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Dear Sir or Madam,



STEFAN KÖLBL

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

Since it was founded 90 years ago, DEKRA has been a **pioneer in matters of safety**. Building on this basis, we have ushered in a new phase of company development with our strategic program "Vision 2025" and we have set ourselves an ambitious goal to be achieved by 2025: we will be the global partner for a safe world.

With this ambition, we are combining **innovative services** that make a contribution to sustainability in business and in society. Together with leading institutions, research facilities and corporate partners, we are working on solutions for current and future challenges.

Our **social responsibility** is not limited only to the services that offer greater safety to our customers, but also includes responsibility to our employees, suppliers and other stakeholders. The topics of occupational safety and human rights are afforded a high degree of attention here.

In the **environmental domain**, our services play an instrumental part in protecting the environment and conserving resources. We also take advantage of this expertise internally, such as in 2015 when we further enhanced the organizational structure of our environmental management. Centrally managed efficiency-boosting measures are enabling us to cut costs and at the same time make a sustainable contribution to the environment.

Sustainability plays a key role in **corporate management and governance** at DEKRA. A Group Officer was appointed in response to the growing importance of sustainability for business success. We also set up an additional, international group function for data protection. The central divisions of Compliance as well as Environment, Health & Safety were also further optimized. This has enabled DEKRA to put itself in a good organizational position for the future.

For DEKRA, **sustainability** means managing the company responsibly, maintaining an overview of the entire value chain, promoting innovations, assuming responsibility for employees and the environment and, above all, making a contribution to greater safety. This is what we are working toward on a daily basis. In this summary report, we will keep you informed of our objectives, measures and progress.

Sincerely,



STEFAN KÖLBL

Responsible Corporate Management

Not only does DEKRA assume responsibility by promoting greater safety, it also continuously improves internal structures and processes to meet the requirements of responsible corporate management. Great importance is attached to taking responsibility not only for long-term business success and employee well-being, but also for the environment and society. These serve as guidelines for all corporate activities.

Sustainability Management

The strategic and operational anchoring of sustainability within the company was given a further boost over the past year. The organizational framework conditions for systematic sustainability management were put in place. The central Legal and Compliance division coordinates and manages all sustainability activities relevant to DEKRA. This division manages the further expansion of sustainability management at DEKRA and establishes the conditions for systematic sustainability reporting. In the capacity of Group Officer for Sustainability, the head of this division reports directly to the CEO of DEKRA SE. This shows that:

Sustainability is a top-level issue at DEKRA.

Compliance

This is also true of compliance. Compliance is a key topic for DEKRA as a neutral and global expert organization in ensuring compliance with national and international laws and regulations. Given the ever more complex environment, internal structures will continue to be adjusted accordingly going forward. New employees, departments, business units and subsidiaries will be integrated into Compliance Management.

In addition to the Chief Compliance Officer, there are 22 local compliance officers worldwide whose job it is to ensure that our compliance principles are applied.

National and international compliance training is given on a continuous basis, taking particular account of systematically identified risk areas. Focus countries are selected every year. In 2015, for instance, the focus was on Brazil and China, where employees across all companies were trained in compliance. Priority was given to a range of topics including bribery, corruption, unfair competition and conflicts of interest.

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employees in China were given
compliance training in 2015

DEKRA is also involved in cross-company initiatives. On behalf of the Federal Ministry for Economic Cooperation and Development, for example, DEKRA helped to draft a set of guidelines for companies entitled "Sponsoring: Utilizing Opportunities, Minimizing Risks" as part of the Global Compact Network Germany.

Data Protection

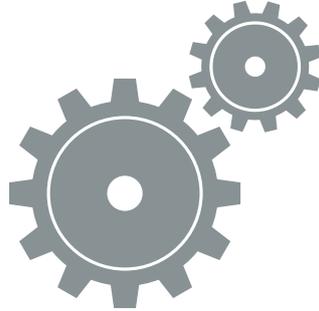
From DEKRA's perspective, responsible corporate management also includes data protection. In the age of digitalization and networking, data protection is a highly important matter. Protecting the private

domain of customers, business partners and employees when processing personal data as well as the security of all business-related data are afforded top priority in DEKRA's business processes. This is why DEKRA appointed a Group Data Protection Officer. In the future, this person will be supported by teams of local data protection officers within an international data protection organization, who will ensure that legal data protection requirements are being met across the company.

