

# Sustainability

BUILT ON TRUST

WORK  
SAFETY

96%

ORGANIZATIONAL  
SAFETY  
RELIABILITY

ENERGY  
EFFICIENCY  
LEVEL

A+

ACCIDENT RATE

5.6  
PER 1M  
WORK HOURS

Environment

W

E

Society

Economy

99

g/km  
Ø CO<sub>2</sub> EMISSIONS

ISO 14001  
CERTIFICATION

STANDARDS  
THE SUSTAINABILITY CODE  
SIGNATORY 2016

7.0 pH  
WATER  
QUALITY

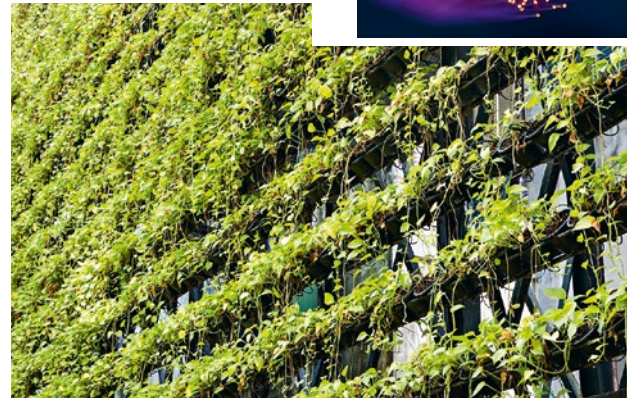
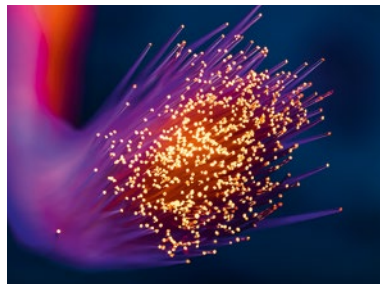
DEKRA

2017/18 SUSTAINABILITY MAGAZINE

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## Foreword

# Dear Reader,

DEKRA's expertise and services in the fields of sustainability and corporate social responsibility make a positive contribution to society: for example through its inspection, certification and consultancy work in the areas of energy efficiency, environmental protection, occupational safety and sustainability standards as well as its activities in the spheres of integration and further education and training.

We are guided by the DEKRA values and recognized sustainability standards. This includes individual compliance and sustainability management, which builds on integrity, trust and dialog. By taking this approach, DEKRA is able to integrate this sense of responsibility convincingly into its corporate culture.

In recent years, sustainability management has been intensified. DEKRA has complied with the internationally recognized standard "The Sustainability Code" since May 2017. Our focuses going forward will be in the areas of environmental protection, occupational safety, stakeholder relationships, social standards and the supply chain.

Through initiatives and exchanges with customers, DEKRA is committed to sustainability beyond the company's doors. DEKRA passes on the practical experience it has acquired in launching systematic and customized sustainability management procedures to other companies as part of The Sustainability Code mentoring program.

It also remains a primary objective of DEKRA to refine its own sustainability performance and further develop the external contribution to safety and sustainability.

Yours,  
Stefan Kölbl

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



DEKRA has a record of stable, successful and thus sustainable development.

# Safety across all areas

DEKRA is the world's largest, non-listed expert organization. In 2017, having achieved a revenue of 3.1 billion euros, DEKRA recorded its 14th consecutive year of growth and continues to provide safety in all areas of life. Our vision is to become the global partner for a safe world.

It also remains a primary objective of DEKRA to refine its own contribution to safety and sustainability going forward.

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



DEKRA operates as an independent expert organization in all three areas of life: the aim is to provide safety on the road, at work, and at home. DEKRA is the world's fourth-largest company in the TIC (testing, inspection, certification) industry. Having achieved a revenue of 3.1 billion euros, the company has more than doubled both the revenue figure and its headcount within the last ten years. Half of its 44,000 employees work outside Germany. Its service portfolio extends from vehicle inspections and expert opinions about claim settlement, industrial and construction testing, safety consulting and the testing and certification of products and systems to training services and temporary staffing. The vision for the company's 100th birthday in 2025 is as follows: DEKRA becomes the global partner for a safe world.

Since it was founded in 1925, DEKRA has been pursuing the "safety" mission laid down in its articles of association. Having conducted around 26 million vehicle inspections in 2017, DEKRA is the leading automotive testing organization worldwide. In 2017, revenue from automotive-related services totaled around 1.6 billion euros. For 40 years, DEKRA has also had its own Accident Research department. At the DEKRA Technology Center (DTC) in Klettwitz, the expert organization offers services in the areas of research, development and homologation to vehicle, vehicle parts and component manufacturers.

+25

percentage revenue growth in the past three years

27

acquisitions since 2015

We invest in our employees and thus remain an attractive employer around the world.

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



In the past few years, DEKRA has expanded its non-automotive industry business at great speed through acquisitions and organic growth. With annual sales of 900 million euros in 2017, DEKRA is heading towards reaching the billion euro mark in this sector. Revenue from training and personnel services is also developing at a very dynamic pace and grew to some 600 million euros in 2017.

Sustainability and corporate social responsibility (CSR) play an increasingly important role in the economy and society. DEKRA is conscious of its responsibility to society. Internal sustainability management is being continually refined. Beyond its doors, DEKRA contributes to promoting safety in the environment and in society thanks to its expert services. The team of sustainability experts also offers a multitude of CSR-specific services.

Against the backdrop of our increasingly connected and ever more digitalized society, safety and sustainability issues are also becoming more and more important and covering more and more areas of daily life. DEKRA is strenuously pursuing the goal of assuming a global leadership role in the field of safety. The organization underpinned the goal of providing greater safety, including in our digital world, by making record investments in 2017: the investment of around 150 million euros earmarked for digital services is intended to secure a sustainable future for DEKRA. That figure particularly includes investments and innovations in the fields of future mobility, Industry 4.0 and cyber security.

The global presence enjoyed by DEKRA is also demonstrated by its worldwide network of laboratories and testing facilities. DEKRA has established 15 new laboratories in East Asia in the past two years covering a wide range of testing activities for ITC (information and communication technology) products, capital goods and consumer goods: mechanical and electric product testing, chemical testing and electromagnetic compatibility, connectivity and fault analysis tests.



