

# Heroes of Safety



## Global Safety Culture

Safety is a basic human need - all over the world. We ensure this: on the road, at work and at home.

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## Committed Experts

Safety is only possible with people. We ensure this: with our impartiality, our expertise and our independence.

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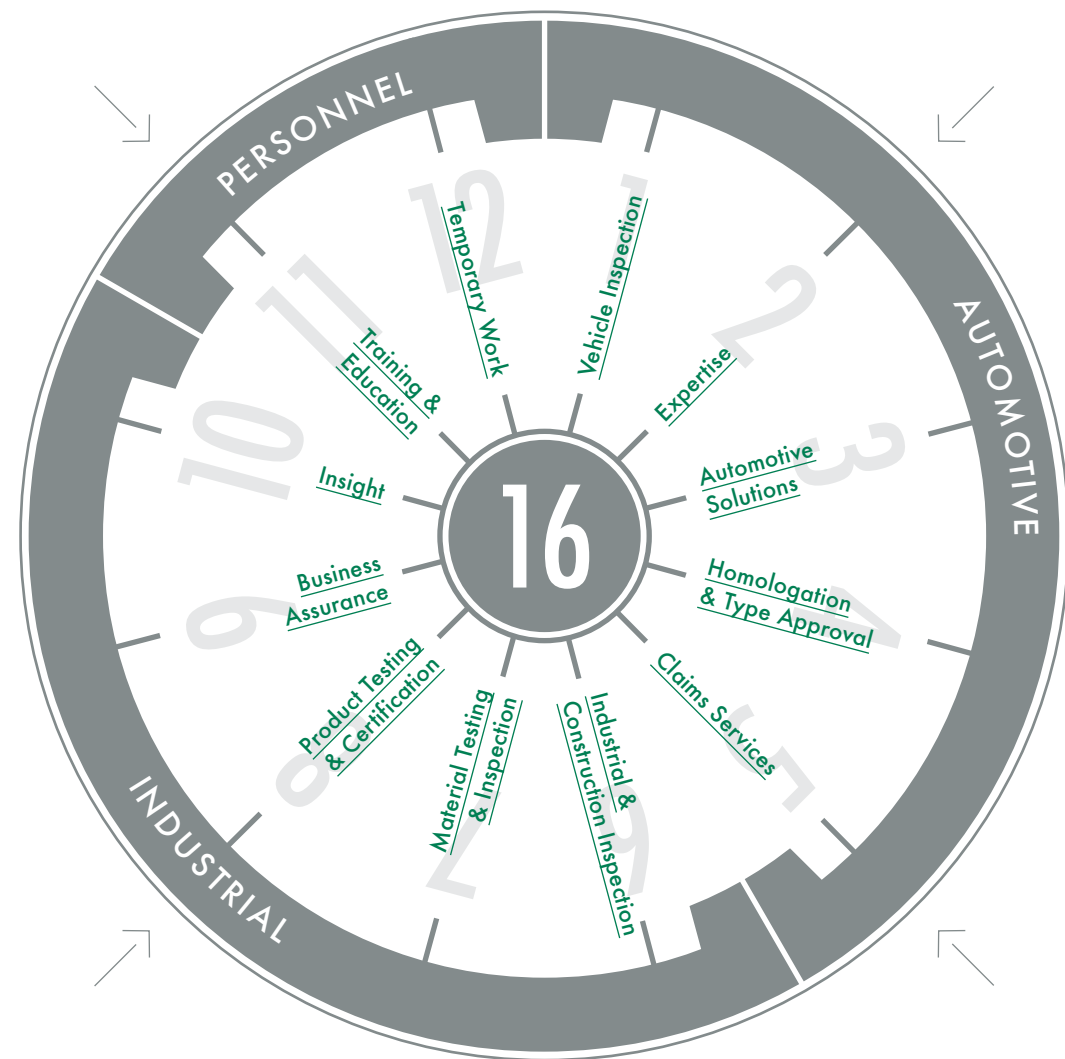
## DEKRA - A Profile

Safety is a task we all share. We ensure this: with more than 39,000 employees.

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# DEKRA

AT A GLANCE



EMPLOYEES **39,357** as of 31/12

COUNTRIES **50** on 5 continents

REVENUE **2,903.6** in € million

# We will be the global partner

DEKRA has been taking care of safety since its foundation in 1925. Our workforce of more than 39,000 people in 50 countries across all continents fulfill this basic human need with their in-depth expertise, a wide range of services and passionate commitment.

In our mind, DEKRA experts are therefore “Heroes of Safety”. On behalf of them all, we would like to express our appreciation of a few of these heroes in this annual report. Based on the sound foundation of our corporate mission formulated by our founders, our “Heroes of Safety” develop new and constantly enhanced solutions with the aim of avoiding accidents and protecting life.

DEKRA focuses on three key areas of life: “on the road, at work and at home.” We have a clear idea about the future. Our vision through to our 100th anniversary in 2025 is: “We will be the global partner for a safe world.”

WHAT MOTIVATES US

Thought Leadership **52**

Services **67**

Commitment **80**

*Stefan Kölbl*  
STEFAN KÖLBL

*Roland Gerdon*  
ROLAND GERDON

*Clemens Klinke*  
CLEMENS KLINKE

*Ivo Rauh*  
IVO RAUH

# for a safe world.

# DEKRA IN figures

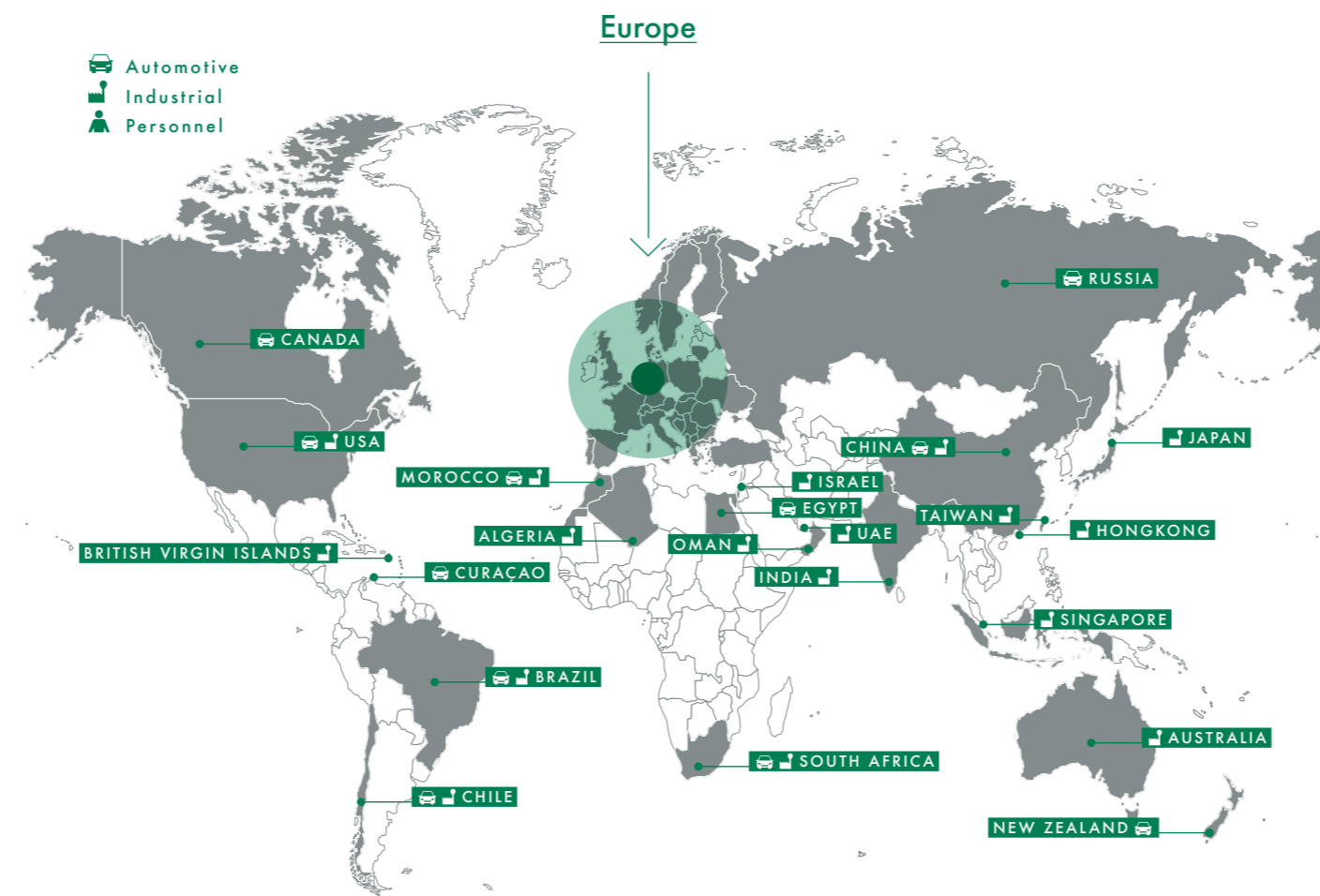
KEY DATA OF DEKRA SE		2014	2015	2016
<b>Revenue and profit</b>				
Revenue	in € million	2,509.8	2,720.3	2,903.6
of which Automotive	in € million	1,327.7	1,419.6	1,501.3
of which Industrial	in € million	702.2	806.0	851.4
of which Personnel	in € million	456.4	467.1	520.9
of which Other	in € million	23.5	27.6	30.0
Adjusted earnings before taxes (EBT)	in € million	149.2	178.1	200.9
Adjusted earnings before interest and taxes (EBIT)	in € million	174.8	201.1	220.6
Adjusted EBIT margin	in %	7.0	7.4	7.6
<b>Investments and cash flow</b>				
Investments	in € million	68.1	81.6	81.2
Cash flow from operating activities	in € million	149.7	173.3	209.3
<b>Balance sheet</b>				
Balance sheet total	in € million	1,810.8	1,977.4	2,091.3
Long-term assets	in € million	1,098.7	1,198.5	1,226.2
Short-term assets	in € million	712.1	778.9	865.1
Equity	in € million	374.9	503.4	543.5
Equity ratio	in %	20.7	25.5	26.0
<b>Employees</b>				
Number as of 31/12		35,021	36,673	39,357
Personnel expenses	in € million	1,588.1	1,712.0	1,832.4
<b>AUTOMOTIVE</b>				
	in € million	1,327.7 <sup>2</sup>	1,419.6 <sup>2</sup>	1,501.3 <sup>2</sup>
Vehicle Inspection	in € million	831.4 <sup>1</sup>	870.1	916.6
Expertise	in € million	256.9 <sup>1</sup>	280.7 <sup>1</sup>	302.1
Automotive Solutions	in € million	139.1	166.6	178.0
Homologation & Type Approval	in € million	25.6	25.6	30.4
Claims Services	in € million	38.9	39.4 <sup>1</sup>	39.0
Other revenues	in € million	35.8 <sup>1</sup>	37.2	35.2
<b>INDUSTRIAL</b>				
	in € million	702.2 <sup>3</sup>	806.0 <sup>3</sup>	851.4 <sup>3</sup>
Industrial & Construction Inspection	in € million	346.0 <sup>1</sup>	359.1 <sup>1</sup>	378.0
Material Testing & Inspection	in € million	133.5	157.8 <sup>1</sup>	155.1
Product Testing & Certification	in € million	89.9 <sup>1</sup>	139.0	164.2
Business Assurance	in € million	63.8 <sup>1</sup>	70.9	76.5
Insight	in € million	66.0	76.1	74.9
Other revenues	in € million	3.0	3.1	2.7
<b>PERSONNEL</b>				
	in € million	456.4	467.1	520.9
Training & Education	in € million	160.5	158.5	185.5
Temporary Work	in € million	295.9	308.6	335.4
<b>OTHER</b>				
	in € million	23.5	27.6	30.0

1 — The prior-year figures of services were adjusted due to reclassification. 2 — Total revenue does not include revenue of around € 150 million (2015: € 133 million; 2014: € 120 million) from industrial services provided by DEKRA Automobil GmbH for regional German projects. 3 — Total revenue includes revenue of € 150 million (2015: € 133 million; 2014: € 120 million) from industrial services provided by DEKRA Automobil GmbH for regional German projects.

# DEKRA global

**Safety is needed  
all over the world.  
This is why DEKRA  
operates in more  
than 50 countries  
on 5 continents.**

Europe		
🇦🇱 Albania	🇨🇷 Croatia	🇨🇭 Switzerland
🇧🇪 Belgium	🇱🇮 Liechtenstein	🇸🇪 Sweden
🇧🇦 Bosnia-Herzegovina	🇱🇹 Lithuania	🇷🇸 Serbia
🇧🇬 Bulgaria	🇱🇺 Luxembourg	🇸🇰 Slovakia
🇩🇰 Denmark	🇲🇰 Macedonia	🇸🇯 Slovenia
🇩🇪 Germany	🇲🇪 Montenegro	🇪🇸 Spain
🇫🇮 Finland	🇳🇱 Netherlands	🇨🇪 Czech Republic
🇫🇷 France	🇳🇴 Norway	🇹🇷 Turkey
🇬🇷 Greece	🇦🇹 Austria	🇺🇦 Ukraine
🇬🇧 Great Britain	🇵🇱 Poland	🇭🇺 Hungary
🇮🇹 Italy	🇵🇹 Portugal	
	🇷🇴 Romania	



# We will be the global partner

DEKRA has been taking care of safety since its foundation in 1925. Our workforce of more than 39,000 people in 50 countries across all continents fulfill this basic human need with their in-depth expertise, a wide range of services and passionate commitment.

In our mind, DEKRA experts are therefore “Heroes of Safety”. On behalf of them all, we would like to express our appreciation of a few of these heroes in this annual report. Based on the sound foundation of our corporate mission formulated by our founders, our “Heroes of Safety” develop new and constantly enhanced solutions with the aim of avoiding accidents and protecting life.

DEKRA focuses on three key areas of life: “on the road, at work and at home.” We have a clear idea about the future. Our vision through to our 100th anniversary in 2025 is: “We will be the global partner for a safe world.”






STEFAN KÖLBL      ROLAND GERDON      CLEMENS KLINKE      IVO RAU

# for a safe world.

WHAT MOTIVATES US

Thought Leadership

52

Services

67

Commitment

80

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OSCAR WALJEMOTH  
DEKRA vehicle inspector and expert appraiser in Järfälla near Stockholm at work

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# Stefan Kölbl

STEFAN.KOELBL@DEKRA.COM

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

“  
**Progress**  
comes at  
a price.  
**New  
technologies**  
always  
harbor new  
**challenges**  
for  
safety.”



**SAFETY  
IS FOR  
ME**

— a task on a global scale —

Since its founding in 1925 DEKRA's pledge is that: We ensure the safety of people in their interaction with technology and the environment. While, at the start of the 20th century, the issue at stake was rapid motorization, today it is the new safety issues from digitalization that are the key focus of our attention. Finding answers – this is what DEKRA is committed to in more than 50 countries spread across the globe.

Digital transformation has meanwhile encompassed all sectors. It is driving innovation that extends far beyond the invention of printing and the steam engine. A look at the example of autonomous operation in mobility shows we are on the threshold of a paradigm shift. The relationship between man and machine in the working world is in the process of being redefined – from working alongside to working together. In the private sphere, the smartphone is well on the way to functioning as a remote control in our lives.

**Secure connectivity and protection against unauthorized access is only possible if standards, protocols and interfaces are harmonized.**

But progress comes at a price. New technologies always harbor new challenges for mankind's safety. The first accidents caused by purportedly autonomously driven vehicles are proof of this.