EHS (Environment, Health & Safety)

Environment, health and safety matters also form a core part of our responsible corporate management. EHS Management promotes protection of the environment, employee health and occupational safety. Following the appointment of a Group EHS Officer, a total of 88 EHS officers were subsequently appointed throughout the group. This means that these areas are gradually being expanded and specific EHS processes introduced.

Value Creation



Our Approach

In DEKRA's eyes, responsible actions should cover the entire value chain. As an expert organization, we operate globally with an extensive network of suppliers and customers.

In the Sustainability Magazine 2015, we defined the objective of assessing local suppliers in terms of their compliance with human rights and adherence to ILO standards. As part of a holistic supplier evaluation process, individual suppliers will henceforth be audited according to specific risk criteria. In addition to process and quality criteria, these audits will also include social and environmental criteria to ensure sustainable processes. Sample selection is based on the factors of risk and strategic relevance.



Our Commitment

Suppliers:

We select our suppliers not only on the basis of economic aspects, but also factor in their environmental and social responsibility.

Since 2014, we have embedded obligation clauses into the General Terms and Conditions of Purchase (GTCP), which call for sustainable conduct on the part of our suppliers, e.g. by minimizing their environmental footprint and ensuring compliance with occupational health and safety standards.

In Germany, we are currently working with self-assessments on our suppliers' social and environmental aspects. We use the data we obtain to analyze supplier competence, evaluate risk and determine supplier development.

Customers:

We provide our customers with services that contain high added value content of the utmost quality. Our primary focus is on technical safety as well as service quality and sustainability.

This involves implementing environmental and energy management systems as well as conducting energy audits and energy consultations with our customers. DEKRA advocates environmental labeling of products (e. g. EPEAT: Electronic Product Environmental Assessment Tool) and provides testing and consulting services for sustainability studies (e. g. environmental life cycle assessment or carbon footprint studies).

We work closely in the construction sector with the German Sustainable Building Council (DGNB) and the Institute for Construction and Environment (IBU), and devote our services to supporting sustainable building. DEKRA also offers bioenergy-specific services – including certification of sustainable biomass with the

Better Biomass Certificate (NTA8080), the International Sustainability & Carbon Certificate (ISCC) and the REDCert (sustainability certificate for biofuels).

The DEKRA Academy is running a pilot project backed by the Federal Ministry of Education and Research for the tourism industry in Greece involving the implementation of core elements of dual training.

The shortage of nursing care professionals regularly makes the headlines. This has prompted the DEKRA Academy to take part in a three-year research project. The objective is to make the professional skills of nursing care professionals on the European labor market comparable between the different EU member states. This simplifies mutual recognition and increases mobility.

DEKRA understands that being customer-focused includes having a relationship based on trust and partnership. Customer satisfaction is a priority here.

At DEKRA Automotive in the expert appraisals area, for example, we carried out face-to-face talks and telephone interviews to ask customers about their satisfaction with DEKRA. The vast majority of our customers were either satisfied or very satisfied. But we are not content to rest on our laurels, and are instead working toward further optimizing our processes and services.



Our Objectives

- To expand sustainability in purchasing: to continue incorporating key DEKRA sustainability criteria in the supply chain, including at an international level.
- To systematically record and further increase customer satisfaction: to extend previously conducted customer surveys to additional business units and derive measures from this.

Innovation



Our Approach

DEKRA champions innovations within the company with a view to their social and environmental benefit. Our ideas and innovation management help to make full use of our employees' creative potential.

Innovations have the greatest benefit when they are developed in line with the needs of our stakeholders. This is why we set great store by cooperation with external partners throughout the innovation process.