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

**Sustainable safety for all road users is a top priority for DEKRA – including in connection with the key issues of connectivity and automated driving.**

26

million vehicle inspections each year

44,000  
employees worldwide

**The increasing digitization of the working world and the interaction between man and machine requires innovative occupational safety concepts; developing these is our goal.**

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



The DEKRA testing network for connected and automated driving – consisting of the test center in Málaga (Spain) and the DTC in Klettwitz (Germany) together with the recently acquired EuroSpeedway Lausitz – is a further example of the organization's pioneering approach. In Málaga, the laboratory is currently focused on the safe connectivity and electromagnetic compatibility of cell phones, consumer goods and Industry 4.0 applications. Connected driving is, however, the main focus at the recently opened test site: researchers at that site are focused on product testing in the early development stage and the testing of vehicle-to-everything (V2X) technologies.

The largest center for automated and connected driving in Europe unaffiliated with any manufacturer is being built on the 540-hectare site of the EuroSpeedway Lausitz near Klettwitz. The test tracks and testing facilities allow for the comprehensive testing of automated driving functions. As a development and testing partner for the automotive industry, DEKRA is also able to simulate complex scenarios at the site.

> 50  
countries

DEKRA expects to record further positive development in 2018. DEKRA is prepared for the sustainable digital transformation of the economy and society. One of the expert organization's main aim remains assisting all stakeholders in the development of the necessary testing standards and ensuring safety in the digital world by providing a corresponding range of testing and certification services.

# Sustainability means play- ing it safe



When people talk about sustainability, they normally mean doing business in a way which preserves resources, looks to the future and embraces responsibility. Technical change is continually making new demands of businesses. DEKRA has been pursuing its "safety" mission, as laid down in its articles of association, for over 90 years – and thus also making a contribution to a sustainable society.

People who are concerned about safety are also automatically concerned about sustainability, as shown by their efforts to protect people, resources and the environment. In the 20th century, people grew ever more conscious of the fact that technical innovations bring both opportunities and threats with them. The founders of DEKRA had this in mind when they laid down the "safety" mission in its articles of association. Only safe vehicles, machinery and products can claim to be "sustainable". Safety is therefore a basic prerequisite for sustainability.

The starting point is responsible management: compliance, data protection and regular dialog with stakeholders are a recipe for stable business relationships, long-term corporate success and job creation.

Top priority is given to ensuring the safety of employees working for customer companies and at DEKRA itself. This is why DEKRA attaches the greatest importance to successful occupational health and safety management. DEKRA experts ensure technical and organizational health and safety in the workplace at customers' premises and prevent people from harm.

For DEKRA, safety includes protecting the environment and its resources. The safety of vehicles, products and technical equipment and processes is measured not just by their functionality, availability and resilience to accidents – environmental compatibility and protection are also major safety parameters. With its accredited measuring stations and laboratories, DEKRA protects people and the environment.

DEKRA also promotes safety innovations. New and increasingly interconnected technologies and processes also require new safety solutions in order to catch on in the long term. For example, DEKRA is investing, in the connected driving test site in Málaga, the Technology Center test track at the EuroSpeedway Lausitz, and the laboratories for automated and connected driving and electric mobility in East Asia. DEKRA is also working together with external research partners on solutions for future challenges.

[www.dekra.com/en-us/sustainability](http://www.dekra.com/en-us/sustainability)

# Responsible corporate management

DEKRA acts responsibly in its dealings with employees, business partners, society and the environment. The aim of sustainable corporate management is to ensure the long-term success of the company.

## Sustainability management

DEKRA views sustainability management as a process and is constantly working to refine it. The Corporate Sustainability division has an interface function and works to integrate sustainability into new and existing organizational structures and processes. The existing DEKRA Compliance Guidelines, the Environmental Protection and Occupational Health and Safety Guideline adopted in 2017, the DEKRA Sustainability Principles, which were also published in 2017, and the Social Standards adopted in the course of 2018 form the framework underlying the

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## Questions to Christine van Oortmerssen



— Sustainability  
Management, DEKRA  
Claims & Expertise, Netherlands

### WHO HAS RESPONSIBILITY FOR SUSTAINABILITY AT DEKRA?

Sustainability management is definitely a management responsibility, and one in relation to which the management team must set a credible example. At the same time, it is part of the corporate culture that all employees act within their area of responsibility in line with the DEKRA Sustainability Principles. Responsibility for sustainability thus rests with both the company's management and each individual employee.

### WHAT IS THE CURRENT FOCUS OF SUSTAINABILITY MANAGEMENT AT DEKRA IN THE NETHERLANDS?

At present, employee health, sustainable mobility, integrity management and the continued international development of sustainability management within the DEKRA Group are the main focuses. I would like to draw particular attention to the "DEKRA Fit"<sup>\*\*</sup> health management program.

Together with partners from the fields of science and civil society as well as other companies, DEKRA is involved in cross-industry expert panels and forums, such as the Compliance & Integrity Forum of the German Center for Business Ethics (Zentrum für Wirtschaftsethik). DEKRA employees are actively involved by a variety of means, such as the international engagement survey, opportunities for strategic dialog with members of the Management Board, the Global DEKRA Partner Day and the "DEKRA Connect" networking platform.

<sup>\*</sup> DEKRA Fit: See p. 15, Employees; Occupational health and safety

customized sustainability and compliance management system based on culture and values.

The personalized sustainability profile adopted by DEKRA is based on the internationally recognized standard "The Sustainability Code". DEKRA has officially complied with The Sustainability Code since May 2017. Compliance management at DEKRA was audited in 2017 in line with the requirements of the compliance principles drawn up by the International Federation of Inspection Agencies (IFIA). DEKRA regards sustainability and compliance as management responsibilities and part of the corporate culture, and not just as a standardized process within an organizational model. In that regard, communication and credibility are key to conveying those values to employees, business partners and other stakeholders.

## Stakeholder relations

In a world in which connectivity and complexity are constantly forging ahead, the need to communicate with internal and external partners is increasing significantly and growing in importance. Under the slogan "Creating Connections", one of the aims of the Global DEKRA Partner Day was to come up with solutions which enable DEKRA to further develop and consolidate relationships with its internal and external partners. Over 7,500 employees in more than 500 teams took part across the Group. Participants considered what characterizes DEKRA as a partner, with which partners individual divisions and teams work, and what needs and expectations those partners have. The teams ultimately came up with over 2,000 "partner activities" and demonstrated how those needs and expectations are addressed.

With a view to identifying the requirements of the company's internal and external stakeholders and, building upon that, to being able to review and adjust the priorities of sustainability management on a continual basis, DEKRA maintains a constant dialog with its stakeholders. Discussion of sustainability requirements is already part of business relationships with customers, suppliers and other business partners. DEKRA is also in regular contact with standard setters such as The Sustainability Code Office and the International Labour Organization (ILO). Furthermore, DEKRA is also involved in The Sustainability Code mentoring program and offers support to and shares its experiences with small and medium-sized companies in particular. By contributing to discussions and organizing public lectures, for example as part of the Management Circle series, DEKRA passes on its own experiences of sustainability management.