SAFETY IN THE  
INTERNET OF THINGS

When life and limb are at risk – this is where DEKRA enters the picture. We have pursued our corporate mission to ensure safety for more than 90 years. Today, our commitment

covers the three key areas of life: “on the road, at work and at home”. Under our “Vision 2025” strategy program, we have also defined a clear goal for ourselves: We will be the global partner for a safe world. No other topic quite claims our attention as solidly as digital transformation does. Especially as we also aim to ensure safety in the Internet of Things.

Mastering this challenge is contingent on three preconditions: Firstly, we need harmonized standards, protocols and interfaces. Under the watchword of cyber security, this is the only way that safe connectivity and protection against attacks and unauthorized access can be guaranteed. Secondly, technology companies and product manufacturers must work closely together with expert organizations such as DEKRA. We need to be part of a common network. Without access to data there can be no safety, as illustrated by the example of automated driving. Thirdly, test processes must be adjusted on an ongoing basis to technical progress or recreated through an exchange with the supervisory authorities and industry.

PIONEER  
AND DRIVER

DEKRA is a pioneer in the three areas of road, work and the home, while being a driver of building a global culture of safety. Creating this culture in the working world is an objective that our independent experts are passionate about striving for, day in day out. Preventing accidents and protecting people is worth all the effort in the world. This is what makes them “Heroes of Safety”.

**No other topic quite claims our attention as digital transformation does. DEKRA aims to ensure safety in the Internet of Things as well.**

# Roland Gerdon

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



SAFETY  
IS FOR  
ME

— one of  
mankind's funda-  
mental needs —

“  
**Safety**  
creates scope  
for the successful  
realization of our  
goals  
and  
desires  
— at work,  
in everyday life  
and at home.  
”

Safety is a precondition for our society to function smoothly. On a large or small scale, on the road and in enterprises. DEKRA stands for safety and makes an indispensable contribution to enabling our further development and to the future of our children.

#### SHAPING CHANGE SAFELY

We are currently facing huge challenges and fundamental change. This is precisely when people need a safe foundation. Striving for safety makes it possible to enter into risks, to venture into new terrain. With our knowledge and our experience, we secure technological and social developments and ensure that the ambitious goals can be achieved.

# Clemens Klinke

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Member of the  
Management Board  
DEKRA SE



SAFETY  
IS FOR  
ME

— more important  
than ever  
in the future —

“  
DEKRA ensures  
more  
**safety**  
on the  
**road**  
— with professional  
services and  
**through**  
disseminating  
**knowledge.**  
”

Europe has made great progress with traffic safety in past decades. In terms of the whole world, however, still far too many people, more than a million a year, meet their deaths on the road. We are a long way off from a global safety culture.

#### RAISING AWARENESS

Since its founding, DEKRA has ensured more safety on the road through its professional services, as well as through disseminating knowledge. Our Road Safety Report has come out around once a year since 2008. It is published in several languages, presented to the public from Berlin to Shanghai, and meets with huge acclaim. A special report was released for the first time in the US 2016. Our reports serve to raise the awareness of the need for the continuous improvement of safety on the roads.

# Ivo Rauh

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Member of the  
Management Board  
DEKRA SE



SAFETY  
IS FOR  
ME

— a growing  
challenge in the  
digital age —

“  
The  
**momentum**  
and the  
**complexity**  
of today's  
technological developments  
generate  
new challenges  
on the path to greater  
safety in  
▼  
**industrial  
enterprises.**

”

Today, manufacturing and logistics processes generally transcend national and cultural borders. Occupational health and safety is always a huge and ever-present challenge. Safety in organizations is therefore becoming increasingly important: What kind of culture needs to prevail in a company for safety to become part of everyday practice? How can a culture of this kind be created? As an expert for organizational and process-related safety, DEKRA actively addresses these issues.

#### SAFETY AS PART OF CORPORATE DNA

In particularly risky industries, such as the oil and gas sector, we ensure that safety becomes part of corporate DNA. Our organizational knowledge and process expertise is combined with our know-how about interconnectivity and the Internet of Things. On the way to a global safety culture in industry, software, connectivity and data analyses are an integral part of digital security management.

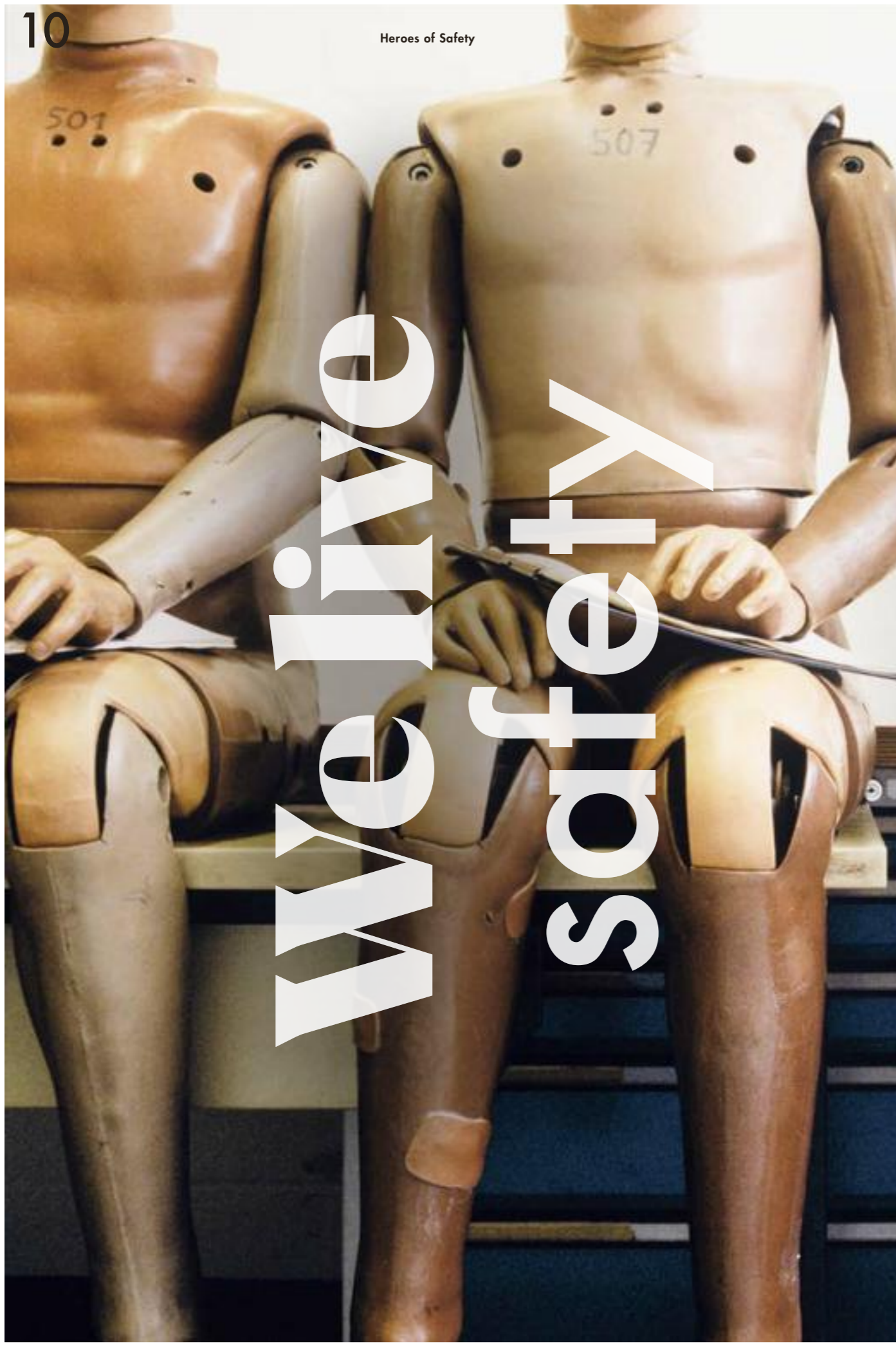
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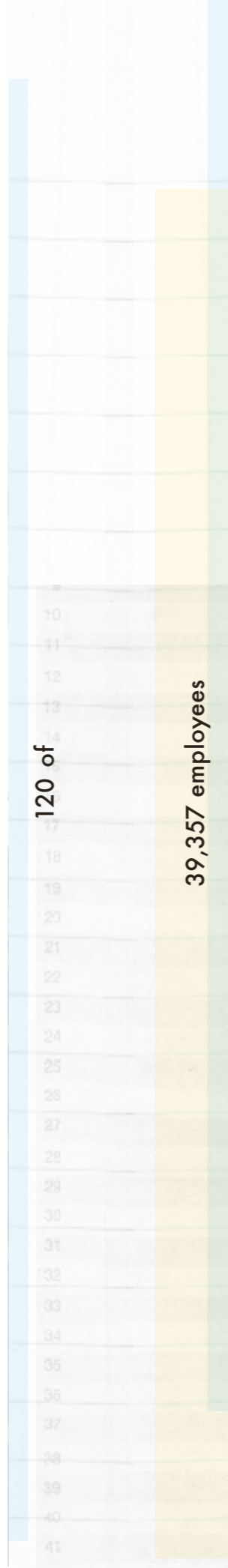
Heroes of Safety

# We live safety



120 of

39,357 employees



# Worldwide every day







2 Claudio D'Agostino  
Responsible Team  
Authority/Italy

Safety is the exclusion of potential hazards.



8 Hector Alba  
Project Manager  
International Type Approval/Spain



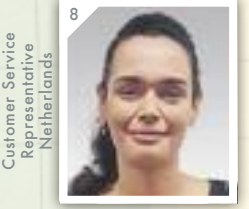
3 Gabriela Alves  
Administrative Assistance  
Brazil



3 Daniel Bravo  
IT Coordination Assistant  
Spain



5 Verena Broder  
Attorney  
Germany



8 Joyce Brouwer  
Customer Service Representative  
Netherlands



6 Dominique Clement  
ICT Consultant  
France



3 Cristina Correia  
After Sales Specialist  
France



6 Valentin Counot  
Occupational Safety  
France



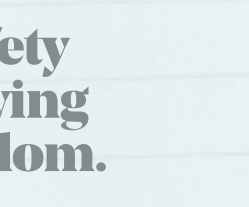
3 Nicolas Delafosse  
IT Functional Director  
France



9 Jochen Dettke  
Product Manager  
Chemicals/Regulations  
Germany



7 Gerhard de Lange  
Area Manager  
South Africa



11 Rainer Lill  
Product Development  
Germany



7 Patrik Fjällborg  
Lift Inspection Engineer  
Sweden



1 Mathias Fobo  
Vehicle Inspector  
Germany



11 Joachim Freek  
Expert Dangerous Goods and Environment  
Germany



4 Gertjan Mida  
Project Manager  
Homologation  
Netherlands



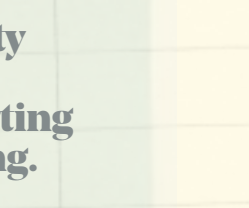
9 Ionut-Marian Muntean  
Managing Director  
Romania



10 Susan Murphy  
Vice President Consulting  
USA



6 Wolfgang Neuhaus  
Expert Electrical Engineering  
Germany



6 Gisele Neuschwander  
Safety  
Germany



10 Ronjoy Rajkhowa  
General Manager  
India



2 Amaury Martin Ramirez  
Expertise Professional  
Belgium



11 Benno Rauhut  
Product Manager & Safety Officer  
Germany



1 Denis Reig  
Vehicle Inspector  
France



3 Pedro Rua  
Networks Project Manager/Portugal



5 Pier Carlo Tranfo  
Services & Cargo Senior Manager/Italy



5 Noemi Trapani  
International Team Leader/Claims & Expertise Services/Italy



2 Georg Tritschler  
Automotive Expert  
Germany

Safety is worth every professional effort.



9 Nell VanVuren  
Senior Manager  
South Africa



1 Roland Veit  
Automotive Expert  
Germany



9 Angela Wang  
Sales Director  
East Asia



9 Jürgen Wartmann  
Coordinator Work Safety/Germany



5 Florence Van Der Wiele  
Claims Handler  
Belgium



4 Ralf Amos  
Project Manager  
Germany



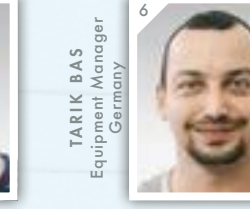
4 Daniel González Arias  
Sales Manager  
Spain



1 Jeff Ashmen  
State Manager  
USA



8 Alphons Baas  
Account Manager/Sales  
Netherlands



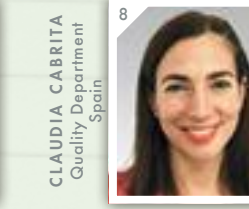
6 Tarik Bas  
Equipment Manager  
Germany



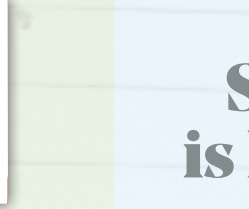
7 Ludmila Bulochova  
Quality Manager and Testing Group/Uthuania



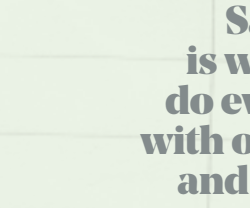
10 Maria Cabrelles  
Operations Manager  
Spain



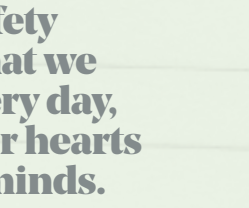
8 Claudia Cabrera  
Quality Department  
Spain



10 Guillermo Diaz  
Vice President Strategic Accounts/Chile



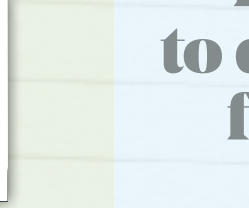
10 Kristel Goddevriendt  
Client Support Manager  
Belgium



10 Mauro Gotti  
Technical Operation Manager/Italy



8 Ye Hao  
Supervisor Consumer Safety/East Asia



8 Meir Harraz  
Medical Project Manager  
Israel



5 Georges Heinen  
Expert Claims Services  
Luxembourg



9 Martin Ludovic  
Mobile Manager  
France



7 Viktor Lundblad  
Lift Inspection Engineer  
Sweden



1 Darin Magerman  
Regional Manager  
South Africa



5 Winnie Maggen  
Claims Handler  
Belgium



12 Sebastian Maier  
Branch Manager  
Austria/Germany



11 Jan Nielsen  
Truck Driving Instructor  
Denmark



4 Madeleine Noack  
Test Coordination  
Germany



4 Stephane Parrini  
Head of Validation Testing/France



10 Larry R. Russell  
Principal Consultant  
USA



9 Anna Rybackzyk  
Auditor  
Poland



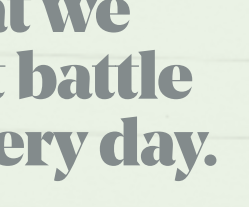
12 Ulrich Sachweh  
Head of Franchise  
Germany



7 Pier Wiersma  
Specialist-Mechanics  
Netherlands



1 Eva-Maria Schwarte  
Vehicle Inspector  
Germany



12 Karlo Škarpa  
Project Manager  
Croatia



4 Anna D'Souza  
Director Finance & Human Resources  
United Kingdom



4 Patrick Steisinger  
Measurement Engineer  
Germany



6 Zhiguo Zhang  
Engineer Air Pollution Control/Germany



10 Guibing Zhao  
General Manager Safety  
East Asia



6 Ulrich Zwicker  
Expert Location Environment Protection  
Germany

Safety is having room to develop freely.