Our Commitment

The corporate initiative "Innovation Strategy & Process" was introduced in 2014 to leverage in-house innovation potential. Trends were also systematically analyzed as precursors to potential innovations. Our in-house ideas management gives us access to employees' creative ideas.

90 years of ideas

Ideas competition to mark
DEKRA's 90th anniversary

In 2015, we advertised the ideas competition "90 years - 90 ideas" to mark the 90th anniversary of DEKRA. Prizes were awarded to the three best ideas and they are now being pursued further, as are many of the other 500 and more submitted ideas.

Throughout the company, new innovation processes were established and other processes optimized. This is intended to foster innovative service approaches in general and to promote ideas that relate to social and environmental sustainability.

For example, at our subsidiary DEKRA Insight, in 2015 we set up a research and innovation process to analyze the ideas submitted by a Governance Committee. In the DEKRA Academy, existing innovation processes were evaluated to ensure that the company is well-equipped - in terms of content and organization - for the education market of tomorrow. Within interdisciplinary teams, the DEKRA Academy looks into major trends for the education sector, predominantly digitalization and Industry 4.0. The aim is to identify future forms of learning and working ahead of time so that we can formulate responses in the form of suitable training offerings and make an active contribution to shaping future job profiles.

The work we are doing in various national and European research projects is providing us with key findings for the development of target-group-appropriate training offerings.

Sustainable innovations are being developed in partnership with external stakeholders. Throughout the innovation process, DEKRA works with representatives from around the world in the fields of science, politics and the private sector. The topic areas of digitalization and connectivity are afforded a special role. Vehicles, machines and consumer goods are increasingly connected and communicate by means of wireless transmission methods, the security and reliability of which must be guaranteed. In these areas, too, DEKRA is aiming to take on a thought leader role in matters of safety and quality.

**“DEKRA is arming itself
for the challenges of the
Internet of Things.”**

STEFAN KÖLBL



Our Objectives

- To continuously improve innovation processes within the company: identification and sharing of best practices and the continuation of the successful in-house ideas management policy.
- To step up the promotion of innovations relating to sustainability and incorporate them in our portfolio.
- To transfer existing safety expertise to the digital world by developing innovative services, including in partnership with R&D institutions, and to expand these activities internationally.

Employees



Our Approach

As an expert organization, for our future business success we require a highly motivated and qualified workforce with employees from highly varied backgrounds. DEKRA is an employer that offers secure and attractive jobs. This establishes long-term bonds of loyalty with employees. This is why employee orientation and team spirit are firmly embedded in our corporate principles.

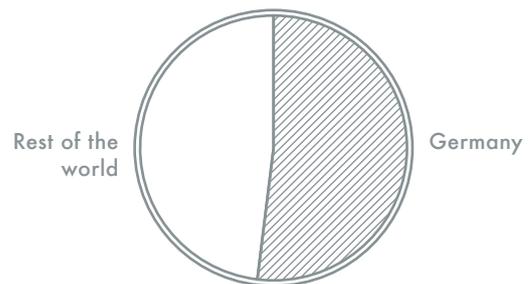
We have implemented the objectives we formulated over the past two years to expand occupational health and safety and to identify and analyze key performance indicators, and derived corresponding measures.



Our Commitment

DEKRA has nearly 37,000 employees worldwide, around half of which are based outside Germany.

INTERNATIONALIZATION
Distribution of employees in 2015:



Equality of opportunity and work-life balance are important to us. Yet another DEKRA subsidiary, DEKRA Arbeit, signed the Diversity Charter in 2015, making a commitment to recognize, value and incorporate diversity. We help foster equal opportunities with part-time working models and childcare support.

Our endeavors are starting to bear fruit: in recognition of our work in promoting equal opportunities in the workplace, our French subsidiary DEKRA Industrial received a professional equality award in November 2015 (the Prix d'Égalité Professionnelle).