# Value creation

[www.dekra.com/en-us/sustainability](http://www.dekra.com/en-us/sustainability)



Sustainability plays an important role along the entire value-added chain at DEKRA. This is true both internally in relation to employees, quality management and data protection as well as in relationships with business partners, from suppliers to customers.

## Supplier relationships

DEKRA takes account of social and ecological criteria as part of its procurement processes and when selecting suppliers. Suppliers must comply with the DEKRA sustainability requirements. Those requirements are laid down in the DEKRA General Terms and Conditions of Purchase. DEKRA assesses its suppliers using self-declarations and by conducting risk-focused and needs-oriented audits. Plans to adopt corrective measures based on those assessments are intended to contribute to ensuring constant improvements. The purchasing teams are made aware of, and are educated about, sustainability factors in the supply chain as part of training courses.

## Quality management and responsibility for services

DEKRA constantly reviews the efficiency, sustainability and quality of processes and services. Business processes are regularly reviewed by means of an internal audit system. Categories of services which are based on official authorizations or legislative requirements are under the constant scrutiny of the competent authorities as well as accreditation centers and certification offices. Risks throughout the entire value-added chain are continually and systematically recorded in order to counteract potential threats at an early stage. The Group-wide system of quality management is having great success in ensuring that the high demands placed on DEKRA are satisfied at all times. This fact is also recognized publicly. Take the example of France: in November 2017, DEKRA was crowned the 2018 top brand for service quality by the country's specialist journal "Capital".

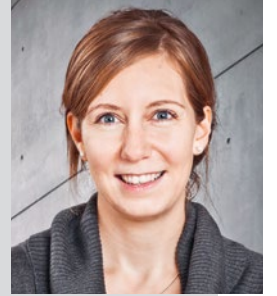
Information is a key asset for DEKRA and must therefore be adequately protected. Business processes are increasingly based on IT solutions. Both the safety and reliability of IT and communications technology and the responsible handling of information are therefore becoming more and more important. Protecting the personal data of customers, interested parties, business partners and employees is particularly important. Data protection means protection of the individual, and thus forms part of the basic mission of DEKRA, namely to ensure the safety of people. In this connection, part of the Vision 2025 is that DEKRA, as a global partner for safety in a digitized world, will safeguard the personal rights and privacy of every individual. This self-evident fact is, for DEKRA, the basis for sustainable business relationships based on trust.

## Customer relationships

Customer focus – a guiding principle which DEKRA employees embody and put into practice on a daily basis. For over 90 years, that principle has guaranteed successful relationships with customers and partners. This is why DEKRA can today call itself "the Global Partner for Safety". To continue to live up to that claim, customer surveys are regularly conducted with a view to making improvements. For example, in the Product Testing and Certification division in Spain and the Netherlands or in the Vehicle Inspection division in France. More than 15,000 interviews were recently conducted in France as part of such a survey.

# 2

## Questions to Zoe Rost



— Project Management  
Sustainability, DEKRA  
Assurance Services

### **AT WHICH STAGES OF THE VALUE CHAIN IS SUSTAINABILITY MOST IMPORTANT?**

Sustainability affects the entire value chain. Although DEKRA, as a services company, does, of course, have different focuses from manufacturing companies, DEKRA does also take account of social and ecological factors in connection with all upstream and downstream processes. For example, it is important to DEKRA that its own demands in terms of sustainability, quality and integrity are also met by its suppliers.

### **HOW CAN DEKRA'S PARTNERS IN THE SUPPLY CHAIN COMPLY WITH SUSTAINABILITY STANDARDS?**

It is particularly important to support our partners and to facilitate an improvement process rather than just relying on formal requirements and contractual clauses. Permanent cooperation on an equal footing is the key to success. Using our expertise in sustainability consulting, we also help other companies to establish sustainable supply chains.

Against the backdrop of increasing internationalization and digitalization, DEKRA is working every day to continue to act as a reliable and innovative partner for safety, neutrality and integrity. With that in mind, the customer relationship processes and the organization's public presence are being continually optimized. This also promotes global integration and assists DEKRA with the constant modernization of the company.

# Innovation & future viability

[www.dekra.com/en-us/sustainability](http://www.dekra.com/en-us/sustainability)



DEKRA is also becoming the Global Partner for Safety for digital and connected technologies. Internal innovation management and cooperation with external partners from the worlds of business and science contribute to ensuring future viability.

## Innovation management

The internal system of innovation management at DEKRA means that digitalization and innovation projects can be managed and supported. An agile innovation process has been developed by the newly-established Corporate Innovation department. To date, over 75 innovation workshops have been held and more than 350 DEKRA employees have received training. In total, over 130 digitalization projects are currently underway worldwide, operating as drivers of the digital transformation. A cooperation concept was developed with a view to developing new digital business models in

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## Questions to Petar Divjanovic



International Business  
Development, DEKRA  
Arbeit

### **HOW IMPORTANT IS INNOVATION TO DEKRA AND YOUR WORK?**

As an international provider of expertise, innovations are very important to DEKRA. My role allows me to track innovation initiatives across industries and to design new digital services. Our aim is to set up an independent digital branch which is capable of managing data, thus creating an optimum user experience.

### **HOW WILL SUCH INNOVATION PROJECTS BE ORGANIZED?**

The projects go through a ten-week, moderated innovation sprint, involving workshops and training sessions arranged by the Corporate Strategy & Innovation division. The division sees the projects through from idea to implementation using a methodology it developed itself. Interdisciplinary cooperation and support from decision-makers play important roles.

The focus of the "IoT-T" project is the testing of information security; with that in mind, requirements and test criteria are being developed and validated in typical application scenarios. The "IoT-T" project is a model example.

Working together with universities and research institutions, established companies and start-ups as well as various initiatives and associations, DEKRA is involved in projects across the globe. As the Global Partner for Safety, exchanges and cooperation with the company's stakeholders are particularly important to DEKRA.

conjunction with start-ups. That concept functions as the incubator for data-driven business models.

## Future topics

In 2017, DEKRA has made investments of over 150 million euros, primarily targeted at digital growth. By establishing an international testing network for digital security services, DEKRA is strengthening its position in the areas of connectivity, driver assistance systems and automated mobility. Expertise in the area of cyber security has also been expanded through acquisitions and partnerships. One such acquisition involved the takeover of the Spanish safety and inspection company Epoche & Espri, which specializes in evaluating and testing internationally recognized IT security standards.