Safety is what we do every day, with our hearts and minds.

Safety is an ideal condition that we must battle for every day.

Safety is a goal which we constantly strive for.

Safety is vital all over the world.

Safety is becoming increasingly important in a technology-driven world.

Safety is one of humanity's important achievements.

Safety is the result of good work.

Safety is a net which catches us in an emergency.

Safety is a question of expertise.

120 of 39,357 employees



**MATHIAS FOBO**  
 The man in charge of the main inspection in Dresden has foresight: He contributed to developing periodic vehicle inspections in Sweden as well.

# Mathias Fobo

↓  
 GERMANY  
 DRESDEN

SAFETY  
 IS

01

— **plannable** —



EAST GERMAN  
 FEDERAL STATES

**2.6**

million  
 vehicle inspections a year

Mathias Fobo is a test engineer and officially recognized expert in motor traffic.  
 The line manager for testing at the DEKRA subsidiary in Dresden passes on his safety expertise not only to his colleagues locally but elsewhere in the world as well. In Sweden he also helped to improve safety and protect human life.



TECHNICAL TEST CENTER  
 DEKRA Technical Test Center was established in east Germany in 1990 and has been responsible for organizing driving tests since then. Another area of tasks involves, for instance, expert opinions on type approvals of new vehicle types.

# –No compromise where safety is concerned–

Mathias Fobo  
01

How important is safety to you?

**MATHIAS FOBO**

↓ Just my job alone at DEKRA means that road safety takes a high priority in everything I do and is very important to me, whether in my personal or professional life.

Which risks do you consciously take? And why?

**MATHIAS FOBO**

↓ I only take risks if they are calculable and assessable. I make no compromises where safety is concerned. My gut instinct also plays an important role.

When do you feel safe?

**MATHIAS FOBO**

↓ I feel safe in situations that are foreseeable.

What would you be prepared to sacrifice if it let you achieve greater safety?

**MATHIAS FOBO**

↓ I am prepared to invest more time and energy into a situation or task if this will achieve greater safety.



I am happy to invest time and energy if this achieves greater safety.

Have you ever been involved in an accident? If yes, how could the accident have been avoided?

**MATHIAS FOBO**

↓ Two years ago I came off my scooter going round a bend. I have to admit: If I had adjusted my driving and speed better to the weather conditions the accident wouldn't have happened.

What do you think of the safety culture in Germany? Do we have one? If yes, how does it manifest itself?

**MATHIAS FOBO**

↓ Fortunately, we have a strong safety culture in Germany. This is reflected by the range of rules and regulations under the law in many areas, whether at work or in the private sphere.

Has the world become safer over the last ten years? What do you base your answer on?

**MATHIAS FOBO**

↓ No doubt about it: Technical progress has made the world safer in many respects. Take driving assistance systems in the automotive sector, for example. At the same time, periodic vehicle monitoring through electronic aids such as the HU adapter are being steadily improved. This increases road safety and protects life.

Does the concept of the cars of the future no longer being driven by people make you nervous? Would you get into a self-driving car?



POPULATION  
**553,036**

people live in Dresden



**MATHIAS FOBO**

↓ I'm not in the least bit nervous about the future of autonomous driving. I wouldn't hesitate to get into a self-driving car. As a test engineer I know that: Technology works and protects if it is regularly tested.

You have worked for DEKRA in Sweden: How did you contribute to greater safety there through your expertise?

**MATHIAS FOBO**

↓ Sweden has emulated Germany in introducing the periodic vehicle inspection in order to improve road safety. In 2011, I helped the colleagues over there to gain accreditation as an inspection organization and to open the first test centers.

What exactly did that entail?

**MATHIAS FOBO**

↓ I developed test centers together with the colleagues in Sweden, hired staff and trained them, as well as setting in place a quality management system. My know-how as a test engineer and officially recognized expert was hugely helpful in this. The accreditation was granted to DEKRA Automotive AB in July 2011. DEKRA in Sweden has carried out periodic vehicle testing since then. The network of test centers is steadily growing – and therefore also road safety in Sweden. I am pleased that we as DEKRA were able to contribute.

What do you do personally, i.e. at home, to make the world a safer place?

**MATHIAS FOBO**

↓ Everyday work automatically makes you an ambassador for safety as well. In my case, especially for road safety, in my private life and with my friends. I always automatically pay attention to the safety of vehicles and give advice which will protect lives. Safety is something I believe can be planned.



## Vehicle Inspection

Periodic vehicle inspections have been part of DEKRA's core business since the company was founded more than 90 years ago. Beyond its home market of Germany, DEKRA is aiming first and foremost for international expansion in order to exploit growth opportunities. Market entry into many countries has been successful in recent years.

GLOBAL MARKET LEADER

**26**

million vehicles that DEKRA inspects a year.



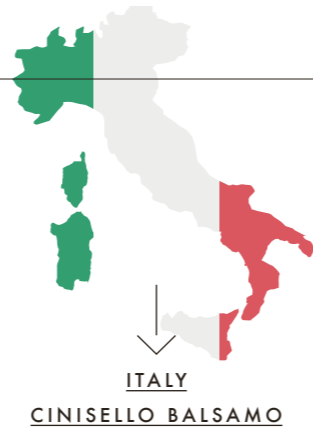
INTERNATIONAL EXPANSION

in **16**

countries where DEKRA offers vehicle inspections.



# Claudio d'Agostino



**CLAUDIO D'AGOSTINO**  
When looking after customers in fleet management Claudio d'Agostino and his team have not only services such as repairs on their mind, but also safety.

POPULATION  
**75,078**  
people live  
in Cinisello Balsamo

**SAFETY IS**

**02**



How do you practice safety in your private life?

**CLAUDIO D'AGOSTINO**

↓ I use common sense - for example, checking that my son's shoelaces are well tied before he goes out. Also, I prefer to replace electrical devices instead of trying to repair them. It's obviously less dangerous.

What would you be prepared to do without in the interest of more safety?

**CLAUDIO D'AGOSTINO**

↓ I would be prepared to reduce driving speed. I like to go fast with my car but I am also ready to drive slowly when conditions ask for caution.

In your opinion: Is life safer today in comparison to the past?

**CLAUDIO D'AGOSTINO**

↓ No doubt, we are more aware of dangers today. But on the other hand dangers have also increased. Modern technology gives us tools we did not have in the past, but we do not use them as we really could.

What is your view of the future of mobility, such as electric vehicles and autonomous driving?

**CLAUDIO D'AGOSTINO**

↓ Autonomous driving is the future. I believe in it. Sometimes we are afraid about new technologies, but I think that humans are more "dangerous" than technology: We may not pay attention to traffic, we may be too emotional and we sometimes may not feel well.

What is the safety culture in your country like?

**CLAUDIO D'AGOSTINO**

↓ In Italy the safety culture has hugely improved. In the past people did not use helmets and safety belts very much. However, today we have strict laws and a new sense of prevention. This is why I believe that people think differently about safety.



**"In Italy the safety culture has hugely improved. In the past people did not use helmets and safety belts very much."**

How do you practice safety in your daily work routines?

**CLAUDIO D'AGOSTINO**

↓ The "safety" word is not to be understood as "somebody else will do it". I am a workers' representative for safety in my work place and I am in charge of reporting every claim pointed out to me. It is the same moral duty I have with my customers for all safety problems.

What do you personally contribute toward making the world a safer place?

**CLAUDIO D'AGOSTINO**

↓ Small everyday habits can very much help our world to be a safer place. I avoid speeding or distracted driving.

## Expertise

Professional appraisals are essential in settling vehicle claims. DEKRA's comprehensive expertise offers a very high level of independence and quality, in a very prompt service.

EXPERT APPRAISALS

**1**

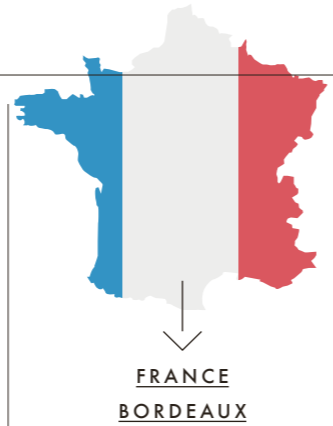
million annual appraisals worldwide.



ITALY  
**90,000**

Number of authority dossiers.

# Cristina Correia



**CRISTINA CORREIA**  
By sharing DEKRA's special know-how Cristina Correia helps car dealerships all over the world improve performance, safety included.

POPULATION  
**246,586**  
people live in Bordeaux

**SAFETY IS**

**03**

— a matter of behavior —

What does safety have to do with your daily work?

**CRISTINA CORREIA**

↓ Even in a very specialized business such as automotive services, there is a strong connection to safety: In a car dealership, for example, processes, organizational matters, the use of tools and machinery as well as employee behavior have a clear impact on the safety level.

When do you feel safe personally?

**CRISTINA CORREIA**

↓ I feel safe most of the time because I am cautious and avoid taking risks.

How do you practice safety in your private life – for example at home?

**CRISTINA CORREIA**

↓ As a mother of two kids it is my responsibility to offer them a safe home. That is why I am very much aware of dangerous products or risky actions.

What kind of risks would you be willing to take?

**CRISTINA CORREIA**

↓ I am not able to take risks as my job is to work for more safety. As DEKRA representative, and as a consultant providing added-value services to car manufacturers and their distribution network, I would lose credibility if I were taking risks.

Is life safer today in comparison to the past?

**CRISTINA CORREIA**

↓ I think life is much safer today. There is much more information, education and regulation. Driving, gardening, house-keeping, nutrition – no matter what, we live in a safer environment today than in the past.

As a coach and consultant working in the automotive business: What about the mobility of the future? Can we trust technology?



**“I think life is much safer today. There is much more information, education and regulation.”**

**CRISTINA CORREIA**

↓ No doubt, electric vehicles and autonomous driving are effective trends. But it is not a matter of trust in technology, but in the companies to develop projects that comply with regulations and include safety and quality. That is what makes any public launch much safer today than in the past.

What do you personally contribute toward making the world a safer place?

**CRISTINA CORREIA**

↓ I am first aid trained. I organize my private and professional life according to safety guidelines.

**Automotive Solutions**

Used car management covers services from the valuation of lease returns through to supporting dealers in reselling vehicles. In total we provide over 50 types of services for new and used cars as well as after-sales.

RETURNS  
**700,000**

Worldwide, DEKRA values more than 700,000 official and company cars as well as car pools, before these returns are marketed as used cars.



MARKETS

**30**

Automotive Solutions is a service provider for mobility and automotive distribution industries in 30 markets.

**Jia Wu**



**SAFETY IS**

**04**

— **taking preventive measures** —



**JIA WU**  
Electric Vehicles (EV) will be part of the mobility in the future. Jia Wu makes sure EV products, such as charging stations and motors, are safe.

What does safety mean to you personally? When do you feel safe?

**JIA WU**

↓ Safety means being safe from harm or danger. For example, when I am protected during my test work, I feel safe from being hurt.

What kind of risks would you be willing to take?

**JIA WU**

↓ For example, developing new products might be risky. Still, it is worthwhile, because there is a chance of an unexpectedly big reward such as opening up a new market. So I am willing to take a risk to a certain degree.

In your opinion: Is life safer today in comparison to the past?

**JIA WU**

↓ Yes, definitely. Social systems and technology have greatly improved safety.

Also, people's safety consciousness is much better today than in the past.

As Supervisor Research and Development: What is your view of the future of mobility? Can we trust technology?

**JIA WU**

↓ I have a positive attitude towards technology. In my opinion, electric vehicles and autonomous driving will be strong in the future. When the technology matures, both will be widely applied in people's daily life. Autonomous driving will reduce accidents and conflicts during driving.

What is the safety culture in your country like?

**JIA WU**

↓ In traditional Chinese culture, people take preventive measures to make them feel safe. So, most Chinese are quite careful. They check things more than once to avoid accidents.

**Homologation & Type Approval**

Whether prototype, pre-series or custom model: DEKRA inspects vehicles of all kinds as well as components for safety and conformance – and verifies compliance with directives.

REGULATIONS

**60,000**

Number of pages of global regulations governing type approval.



SAFETY IN ACTION

**2,000**

Number of crash and sled tests performed annually at DEKRA.

WWW.DEKRATECHNOLOGYCENTER.DE/EN/ALLGEMEIN

**Rachel Blom**



**SAFETY IS**

**05**

— **keeping speed limits** —



**RACHEL BLOM**  
Rachel Blom is the link between the DEKRA claim handlers and the domestic and foreign principals.

What is your daily work for DEKRA?

**RACHEL BLOM**

↓ All 14 claim handlers in my team work for different domestic and foreign principals. It's my job as an injury claims team leader to guide, assist and manage my team. I act as a contact point for principals, as a link between my team, and the management and vice versa and as a sparring partner. I check payments, perform audits, discuss complex claims and keep in close contact with our principals.

How do you practice safety in your private life – for example at home?

**RACHEL BLOM**

↓ As a mother of two (Nika 5 years old and Keano 2.5 years old) I always worry about their safety. We buy good car seats, give them lots of vegetables and fruit, have them sleep on special mattresses so they can't suffocate and

when we go cycling we let them wear helmets. When I look at my husband and me, we don't drink alcohol when we have to drive, we keep speed limits in mind and we always wear our seatbelts.

What kind of risks would you be willing to take?

**RACHEL BLOM**

↓ Risks which are unnecessary. Driving without your seatbelt on or when you have been drinking alcohol is unnecessary. I wouldn't accept the risks that go with these actions. Some risks however are part of life. It's better to learn how to cope with these risks in stead of avoiding them. We have never forbidden our children to use the stairs (by using a gate for instance). We have taught them how to use the stairs. I'm willing to take risks and accept the consequences which are part of life. I'm not willing to take risks which are unnecessary.

**Claims Services**

DEKRA does more than just perform appraisals after accidents. As a long-standing partner of the Green Card system, claims are also settled across international borders.

SETTLED CLAIMS

**100,000**

Each year, DEKRA handles well above 100,000 accident and road traffic claims in more than 40 countries on behalf of insurance firms and fleet operators.



EXPERIENCE

**44**

DEKRA Claims Services has 44 years of extensive expertise in claims settlement activities.

WWW.DEKRA-CLAIMS-SERVICES.COM

# Zhuguo Zhang



GERMANY  
STUTTART

POPULATION  
**623,738**  
people live  
in Stuttgart

SAFETY  
IS

**06**

— keeping within limits —

To what extent does your work at the DEKRA test site have to do with safety?

ZHUGUO ZHANG

↓ Many people mainly associate DEKRA with road safety. But we take care of safety in many other areas as well. Take myself, for instance: measuring air pollution contributes to cleaner air. This is also a kind of safety that we all need.

How do you take care of your own personal safety at work?

ZHUGUO ZHANG

↓ Safety plays a very important role for me as we often carry out our measurements outside, up on the top of chimneys or on the roof. Standards therefore include protective shoes, gloves and helmet. In many cases, I also wear protective eyewear and a safety belt.

How do you deal with risk in your job?

ZHUGUO ZHANG

↓ I don't take any risks - for a simple reason: I have a wife and child who worry about me and are waiting for me at home.

What would you be prepared to sacrifice if it let you achieve greater safety?

ZHUGUO ZHANG

↓ I would in any event factor in losing time. Even when things get very hectic we need to be clear about one thing: There is nothing so important that it should put safety at risk.

Have you ever been involved in an accident? If yes, how could the accident have been avoided?

ZHUGUO ZHANG

↓ 15 years ago or so I was involved in an accident. I was sitting in the back of a car. If the lorry driver had looked over his shoulder when he pulled out, the accident wouldn't have happened. It just goes to show: small thing, big impact.



