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

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

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

Heroes of Safety
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.”
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Progress comes at a price. New technologies always harbor new challenges for safety.

“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.

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.

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

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.

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”.

PIONEER AND DRIVER

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

Stefan Kölbl

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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.

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.
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.
We live safety worldwide every day.

Heroes of Safety
Mathias Fobo – plannable –

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.

Heroes of Safety

TECHNICAL TEST CENTER

DEKRA Technical Test Center was established in East Germany in 1990 and has been responsible for organizing driving tests since then. An expert in vehicle safety, for instance, expert opinions on the approval of new vehicle types.

EAST GERMAN FEDERAL STATES

SAFETY IS

GERMANY

DRESDEN

2.6 million vehicle inspections a year

The manager in charge of the main inspection in Dresden continues to contribute by developing new checklists and procedures for vehicle inspections in Germany as well.

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—No compromise where safety is concerned—

How important is safety to you?

MATHIAS FBO

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

Which risks do you consciously take? And why?

MATHIAS FBO

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 FBO

I feel safe in situations that are foreseeable.

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

MATHIAS FBO

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

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

MATHIAS FBO

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 FBO

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 FBO

I am 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 Sweden: How did you contribute to greater safety there through your expertise?

MATHIAS FBO

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 FBO

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 FBO

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.
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.

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.

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 workplace 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.
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.

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

**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.
Jia Wu makes sure Electric Vehicles (EV) products, such as charging stations and motors, are safe.

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 a claim 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:** 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.

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

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**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.

**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:** 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.

**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.

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Zhuguo Zhang

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.

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.
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.

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 hazards that are right in front of us.

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.
Vivi Hsieh

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

– keeping an eye on details –

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

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.
—Without safety, even advanced technology means nothing—

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.

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.

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.

DEKRA provides testing and certification services throughout the product life cycle. It assesses prototypes in the design phase, products during production and later in the field. DEKRA also conducts quality management as well as training and education. The company has about 10,000 employees worldwide, offering customers an advantage with its comprehensive and global service network.

In the design phase whether a prototype is up to standard will be assessed. Later, testing 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.

DEKRA is an independent certification and testing company with a long tradition of success. The company provides services relating to the key business sectors within the automotive, components, telecommunications, and industry 4.0. It is headquartered in Germany and currently has its test laboratory in North America.
ANNA RYBACZUK is an occupational health specialist and auditor. While on site with customers she identifies safety risks and opportunities for improvement.

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 fail-safe.

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.

POLAND

WROCLAW

Business Assurance

With DEKRA’s quality management services, companies ensure the implementation of quality standards and certification. DEKRA’s quality certification, for instance, according to international standards, and in each country, is the assurance of quality and safety.

WWW.DEKRA-ASSURANCE-SERVICES.COM
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.
—The focus on “exposure” includes everyone in the need to embrace safety—

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.

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 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
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 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.
Mr Pavlovic, when do you feel safe?

Mr Pavlovic

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

How do you live security in your private life?

Mr 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?

Mr 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…

Mr 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?

Mr 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?

Mr 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?

Mr Pavlovic

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

Mr Pavlovic

Taking care of my family’s safety is how I make the world a little safer.
Expertise worldwide

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>20,050</td>
</tr>
<tr>
<td>France</td>
<td>4,588</td>
</tr>
<tr>
<td>America</td>
<td>842</td>
</tr>
<tr>
<td>Asia</td>
<td>1,371</td>
</tr>
<tr>
<td>Africa</td>
<td></td>
</tr>
<tr>
<td>Australia &amp; NZ</td>
<td>2,030</td>
</tr>
</tbody>
</table>

Personnel structure

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

We also take care of safety in the digital world.

Dear Readers,

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.

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

THE MANAGEMENT BOARD

From left to right:
CLEMENS KLINKE — Member of the Management Board DEKRA SE, Head of the DEKRA Automotive Business Unit
STEFAN KÖBLI — 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
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.

