development cooperations.

In addition, DEKRA is a sponsor of sport. This is exemplified by the company's partnership with the German Football Association (DFB): As an official partner of DFB referees, DEKRA promotes

the impartial officials on the field. Both DEKRA and the referees stand for fair play.

DEKRA places great emphasis on social commitment through directly disseminating its expertise in matters of safety. An example is the DEKRA SafetyCheck that DEKRA organizes in cooperation with the German Traffic Watch and the German Road Safety Council. This safety check is free of charge for the cars of young drivers aged between 18 and 24 years throughout Germany. The aim of this campaign is to lower the risk of young drivers having an accident, to draw attention to technical defects and to raise awareness of the topic of "Safety on the Road".

Society & Safety



AND

Sustainability

DEKRA ensures sustainability through safety: because safety is a prerequisite for sustainable development in society, the economy and the environment. Through its services, its expertise and its commitment to society, the company promotes safety, thereby making an important contribution to society. Consequently, for DEKRA its corporate mission and own aspiration has to be: "Safety is sustainable".



FACE OF SUSTAINABILITY



Susan Murphy

Safety expert and consultant, DEKRA USA

Susan is vice president of consulting at DEKRA Insight in the US and has committed to the topic of organizational safety. Together with clients, she develops and implements processes that improve the safety performance of companies through employee engagement. The main drivers of a positive culture of safety consist in raising awareness, leadership behavior and organizational change. In promoting a safety culture, Susan and her colleagues are making valuable contributions to society.

SERVICES

DEKRA contributes its expert services to promoting safety in the environment and society. Furthermore, DEKRA plays an active part in the areas of integration as well as training and further education. DEKRA offers integration courses and occupation-related German language courses, specialist qualifications with integrated language training, as well as coaching projects that facilitate success in a foreign culture and in the labor market. From DEKRA's point of view as a provider of education, safety also means facilitating participation in working life. This is why DEKRA offers a wide variety of different training and education concepts. As regards the increasing lack of qualified staff, DEKRA supports the promotion of a combined work/training scheme in Europe, such as through the training of health care specialists in Southeast Europe.

TRUST

As an impartial expert organization, DEKRA earns the trust of society through its independent expertise and integrity. This trust is also reflected in the public's perception of the DEKRA brand. In the HORIZONT Brand Ticker DEKRA raised its brand value by 45 percent in 2016 compared with the year before and now counts among the top three in a cross-sector ranking. DEKRA stands out positively particularly in terms of its reliability. Other leading drivers are quality, responsibility and trust. This is also reflected in the fact that DEKRA was assessed as one of 50 most valuable brands in Germany ("Best German Brands 2015") by Interbrand, a brand consultancy company, and when the reasons were stated DEKRA was described as "very consistent, reputable,

credible and progressive". The value of the brand and the trust in the company are also viewed by DEKRA as an indication that it is successful in solving the challenges in society regarding safety. "Sustainable action and corporate responsibility are an integral part of our DNA. The commitment of DEKRA as an independent third party creates greater safety on the road, at work and at home in more than 50 countries all over the world. This consistent strategic orientation makes a definitive contribution to trust in the company and in the DEKRA brand," says Stephan Heigl, Director Communications and Brand Management.

SAFETY IN ACTION

DEKRA also takes a proactive stance with cross-company activities concerning the topic of safety. The DEKRA Award is conferred on the forward-looking safety concepts of companies. Together with Germany's "WirtschaftsWoche" magazine, DEKRA rewards "Safety Champions" in the three categories of safety on the road, at work and at home. "Our intention with the DEKRA Award is to honor companies and, above all, the people behind the scenes who are representative of exemplary ideas and initiatives focused on safety," says CEO Stefan Kölbl. The award criteria include in particular the effectiveness, simplicity, efficiency, degree of innovation, sustainability, transferability and acceptance of the concepts.

At the international "Safety in Action" convention arranged by DEKRA in Europe and North America, the company connects with safety experts beyond its own boundaries. In many different workshops, participants can inform

DEKRA Global Safety Day



11,000

participants worldwide at the
DEKRA Global Safety Day 2016

With a view to reinforcing the aspiration of the company and its employees to take responsibility for safety throughout the world, we initiated the "DEKRA Global Safety Day" in 2016. This safety day is a cornerstone for improving the safety culture in our own environment. Around 11,000 employees from more than 30 countries discussed and worked on topics concerning safety affecting their direct professional and personal environment in 560 workshops. DEKRA employees in Brazil also participated with two teams.

themselves about developments in safety. The exchange of ideas between experts and practitioners generates fresh impetus.