**"I don't take risks - for the simple reason: I have a wife and child."**

What do you think of the safety culture in Germany?

ZHUGUO ZHANG

↓ Very good. There are a lot of rules and regulations about safety. And that's important and right.

Where do you feel safer? In your car or in a plane?

ZHUGUO ZHANG

↓ In both. There is not much danger of a plane crashing.

Industrial & Construction Inspection

Property demands expertise: DEKRA experts monitor construction work, test the performance of building technology and provide valuations for commercial and private property.

DEFECTS

**50**

percent of owner-builders complain of construction defects.



EXPERTISE

**300**

DEKRA building surveyors at 17 locations across Germany.



ZHUGUO ZHANG

Zhuguo Zhang not only regularly measures the emissions of factories and power plants but also advises DEKRA customers on how to comply with statutory limits.



# Gerhard de Lange



POPULATION  
**17,639**  
people live  
in Lephalale

SAFETY  
TO ME  
IS

**07**

— an attitude —

What are your views on safety?

**GERHARD DE LANGE**

↓ I believe that everybody should practice a safety attitude in every aspect of life. For example, being the provider for my family means I need to be safety conscious, to return home every day without harm and to be a role model to my family. Professionally, I need to lead by example. My colleagues need to see that I am dedicated to their wellbeing.

How do you practice safety in your private life?

**GERHARD DE LANGE**

↓ At home there is no expense I would spare to create a safe haven for my family. Everything that has the potential to hurt is placed out of reach for small hands, for example. Potentially dangerous gadgets are locked away.

What about leisure activities and travel?

**GERHARD DE LANGE**

↓ Regarding leisure activities the necessary safety equipment is always present and special care is given with regard to my kids. When travelling vehicle checks are done every time before I drive long distances. I also take regular breaks. I do not skip vehicle services. And I have even gone as far as installing better lights on my car as I drive at night sometimes.

What kind of risks would you be willing to take?

**GERHARD DE LANGE**

↓ There is no risk that I would be willing to take as accepting a risk has its own consequences and liabilities.

What goes through your mind when you see a warning on a cup of coffee?

**GERHARD DE LANGE**

↓ I think this is a brilliant way of informing people of dangers involving hot coffee. Life is such a rush that we overlook the



**“Life is such a rush that we overlook the hazards that are right in front of us.”**

hazards that are right in front of us. We simply need to rest a bit longer or stretch a conversation somewhat to have enough time for the coffee to cool down.

Why does a company like DEKRA need a good safety culture?

**GERHARD DE LANGE**

↓ An organization's safety culture is one of the primary factors to why safety initiatives fail or succeed. An estimated 80% of workplace accidents are the result of unsafe acts, not unsafe conditions. By focusing on unsafe behaviors an organization may be able to generate an immediate and tangible reduction in accident frequency and severity. In other words: Culture is both the first and last line of defense against injury and loss.

## Material Testing & Inspection

DEKRA supports safe and efficient processes in industry using a variety of material testing methods and through the inspection of technical equipment. Furthermore, DEKRA provides explosion-protection concepts as well as robot systems for inspection.

VERSATILITY

**16**

Number of methods DEKRA offers for non-destructive material testing – from radiographic testing to wall thickness measurement.



SERVICES

**50**

DEKRA provides around 50 material testing methods to ensure safety and reliability in many industries.



**GERHARD DE LANGE**  
As DEKRA's site manager for the Medupi project, one of South Africa's largest power plants, Gerhard de Lange holds strong opinions about safety.



VIVI HSIEH  
 Project manager Vivi Hsieh works in a DEKRA laboratory with a focus on safety in the Internet of Vehicles sphere.

# Vivi Hsieh

↓  
 TAIWAN  
 HSINCHU

SAFETY  
 IS

08

– keeping an eye on details –

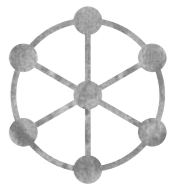


EAST ASIA

5

new testing laboratories were opened in 2016.

Monitoring testing and certification projects is a major responsibility of Vivi Hsieh. Based on her management and communication skills she makes sure results are provided on time and to a high quality. Delivering the best service and securing safety for clients and people are what drive her.



EXPANSION OF TESTING CAPACITY

A total of 15 new laboratories have gone live worldwide over the past two years.

# – Without safety, even advanced technology means nothing –

Vivi Hsieh  
X  
08

What does safety mean to you personally?

VIVI HSIEH

↓ From my point of view, safety is the most crucial requirement for living. We cannot foresee accidents, but we can try to prevent them by keeping an eye on every detail in life. Thus, I always follow safety rules and regulations to minimize any possible risk.

How do you practice safety in your private life – for example at home?

VIVI HSIEH

↓ Since I am a mother of sweet babies, I earned a degree in babysitting. This allows me to take good care of my children. Safety originating from my heart, so to speak. In addition, to prevent accidents, I always prepare everything earlier than others. Enough buffer time makes me feel more comfortable in case I have to deal with an unexpected situation. For instance, I will leave home earlier to have sufficient time for commuting. Also, I spend money on home safety, and, for instance, annually check or retire electronic equipment in my home. I also regularly replace the fire extinguisher and take appliances off the grid before going on vacation. Although these actions take time and cost money, they are worth the effort.



What kind of risks would you be willing to take? And why?

VIVI HSIEH

↓ Riding a heavy motorcycle is my favorite leisure time activity. However, it is also risky. But I am willing to take the risk because riding my motorcycle releases stress, especially when I ride in the forest.

In your opinion: Is life safer today in comparison to the past?

VIVI HSIEH

↓ With the exception of uncontrollable forces, and as long as we follow safety rules, the present is safer than the past, for sure.

In view of safety in the future: Can we trust technology?

VIVI HSIEH

↓ Every coin has two sides. Nowadays, technology makes life convenient. However, trendy technologies can also carry unknown risks - for instance, in regard to cyber security. So, without safety, even advanced technologies mean nothing.

As a mother I earned a degree in babysitting. This allows me to take good care of my children. Safety originating from my heart, so to speak.



POPULATION  
**434,674**  
people live in Hsinchu



What is the safety culture in your country like?

VIVI HSIEH

↓ It is a matter of fact that "safety" has not been implemented 100 percent in Taiwan. Although diligence and honesty can be recognized as virtues of people in Taiwan; some still do not pay attention to rules and regulations. Fortunately, our government is trying to change this culture. And companies like DEKRA also contribute as they promote safety in crucial areas of our society. We can say that we here in Taiwan are improving our safety consciousness.

How do you practice safety in your daily work routines?

VIVI HSIEH

↓ Being constantly aware of the need for safety is the most important thing: following standard processes strictly, foreseeing and preventing possible issues, and working with one's team and clients with empathy.

What do you personally contribute toward making the world a safer place?

VIVI HSIEH

↓ I try my best to share my safety consciousness with my colleagues, clients as well as with my family and friends. I can be a role model to show them how important safety is, and how to implement it in daily life. With the right attitude and daily practice, I am sure that everyone can be safe.

What do we need to do to improve safety?

VIVI HSIEH

↓ In order to keep safety awareness at a high level we should update it regularly. We should learn from different resources - from media, public or private sectors or even from the Internet. Once we do this it becomes easier to implement safety in daily life, avoiding dangerous behaviour and accidents.



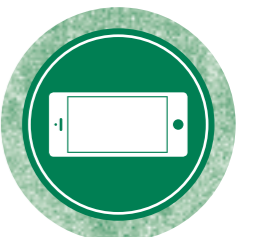
## Product Testing & Certification

DEKRA provides testing and certification services throughout the product life cycle. In the design phase whether a prototype is up to standard will be assessed. Later, DEKRA test reports and certificates demonstrate that products comply with international safety standards. This helps products qualify for national certification marks, giving them access to markets around the world.

## ACCREDITATION



DEKRA was named as the telecommunications certification body and the first accredited test laboratory in North America by the LaRa Alliance in 2016.



## CONNECTIVITY



DEKRA is one of the top five providers in the world for business relating to the key issue of connectivity.



合羽橋  
Kappabashi

合羽橋  
KAPPA-BASHI

消防栓

庖丁専門  
づば屋

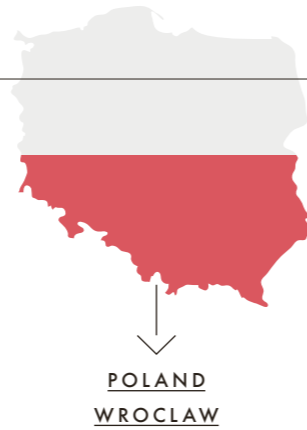
30

9-19  
P  
60

日曜・休日を除く  
1月18-31日を除く

ル岩井

# Anna Rybaczuk



**ANNA RYBACZUK**  
is an occupational health specialist and auditor. While on site with customers she identifies safety risks and opportunities for improvement.

POPULATION  
**637,075**  
people live  
in Wroclaw

**SAFETY IS**

**09**

— **being always alert** —

What does safety mean to you, personally?

**ANNA RYBACZUK**

↓ Safety is a very important part of my life and work. My job requires me to often visit customer sites. In places where there are hazards resulting from production and construction works, I always wear protective equipment such as headgear, boots and goggles.

Are you safety-conscious in your private life?

**ANNA RYBACZUK**

↓ Safety in my private life means being alert when doing household chores, especially in those areas where most hazards lurk such as the garage, the kitchen and the bathroom.

What would you be prepared to forego in the interest of increased safety?

**ANNA RYBACZUK**

↓ I would be ready to delay or even abandon any activities I had planned.

What kind of risks would you be willing to take?

**ANNA RYBACZUK**

↓ I am prepared to take risks if it would protect someone against health impairment or loss of life.

In your opinion, is life safer today than in the past?

**ANNA RYBACZUK**

↓ Yes, life is safer nowadays. Within industry, there is great emphasis on the safety of machines. The dangers they once posed are, if not totally eliminated, at least much reduced. Today's cars and appliances are also much safer today than in the past.

From a safety perspective, is technology to be trusted in the future?

**ANNA RYBACZUK**

↓ Technology is the result of human effort. So, we should trust it, but with caution, because no system is 100 percent failsafe.



**"Poland has a long tradition of occupational health and safety."**

What is the safety culture in your country like?

**ANNA RYBACZUK**

↓ Poland has a long tradition of occupational health and safety (OHS). Since 1928 there has been a law that has evolved over the years up to the present. Today, OHS is firmly established in all plants.

How do you practise safety in your daily work?

**ANNA RYBACZUK**

↓ Implementing safety into daily work routines is achieved, mainly, through training, information and by supervising employees. This ensures that they comply with the rules.

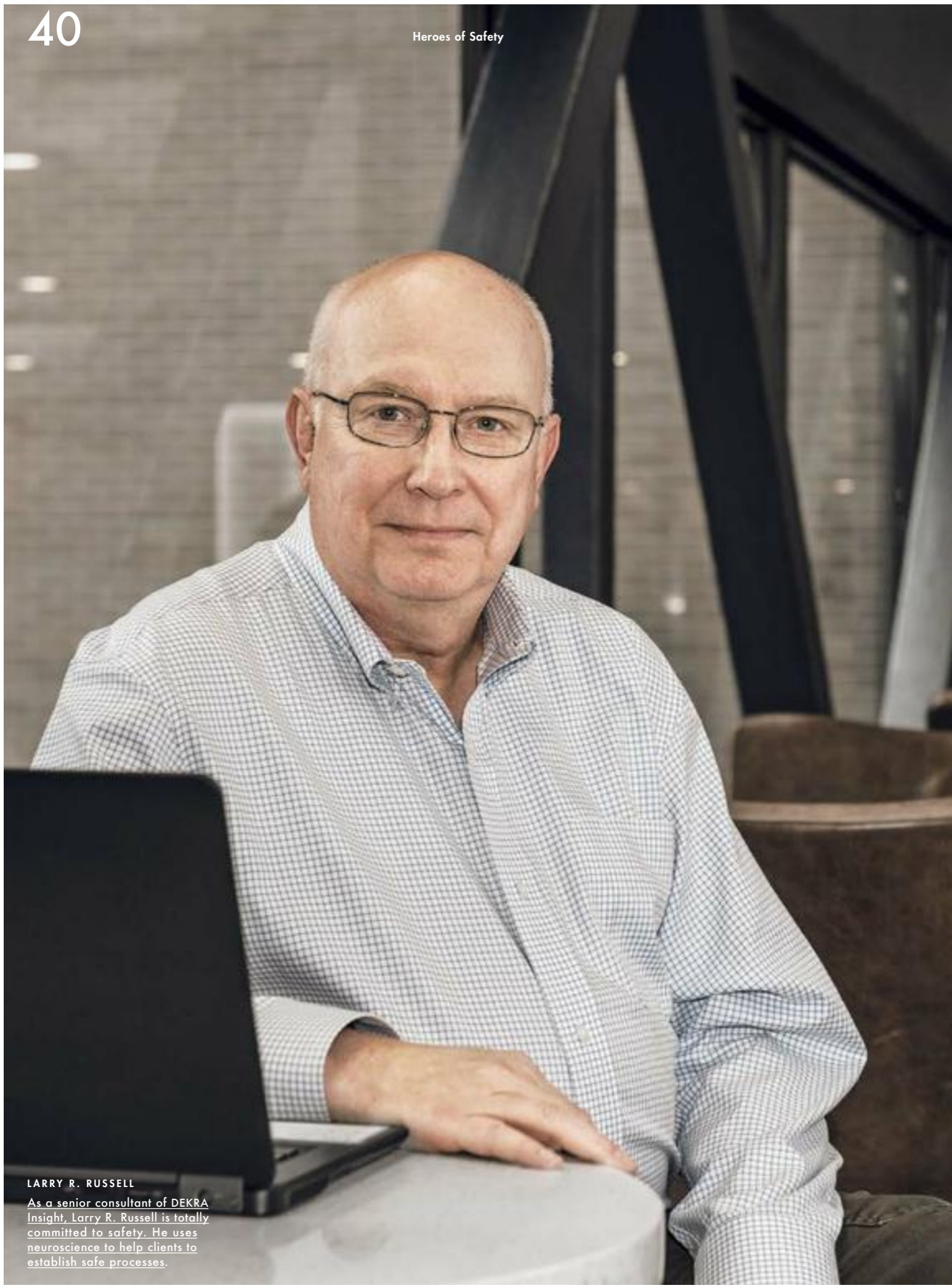
## Business Assurance

With DEKRA services, companies are assured that their working practices conform to the standards governing safety, health, environment and quality. DEKRA provides certifications, for instance, according to international standards and 1st & 2nd party audits as well as several assessments for safety and quality.

HIGH STANDARDS  
**26,000**  
DEKRA holds around 26,000 certificates in total.



INTERNATIONAL  
**20**  
DEKRA is accredited as a certification company in 20 countries.



**LARRY R. RUSSELL**  
As a senior consultant of DEKRA Insight, Larry R. Russell is totally committed to safety. He uses neuroscience to help clients to establish safe processes.

# Larry R. Russell



SAFETY FOR  
A WORLD AT WORK

# 70

Working side by side with clients in over 70 countries.

Larry R. Russell specializes in behavioral observation and feedback processes. In a wide range of industries he works with leadership teams, conducts training sessions for employees at all levels of the organization, and coaches people in their work areas on observing safety exposures and providing feedback on how to reduce and control them.



LIFESAVER

In a world of risk, DEKRA Insight is speaking out in an effort to reduce accidents and save lives.

# –The focus on “exposure” includes everyone in the need to embrace safety–

Larry R. Russell  
10

What does safety have to do with behavior-based principles?