Following the acquisition of the EuroSpeedway Lausitz, DEKRA now has access to Europe's largest test track for automated and connected driving not affiliated with any particular manufacturer. The DEKRA Technology Center in Klettwitz and the EuroSpeedway Lausitz are becoming an innovation center for testing the mobility of the future. Together with other locations in Europe and Asia, the aim is that they will form an international testing network and offer comprehensive testing and development expertise in the field of autonomous and connected mobility. The main focus at the test site for connected driving in Málaga, which opened in 2017, is the testing of vehicle-to-everything (V2X) technologies. In 2017, DEKRA also opened the largest laboratory for autonomous and electric mobility services in Hsinchu, Taiwan.

Internet of Things (IoT) devices are also becoming smarter and interact without user input. As a result, the technical security requirements for IoT products and the Cloud, with which they interact, are growing. DEKRA offers testing services to help partners in the IoT sector to ensure that devices, connections and systems are secure and reliable. DEKRA experts provide support along the entire IoT value-added chain. For example, after two years of cooperation, DEKRA became an active member of the Sigfox Partner Network and has now obtained the recognition required for certification under the "Sigfox Ready" IoT standard.

## Cooperation

With a view to honing its IoT expertise, DEKRA is involved in the "IoT-T" project, together within the FOKUS and IPK Fraunhofer Institutes and the companies Audi and relayr, to develop and construct a comprehensive IoT testing and quality assurance platform.



# Employees

[www.dekra.com/en-us/sustainability](http://www.dekra.com/en-us/sustainability)



The expertise, commitment and capacity for innovation of its employees are of very great importance to DEKRA. The organization therefore has a clear employee focus. As the partner for a safe world, occupational health and safety are also a top priority for DEKRA internally.

## Attractive employer

In the competition for a well-qualified workforce, only an attractive employer can survive and attract, retain and enthuse talented, committed and skilled employees. DEKRA offers attractive roles. Elements of such roles include common employee values, continuous further education and development at all levels, attractive remuneration packages and the promotion of a sense of autonomy. The joint safety mission pursued makes working at DEKRA a meaningful occupation and turns employees across the global into "safety ambassadors".

## Employee relations and dialog

Employee relations based on trust are one component of the corporate culture. DEKRA's "People Values" are principles that give expression to the common approach adopted here at DEKRA. Interactive team workshops on the People Values were held worldwide in 2017. Those values are: team spirit, integrity, customer focus, entrepreneurship and responsibility for safety. They serve as guidelines for day-to-day conduct and are embodied by DEKRA employees. The good example provided by management plays a crucial role in this regard. The Managerial Foundation Program is used to further develop a uniform management culture at DEKRA. As part of the program, more than 350 DEKRA managers attended interactive training courses over several days. In 2017 and 2018, training courses are being held in, amongst other places, China, South Africa, the USA, Brazil and in various European countries in which DEKRA has a presence. The aim of the courses is to develop people's ability to perform a management role with the requisite awareness and reflection and to assume responsibility for teamwork, motivation and change management. This includes, of course, acting as an example of compliance and integrity.

As one element of the employee relations based on trust here at DEKRA, we endeavor to create a culture of open dialog and mutual feedback within the work environment. In addition, DEKRA's digital networking platform "Connect" allows for easy international and interdisciplinary exchanges and knowledge transfer. An extensive engagement survey provided an opportunity for a systematic and company-wide dialog. As part of the first global 2016/17 DEKRA Engagement Survey, all employees worldwide had the opportunity to provide feedback to the company about their working environment. The idea to conduct the survey and the preparations for its implementation were the results of the DEKRA "Corporate Culture & Communication" Group-wide initiative. Taking the Vision 2025 as a basis, this also contributes to reinforcing common values within the company. Over 16,000 of the 26,000 employees approached took part in the engagement survey.

## Occupational safety and health

The company-wide system of occupational health and safety management strives to make further optimizations to occupational safety at DEKRA worldwide. Key figures are monitored and evaluated, and improvement measures are developed on the basis of those figures. An internal network of occupational safety experts implements the management system tailored to each

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## Questions to Melissa Jordan



— HR Management,  
DEKRA VTNZ  
New Zealand

### **WHAT ROLE DOES HUMAN RESOURCES (HR) WORK PLAY IN ACHIEVING SUCCESSFUL SUSTAINABILITY MANAGEMENT?**

Good employee relations are the top priority within the context of DEKRA's responsibility for social sustainability. Our employees are our most important resource. HR issues, such as dialog with employees, further development, qualifications, diversity, equal opportunities, and occupational health and safety, all form part of a holistic system of sustainability management.

### **WHAT IS THE SECRET BEHIND DEKRA'S SUCCESSFUL HR WORK IN NEW ZEALAND?**

The recipe for success is no secret: a credibly embodied corporate culture of trust, respect and team spirit and the pleasure taken in our "safety" mission make us an attractive employer. Between 2014 and 2016, DEKRA VTNZ won the "Best Workplace Award" three years in a row.

specific location. The accident rate at DEKRA has further declined.

Location-specific programs are being implemented as part of the system of occupational health management. Those programs include health and preventative courses, stress management training, sporting events and health campaign days. One practical example of this is the "DEKRA Fit" program, which was launched at DEKRA in the Netherlands in 2017. The aim of the program is to inform and raise awareness amongst employees on the issue of health and keeping active. As part of the program, all employees were offered a health check. On the basis of the check, all those who participated received personalized health advice.

# Environment



Environmental protection is both an internal mission for DEKRA and one way in which it supports external partners: the internal environmental management network works to optimize DEKRA's environmental impact. DEKRA employees provide assistance to customers on environmental and energy-related issues.

## Environmental management

The Group's Environment, Health & Safety (EHS) division is responsible for environmental protection at DEKRA. An international, company-wide network is constantly refining internal environmental management. The Group Environmental Protection and Occupational Safety Guideline lays down related guidance and rules. The aim of the Guideline is to make further optimizations within the company in relation to environmental protection and resource efficiency, particularly with regard to energy, emissions, water and waste. Great importance is attached to raising awareness amongst and training

2

## Questions to Sebastien Roddier



— EHS & Sustainability  
Services, DEKRA  
Industrial, France

### WHY IS THE ENVIRONMENT SUCH AN IMPORTANT ISSUE FOR DEKRA AS A SERVICE PROVIDER?

DEKRA has a lesser environmental impact than manufacturing companies. Nevertheless, our activities do have effects on the environment. The key issues are our energy consumption and CO<sub>2</sub> emissions. We are therefore working on a location-by-location basis to make further improvements to energy efficiency and our CO<sub>2</sub> footprint. At the same time, successful environmental management allows us to contribute to protecting the environment and cutting costs.