POLITICAL INVOLVEMENT

DEKRA works on topics concerning safety with policy-makers, scientific and research communities, as well as with other stakeholders, and actively contributes its expertise to public and political debate. In many areas, the company is an officially recognized testing organization and assumes statutory tasks through its services, such as mandatory motor vehicle inspection. As a result, DEKRA maintains close ties with the legis-

lature. For DEKRA, exerting political influence means participating in the political domain in matters of safety and as a safety stakeholder. All political activities take account of the company's high aspiration concerning integrity and compliance.

As a company with global operations, DEKRA is involved as a partner by decision-makers, organizations and institutions at an international, European, domestic and local level. DEKRA experts accompany and provide support for political decisions through their professional advice. DEKRA's Road Traffic Report, published annually since 2008, represents a major contribution. The report is intended to provide food for thought for authorities, administrations, associations and other decision-makers in matters of road safety, not only in Germany and Europe. In the meantime, DEKRA's Road Traffic Report enjoys great international acclaim. It is regularly presented in many different countries and on various platforms, and is met with great interest.

OBJECTIVES

DEKRA intends to play an active role in society in the future as well and expand its cooperations and partnerships. Moreover, it is the company's aim to bring its safety expertise to bear even more strongly in public and political discourse.



CLEMENS KLINKE
Member of the Management
Board DEKRA SE, Head of the
DEKRA Automotive Business Unit

↓

"Sustainability means safety. DEKRA has promoted road safety for more than 90 years. Our dedication as an impartial expert organization creates greater safety day in, day out. With the DEKRA Road Safety Report, among other things, we contribute our expertise to making mobility even safer."

Safety for children

Dr. Stefanie Märzheuser, President of the National Working Group (BAG) on Child Safety and representative for Germany at "Safe Kids Worldwide" (SKW), explains the important commitment to keeping children safe.



DR. STEFANIE MÄRZHEUSER

Safety is a basic human need. The safety of children as the most vulnerable members of our society is a huge challenge for society at large but nonetheless plays a secondary role in the public eye. Every year, 1.7 million children are injured so severely in accidents in Germany that a doctor is needed. According to the WHO, 830,000 children worldwide die every year from the consequences of accidents. Accidents therefore pose one of the greatest health risks for children. A major part of these accidents can be prevented through suitable measures. At BAG, we raise public awareness of the topic of accidents involving children in Germany and worldwide through SKW as an internationally active network. Our goal is to reduce the high number of injuries caused by accidents. We are committed to creating safe environments for children and to promoting safety and competence with children, parents and all those who work with children. DEKRA supports the activities of BAG and SKW and also makes a significant contribution to improving safety for children through its services.

STORY

A head for Safety

Naturally, DEKRA is particularly concerned about the safety of the youngest road users. School enrollment marks the start in Germany of hundreds of thousands of children a year regularly using the roads to get to school. To ensure that their journey is safe, DEKRA launched the "A Head for Safety" campaign. Since 2004, more than 2.3 million reflective red caps have been given out and many children made aware of how to get to school safely. At the start of school in 2016/2017, 200,000 DEKRA caps were again distributed across the nation. If you want to be seen you have to stand out. In addition, the children are also familiarized with

important rules of conduct on the road. At the initiative of DEKRA Board member Clemens Klinke, the "DEKRA Children's Caps Bus" was put into service. It serves the purpose of giving children tips and practical training in using the busses safely.



In the "DEKRA Children's Caps Bus", the aim is to raise the awareness of all school beginners for a staying safe on their trip to school and on local public transportation.

Performance Indicators

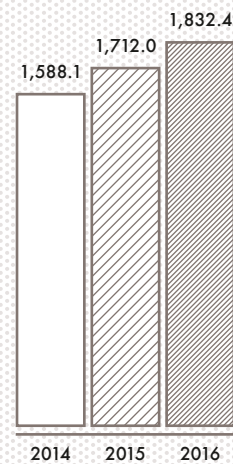
Employees, diversity, training and education, feedback

NUMBER OF EMPLOYEES

	2014	2015	2016
Total workforce (incl. TW)	35,021	36,673	39,357
Total workforce (excl. TW)	23,230	24,531	25,695

TW = temporary workers of DEKRA Arbeit
Scope: DEKRA Group.

PERSONNEL EXPENSES



In € thousand

Scope: DEKRA Group.