LARRY R. RUSSELL

↓ Safety is the result of adequate behavior. However, to influence behavior you have to understand its principles. At DEKRA we leverage neuroscience to help organizations establish safe processes and become so called high reliability organizations (HRO).

What is the greatest challenge in communicating the need for safety?

LARRY R. RUSSELL

↓ If someone has never had a serious injury, it is often hard for them to believe that a safety message actually applies to them. By focusing on “exposure”, we include everyone in the need to embrace safety. Even people who have never been hurt have exposures every day of their lives.

How do you practice safety in your private life – for example at home?

LARRY R. RUSSELL

↓ I have taught my children, and now my grandchildren to watch out for what we call the “Blood, Break and Bruise” behaviors. These are the observable actions that often contribute to acute injuries.



Our consultants often work in far-away places and in difficult and uncomfortable environments to help clients learn to apply safety principles.

What would you be prepared to do without in the interest of more safety?

LARRY R. RUSSELL

↓ Comfort, sleep, and time with my family. There are many times when DEKRA Insight consultants work long hours in far-away places and in difficult and uncomfortable environments in order to help our clients learn to apply the principles we teach.

What kind of risks would you be willing to take? Why?

LARRY R. RUSSELL

↓ Sometimes it is risky to speak up when it is not popular. That is when it becomes the most important to honestly give the feedback we have been asked to provide. I am willing to sacrifice my “preferences” to preserve the “principles” that need to be used to protect people. We try to teach our clients the scientific principles behind the behavior of people and stay true to those principles.

You have been in the safety business for more than 40 years: Is life safer today than in the past?

LARRY R. RUSSELL

↓ Many things are much safer today than they were when I began my career. I think many organizations realize that good safety performance is also good for business. Safety today is



POPULATION

1,300,092

people live in Dallas

looking to provide consistent, high reliability actions that not only protect people but also improve quality, consistency, and customer service.

With your broad industry background: Are the most pressing safety challenges today technological or organizational?

LARRY R. RUSSELL

↓ My opinion is that there will always be a need to help organizations improve their functioning in interacting with people. With constant turnover in organizations, there is never a day in the workplace that is completely like any previous day in history. Our good communicators and leaders move on to new opportunities. If the organization is not constantly trying to develop leadership skills in more people, there will be a leadership vacuum that will be filled with people who make decisions based on preferences rather than principles. Technology should always be seen as a tool rather than a replacement for basic leadership behaviors.

How do you practice safety in your daily work routines and how do you make life for your customers safer?

LARRY R. RUSSELL

↓ It is important for all of our DEKRA Insight consultants to be good role models. We are being observed at all times when we are with a client. They look to see if we practice what we teach them. I do my best to follow the local safety rules and best practices of the site I am visiting as well as looking for exposures that the local people may not see because I have a fresh set of eyes.

What do you personally contribute toward making the world a safer place?

LARRY R. RUSSELL

↓ I see myself as having the “heart of a teacher”. My goal is that people can actually apply the things we teach. A favorite technique is to use short, memorable sayings to help people remember the concepts we teach, such as “Safety is.... controlling exposures for self and others” or “People first, process second”.



## Insight

As a specialist in safety in the workplace, DEKRA creates an operating environment which reduces risks, protects people and assets and safeguards the company's reputation.

WORKPLACE SAFETY

90,000

Number of hours people spend at work in their lifetime.



SAFETY IN ACTION CONFERENCE

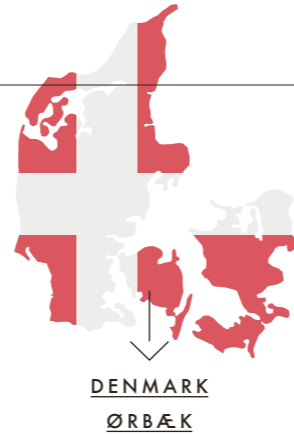
2,000

Number of participants in DEKRA Insights annual frontline employee safety conference, the largest in the world.





# Ole Borg-Hansen



**OLE BORG-HANSEN**  
To Ole Borg-Hansen safety is an attitude – and an ability. He makes sure that DEKRA customers practice this ability on the road.

POPULATION  
**1,592**  
people live  
in Ørbæk

SAFETY  
IS

**11**

– **concentrating on details** –

What are your main tasks as head of a DEKRA road safety center in Denmark?

**OLE BORG-HANSEN**

↓ I make sure that the professional level of our training is constantly improving. That includes our customers leaving with a clear understanding of the connection between speed, reaction patterns and safety.

When do you personally feel safe?

**OLE BORG-HANSEN**

↓ I feel safe when I am in charge of a situation. This allows me to evaluate when there will be need for extra attention – on my way to and from my workplace, for example. I travel 230 kilometers every day and want to be in control of any possible dangerous situation.

How do you practice safety in your private life?

**OLE BORG-HANSEN**

↓ As a father of two little girls, safety means everything to me. A small but very important thing is reflectors and visibility in the dark. As a driving instructor, I know that pedestrians and cyclists are often overlooked. So my work, actually, gives me even more reasons to be safety conscious.

What kind of risks would you be willing to take?

**OLE BORG-HANSEN**

↓ None. It is against my principles. I always try to avoid risks. When I drive with family and friends, my safe driving, such as low speed and long safety distance to the next car, causes questions and remarks which I, of course, use as an opportunity to talk safety.

What do you think: How can we teach people safety in the digital age?

**OLE BORG-HANSEN**

↓ The best way is through practical training. People have to experience technical



**“I feel safe when I am in charge of a situation.”**

systems in the car and learn how to operate and respond to them. In addition, with simulator training we can set up real life scenarios. In general, we have to remember that through sharing our knowledge we can learn a lot.

How do you practice safety in your daily work routines?

**OLE BORG-HANSEN**

↓ In our center everybody is required to wear yellow safety vests. This makes ourselves more visible for approaching cars. In addition, access to the facility is only permitted in the company of an instructor or an employee.

## Training & Education

DEKRA has been a training partner to the private and public sector for over 40 years. Thanks to the loyalty of more than 100,000 attendees each year, DEKRA Academy is one of the largest private providers in Germany.

NURSING STAFF  
**1,500**

Number of people DEKRA is currently training abroad for assignment to German clinics and nursing homes.



COURSE ATTENDANCE

**100,000**

Number of annual participants of DEKRA training courses.

# Hrvoje Pavlovic



CROATIA  
ZAGREB



**HRVOJE PAVLOVIC**  
The man with the baseball cap and a clear view: He tries to avoid risks in his job and in his private life.

POPULATION  
**790,017**  
people live in Zagreb

**SAFETY IS**

**12**

— family —

Mr Pavlovic, when do you feel safe?

**HRVOJE PAVLOVIC**

↓ When I am with my family. Security means the same as family for me.

How do you live security in your private life?

**HRVOJE PAVLOVIC**

↓ I do everything I can for my own safety and for that of my children. I pay attention to seemingly minor details such as putting on your safety belt in the car.

What risks do you accept?

**HRVOJE PAVLOVIC**

↓ I am a careful person. I try to avoid risks wherever possible.

But if there's no other way you are ready to take risks...

**HRVOJE PAVLOVIC**

↓ ... that's right. I helped to rescue a driver who wanted to take his life in his vehicle. But many of my compatriots would have done the same thing. In Croatia we do not look away when help is needed.

What do you think about safety in your country?

**HRVOJE PAVLOVIC**

↓ I think we still need to work on our safety culture. Many people in our country are too relaxed about risks.

What are the typical situations that come to mind?

**HRVOJE PAVLOVIC**

↓ Many drivers take risks too lightly when on the road. They phone when they are driving and don't consider it necessary to wear a safety belt.

What do you think: Do we live safer lives today than in the past? And can we trust technology?

**HRVOJE PAVLOVIC**

↓ A clear yes. We do live more safely today and we can trust technology. However, we need to test it on an ongoing



**"Many people in our country are too relaxed about risks."**

basis and ensure that it works reliably. DEKRA makes a contribution to this every day.

How do you yourself contribute to making the world safer?

**HRVOJE PAVLOVIC**

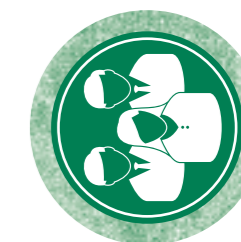
↓ Taking care of my family's safety is how I make the world a little safer.

## Temporary Work

DEKRA offers personnel services for employees and employers. The Lünendonk ranking puts the DEKRA Arbeit Group in the top 10 in the personnel service sector. Conventional personnel leasing is only a part of the extensive range of services offered by the DEKRA Arbeit Group.

**14,000**

Number of temporary workers employed by DEKRA.



**120**

locations in Germany and 13 other countries in Europe.

# Expertise worldwide

↓  
**Personnel structure**

Around half of all employees are involved in ensuring safety outside Germany. With almost 4,600 employees, France is the "second home market".

BY REGION

↓  
**EMPLOYEES**

# 39,357

↓  
**WORLDWIDE**

↓  
**EUROPE**

# 34,084

↓  
**GERMANY**

# 20,050

↓  
**FRANCE**

# 4,588

↓  
**AMERICA**

# 842

↓  
**ASIA**

# 1,371

↓  
**AFRICA**

# 2,030

↓  
**AUSTRALIA & NEW ZEALAND**

# 1,030

SECTION

# 3

Page 52 to 62

# Company Report

# We also take care of safety in the



# digital world.

From left to right:

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

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

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

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

## Dear Readers,

↓  
**We are  
putting all  
our energy  
into safety  
in 2017  
as well.**

Digitalization is unprecedented in the way it is changing business and society. As a neutral expert organization, DEKRA plays an active role in this process. We have expanded our international network of testers with a view to the digitalization and networking of products, vehicles and factories. Five new laboratories were opened in 2016 alone in the growth region of Asia-Pacific. Automotive suppliers and manufacturers of electronic components and devices in this region can test the connectivity and electromagnetic compatibility of their products and have them certified, among other things. We have therefore paved the way for more safety in the digital world as well.

We went a good way further down the path to becoming the world's preferential partner for technical and organizational security in 2016. Investments in the Internet of Things and in traditional business lines, such as periodic vehicle inspections, has enabled us to reinforce our leading market position. The consistent strategic drive toward ensuring greater safety throughout the world is also reflected by the fact that we grew for the thirteenth year in a row.

In 2017 as well, we will be doing everything in our power to ensure technical safety. This is guaranteed by the expertise of our team, the trust of our customers, and the good cooperation with supervisory boards and social partners. Our thanks go to them for their commitment and support.

THE MANAGEMENT BOARD

↓  
**DEKRA grew  
for the thirteenth  
year in a row  
and strengthened  
its market position  
through investments  
in the Internet  
of Things and in  
traditional  
business lines.**

## Ladies and Gentlemen, valued Customers and Partners,

The world's interconnectivity is progressing at a rapid pace: As early as 2020, around 30 billion "things" will be connected via the Internet – quadruple the number of today's global population. This gives rise to an entirely new set of safety issues: As one of the top five providers of



services encompassing safe connectivity in the Internet of Things, DEKRA is already delivering the first answers.

With the full support of the Presidential Board and the Supervisory Board, the Management Board forged ahead with developing the Group's testing, inspection and certification services in 2016. As a result, we reinforced our already strong position in established

markets, as well as our strategic alignment with markets of the future. The successful course of business led to growth in revenue, profit and employee numbers for the thirteenth year in a row.

Opportunities in high-growth regions such as Asia-Pacific, and focusing on safety services in the areas of our lives "on the road, at work and at home" offer DEKRA excellent prospects.

The Presidential Board and the Supervisory Board thank the members of DEKRA e.V. as well as its customers and business partners for their trust. Our thanks also go to our employees, along with our recognition of their successful commitment.

THOMAS PLEINES  
President of the Presidential Board of DEKRA e.V.,  
Chairman of the Supervisory Board of DEKRA SE

↓  
**DEKRA has expanded its already strong position in its established markets and reinforced its strategic alignment with markets of the future.**

↓  
**Focusing on safety services in the areas of life on the road, at work and at home offers DEKRA excellent prospects.**

# Committees

↓  
**Presidential Board  
DEKRA e.V.**

**THOMAS PLEINES**  
President, Munich

**DIPL.-WIRTSCH.-ING.  
ARNDT G. KIRCHHOFF**  
Vice President, Attendorn

**PROF. THOMAS EDIG**  
Hanover

**GÜNTHER FLEIG**  
Stuttgart<sup>3</sup>

**ULRICH GRAF**  
Bäch, Switzerland<sup>3</sup>

**BERNHARD MATTES**  
Cologne<sup>6</sup>

**DR. STEFAN SOMMER**  
Meersburg<sup>6</sup>

**DIPL.-ING. BERND TÖNJES**  
Marl

**DIPL.-WIRT.-ING. PETER TYROLLER**  
Stuttgart

**PROF. DR. WOLFGANG WEILER**  
Coburg

↓  
**Management Board  
DEKRA e.V.**

**STEFAN KÖLBL**  
Chairman, Leinfelden-Echterdingen

**ROLAND GERDON**  
Stuttgart

↓  
**Advisory Board  
DEKRA e.V.**

**MATTHIAS WISSMANN**  
Chairman, Ludwigsburg

**THOMAS PLEINES**  
Vice Chairman, Munich<sup>9</sup>

**PROF. DR.-ING. GERHARD ZEIDLER**  
Vice Chairman<sup>7</sup>, Honorary President  
of the Presidential Board, Stuttgart

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

**STAATSSSEKRETÄR A.D. DR. H.C.  
RUDOLF BÖHMLER**  
Schwäbisch Gmünd

**CHRIS FISCHER HIRS**  
Küsnacht, Switzerland<sup>8</sup>

**JÜRGEN KARPINSKI**  
Frankfurt a. M.

**MATHIAS KRAGE**  
Hanover

**BERNHARD MATTES**  
Cologne<sup>2</sup>

**DR. TECHN. GEORG PACHTA-REYHOFEN**  
Niederpöcking<sup>7</sup>

**ROBERT RADEMACHER**  
Cologne<sup>1</sup>

**ANDREAS RENSCHLER**  
Stuttgart<sup>9</sup>

**PROF. DR. HERMANN REQUARDT**  
Erlangen

**DR. HARALD SCHWAGER**  
Speyer

**DR. STEFAN SOMMER**  
Meersburg<sup>2</sup>

**STEFAN STRICK**  
Hürth

**DR. JUR. AXEL THEIS**  
Baierbrunn<sup>1</sup>

**PROF. DR. THOMAS WEBER**  
Stuttgart

↓  
**Supervisory Board  
DEKRA SE**

**THOMAS PLEINES**  
Chairman, Munich

**DIPL.-ING. HARTWIG MEIS**  
Vice Chairman, Warendorf<sup>10</sup>

**ULRICH BEIDERWIEDEN**  
Cuxhaven<sup>5, 10</sup>

**MARCUS BORCK**  
Leipzig<sup>4, 10</sup>

**PROF. DR. SABINE FLIESS**  
Möhnesee

**NICOLAS GIBAUDAN**  
Suzelette, France<sup>4, 10</sup>

**JEAN-LUC INDERBITZIN**  
Doulevant-le-Château, France<sup>5, 10</sup>

**DIPL.-ING. (FH) WILFRIED KETTNER**  
Dermbach<sup>10</sup>

**DIPL.-WIRTSCH.-ING.  
ARNDT G. KIRCHHOFF**  
Attendorn

**LAURENT MASQUET**  
Saint-Sulpice-et-Cameyrac, France<sup>5, 10</sup>

**DIPL.-ING. (FH) WILHELM OBERFRANZ**  
Munich

**MONIKA ROTH-LEHNEN**  
Wuppertal<sup>10</sup>

**DIPL.-WIRT.-ING. PETER TYROLLER**  
Stuttgart

**PROF. DR. WOLFGANG WEILER**  
Coburg

↓  
**Management Board  
DEKRA SE**

**STEFAN KÖLBL**  
Chairman, Leinfelden-Echterdingen

**ROLAND GERDON**  
Stuttgart

**CLEMENS KLINKE**  
Boffzen

**IVO RAUH**  
Stuttgart

1 until 21/03/2016  
2 until 28/03/2017  
3 until 25/04/2017  
4 until 26/04/2016  
5 as from 26/04/2016  
6 as from 25/04/2017  
7 until 25/11/2016  
8 as from 25/11/2016  
9 as from 28/03/2017  
10 Employee Representative

DEKRA VISION

# 2025



We will be the global partner for a safe world



We ensure safety by the interplay of

Technology & equipment  
Standards & practices  
Mindset & behaviour



Responsibility for safety  
Customer orientation  
Entrepreneurship  
Team spirit  
Integrity



Economic success  
Growth  
Customer focus  
Globalization  
Innovation  
Integration  
People focus

OUR CORPORATE

# Principles



ECONOMIC SUCCESS

To us, being economically successful is synonymous with profitable growth. This secures our independence, creating safety.