### WHAT INFLUENCE DOES DEKRA HAVE ON ENVIRONMENTAL PROTECTION MORE GENERALLY?

DEKRA has an impact on ecological sustainability chiefly as a result of its expert services in the field of environmental protection. Those services cover issues such as air pollution, soil and groundwater protection, pollutants, waste management, energy efficiency and environmental management certification.

employees. The teaching concept was updated in 2017 and rolled out in several languages internationally.

In Poland, DEKRA offered an award for "Environmental Safety in the Automotive Industry" in 2017. At the annual conference of the Polish automotive industry "AutoEvent", the award was presented to recognize companies for their holistic commitment to environmental protection. The main focuses included the areas of waste and water management, air pollution, noise control and the promotion of environmental education, both amongst employees and within the local communities.

## Energy and emissions

DEKRA analyzes energy usage and the consumption of resources, and from those analyses determines ways of increasing efficiency: scope for improvement is determined, amongst other ways, on the basis of location-specific energy audits. This includes the continual modernization of lighting, heating and ventilation systems and the use of combined heat and power units and photovoltaic systems. Sustainable building also has an important role to play: for example, the latest new building at the DEKRA headquarters in Stuttgart received certification from the German Sustainable Building Council (Deutsche Gesellschaft für Nachhaltiges Bauen).

DEKRA is also working on efficient solutions in connection with its fleet and business travel. A fleet policy which embraces sustainability and the constant efficiency improvements made to the vehicles contribute to reducing the CO<sub>2</sub> emissions from the DEKRA fleet. In 2017, the vehicles' average CO<sub>2</sub> emissions fell to 124 g/km (2016: 126, 2015: 131)\*. DEKRA endeavors to make business trips as sustainable as possible. Where appropriate, innovative forms of digital cooperation replace business travel. Around three million CO<sub>2</sub>-neutral passenger kilometers connected with business trips were traveled on the German rail network (2016: 2.5 million).

## Clean mobility

With regard to sustainable mobility, DEKRA is involved in the European "Clean Mobility Center" innovation cluster in Arnheim, Netherlands. The center has set itself the task of making a contribution to clean, smart and safe mobility. DEKRA's involvement takes the form of its cooperation as an expert partner and the key role played by DEKRA employees occupying managerial posi-

tions at the center. In 2017, the center established the "Mobility Innovation Center", which offers the company the opportunity to work on practical projects together with interdisciplinary teams of students from the local university. In September 2017, the first 100 students started working on projects at the innovation center. One of the first projects taken up by one of the teams is a DEKRA project relating to lightweight electric vehicles.

\* Scope: DEKRA Germany

# Society & safety



Through its day-to-day work to ensure safety on the road, at work and at home, DEKRA makes a contribution to society. As an independent “pioneer of trust”, the company also contributes its expertise to the public debate.

## Social commitment

By supporting non-profit, social initiatives, DEKRA makes a contribution to society. It is, for instance, a keen promoter of sports. One prominent example is the partnership with the German Football Association (Deutscher Fußball-Bund). DEKRA is the official partner of the DFB’s referees and promotes their impartial role on the field. DEKRA and the referees represent neutrality, expertise and fair play.

DEKRA supports social and environmental projects, primarily those with a focus on safety. Such support includes, for example, its promotion of “Safe Kids Worldwide”, an organization committed to protecting children across the globe, and the French environmental NGO “Planète Urgence”, which implements social and ecological projects around the world. In China, DEKRA supports the China Soong Ching Ling Foundation, which is involved with the education, development and organization of cultural exchanges for children and young people nationally and abroad.

## Road safety

DEKRA has been campaigning for road safety for over 90 years, as evidenced by its regular vehicle inspections, its analysis of and research into accidents, the crash tests it conducts, the public campaigns it runs, and its participation in national and international committees. Another major element of its commitment is the DEKRA Road Safety Report, which has been published in several languages since 2008. The report is now supplemented by the DEKRA online road safety portal: [www.dekra-roadsafety.com](http://www.dekra-roadsafety.com). The report analyzes an umbrella topic in the field of road safety, looking at vehicle technology, infrastructure and the human factor, and provides food for thought and concrete recommendations for action to politicians, traffic experts, manufacturers, scientific institutions and associations. It is also meant to act as a companion for all road users. The report is presented on the international stage, including in China, Germany, France, Italy, Poland, Portugal, Spain, South Africa and the USA.

## Culture of care

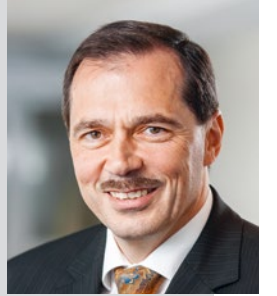
DEKRA supports its partners by establishing a safety culture. For example, by means of the Culture of Care Diagnostic® assessment conducted by DEKRA Organisational Reliability. That assessment allows the “culture of care” in organizations to be measured and analyzed. The extent of that culture of care has a direct influence on safety, quality and reliability within the organization.

## DEKRA Award

Exemplary safety concepts introduced by companies and organizations are recognized by the DEKRA Award. This is an opportunity for ideas, innovations and

## 2 Questions to Walter Niewöhner

— Accident Research,  
DEKRA Automobil GmbH



### HOW DO DEKRA'S ACTIVITIES IN THE FIELD OF ROAD SAFETY MAKE A CONTRIBUTION TO SOCIETY?

The commitment to road safety was laid down as an objective in the articles of association when DEKRA was founded and makes a significant contribution to society. Exactly 40 years ago, the Accident Research department was established at DEKRA. Our role is to analyze real-life accidents on the roads and to draw road safety lessons from them.

### WHAT ROLE DOES THE DEKRA ROAD SAFETY REPORT PLAY IN THAT REGARD?

The Accident Research department at DEKRA works actively in conjunction with other divisions on the Road Safety Report. The neutral presentation of both facts and solutions is important to a broad specialist public from the fields of research, practice and policy.

initiatives that make the world a safer place to take center stage. The DEKRA Award is presented in the following categories: “Safety in Transport”, “Safety at Work” and “Safety at Home”. All organizations nominated make a contribution to safety in society. One inspiring example is that of Pflasterpass gGmbH, winner of the 2017 DEKRA Award in the “Safety at Home” category: the Pflasterpass program provided an introduction to the topic of “First Aid for Kids” for children aged from four to eight. The children were taught about the dangers at home, at school, and at play, as well as basic first aid skills appropriate to their age group. Using appropriate teaching methods, the children learn to be ready to provide help and what action they should take themselves, in addition to basic first aid so that they can respond confidently and safely in emergency situations.

# Sustainability business model

DEKRA contributes to the sustainable development of the environment, the economy and society by supporting its customers and partners. DEKRA provides sustainability also through safety, because safety is a fundamental requirement for sustainable development. This is why both DEKRA's mission and its motto is: "Safety is sustainable".