DEKRA ensures safety. This is why we are also concerned with raising awareness of safety in all areas of life among our own employees. We are currently in the process of expanding the global occupational health and safety system. Statistics on accidents and lost working days can be used to identify and minimize risk areas.

DEKRA Automobil records the type of work-related accidents and uses this information to improve safety management. Work-related accidents are being reduced thanks to workplace inspections of all DEKRA Automobil workplaces. This saw the number of reportable work-related accidents per 1,000 employees (1,000 person quota) fall from 16 (2013) to 11 (2015).

Prevention is essential here, and it begins with each individual. Managers are role models in this respect. DEKRA thus offers its employees a range of health courses and provides them with information on behavior that is beneficial to health.

“We will only succeed in communicating our Vision 2025 to the outside world if we have exemplary behavior from every individual.”

STEFAN KÖLBL

It goes without saying that our vision “We will be the global partner for a safe world” concerns our employees, too, which is why we are encouraging their commitment to being ready to act as first aiders in all areas of life.

“All DEKRA employees worldwide are being given the opportunity to participate in a free first aid course.”

STEFAN KÖLBL

As a result, the members of the DEKRA family worldwide become safety ambassadors outside their working environments, too, and make a contribution to society.

There are currently around 120 first aiders in total at the headquarters in Stuttgart – double the figure for last year.

We also promote employee fitness by organizing annual sporting events such as the DEKRA soccer tournament and the DEKRA ski cup, and by taking part in company runs. In addition to this, we publish regular tips in employee publications on health and safety in the workplace and offer seminars on dealing with stress.

DEKRA places considerable emphasis on training and further education for young people and specialist workers such as our test engineers. This also includes lifelong learning, which transcends all age groups and hierarchical levels. This is how we facilitate the personal and professional development of our employees.

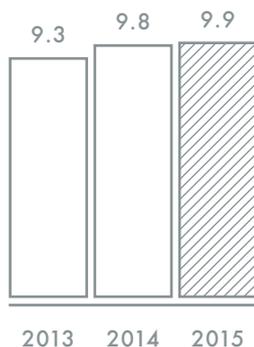
510

Number of trainees and apprentices in 2015 across the DEKRA Group (2014: 478)

Our employees' knowledge counts, which is why the Management Board invites employees to take part in the strategic dialog several times throughout the year. This gives employees in Germany the opportunity to engage in direct dialog with their managers to discuss new developments at DEKRA and make suggestions. Groups of experts can network and exchange views via our internal networking platform DEKRA Connect. We carry out regular employee surveys on our internal blog.

EMPLOYEE RETENTION

Average length of service to the group in years worldwide, 2013-2015



Our job attractiveness is also reflected in long lengths of service to the company and a low employee turnover rate. Employee turnover has been stable at 4.8% across the whole group for the past two years.



Our Objectives

- To continue increasing employee satisfaction: to systematically record employee feedback and to continuously improve satisfaction and involvement.
- To improve occupational safety: to further reduce accident figures by taking preventive measures and expanding the EHS organization.
- To continue promoting diversity in the workforce: to measure and take into account indicators such as nationality to increase the diversity of our workforce, which already comprises around 100 nationalities.

Environment



Our Approach

DEKRA is committed to protecting the environment – with its range of services and in its own use of resources. Even a service company like DEKRA can make an important contribution to environmental protection.

We have now attained the objective we formulated in past years to considerably reduce the CO₂ emissions of our vehicle fleet. As announced, group-wide environmental officers were also appointed and the recording of environmental indicators stepped up.



Our Commitment

We have given environmental management at DEKRA an international standing. Group-wide management of all relevant environmental topics is supported by local environmental officers.

88

environmental officers within the group-wide EHS organization

As a result, activities in the field of environmental protection as well as increasing energy and resource efficiency are now much better coordinated and aligned. On this basis, the systematic recording of environment-related indicators is being successively expanded to leverage optimization potential.

“Environmental management allows us to contribute to protecting the environment and cutting costs for the company at the same time.”