GROWTH

Substantial growth is a guarantee of realizing our founders' corporate mission of ensuring safety.

CUSTOMER FOCUS

We know our customers, and their needs are the centerpiece of our activities. Customer satisfaction is decisive for our success.

GLOBALIZATION

We fulfill our mandate on a global scale. We create safety on all continents through our services.

INNOVATION

We intend to strengthen our innovative capacity on an ongoing basis and identify future developments in good time. As pioneers, we will actively shape them.

INTEGRATION

We live a culture of cooperation and togetherness across organizations and national borders – both within DEKRA and with our partners.

PEOPLE FOCUS

Competent and committed employees are the main driving force in our company. For us, interpersonal skills, expertise and innovative strength are indispensable.

PEOPLE  
**Values**

- ↓
- 
- ∨
- Responsibility for safety**
- 
- ∨
- CUSTOMER ORIENTATION
- 
- ∨
- ENTREPRENEURSHIP
- 
- ∨
- TEAM SPIRIT
- 
- ∨
- Integrity
- ↑

These five values make up our internal compass that we use to direct us in our thought and action. The passionate commitment of our employees to making people safer throughout the world is based on these values. DEKRA assumes responsibility based on integrity, entrepreneurship and team spirit, and develops customer-oriented services.

ON THE ROAD  
↓

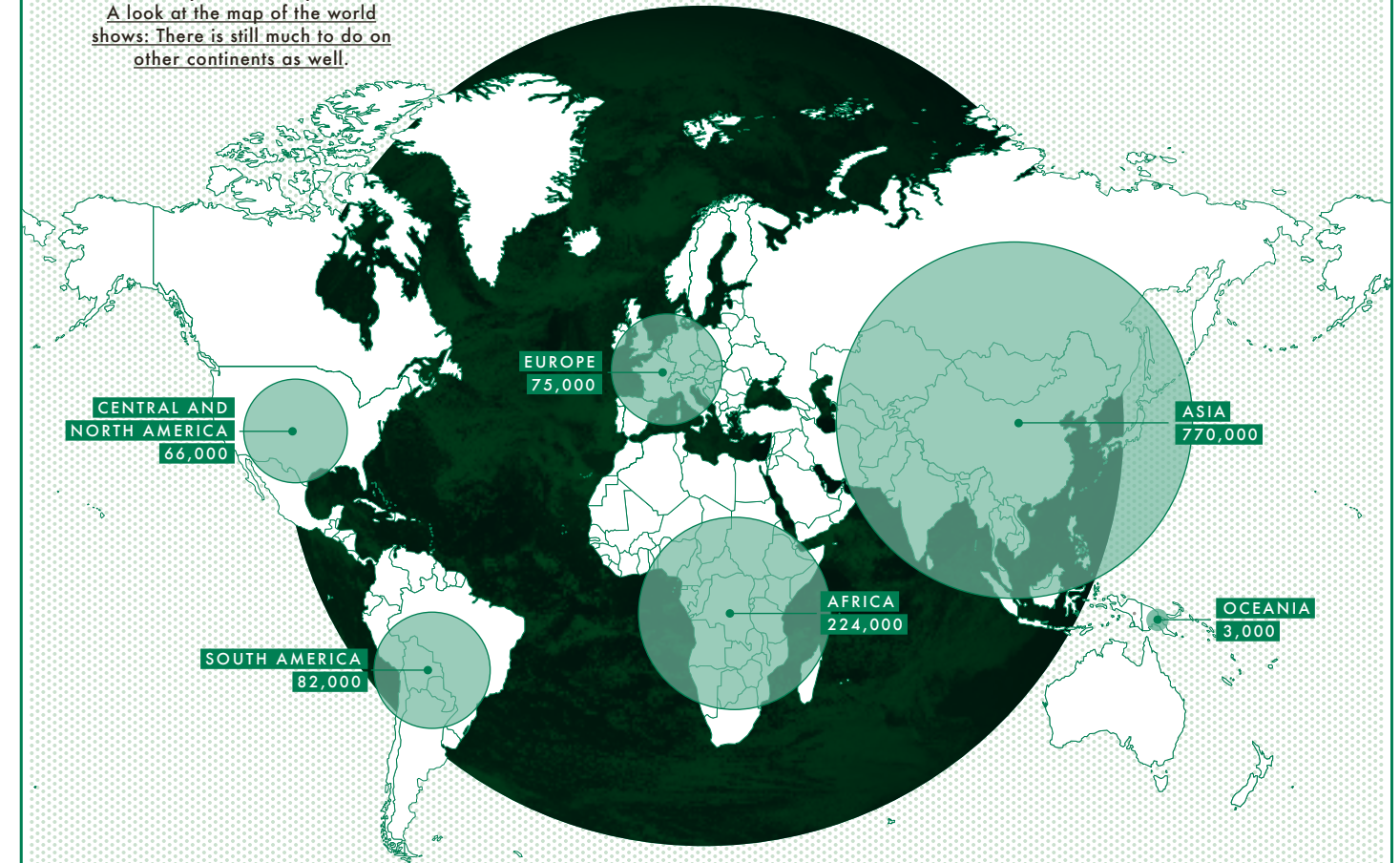
# Vision

Z E R O

Ambitious goal

No more deaths on the road – that is the aspiration of “Vision Zero”. The aim is to make this reality in the EU by 2050. A look at the map of the world shows: There is still much to do on other continents as well.

Global accident statistics  
Road fatalities by continent



AT	Salzburg	150,887
BE	Elsene	85,541
CZ	Olomouc	100,154
FI	Espoo	270,744
FR	Le Havre	172,807
DE	Aachen	245,885
GR	Kalamaria	91,279
HU	Szombathely	79,590
IT	Reggio di Calabria	183,035
LI	Alytus	68,145

LU	Luxembourg	115,227
NL	Almere	198,823
NO	Stavanger	132,895
PO	Zielona Góra	138,763
SR	Čačak	72,148
SL	Maribor	111,832
SP	L'Hospitalet de Llobregat	254,804
SE	Uppsala	149,245
CH	Lausanne	135,629
US	Alexandria (VA)	139,966

Vision Zero in reality

MAJOR CITIES RECORDING AT LEAST ONE YEAR WITHOUT ROAD CASUALTIES IN THE PERIOD FROM 2009 UNTIL 2015 (SELECTION)  
Country / City / Inhabitants

SAFETY ON THE

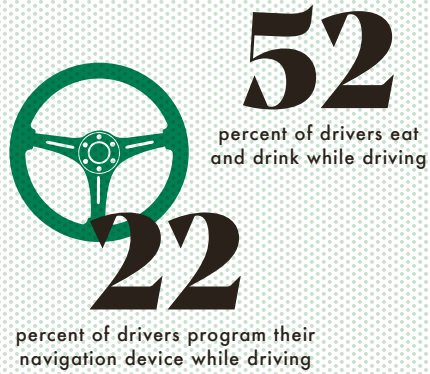
# road

ON THE ROAD

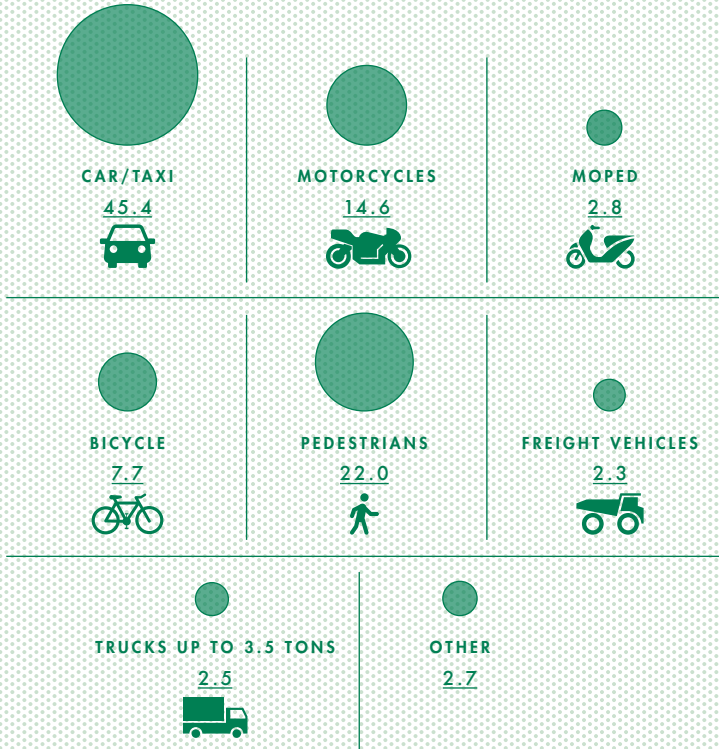
### Mobile danger

Road safety is vital. A look at the EU statistics shows that pedestrians are particularly at risk as the weakest road users. In addition, a new "road user" seems to be a source of danger: distraction.

### DISTRACTION AT THE WHEEL



### ROAD FATALITIES IN THE EU BY ROAD USER in percent



SAFETY

# at work

AT WORK

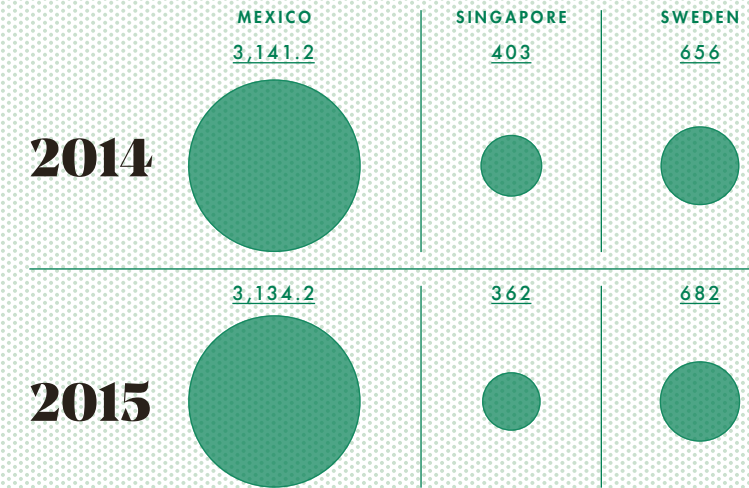
### Bad figures

The International Labor Organisation (ILO), a special organization of the United Nations, estimates that every year around 2.3 million people meet their death at the workplace through accident and illness.

„80 to 90 percent of serious injuries and accidents are caused by human error.“

SUSAN L. KOEN  
CEO and founder of RoundTheClock Resources, a partner of DEKRA Insight

### INJURIES PER 100,000 EMPLOYEES



### Dangerous work

People from various professions are exposed to specific risks that are a threat to their health or even their lives. Below, a cross-country comparison between USA, Great Britain and Germany.



**GERMANY**  
In 2014, a total of 639 fatal work-related accidents were recorded in Germany, mostly in agriculture.

Agriculture	139
Construction work	78
Overland transport and transport in pipelines	76
Public administration and defense	45
Civil engineering	25



**USA**  
In 2014, the Bureau of Labor Statistics recorded the majority of serious or fatal work-related accidents in respect of professional drivers in the USA. Agriculture and the construction industry also rank among the higher risk sectors.

Professional drivers	880
Agriculturalists/livestock breeders	270
Construction industry	108
Pilots and aircraft engineers	82
Lumberjacks	78
Taxi drivers and chauffeurs	68
Garbage collectors	27
Fishery	22



**GREAT BRITAIN**  
In 2014, Great Britain's Health and Safety Executive registered the majority of fatal work-related accidents in the service sector as its largest industry.

Service sector	161
Construction industry	38
Agriculture	36
Manufacturing and production	20
Garbage and recycling	11
Gas, electricity and water supply	2
Mining and open cast mining	1



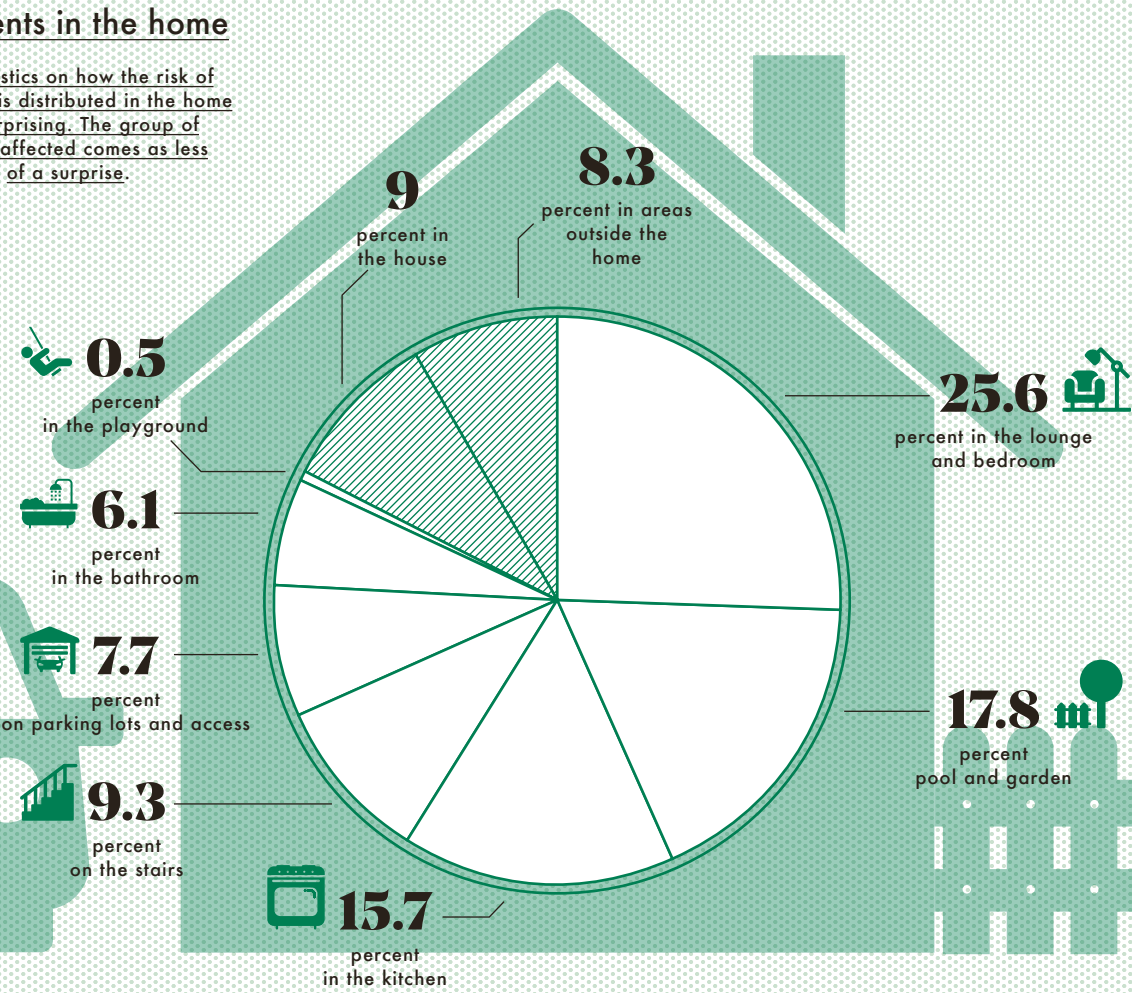
S A F E T Y

AT HOME

# at home

### Accidents in the home

The statistics on how the risk of accidents is distributed in the home are surprising. The group of people affected comes as less of a surprise.