1

2



DEKRA takes a pro-active approach to sustainability: in the field of sustainability and CSR, DEKRA supports partners in ecological and social contexts.

- 1 The services offered by the DEKRA "Akademie" make a contribution to integration.
- 2 The safety and performance of photovoltaic systems should be tested on a regular basis.



## Comprehensive expertise

DEKRA offers specific sustainability services connected with the environment and social responsibility. In view of the current ecological and social challenges, expert services in the fields of sustainability and corporate social responsibility (CSR) are a key issue. DEKRA experts support their partners worldwide: for example, by means of laboratory measurements, inspections, certification and advice in the areas of renewable energies, energy efficiency, environmental protection, environmental management, sustainable building and sustainability standards. In addition, DEKRA is also active in the fields of integration, further education and training, and occupational health and safety. The DEKRA team of sustainability experts also offers a multitude of CSR-specific consulting services.

## Sustainability consulting and audits

Those services include, for example, the service portfolio of DEKRA Assurance Services. DEKRA experts assist companies to develop tailor-made sustainability strategies and support their implementation of sustainability practices at an organizational, process and product level. At product level, DEKRA helps to identify critical social and ecological challenges along the value-added chain.

As a long-established EPEAT (Electronic Product Environmental Assessment Tool) partner, DEKRA has been helping manufacturers in the IT and electronics industry to ensure their products comply with environmental standards since 2012. With EPEAT-certified products, account is taken of sustainability considerations as early as the procurement stage, thus allowing environmental and cost benefits to be achieved. DEKRA also procures EPEAT-registered IT products, and in so doing implements internal sustainability objectives.

In addition, DEKRA, as an independent third party, audits and confirms the information and data disclosed in sustainability reports, thus contributing to robust and credible communication with stakeholders. One example of this activity are its audits of environmental indicators. By conducting social and environmental audits of suppliers worldwide, DEKRA further supports the observance of human rights and a reduction in environmental pollution.



3

A further example is the sustainability auditing of BMW dealers using an assessment system developed by the automotive manufacturer for new dealerships. As part of that auditing, sustainability considerations are reviewed and assessed throughout the planning, construction and operation stages.

Together with its partner Project Climate, DEKRA helps companies to achieve the goal of a CO<sub>2</sub>-neutral fleet, thus making a contribution to climate protection.

**Innovative solutions**

DEKRA's Product Testing and Certification (PTC) business unit, based in the Netherlands, works to develop solutions that meet the sustainability requirements of its partners. Challenges such as air pollution in urban areas can be tackled by using low-emission local transport systems. In that connection, battery range is one of the main restrictions on electric mobility. The Dutch company Heliox has developed an innovative fast-charging battery solution for electric buses. The charging system was certified by DEKRA.



DEKRA also reviews the compliance of products and materials with sustainability criteria. One example is the use of natural hemp fibers as an environmentally-friendly alternative in industrial applications, for instance for automotive parts. DEKRA has, for example, supported the process of achieving initial sustainability certification (ISCC Plus) for the natural fibers produced by HEMPFLAX by means of a comprehensive system of audits and monitoring.

DEKRA experts also test and certify various products, components and materials in relation to sustainability criteria.

**Sustainable building**

DEKRA is a member and exclusive partner of the German Sustainable Building Council (Deutsche Gesellschaft für nachhaltiges Bauen, "the DGNB") and provides assistance by conducting conformity tests in line with DGNB standards. Since 2013, DEKRA has been helping the DGNB to optimize testing processes and to assist with the sustainability certification of hundreds of

**Relying on their expertise in sustainability, DEKRA employees test, provide advice on and certify their customers' technologies, processes and systems all over the world.**



5



- 3 Providing measurements for the purpose of air pollution control is one of the core services.
- 4 Low-emission local transport: DEKRA certified the Heliox fast-charging system for electric buses.
- 5 BMW dealerships are subject to strict sustainability audits.

buildings in Germany. In that connection, DEKRA has contributed to establishing the DGNB system in China by offering courses and training to local DGNB auditors and consultants. In addition, DEKRA is also a member of the German Green Building Association (GGBA), which acts as the representative of the US sustainability system LEED and is based in Berlin.

DEKRA also conducts energy audits and energy-saving potential analyses. The "DEKRA Energy Efficiency Certificate" forms the basis for the comprehensive inspections of the energy efficiency of new building projects and modernization works on existing buildings. This ensures transparency, eligibility and high quality standards for DEKRA's partners. In addition, alongside increased energy efficiency, enhanced user comfort is also ensured; this has a sustainable, positive impact on the environment. Sustainable building and energy efficiency are core issues if real progress is to be achieved in terms of sustainability. DEKRA supports its partners in this regard along the entire value-added chain.

**Management systems and climate protection**

From its base in France, DEKRA Industrial helps its partners to focus on issues of environmental protection and occupational health and safety, in particular using management systems such as EMAS, ISO 14001 and OHSAS 18001. By providing services such as soil and groundwater testing, consultancy on environmental protection, environmental compatibility tests, and water and waste management, as well as services in the field of social responsibility such as health protection assessments and occupational safety analyses and consultancy, DEKRA contributes to the sustainability performance of its customers.

DEKRA is also the official scoring partner of the Carbon Disclosure Project (CDP) for France, Luxembourg, Belgium and the Netherlands. The CDP is a global initiative advocating for climate protection which provides a system for environmental impact reporting. CDP data inform investors, companies, political decision-makers, scientists and the media about companies' climate-related indicators and strategies, and have become a global standard.

# Sustainability principles and objectives

Taking into account both the company's strategic focus and values as well as the requirements of internal and external partners, DEKRA's understanding of sustainability is as follows: "For DEKRA, sustainability means managing the company responsibly, maintaining an overview of the entire value-added chain, promoting innovations, assuming responsibility for employees and the environment and, above all, making a contribution to greater safety." The following principles underpin our work in the field of corporate sustainability:



## Responsible corporate management

Our goal is to secure long-term success for the company whilst taking into account our social and environmental responsibilities. We support fair competition and do not tolerate corruption in any form. We protect the data of our customers, business partners and employees. The integrity, reliability and neutrality of all employees are of crucial importance. With the DEKRA Compliance Guidelines, we have set ourselves globally binding guidelines that promote the ethical and lawful conduct of all DEKRA employees and executives.

→ We are constantly aligning our compliance and data protection management processes with the changing environment and further expanding stakeholder dialog on issues of sustainability and safety.