FATIH YILMAZ, GROUP OFFICER
FOR ENVIRONMENTAL MANAGEMENT

DEKRA is working toward further optimizing its energy consumption. Around 39 % of energy consumption in Germany is covered by renewable energies. Systematically recording consumption and introducing various efficiency-boosting measures are expected to achieve a further reduction in energy consumption.

Together with the Fraunhofer Institute for Solar Energy Systems (ISE), we are working at the Stuttgart headquarters on a model project that involves using heat accumulators to find suitable solutions for increasing energy efficiency in buildings and stabilizing the electricity grid at the same time.

Our own combined heat and power plants are also contributing to increasing energy efficiency. DEKRA feeds the waste heat from three of its plants into absorption chillers and uses it to either heat or cool buildings, depending on the time of year.

Within the framework of an energy audit performed in Germany in 2015, additional measures for reducing energy consumption were identified. The greatest leverage came from the conversion to LED lighting.

Beyond tangible measures such as these, DEKRA uses the intranet and its internal networking platform DEKRA Connect to inform and raise awareness among all employees worldwide on how they can take environmentally friendly and resource-saving actions in their professional and private everyday lives.

We are constantly working to improve the situation when it comes to emissions. As a service company, most of our emissions are attributable to business travel.

When it comes to mobility, DEKRA therefore pledges itself on a constant basis to environmental protection causes. To reduce traffic congestion, we advocate using public transport. We offer our employees in Stuttgart reduced-rate company travel tickets. From 2014 to 2015 alone, the public transport quota increased from 13% to 18%.

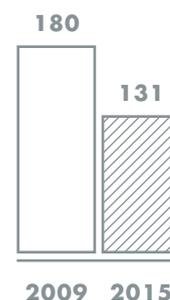
18%

of employees in Stuttgart made use of the company travel ticket subsidized by DEKRA and used public transport to get to work in 2015 (2014: 13%)

As for business trips, in 2015 more than 2.15 million kilometers traveled on public transport with Deutsche Bahn were covered fully by green electricity.

And progress has also been made in recent years when it comes to the company's vehicle fleet. Within seven years, the average CO₂ emissions per vehicle have been cut by more than a quarter from 180 to 131 g/km. This achievement is due primarily to our sustainability-focused fleet policy and to the increasing efficiency of our vehicles.

AVERAGE CO₂ EMISSIONS
DEKRA FLEET (LEASING)
CO₂ emissions in g/km



DEKRA is also involved in sustainable mobility outside the bounds of the company, such as within the scope of a model project involving DEKRA and project partners Bosch, FKFS, Taxizentrale Stuttgart and the University of Stuttgart. The project is looking into the acceptance of electric taxis in Stuttgart and is conducting research into whether electric vehicles are proving a success in daily taxi operations. We are evaluating all vehicles in parallel to the taxi operations for the entire period of use. The aim is to determine the specific environmental impacts of the vehicles.

Within the context of electromobility, as a neutral expert organization we focus on our core concern of getting people to their destinations safely. The potential risks associated with electric vehicles need to be taken into account, just as they are with conventionally powered vehicles. DEKRA's expertise is also helping in this regard to make an active contribution to promoting electromobility.

DEKRA services make an important contribution to environmental protection.

Our services also promote energy efficiency in companies and the development of renewable energies. We help in this regard with energy potential analyses and energy certificates, as well as with inspections, measurements, and facility and material testing for wind power and photovoltaic systems.

We also design, monitor and review environmental life cycle assessments, take emissions measurements, assist operators and planners of environmentally relevant installations with operational and location-specific environmental precautions, and help ensure environmental safety with environmental and hazardous substance analyses.



Our Objectives

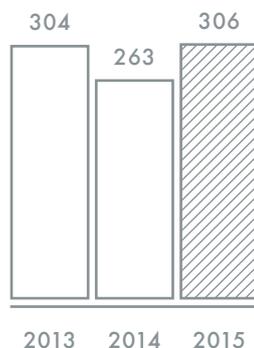
- To monitor and reduce energy consumption: DEKRA is striving to optimize energy consumption on an international level. The next step is to monitor and reduce energy consumption throughout the European locations.
- To record and cut CO₂ emissions: CO₂ emissions should be recorded on a gradual basis and reduced accordingly.
- To utilize renewable energies: to further the use of electricity from renewable energy sources.