GROUPS OF PEOPLE PARTICULARLY AFFECTED

**60**

percent of all accidents involving children happen in the home (in comparison: 14 percent on the street)

**84**

percent of all DIY accidents involve men

**42**

percent of all accidents involve women at home (by comparison: men 24 percent)

**88**

percent of all fatalities at home involve people older than 65

SECTION

**4**

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# Management Team

# Management Team

For DEKRA's management team safety is an obligation. Safety is reflected in the corporate mission that DEKRA has fulfilled for more than 90 years. Under the leadership of an international management team, our 39,000 experts ensure safety worldwide, which protects life. In addition, the corporate goal of safety is anchored in the personal conviction of each individual member of our management team.

**SAFETY IS FOR ME...**



**... a task on a global scale.**

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



**... more important than ever in the future.**

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



**... a growing challenge in the digital age.**

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



**... one of mankind's fundamental needs.**

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



**... an absolute value, no matter the culture.**

ERIC A. LABE  
Chief Regional Officer  
North America



**... as important as breathing.**

STAN ZURKIEWICZ  
Chief Regional Officer  
East Asia



**... a permanent commitment to save human life.**

DR. GERD NEUMANN  
Managing Director  
DEKRA Automobil GmbH



**... our founders' corporate mission still valid today.**

GUIDO KUTSCHERA  
Managing Director  
DEKRA Automobil GmbH



**... thinking beyond the here and now.**

WOLFGANG LINSENMAIER  
Managing Director of  
DEKRA Automobil GmbH



**... exponentially increasing our expertise for motorists.**

JOHANNES VOSSEBRECHER  
Managing Director  
DEKRA Automobil GmbH



**... reducing human error.**

NICOLAS BOUVIER  
Managing Director  
DEKRA Automotive  
France



**... acting in a responsible way.**

SOPHIE DOMINJON  
Managing Director  
DEKRA Industrial France



**... the engine of innovation.**

DR. HANS DE REGT  
Managing Director DEKRA  
Material Testing &  
Inspection



**... more a system than a product.**

FRÉDÉRIC SCHMITT  
Managing Director  
DEKRA Automotive Solutions



**... straight speaking in the interest of us all.**

LOTHAR WEIHOFFEN  
Managing Director DEKRA Business Assurance Group and DEKRA Insight



**... safe products, safe world.**

BERT ZOETBROOD  
Managing Director DEKRA Product Testing & Certification Group



**... an approach that we have internalized.**

SUZANA BERNHARD  
Managing Director DEKRA Arbeit Group



**... feeling at ease thanks to continuous improvement processes.**

JÖRG MANNSPERGER  
Managing Director DEKRA Akademie Group



**... sticking to rules.**

YVONNE BOLACH  
Director of Accounts, Tax and Financial Controlling



**... a key element for a good life.**

STEPHAN HEIGL  
Director Communications and Brand Management



**... sustainably managing risks.**

ULRICH ROTHFUCHS  
Director of Legal, Compliance and Data Protection



**... the result of responsibility.**

KAI VARNAI  
Director of Human Resources



**... recognizing danger in good time.**

DR. KAI ZERCHER  
Director IT



**... without alternative.**

MARK THOMÄ  
Director Strategic Marketing and Sales

SECTION

**5**

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# Services

# DEKRA Services



The portfolio of professional and independent expert services comprises twelve strategic business sectors. The range covers vehicle inspection and expertise in claims services, industrial and construction inspection, safety consulting, as well as the testing and certification of products and systems right through to training and education as well as temporary work.

[WWW.DEKRA.DE/EN/PRIVATKUNDEN](http://WWW.DEKRA.DE/EN/PRIVATKUNDEN) AND [WWW.DEKRA.COM/EN/SERVICE-LINES](http://WWW.DEKRA.COM/EN/SERVICE-LINES)



## Vehicle Inspection

[WWW.DEKRA.DE/EN/PRUEFUNGEN](http://WWW.DEKRA.DE/EN/PRUEFUNGEN)



## Expertise

[WWW.DEKRA.DE/EN/EXPERTISE](http://WWW.DEKRA.DE/EN/EXPERTISE)



## Claims Services

[WWW.DEKRA-CLAIMS-SERVICES.COM](http://WWW.DEKRA-CLAIMS-SERVICES.COM)



## Automotive Solutions

[WWW.DEKRA-AUTOMOTIVESOLUTIONS.COM/EN](http://WWW.DEKRA-AUTOMOTIVESOLUTIONS.COM/EN)



## Homologation & Type Approval

[WWW.DEKRATECHNOLOGYCENTER.DE/EN/ALLGEMEIN](http://WWW.DEKRATECHNOLOGYCENTER.DE/EN/ALLGEMEIN)



## Product Testing & Certification

[WWW.DEKRA.DE/EN/PRODUKTPRUEFUNGEN](http://WWW.DEKRA.DE/EN/PRODUKTPRUEFUNGEN)



## Industrial & Construction Inspection

[WWW.DEKRA.DE/EN/REAL-ESTATE](http://WWW.DEKRA.DE/EN/REAL-ESTATE)



## Material Testing & Inspection

[WWW.DEKRA-MATERIALTESTING.COM](http://WWW.DEKRA-MATERIALTESTING.COM)



## Business Assurance

[WWW.DEKRA-ASSURANCE-SERVICES.COM](http://WWW.DEKRA-ASSURANCE-SERVICES.COM)



## Insight

[WWW.DEKRA-INSIGHT.COM](http://WWW.DEKRA-INSIGHT.COM)



## Training & Education

[WWW.DEKRA-AKADEMIE.COM](http://WWW.DEKRA-AKADEMIE.COM)



## Temporary Work

[WWW.DEKRA-ARBEIT.DE/EN](http://WWW.DEKRA-ARBEIT.DE/EN)

# Safely on the move worldwide

People are more mobile than ever before. Motor vehicles play a great role in this mobility. Private transport is experiencing rapid growth in developing and emerging countries in particular. China as the world's most important car market is leading the way. Consequently, the global challenges for road safety are great – as are the opportunities for DEKRA Automotive.

#### SAFELY ON TRACK

↓ DEKRA Automotive made a significant contribution to the Group's overall expansion in 2016 as well. Revenue increased by almost 6 percent to € 1.5 billion. Germany is the Group's most important market, reporting growth of more than 5 percent to € 1.15 billion. At € 150 million and with growth of almost 13 percent, periodic industrial testing services rendered by DEKRA Automobil GmbH in Germany continued to develop well.

Revenue of € 1.5 billion

#### MARKET LEADERSHIP POSITION REINFORCED

↓ The company's position as market leader in testing was strengthened in the important German market. With eleven million vehicle inspections, DEKRA holds a market share of around 34 percent. The course has been set for further growth on the international markets. With some 26 million vehicle inspections a year, DEKRA Automotive ranks as the undisputed world market leader. The network of technical inspection centers was extended in countries such as France and

34 percent market share in vehicle inspections

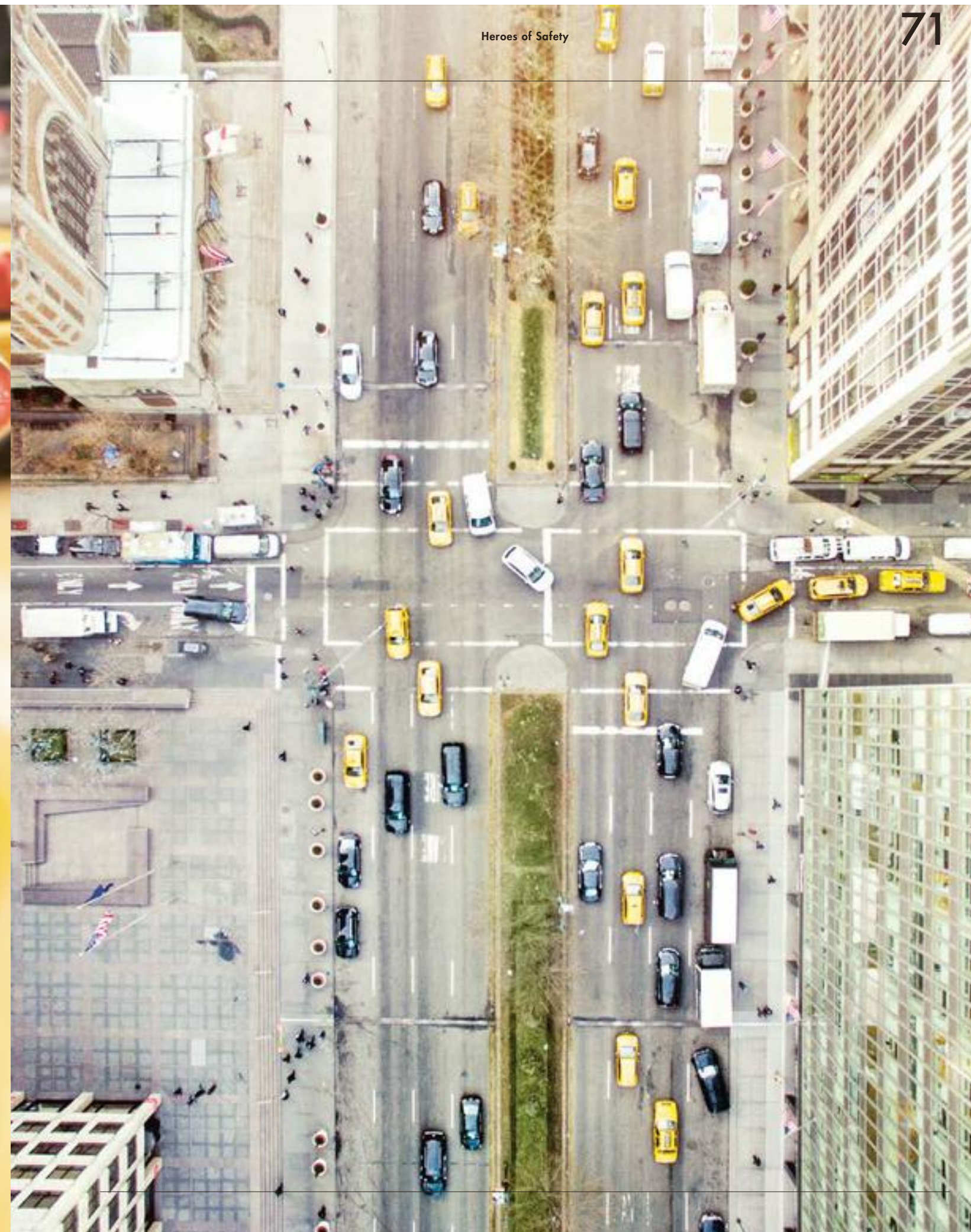
Italy. In addition, the green light was given for entry into other markets such as Portugal, Bulgaria and Luxembourg. The first year of practical driver testing ran a very successful course in New Zealand.

#### DIGITAL CLAIMS MANAGEMENT

↓ Digital processes are rapidly gaining ground in claims management. Appraisers in the Netherlands and Belgium, for instance, work with the DEKRA "i2i" app and other online instruments. Many claims are meanwhile automatically documented through such processes every year. Damaged parties and experts communicate in real time via video chat. An appraiser can immediately take stock and evaluate the damage.

#### ROAD SAFETY 4.0

↓ New drive technologies are on the verge of a breakthrough in mobility. Software and electronics are assuming an increasing number of tasks and are turning cars into computers on wheels. In the Internet of Vehicles, vehicles will be interconnected with each other and their environment in the future. As pioneers in road safety, DEKRA has made further headway with the topic of "Road Safety 4.0" following the introduction of the HU adapter introduced in 2015 for the testing of electronic systems: DEKRA is therefore an advocate of binding rules that facilitate access to safety-related vehicle data. In addition to reading vehicle data, DEKRA welcomes the planned reintroduction of tailpipe emissions measurement in order to detect potential manipulation with a view to protecting the environment.



# Turning point in industry

Industry 4.0 is taking us by storm. Industry 4.0 stands for growing interconnectivity, the interplay between man and robots, which heralds a turning point in conventional manufacturing. All important environmental and process data will soon be recorded by sensors and relayed via interfaces and protocols to the next stage in the manufacturing process while 3D print enables a batch size of 1. This will change the world's industrial locations.

methods and standards, ensuring even greater safety. The high level of acceptance in the digital environment is underscored by several new accreditations in the Product Testing and Certification Service Unit. For instance, DEKRA provides testing services on behalf of Wi-Fi Alliance for the LTE-U mobile communication standard to ensure that Wi-Fi and LTE-U function smoothly and seamlessly side by side.

#### PARTNER TO THE GLOBAL ENERGY INDUSTRY

One of DEKRA Industrial's core competences resides in the robot-supported destructive and non-destructive testing of parts of systems hazardous to people and of safety-critical materials. The Materials Testing and Inspection segment won several major contracts in 2016 from companies in the energy sector in Sweden, Switzerland and South Africa. The market entry into China in the business of conducting the visual inspection of nuclear power plants was also successful.

#### SUCCESS IN NEW MARKETS

In Business Assurance and Insight, the year 2016 was characterized by the successful entry into new markets. Through the takeover of Minnesota-based AQS Management Systems Inc., DEKRA Industrial has advanced to become the leading provider of training and courses in the US in the field of system management. In the consultancy business, the slack demand in the oil and gas industry was compensated by new customers from other sectors. Two global players from the food industry awarded major contracts for the improvement of organizational and process safety.

#### SAFE CONNECTIONS

DEKRA Industrial responded to growing digitalization back in 2015 through strategic acquisitions. In fiscal 2016, the focus was placed on integrating these companies and expanding the services offered. This enabled DEKRA Industrial to position itself as an important partner for testing services for the industrial Internet of Things. With a view to services in the field of connectivity, the business unit of the DEKRA Group already ranks among the world's top five providers. An example of the issues at hand is to test whether machines communicate safely via wireless connections.

#### SOUGHT-AFTER EXPERTISE

Our expertise in traditional and new markets paid off in 2016 by delivering revenue growth of almost 6 percent to € 851 million. DEKRA Industrial's independent experts are successful in the world's highly technological industry because they test using recognized

High level of acceptance in the digital environment

Revenue of € 851 million

# New work, new education

Two factors determined the development in personnel services and further training: Personnel service providers need to meet the growing expectations of their customers for flexibility and quick response times. Qualification providers assist in managing the transition to new educational worlds. Digitalization makes entirely new demands on work and people's qualifications.