DISTRIBUTION BY GENDER

	2014	2015	2016
Women	25.8%	26.4%	26.5%
Men	74.2%	73.6%	73.5%

Managers¹

Women	14.9%	16.9%	17.1%
Men	85.1%	83.1%	82.9%

¹ – Managers: Management Level 1–3

TYPE OF EMPLOYMENT

	2014	2015	2016
Full-time	91.1%	91.3%	92.2%
Part-time	8.9%	9.5%	8.1%

AGE STRUCTURE

	2014	2015	2016
>60 years	6.9%	6.7%	7.1%
51–60 years	23.8%	23.6%	23.9%
41–50 years	25.8%	25.0%	24.4%
31–40 years	28.2%	29.2%	29.4%
20–30 years	15.1%	15.4%	15.1%
<20 years	0.2%	0.2%	0.1%
Ø age in years	42.6	42.3	42.4

NATIONALITIES

88

nationalities in the DEKRA Group
2015: 73

DISTRIBUTION OF COUNTRIES BY EMPLOYEE

	2014	2015	2016
Germany (D)	11,232	11,408	11,918
France (F)	4,439	4,525	4,588
Europe excluding D and F	3,949	4,342	4,680
World excluding Europe	3,610	4,256	4,509

Scope: DEKRA Group without TW.
(From "Distribution by gender" to "Distribution by country")

EMPLOYEE FEEDBACK

> 6,300

participants in the pilot employee survey in Germany

6,328 of 9,667, pilot (with DEKRA SE, e.V., Automobil GmbH). Participation rate: 65.5%.
The global survey will take place in 2017.

TRAINING & EDUCATION

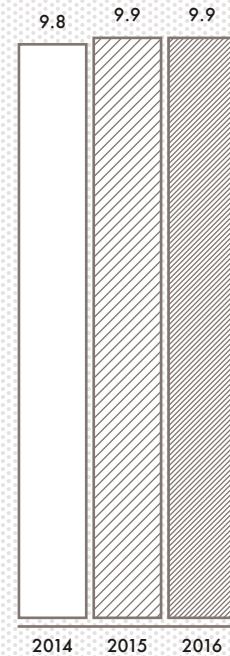
	2014	2015	2016
Employees in training ¹	478	510	533
Training expenses ² (€ thousand)	15,291	16,581	20,055

Training of DEKRA Automobil³

Centrally organized events	2,346	2,291	2,620
Bookings	19,561	18,493	18,692
Participant days	51,967	48,411	51,246

¹ – Trainees, Co-Op students, excluding engineers in training. Scope: DEKRA Group excluding TW.
² – Training expenses comprise external services as well as DEKRA's own services and in-kind contributions recorded and reported by the companies. Scope: DEKRA Group.
³ – These figures have been reliably recorded for DEKRA Automobil GmbH, DEKRA's largest company.

Ø LENGTH OF SERVICE



In years

Scope: DEKRA Group excluding TW.

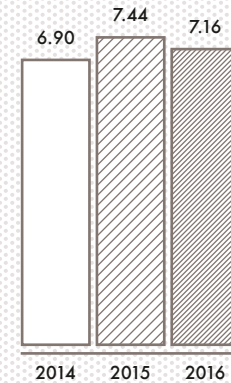
Occupational Safety

NUMBER OF WORK-RELATED ACCIDENTS AND FATALITIES

	2014	2015	2016
Work-related accidents ¹	16.2	17.4	16.8
Fatalities	0	0	0

¹ – Number of work-related accidents ≥ 1 day lost (incl. commuting accidents) per 1,000 full-time employees.

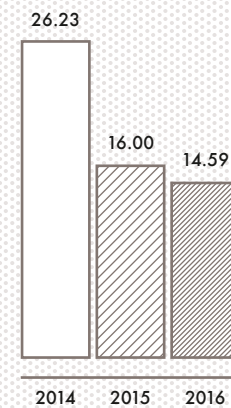
ACCIDENT RATE



Work-related accidents with ≥ 1 day lost (excl. commuting accidents) per 1 million hours worked

Share of commuting accidents in 2015 and 2014 derived from 2016 figures.

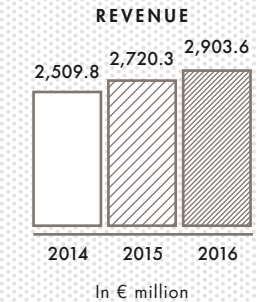
SEVERITY OF ACCIDENTS



Days lost per accident (incl. commuting accidents)

Scope of occupational safety: DEKRA Group, excl. Personnel Business Unit.

Economy & Governance



EBIT AND EBIT MARGIN

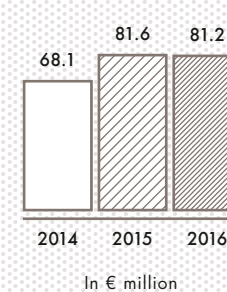
	2014	2015	2016
Adjusted EBIT in € million	174.8	201.1	220.6
Adjusted EBIT margin	7.0%	7.4%	7.6%

GROWTH

13

growth years in a row are evidence of DEKRA's success

INVESTMENTS



In € million

COMPLIANCE

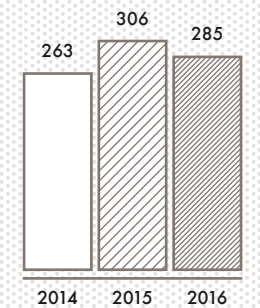
1,371

participants in Compliance Leadership Dialog 2016

6,679

total number of participants in Compliance Trainings 2016

NUMBER OF ACCREDITATIONS¹



¹ – The number changed in 2016 due to consolidations within the Group and the resulting restructuring and process streamlining.