Safety

Safety is a basic human need.
It opens up opportunities for DEKRA as
an independent expert organization in
connection with the statutory safety mission.

Since 1925, DEKRA has been looking into the issue of how safety can keep pace with technical development. During the 90 years of its existence, the company has built up a broad spectrum of expertise, which is also reflected in its accreditations.

NUMBER OF ACCREDITATIONS



DEKRA promotes safety in all areas of life. We assess the safety of industrial processes, machinery and equipment, we ensure the safety of work processes with our qualified training and further education offerings, we provide safety consultations, and – last but not least – we work toward greater safety in vehicles and mobility. The theme of safety is at the heart of the work we do, which extends beyond our three business units Automotive, Industrial and Personnel.

As a result of digitalization, mobility is on the brink of an upheaval of historic proportions. (Partly) autonomous driving has gone from a utopia to an achievable vision within a few short years. New vehicles today already come fitted with a number of driver assistance systems. As the number of electronics in the vehicle grows so,

too, do the safety requirements for these systems. This is why DEKRA is already working today to develop the safety testing procedures of tomorrow. Here, we also incorporate our expertise relating to connectivity and the Internet of Things.

**DEKRA ensures
safety for
the mobility
of tomorrow.**

Beyond the core issue of safety, a reliable vehicle inspection is important for sustainability aspects as well. This fact has also been highlighted by the discussion surrounding manipulated emissions values. This is why DEKRA is in favor of introducing the worldwide harmonized light vehicle test procedure (WLTP) in combination with real driving emissions tests (RDE) on the road as quickly as possible. These test procedures deliver realistic results. At the end of November 2015 at the DEKRA Technology Center in Klettwitz, we informed media representatives about the connections with passenger car emissions measurements.

In our annual Road Safety Reports, we describe how road traffic can be made even safer. The current 2016 report highlights, from the perspective of accident research, traffic psychology and vehicle technology, the areas with the greatest potential for further reductions in the number of road accident victims in the EU and describes the challenges this involves for people, technology and infrastructure.

Functional assistance systems such as electronic stability control, adaptive cruise control, emergency braking systems, lane keeping systems and blind spot assist help to avoid, prevent or compensate for human error. This makes them incredibly important aids in continuing to reduce the number of traffic deaths and casualties.

The distraction caused by smartphone use in road traffic should not be overlooked as an accident risk either. The latest DEKRA Road Safety Report makes specific reference to this risk.

DEKRA provides financial support to the association "DocStop für Europäer." The association aims to provide professional and uncomplicated medical care en route for truck drivers in Europe. Easy access to medical care for all professional drivers anywhere in Europe reduces the risk of accidents and thus improves safety for all road users.

Despite all the technical advancements and developments, for DEKRA everything continues to revolve around people. Raising people's awareness of safety is a matter close to our heart. This is why DEKRA passes on its expert knowledge in a target-group-appropriate manner to people of all ages. At the Technical University of Stuttgart, for example, DEKRA supplies instructors to lecture students of infrastructure management studies on the field of occupational health and safety.

For a number of years now, we have been offering young drivers a free safety check, as it is young drivers in particular who often drive older cars.

We also promote the issue of safety at employee level with our in-house Safety Challenge, which we launched in summer 2015. We encourage our employees worldwide to think about what everyday safety means for them and what contribution they can make to everyday safety in their private or professional environments. Our employees document their personal contributions to safety in self-made videos, which they publish on our global Safety Challenge Platform.

So, as you can see, the "safety mission" does not simply relate to our services, but also to our corporate strategy, our internal work processes, our social commitment and our employees, who also promote safety concepts outside of the workplace and act as our safety ambassadors out in the world. Which is why for DEKRA:

**Safety is
sustainable.**



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