#### SOUND BUSINESS

↓ In the DEKRA Personnel Business Unit, the main areas of activity in education and personnel services are represented by the DEKRA Akademie and DEKRA Arbeit. Both segments performed well in 2016. As a result, the revenue of DEKRA Personnel rose by more than 11 percent to € 521 million.

Revenue  
of  
€ 521 million

#### ROAD SAFETY ALSO UNDER EXCEPTIONAL CIRCUMSTANCES

↓ With more than 100,000 training participants a year, the DEKRA Akademie ranks as one of Germany's largest private educational companies. At 150 locations, people from all walks of professional life qualify for a new job or for the next internal step in their careers. Cutting-edge technology is deployed in the process. In the qualification of professional drivers, training under exceptional circumstances, such as a low sun or black ice, can take place safely with the aid of a driving simulator.

150  
training  
locations

#### EDUCATION ON- AND OFFLINE

↓ In the corporate customer business, the DEKRA Akademie achieved growth through offerings in occupational safety and fire protection. Courses in fire protection alone raised revenue by around one third. The DEKRA Akademie was also successful in offering refugees qualification programs and integration at an early stage. The Expert Migration offerings that, for instance, are designed to train and place Albanian care providers in German hospitals and nursing homes, remains very popular. In the growth market of online qualification solutions, the DEKRA Safety Web was extended to include new topics. In addition, the DEKRA Akademie developed blended learning offerings that consist of teaching learning content through virtual and attendance-based training.

#### RENEWAL OF A KEY CUSTOMER CONTRACT

↓ DEKRA Arbeit offers personnel services for employees and employers at 130 locations based in Germany and across Europe. The spectrum ranges from personnel leasing and individual personnel placement through to recruiting and application management and on to specialized HR consultancy as well as event and logistics services. In 2016, DEKRA Arbeit exceeded in strengthening its market position and maintaining its ranking as the seventh largest personnel services provider in Germany. A framework agreement with an automotive manufacturer, for example, was renewed and the services portfolio supplemented.



# Opportunities



In 2016, DEKRA grew for the thirteenth year in a row – thanks to innovative services, ongoing internationalization and a family-oriented corporate culture that is geared to consistently promoting and developing our employees. This is the reason why DEKRA regularly wins awards as a top employer for engineers, for instance.

Come to DEKRA and grow with us.

SECTION

6

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to 81

Corporate Responsibility



# Sus- tain-

DEKRA views sustainability as a core value. We take our lead from the criteria of the German Sustainability Code and work consistently on developing our sustainability management.

# ability

## Responsible corporate governance

### POLICIES

Our aim is to secure our company's long-term success, taking account of our corporate and environmental responsibility. We live out fair competition and do not tolerate any form of corruption. We safeguard the data of our customers, business partners and employees. The integrity, reliability and neutrality of all our employees are of decisive importance. With the DEKRA Compliance Guidelines, we have issued a set of guidelines and policies that are binding worldwide and require ethical behavior that is compliant with the law from all DEKRA employees and managers.

## Value added

### RESPONSIBILITY

We assume responsibility for our entire value chain, from procurement through to internal processes and on to customer relationships. We expect socially and ecologically responsible behavior from our suppliers. Within the company, we have an unconditional aspiration of ensuring the quality of our services. Through the expertise and skill of our employees, this contributes to a sustainable development. We work on sustainable solutions for customers, and gear our corporate mission statement to customer orientation.

## Innovation & Sustainability

### EXPERTISE

Innovation and sustainability enjoy a high priority with us. We consistently develop our expertise and are ready and available for technologies of the future. DEKRA promotes innovations in the company, not only through its internal innovation and idea management but also through cooperations with external partners. Our aspiration here is to be a global partner for a safe world.

## Employees

### PEOPLE

The expertise and reliability of our employees are our most important resource. This is why we aspire to making attractive jobs available. The health and safety of our employees are accorded the highest priority. Our aim is to avoid accidents at work as well as to eliminate possible sources of danger. Team work, mutual trust and loyalty are the foundations of our work together. We value the diversity of our workforce, stand for equal opportunities and support the development of our employees.

## Environment

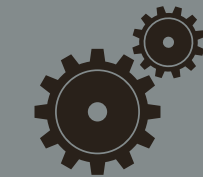
### RESOURCES

The protection of the environment and its resources is one of DEKRA's primary objectives. The company's understanding of safety includes protecting the environment: on one hand, through our internal environment management, and on the other through our services and expertise that make an important contribution to environmental protection. A groupwide network of environment management officers bear global responsibility for improving environmental protection and resource efficiency at DEKRA. Our services in the domain of environment and energy management help to ensure environmental protection outside the company as well.

## Safety & Society

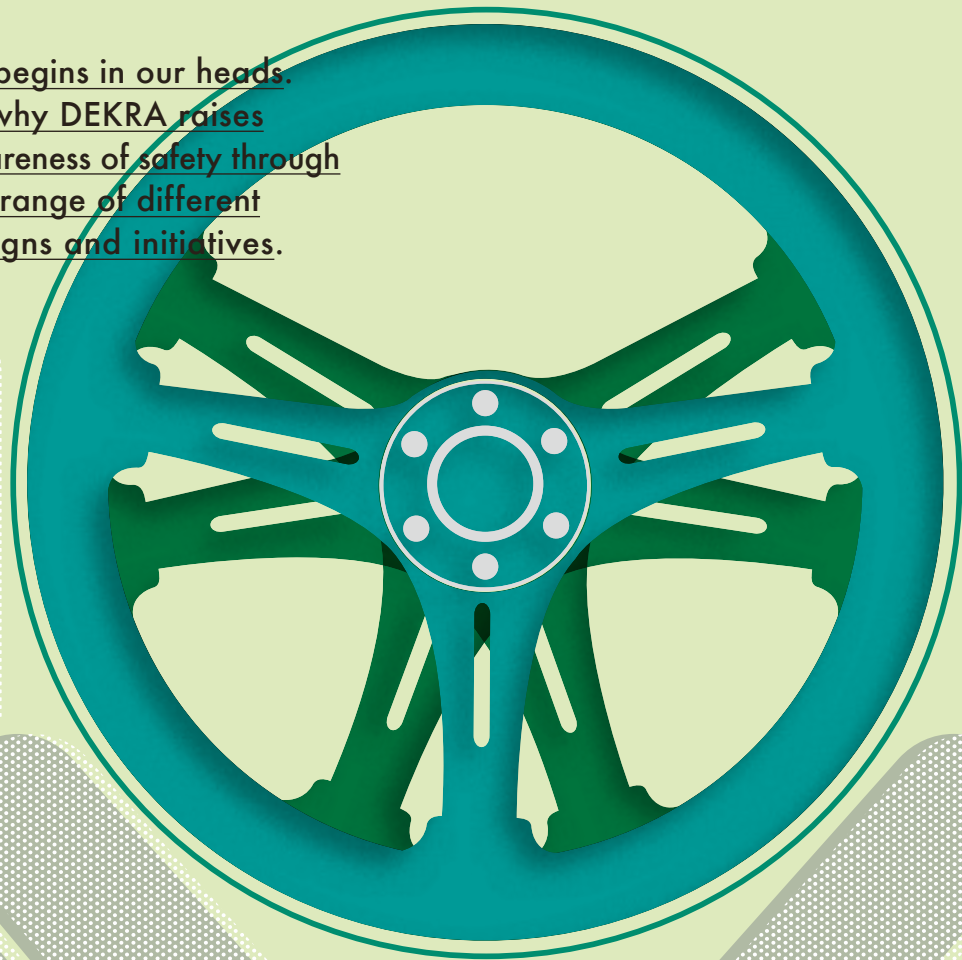
### MANDATE

Safety is the centerpiece of our corporate strategy. We promote safety in all walks of life all over the world, also through our commitment to society. We work on safety issues together with partners in society and actively bring our expertise to bear on public and political debate. Our global contribution to increasing safety in environment, business community and society is our most important contribution to a sustainable future.



# Commit- ment

Safety begins in our heads.  
This is why DEKRA raises  
the awareness of safety through  
a wide range of different  
campaigns and initiatives.



## Road Safety Report 2016

DEKRA has been providing topical information and food for thought every year since 2008 to decision makers in politics, associations and companies. In the 2016 Report, the central issue is the question of how the accident death toll in the EU, particularly in road traffic, can be reduced, given the fact that the number of road casualties has risen again for the first time since 2001.

### Vision Zero

In 2016, DEKRA awarded the Vision Zero Award for the first time. It went to the town of Kerpen in recognition of the fact that for the last six years in a row, there has not been one single road casualty. DEKRA uses the award to sensitize people to the fact that aiming for zero road fatalities is not an unachievable utopia.

### Using your head

Once they start school, children generally regularly use transport of some kind. To make their journey safer, DEKRA has been running its "A Head for Safety" campaign every year since 2004. First-year pupils are given signal red safety caps and made aware of the dangers of road traffic. Since the start of the campaign, more than two million caps have been distributed.

### SafetyCheck

The vehicles of young car owners partly leave a lot to be desired in terms of safety. The tenth edition of DEKRA's SafetyCheck demonstrated this. Around 15,000 young drivers took part in the campaign - and almost three quarters of the cars were defective. With the Safety Check, young car drivers can have their cars checked free of charge at DEKRA anywhere in Germany. More than 150,000 cars have been tested over the last decade.

### Smartphone

Many pedestrians in Europe are distracted by their smartphones while crossing the road. This is the result of an international survey by DEKRA accident research on six European capitals. Of the almost 14,000 pedestrians included in the survey, around 17 percent in total used their smartphones in various ways while on the road.

## German Touring Car Masters (DTM)

Long years of cooperation link DEKRA with the German Touring Car Masters. In addition, DEKRA has partnered the US International Motor Sports Association (IMSA) and supported the Tudor United SportsCar Championship since 2015. DEKRA motor sports experts are responsible for the full technical approval of the vehicles for both racing series.

### Formula 1

DEKRA has sponsored Formula 1 for more than 20 years: After Michael Schumacher, who wore a DEKRA cap from 1992 to 2000, Nico Hülkenberg has been sponsored since 2004. The DEKRA logo graced the front of his driver cap in the 2016 season as well.

### Formula Student

The young international generation of engineers has been providing proof of their motor sport competence under racing conditions since 2006. Supported by DEKRA as the Official Technical Partner, more than 100 university teams compete every August for victory in the Formula Student Germany at the Hockenheimring.

### Fair Play

DEKRA stands for fair play to which it is committed in sports as well. The company has sponsored the referees of the German Football Association (DFB) for 14 years. Collaboration is anchored in the shared values of neutrality, expertise and reliability.

### Safety Champions

For many years now, DEKRA has honored initiatives to promote safety in business and society by conferring the DEKRA Award. In 2016, Truckers Life Stiftung, Voith and AXA were chosen a "Safety Champions" in the three areas of life, on the road, at work and at home. The laureates were compelling through the level of innovation, the effectiveness and the replicability of their projects.



# 2

million  
signal red caps



# 20

years of  
Formula 1 sponsorship



# 100

Teams  
Formula Student

## IMPRINT

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 Stuttgart/Berlin

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PRODUCTION

Repro  
 ctrl-s GmbH  
 Stuttgart

Print  
 raff media group gmbh  
 Riederich



# Highlights



NICO HÜLKENBERG  
**12 years**  
 Formula 1 Partnership

ROAD SAFETY REPORT  
**9 years**  
 Expert Analysis

DEKRA AWARD  
**6 years**  
 Excellent Ideas

## IMPRINT

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Stuttgart

Print

raff media group gmbh  
Riederich



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# Highlights

## 2016

January

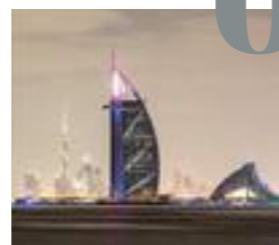
01

LABOR MARKET IN SWITZERLAND

DEKRA founds DEKRA Arbeit Schweiz AG in Zug, which strengthens customer and employee proximity. This measure also enables DEKRA to combine the opportunities in an international labor market with regional customer requirements and to expand further in the business of temporary personnel services.

February

02



TEST LABORATORY IN DUBAI

DEKRA forges ahead with its international expansion through a new test laboratory for electrical components in Dubai. This laboratory is the first DEKRA center of its kind in the Middle East, with a wide spectrum of product testing and certification for electrical equipment in the low to high voltage range.

MIDDLE EAST

**Demand for safe products knows no boundaries.**

March

03



FORMULA 1 PARTNERSHIP

DEKRA renews sponsoring agreement with Nico Hülkenberg. The official cap of the Formula 1 driver will continue to sport the green DEKRA logo. This takes the partnership with the 28-year old racing driver from Emmerich into its thirteenth year.

April

04

TEST LABORATORY HEFEI

DEKRA opens an office and laboratory location in Hefei, Central China, the largest center for white goods in the People's Republic. Manufacturers and suppliers now have access to extensive product testing and certification services. In addition, customers receive support in know-how about the Internet of Things.

04

CHINA

**The vibrant power house of the global economy is opting for safe growth.**

May

05



VEHICLE TESTING

DEKRA opens Portugal's first vehicle testing station in the Greater Lisbon Area. DEKRA aims to become one of the country's largest suppliers by 2020, testing around one million vehicles a year by then.

PORTUGAL

**Safety on the roads – DEKRA extends its commitment to the west of the Iberian Peninsula.**

June

06



LABOR MARKET REPORT

DEKRA presents its popular Labor Market Report that has analyzed developments and trends in the job market since 2008. One of many findings: the world is their oyster for experts in the job market in the field of sales, IT and engineering.

ANALYSIS

**In-depth analyses and services are the hallmark of DEKRA.**

July

07



POKÉMON GO

Taking the "Pokémon Go" smartphone game as an example, DEKRA highlights the danger of distraction when driving. A motorist on the road at 50 km/h who glances at his mobile for five seconds will cover a distance of almost 70 meters in that time and will be unable to react to anything happening on the road.

DISTRACTION

**Lack of attention is often a danger that is underestimated when on the road.**

August

08

US TRAINING PROVIDERS

The acquisition of AQS Management Systems Inc. (Minneapolis/Minnesota) enables DEKRA to become a leading provider of training and courses specializing on system management in the US. The focus is on services to make business processes safe.

September

09



ROAD SAFETY REPORT

DEKRA presents the Road Safety Report 2016 in Brussels with the aim of sensitizing the world of politics and business to the rising number of people killed in traffic accidents in Europe. The EU's strategic goal of halving this number by 2020 compared with 2010 is therefore in acute danger.

October

10



DEKRA AWARDS

The DEKRA Award 2016 acknowledges ideas and initiatives to promote safety in the categories of road, work and the home. The competition, organized together with Germany's Wirtschaftswoche magazine, draws the requisite attention to good ideas so that they can be deployed elsewhere as well.

November

11



WORLD CHAMPION

DEKRA strengthens its focus on high tech brands: The Product Testing and Certification Service Unit is awarded a contract to test and certify the world's largest robot for laser decoating, from the standpoint of the safety concept right through to installation and acceptance.

DIGITALIZATION

**Technology that operates safely is crucial for all production processes in the digital age.**

December

12



ASSISTANT IN DEMAND

The interest of German buyers of new cars in innovative driver assistant systems is great: As shown by DEKRA survey, two thirds (69%) of the respondents were in favor of a protective emergency brake assistant being installed as a standard feature. The adaptive high-beam assistant that adjusts headlights to traffic conditions should also be part of the standard equipment in the opinion of every second respondent (55%). And four in every nine people keen to buy a new car would appreciate a hill-holder function (42%) and lane change assistance (41%) as standard equipment.



A  
safe  
world

O U R C L E A R

vision