## Value creation

We assume responsibility for our entire value-added chain – from purchasing through internal processes to customer relations. We expect socially and environmentally responsible behavior from our suppliers. Within the company, it is our unconditional goal to ensure that we provide high-quality services. Thanks to the expertise and skills of our employees, those services contribute to sustainable development. We are working on sustainable solutions for our customers and striving to live up to our corporate mission of customer focus.

→ We integrate and monitor minimum sustainability requirements in our Group-wide supply chain and within internal processes.

## Innovation & future viability

We attach great strategic importance to innovation and sustainability. We are constantly honing our expertise and are also ready to act as an independent safety partner in connection with technology of the future. DEKRA promotes innovations within the company not only through our in-house innovation and ideas management but also through cooperation with external partners from the worlds of business, science and research. In that context, it is our goal to become the global partner for a safe world.

→ We will also contribute to sustainability and safety in society and the environment going forward through innovations and cooperate on broad basis with partners from the worlds of business, science and research.

## Employees

Our employees' expertise and reliability are our most important resource. This is why it is our goal to provide attractive jobs. The health and safety of our employees is our top priority. It is our aim to prevent workplace accidents and eliminate potential risks. Teamwork, mutual trust and loyalty are the bases for our cooperation. We value the diversity of our employees, support equal opportunities, and promote our employees' further development.

→ We are constantly monitoring and improving occupational safety, developing our employees' skills, and increasing both employee satisfaction and workplace appeal.

## Environment

Protecting the environment and its resources is a primary objective for DEKRA. From DEKRA's perspective, protecting the environment is part and parcel of providing safety. This is achieved, on the one hand, through our internal environmental management processes and, on the other hand, by the services and expertise we provide, which make an important contribution to the protection of the environment. A Group-wide network of environmental management officers is responsible worldwide for continuing to improve environmental protection and resource efficiency at DEKRA. Our services in the field of environmental and energy management also contribute to protecting the environment beyond the company's doors.

→ We are constantly monitoring and optimizing our energy consumption and our CO<sub>2</sub> footprint.

## Society & safety

Safety is at the center of our corporate strategy. We promote safety in all areas of life not only through the services we provide but also by our social engagement. We work in conjunction with stakeholders from civil society and are pro-active in contributing our expertise to the public and political debate. Our overall contribution to creating greater safety in the environment, business and society is our most significant contribution to sustainable development.

→ We are further expanding our social engagement to promote safety and associated partnerships, and are taking even greater steps to contribute our expertise to the public and political debate.

# Key performance indicators

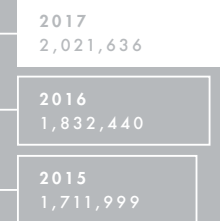
## Employees, diversity, training, qualifications, feedback

### NUMBER OF EMPLOYEES

	2015	2016	2017
Total workforce (including TE)	36,673	39,357	44,057
Total workforce (excluding TE)	24,531	25,695	27,092

TE=temporary employees of DEKRA Arbeit  
Scope: DEKRA Group

### PERSONNEL EXPENSES IN THOUSAND EUR



Scope: DEKRA Group

### BREAKDOWN BY GENDER

	2015	2016	2017
Women	26.4%	26.3%	27.0%
Men	73.6%	73.7%	73.0%

Management <sup>1</sup>	2015	2016	2017
Women	16.9%	17.1%	17.5%
Men	83.1%	82.9%	82.5%

<sup>1</sup> – Management levels 1-3

### TYPE OF EMPLOYMENT

	2015	2016	2017
Full-time	90.6%	91.9%	90.8%
Part-time	9.4%	8.1%	9.2%

### AGE STRUCTURE

	2015	2016	2017
>60 years	6.7%	7.1%	7.3%
51-60 years	23.6%	23.9%	23.7%
41-50 years	25.0%	24.4%	24.6%
31-40 years	29.2%	29.4%	29.2%
20-30 years	15.4%	15.1%	15.0%
<20 years	0.2%	0.1%	0.2%
Ø age in years	42.3	42.4	42.5

### NATIONALITIES

**88**  
within the DEKRA Group

### BREAKDOWN BY COUNTRY

	2015	2016	2017
Germany	11,408	11,918	12,515
France	4,525	4,588	4,740
Europe (excluding Germany and France)	4,342	4,680	5,262
Rest of world	4,256	4,509	4,575

Scope: DEKRA Group (excluding TE) from "Breakdown by Gender" to "Breakdown by Country"

### EMPLOYEE FEEDBACK

**>16,000**

participants in the global engagement survey 2016/17

Participation rate of 63.8% (16,119 out of 25,258). Scope: DEKRA Group (excluding TE)

### TRAINING & EDUCATION

	2015	2016	2017
Employees in receipt of training <sup>1</sup>	510	533	513
Expenditure on training and further education <sup>2</sup> (in thousand EUR)	16,581	20,055	20,360

Training and further education at DEKRA Automobil<sup>3</sup>

Centrally organized events	2,291	2,620	2,797
Reservations	18,493	18,692	21,336

Participant Days 48,411 51,246 56,918

<sup>1</sup> – Trainees, dual students, excluding engineers in training. Scope: DEKRA Group (excluding TE).  
<sup>2</sup> – The training and further education expenditure reported includes external services as well as the own services and services in kind provided by DEKRA and recorded and reported by companies. Scope: DEKRA Group.  
<sup>3</sup> – These figures have to date been reliably recorded in relation to the largest DEKRA company, DEKRA Automobil GmbH.

### Ø LENGTH OF SERVICE



Scope: DEKRA Group (excluding TE)

### EMPLOYEE TURNOVER RATE

**6.1%**

rate of employee resignations in 2017

Scope: DEKRA Group (excluding TE)

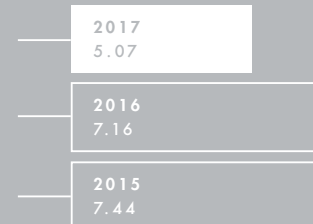
## Occupational safety

### NUMBER OF WORKPLACE ACCIDENTS AND FATALITIES

	2015	2016	2017
Workplace accidents <sup>1</sup>	17.4	16.8	14.2
Fatalities	0	0	0

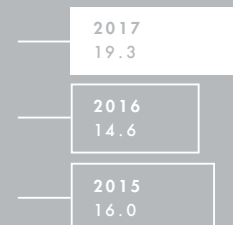
<sup>1</sup> – Number of workplace accidents resulting in ≥1 lost working day (incl. commuting accidents) per 1,000 full-time employees.

### ACCIDENT RATE



Number of workplace accidents resulting in ≥1 lost working day (excl. commuting accidents) per 1 million working hours.