**Committees**

**Presidential Board**

**DEKRA e.V.**

- THOMAS PLEINES
  President, Munich
  Dipl.-Wirtsch.-Ing.
- ARNOLD G. KIRCHHOFF
  Vice President, Amberg
- PROF. THOMAS EDIG
  Munich
  Günter Fieg
  Stuttgart
- ULRICH GRAF
  Balz, Switzerland
- BERNHARD MATIES
  Cologne
  Dr. Stefan Sommer
  Meeßburg
- Dipl.-Ing. Brno Tóňes
  Mest
- Dipl.-Wirt.-Ing. Peter Teydoller
  Stuttgart
- Prof. Dr. Wolfgang Weiler
  Coburg

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**DEKRA e.V.**

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  Vice Chairman, Munich
- Prof. Dr.-Ing. Eberhard Zeidler
  Vice Chairman, Honorary President of the Presidential Board, Stuttgart
- Univ.-Prof.-Dr.-Ing.
- THOMAS KAUFMANN
  Freiburg
- Staatssekretär a.D., Dr. H.C.
- RUDOLF BÖHMEL
  Schwäbisch Gmünd
- Chris Fischer Hirs
  Kiesacht, Switzerland
- Jürgen Karpinski
  Frankfurt a. M.
- Thomas Kräutle
  Munich
- Bernd Sommer
  Meeßburg
- Dipl.-Ing. Georg Pfachta-Rehoden
  Niederösterreich
- Dr.-Ing. Robert Kerschinger
  Cologne
- Andreas Renzschler
  Stuttgart
- Prof. Dr. Hermann Requardt
  Erlangen
- Dr. Harald Schmager
  Spay
- Dr. Stefan Sommer
  Meeßburg
- Stefan Strick
  March
- Prof. Dr. Axel Theis
  Bielefeld
- Prof. Dr. Thomas Weber
  Stuttgart

**Supervisory Board**

**DEKRA SE**

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- Dipl.-Ing. Hartwig Meis
  Vice Chairman, Werneck
- ULRICH BEIERNREICH
  Cuxhaven
- Marcus Doekes
  Tübingen
- Prof. Dr. Sarien Fleiss
  Mönneke
- Nickolas Guedizian
  Suisse, France
- Jean-Luc Hendermitz
  Düsseldorf-Château, France
- Dipl.-Ing. Femi Wilfred Ketterer
  Darmstadt
- Dipl.-Wirt.-Ing.
- Jürgen Karpinski
  Attendorn
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich
- Dipl.-Ing. Holger Meier
  Wuppertal
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich
- Dr. Petra Leers
  Stuttgart
- Prof. Dr. Wáclaw Winiewski
  Poznań
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
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- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich
- Dipl.-Ing. (FH) Wilhelm Oeberfranz
  Munich

**Management Board**

**DEKRA e.V.**

- STEFAN KÖHL
  Chairman, Leinfelden-Echterdingen
  Roland Gerdes
  Stuttgart

**DEKRA SE**

- STEFAN KÖHL
  Chairman, Leinfelden-Echterdingen
  Roland Gerdes
  Stuttgart
- Clemens Klinker
  Buffle
- Ivo Kauß
  Stuttgart

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**Heroes of Safety**

1. Thomas Pleines
   President of the Presidential Board of DEKRA e.V., Chairman of the Supervisory Board of DEKRA SE
**DEKRA VISION 2025**

**Vision**
We will be the global partner for a safe world.

**Mission**
We ensure safety by the interplay of Technology & equipment, Standards & practices, Mindset & behaviour.

**People Values**
Responsibility for safety, Customer orientation, Entrepreneurship, Team spirit, Integrity.

**Corporate Principles**
Economic success, Growth, Customer focus, Globalization, Innovation, Integration, People focus.

---

**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.
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.

Responsibility for safety

CUSTOMER ORIENTATION

ENTREPRENEURSHIP

TEAM SPIRIT

Integrity

No more deaths on the road—this 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 that there is still much to do on other continents as well.