DEKRA GLOBAL

> 50

countries

5

continents

VISION

2025

The strategic program of DEKRA: "We will be the global partner for a safe world."

Environment

ENERGY CONSUMPTION¹

	2013	2014	2015
Electricity	2,206	2,195	2,188
Heating	6,483	6,416	6,374
Heating & electricity	8,689	8,611	8,562

¹ – per employee in kWh Scope: DEKRA Germany. The figures for 2016 were not yet available by the editorial deadline.

CO₂ EMISSIONS FROM HEATING & ELECTRICITY¹

	2013	2014	2015
Heating	1,809	1,790	1,778
Electricity	527	525	523
Heating & electricity	2,336	2,315	2,301

¹ – per employee in kg CO₂. Scope: DEKRA Germany. The figures for 2016 were not yet available by the editorial deadline.

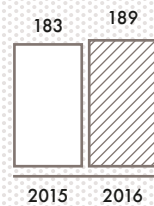
CO₂ EMISSIONS DEKRA VEHICLE FLEET



kg CO₂ per employee

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

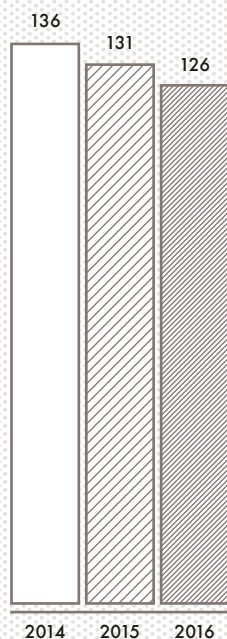
CO₂ EMISSIONS FROM BUSINESS TRAVEL (RAIL, AIR, HIRED CAR)



kg CO₂ per employee

Scope: DEKRA Germany excl. DEKRA Arbeit.

Ø CO₂ EMISSIONS DEKRA FLEET VEHICLES¹



Ø CO₂ emissions DEKRA vehicle fleet in g/km

¹ – CO₂ in g per km. The figures for 2014 have been estimated based on the year-earlier figures as there was no annual collection of data at that time. Scope: DEKRA Germany.

OFFSETTING OF

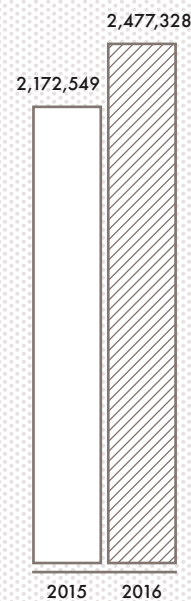
> 370 t CO₂

In 2017, two DEKRA business units offset more than 370 tons of CO₂ through CO₂ allowances for efficient wood stoves in Rwanda (CDM Gold Standard).

The energy consumption figures and the associated emissions (heating, electricity) are based on the results of a detailed energy audit performed in 2015 and correspond to extrapolations derived from this audit. Scope: DEKRA Germany.

The figures for trips by rail and hired car and flights are based on the analyses of the respective contractual partners. Scope: DEKRA Germany.

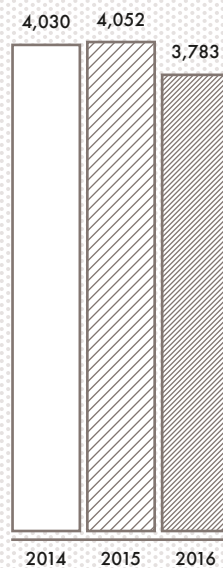
BUSINESS TRAVEL BY RAIL



Pkm for long distance travel

Scope: DEKRA Germany.

PAPER



Sheets per employee

The figures represent annual sales figures. Scope: DEKRA Germany.

The Sustainability Code Index



DEKRA complies with The Sustainability Code. DEKRA's individual sustainability management takes its lead from the company's values and the Code's 20 criteria. The Code provides a framework for reporting on non-financial performance and can be used by organizations and companies regardless of their size or legal structure. The Code was initiated by the German Council for Sustainable Development (RNE), an advisory body of the German government. In the index below, DEKRA makes references to the parts of this report that pertain to The Sustainability Code's criteria:

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In the interest of readability, this report refrains from using the male and female forms of the German language. All references to persons apply equally to both genders.

Imprint



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