### ACCIDENT SEVERITY



Working days lost per accident (incl. commuting accidents)

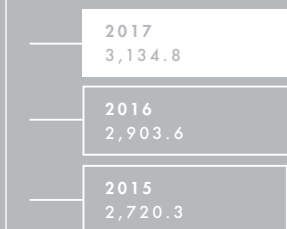
Scope of occupational safety: DEKRA Group, excluding Business Unit "PERSONNEL".

**2nd**

DEKRA Healthy Day  
In 2016, the DEKRA headquarters in Stuttgart hosted the second DEKRA Healthy Day. The third DEKRA Healthy Day is being held in 2018.

## Business & governance

### REVENUE IN MILLION EUR



### GROWTH

**14**

consecutive years of growth point to sustainable success

### EBIT AND EBIT MARGIN

	2015	2016	2017
Adjusted earnings before interest and taxes (EBIT) in million EUR	201.1	220.6	236.1
Adjusted EBIT margin	7.4%	7.6%	7.5%

**> 150**

million euros of targeted investments in digital growth in 2017.

### DEKRA GLOBAL

**5 > 50**

continents countries

### COMPLIANCE

**5,908**

participants in compliance training courses in 2017

### NUMBER OF ACCREDITATIONS<sup>1</sup>



<sup>1</sup> – The number changed compared to 2016 due to modified official requirements or newly added services, also in the context of newly acquired companies within the DEKRA Group.

### VISION

**2025**

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

# Key performance indicators

## Environment

### ENERGY CONSUMPTION

	2014	2015	2016
Electricity	2,195	2,188	2,180
Heating	6,416	6,374	6,329
Electricity & heating	8,611	8,562	8,509

per employee in kWh

Scope: DEKRA Germany  
The 2017 figures were not yet available when this report went to print.

### CO<sub>2</sub> EMISSIONS FROM ENERGY CONSUMPTION

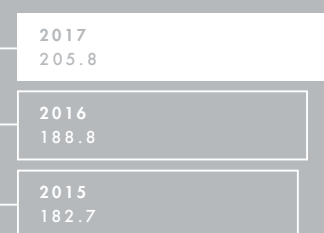
	2014	2015	2016
Heating	1,790	1,778	1,766
Electricity	525	523	521
Electricity & heating	2,314	2,301	2,287

per employee in kg of CO<sub>2</sub>

Scope: DEKRA Germany.  
The energy consumption figures and the emissions figures based on that consumption (heating, electricity) are based on the findings of a detailed energy audit conducted in 2015 and extrapolations based on that audit.

Scope: DEKRA Germany

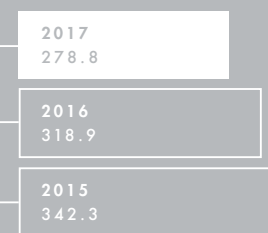
### CO<sub>2</sub> EMISSIONS FROM BUSINESS TRAVEL (TRAIN, PLANE, RENTAL CARS)



CO<sub>2</sub> in kg per employee

Scope: DEKRA Germany

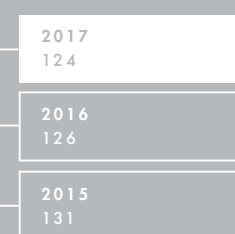
### CO<sub>2</sub> EMISSIONS FROM THE DEKRA FLEET



CO<sub>2</sub> in kg per employee

Scope: DEKRA Germany  
Based on the contractually agreed annual distance traveled

### CO<sub>2</sub> EMISSIONS FROM DEKRA FLEET VEHICLES



Ø CO<sub>2</sub> emissions from DEKRA fleet in g/km

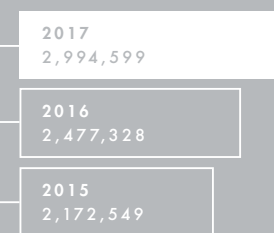
Scope: DEKRA Germany

### OFFSET

**355**  
t of CO<sub>2</sub>

In 2018, two DEKRA companies recorded a 355 ton offset in CO<sub>2</sub> by obtaining CO<sub>2</sub> certificates from a project to produce wood-fired gas stoves in India (CDM Gold Standard).

### BUSINESS TRAVEL BY RAIL



pkm for long-distance travel

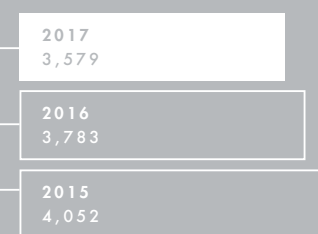
Scope: DEKRA Germany  
Using 100% green electricity from renewable energy sources and thus CO<sub>2</sub>-free (source: Deutsche Bahn)

**>100,000**

trees have been planted in partnership with Planète Urgence since 2010. Over that period, DEKRA Automotive France has supported the environmental NGO each year.

[http://planete-urgence.org/entreprise/geolocalisation\\_indonesie\\_33\\_dekra.htm](http://planete-urgence.org/entreprise/geolocalisation_indonesie_33_dekra.htm)

### PAPER



pages per employee

Scope: DEKRA Germany  
The figures show the annual volume purchased.

The figures for travel by train or rental car and for air travel are based on the analyses provided by the respective contractual partners.  
Scope: DEKRA Germany

# The Sustainability Code



DEKRA complies with the The Sustainability Code (Deutscher Nachhaltigkeitskodex, "DNK"). In May 2017, the DNK Office issued a declaration of conformity for 2016. DEKRA is thus the 200th organization to comply with the internationally recognized sustainability standard. The declaration of conformity will be updated regularly (every two years). DEKRA's customized approach to sustainability management is guided by the company's values and the 20 DNK criteria. The Code provides a framework for reporting non-financial performance which can be used by organizations and companies whatever their size or legal form. The DNK was launched by the German Council for Sustainable Development (Rat für Nachhaltige Entwicklung, "RNE"), an advisory body to the German Federal Government.

### 4 AREAS / 20 Criteria

#### STRATEGY

1. Strategic Analysis and Action
2. Materiality
3. Objectives
4. Depth of the Value Chain

#### PROCESS MANAGEMENT

5. Responsibility
6. Rules and Processes
7. Control
8. Incentive Schemes
9. Stakeholder Engagement
10. Innovation and Product Management

### 4 AREAS / 20 Criteria

#### ENVIRONMENT

11. Usage of Natural Resources
12. Resource Management
13. Climate-relevant Emissions

#### SOCIETY

14. Employment Rights
15. Equal Opportunities
16. Qualifications
17. Human Rights
18. Corporate Citizenship
19. Political Influence
20. Conduct that Complies with the Law and Policy

To improve readability, there are no gender-specific forms of address, titles, or references in this report. All references to people apply equally to both genders.



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2018

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