Heroes of Safety

<table>
<thead>
<tr>
<th>Country</th>
<th>City</th>
<th>Inhabitants</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT</td>
<td>Salzburg</td>
<td>150,887</td>
</tr>
<tr>
<td>BE</td>
<td>Elsene</td>
<td>85,541</td>
</tr>
<tr>
<td>CZ</td>
<td>Olomouc</td>
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<tr>
<td>IT</td>
<td>Esploo</td>
<td>270,744</td>
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<td>DE</td>
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<td>GR</td>
<td>Kalamaria</td>
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<td>HU</td>
<td>Szombathely</td>
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<td>Reggio di Calabria</td>
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<td>PO</td>
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<td>SE</td>
<td>Uppsala</td>
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<td>Lausanne</td>
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<tr>
<td>US</td>
<td>Alexandria (VA)</td>
<td>139,966</td>
</tr>
</tbody>
</table>

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

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.

52 percent of drivers eat and drink while driving.

22 percent of drivers use a smartphone at the wheel – around twice as many as the average 52 percent of drivers are on the phone while driving, 5% without the prescribed hands-free car kit.

15 percent of young drivers use a smartphone while driving.

52 percent of drivers program their navigation device while driving.

Safety at work

The International Labor Organization (ILO), a special organization of the United Nations, estimates that every year around 2.3 million people meet their deaths 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

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 67
Civil engineering 25

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.

In 2014, Total of 129 fatal work-related accidents were recorded in Mexico, mostly in agriculture.

Agriculture 33
Construction work 27
Agriculture/livestock breeding 22
Construction industry 12
Fishing 8
Transport and public utilities 6
Local traffic 5
Mining, quarrying and water supply 3

In 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 147
Construction industry 39
Agriculture 36
Manufacturing and production 20
Transport and public utilities 17
Gas, electricity and water supply 11
Mining and quarrying 7

3,500.0
2015
1,141.2
682

3,134.2
403

2014
656

USA

GREAT BRITAIN

MEXICO

SINGAPORE

SWEDEN

INJURIES PER 100,000 EMPLOYEES

Injuries per 100,000 employees

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.

USA

GERMANY

INJURIES PER 100,000 EMPLOYEES

2014

2015

Men

Women

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.

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Mining and quarrying 7
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.

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.

60 percent of all accidents involving children happen in the home (in comparison: 4 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

Groups of people particularly affected

- 9 percent in the kitchen
- 15.7 percent in the store
- 17.8 percent in the playground
- 25.6 percent in the lounge and bedroom
- 6.1 percent in the bathroom
- 7.7 percent on parking lots and access
- 8.3 percent in areas outside the home
- 0.5 percent in the playground
- 9.3 percent on the stairs
- 60 percent of all accidents involving children happen in the home (in comparison: 4 percent on the street)

At home

Accidents in the home

Management Team

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.

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- 8.3 percent in areas outside the home
- 0.5 percent in the playground
- 9.3 percent on the stairs
- 60 percent of all accidents involving children happen in the home (in comparison: 4 percent on the street)
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 KÖBL
Chairman of the Management Board
DEKRA e.V. and DEKRA SE

... one of mankind’s fundamental needs.
ROLAND GERDON
Member of the Management Board
DEKRA e.V. and DEKRA SE
Finance, Personnel and IT

... a growing challenge in the digital age.
IVO RAUH
Member of the Management Board
DEKRA SE, Head of the DEKRA Automotive Business Unit

... more important than ever in the future.
CLEMENTS KLINKE
Member of the Management Board
DEKRA SE, Head of the DEKRA Automotive Business Unit

... an absolute value, no matter the culture.
ERIC A. LAGE
Chief Regional Officer
North America

... our founders’ corporate mission still valid today.
GUIDO KUTSCHERA
Managing Director
DEKRA Automotive GmbH

... a permanent commitment to save human life.
DR. GERO NEUMANN
Managing Director
DEKRA Automotive GmbH

... reducing human error.
NICOLAS BOUVIER
Managing Director
DEKRA Automotive France

... more a system than a product.
FREDERIC SCHMITT
Managing Director
DEKRA Automotive Solutions

... as important as breathing.
STAN ZURKIEWICZ
Chief Regional Officer
East Asia

... thinking beyond the here and now.
WOLFGANG LINSENMAIER
Managing Director of
DEKRA Automobil GmbH

... exponentially increasing our expertise for motorists.
JOHANNES VOßEßBRECHER
Managing Director
DEKRA Automobil GmbH

... acting in a responsible way.
SOPHIE DOMINION
Managing Director
DEKRA Industrial France

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

... the engine of innovation.
GUIDO KUTSCHERA
Managing Director
DEKRA Automotive GmbH

Heroes of Safety
... straight speaking in the interest of us all.

LOTHAR WEIHOFEN
Managing Director DEKRA Business Assurance Group and DEKRA Insight

... safe products, safe world.

BART ZOETBROOD
Managing Director DEKRA Product Testing & Certification Group

... sticking to rules.

YVONNE BOLACH
Director of Accounts, Tax and Financial Controlling

... an approach that we have internalized.

SUZANA BERNHAARD
Managing Director DEKRA Arbeit Group

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

JÖRG MANNSPERGER
Managing Director DEKRA Akademie Group

... a key element for a good life.

STEPHAN HEIGL
Director Communications and Brand Management

... sustainably managing risks.

ULRICH ROTHFUSS
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 THOMA
Director Strategic Marketing and Sales

... a key element for a good life.
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/PRUVFUNGEN

WWW.DEKRA.DE/EN/PRODUKTPRUVFUNGEN

WWW.DEKRA.DE/EN/REAL-ESTATE

WWW.DEKRA-MATERIALTESTING.COM

WWW.DEKRA-CLAIMS-SERVICES.COM

WWW.DEKRA-AUTOMOTIVE SOLUTIONS.COM

WWW.DEKREA-TECHNOLOGYCENTER.DE/EN/ALLGEMEIN

WWW.DEKRA-AKADEMIE.COM

WWW.DEKRA-ARBEIT.DE/EN

WWW.DEKRA-INSIGHT.COM

WWW.DEKRA-AKTUELL.DE/EN

WWW.DEKRA-ARBEIT.DE/EN
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, periodical industrial testing services rendered by DEKRA Automobil GmbH in Germany continued to develop well.

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 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.
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.

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.

High level of acceptance in the digital environment

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.

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.

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 low sun or black ice, can take place safely with the aid of a driving simulator.

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.
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.
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.

**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.

**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.

**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.
Commitment

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 SafetyCheck, 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 as “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.
IMPRINT

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PHOTOGRAPHY
Heroes of Safety
Highlights

Road Safety Report
12 years
12 years
12 years

DEKRA Award
9 years
9 years
9 years

Formula 1 Partnership
6 years
6 years
6 years

Excellent Ideas

NICO HÜLKENBERG
Expert Analysis

82
DEKRA presents its popular Labor Safety Report that has analyzed developments and trends in the job market since 2000. One of many findings: the world’s largest supplier for experts in the job market is the field of sales, IT and engineering.

DEKRA strengthens its focus on high-tech brands: The Product Testing and Certification Service unit has awarded a contract to test and certify the world’s largest robot in the USA. The focus is an innovative software component with 3D scanning technology that can be used in all production processes in the digital age.

DEKRA has a long tradition in the automotive business. The leading service provider in Germany offers test and certification services for manufacturers and suppliers of electrical equipment in the low to high voltage range. The laboratory is the first test laboratory in the Middle East, with a wide spectrum of product testing and certification for manufacturers and suppliers of electrical equipment.

DEKRA forging ahead with its international expansion through a new test laboratory for electrical components in Dubai. The laboratory is the first DEKRA center of its kind in the Middle East, with a wide spectrum of product testing and certification for manufacturers and suppliers of electrical equipment.

DEKRA AWARDS

The DEKRA Award is an excellent vehicle and solutions to promote safety in the categories of road and the home. The competition, organized by DEKRA in cooperation with the main German magazine, draws the requisite attention to great ideas that can be deployed worldwide as well.

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On the digital age.

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A safe world

Our clear vision