

DAIMLER

Responsibility — Focusing on Sustainability 2015



Sustainability in Figures

↘ 123

g CO₂/km CO₂ emissions for the fleet in Europe (Mercedes-Benz Cars)

2014 → 129

↗ €2,392

million research and development in the area of environmental protection

2014 → 2,383

↗ 10,940

GWh energy consumption (total)

2014 → 10,851

↘ 910

kg/vehicle total CO₂ emissions (per manufactured vehicle, Mercedes-Benz Cars)

2014 → 963

↘ 1.21

kg/vehicle of solvents (VOCs) (per manufactured vehicle, Mercedes-Benz Cars)

2014 → 1.24

↗ 284,015

employees worldwide

2014 → 279,972

↗ 17.3

percent women employees (Group, worldwide)

2014 → 16.8

↗ 5,4

percent employee turnover rate worldwide

2014 → 4.9

↗ almost €60

million foundations, charitable donations, and sponsorships

2014 → 56.2



All the facts and figures about our sustainability performance in 2015 can be found here <http://www.daimler.com/sustainability/sr2015.html>

“Our customers expect maximum safety and reliability as well as the best comfort. ... At the same time, we owe it to our founders of Daimler, the inventors of the automobile, to have the technological lead. That is why we also want to occupy a top position in the field of digital connectivity and self-driving vehicles in future.”

“There is simply no alternative to a strict compliance policy. Naturally, this doesn’t have to culminate in bureaucracy or excessive regulations. Our figures show that compliance regulations do not cripple business.”

“The globalization, digitalization and man’s desire for individual mobility will continue to offer up superb opportunities in the future and remain the driving forces of growth for the global economy. But only if our actions are not primarily geared to short-term profit, but also take into account the common good.”

“I was never a big fan of science fiction; ... And yet, I find it remarkable that when Hollywood depicts the future, it is hardly ever a future without cars, but most often one filled with absolutely fascinating cars. Rightly so: The car of the future will not only be emission-free and driverless if needed, but also absolutely fascinating.”

Dr. Dieter Zetsche
Chairman of the Board of Management of Daimler AG
Head of Mercedes-Benz Cars

Forging Ahead

The automotive industry is on the verge of fundamental technological changes. Today, 130 years after the invention of the automobile by Gottlieb Daimler and Carl Benz, we are inventing the automobile a second time. The Mercedes of the future will be an emission-free, intelligently networked, and autonomously driving vehicle. We are forging ahead in these areas and making great and sustainable progress.

“We are in the process of reinventing the automobile.”

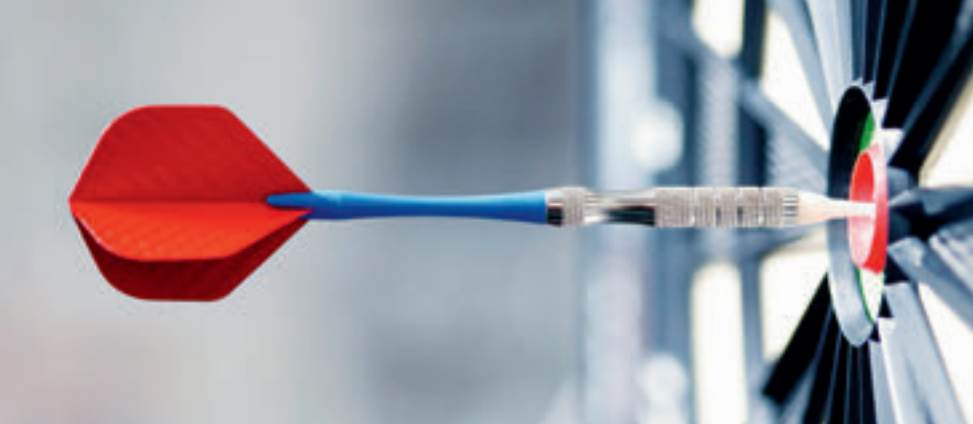
In 2015, we once again significantly reduced our fleet’s fuel consumption and CO₂ emissions in Europe. This was made possible by highly efficient combustion engines, lightweight engineering, outstanding aerodynamics, and systematic drive-system electrification. We already have five PLUG-IN hybrid models on the market, and this number will increase to ten by 2017. We are also a trailblazer for autonomous driving. The new Mercedes-Benz E-Class already offers the technology of tomorrow in a production vehicle today – and its new lane-changing assistance system enables it to overtake vehicles virtually on its own. Digitization along the entire value chain offers tremendous opportunities. Our plants are already exploiting the possibilities offered by Industry 4.0 for enhancing efficiency and conserving resources.

I believe the best days of the automobile are yet to come. Let’s get down to work!



Prof. Thomas Weber

Member of the Daimler AG Board of Management, Group Research & Mercedes-Benz Cars Development, Co-Chairperson of the Daimler Sustainability Board



Sustainability as a Guiding Principle

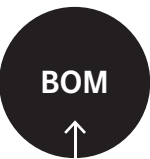
Our aim as one of the world’s leading automakers is to be a leader in sustainability as well. For us, acting in a sustainable manner means striving to achieve long-term business success while ensuring that our activities are also in harmony with the environment and society.

A key aspect of sustainable management is, in our opinion, to provide safe, fuel-efficient, and low-emission vehicles. An equally important goal is to focus our corporate culture even more strongly on integrity. Our Integrity Code defines the associated principles and guidelines.

Our target program defines sustainability goals for the following six areas: vehicles, production, workforce, ethics, society, and business partners. In each case, we focus on aspects that both we and our stakeholders view as important.

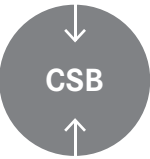
Within the framework of our sustainability management approach, we implement our target program and strive to continually improve our performance. Our management and organizational structures support this process by establishing clear lines of responsibility in each of our divisions.

www.daimler.com/sustainability



Board of Management

The Board of Management (BOM) has overall responsibility for sustainability issues at Daimler.



Corporate Sustainability Board

The Corporate Sustainability Board (CSB) is our central management body for all sustainability issues. The CSB is managed by Renata Jungo Brüngger (the Board of Management member responsible for Integrity and Legal Affairs) and Prof. Thomas Weber (the Board of Management member responsible for Group Research & Mercedes-Benz Cars Development).



Corporate Sustainability Office

Operational work is conducted by the Corporate Sustainability Office (CSO), which is staffed by representatives of the specialist departments and divisions. The CSO is responsible for the sustainability strategy, as well as for the Sustainability Report, the stakeholder dialog, and issues related to ratings and rankings.

Top Priority

Our most important goals

We endeavor to achieve outstanding environmental and energy performance

- Reduction of the CO₂ emissions of our new-vehicle fleet in Europe to 125 g/km (by 2016)
- Reduction of the fuel consumption of our new-vehicle fleet in China by 25 percent (2012-2019)
- Reduction of the CO₂ emissions produced by our European manufacturing plants by 20 percent in the period 1990-2020, even as production volumes increase
- 10–20 percent lower CO₂ and nitrogen oxide emissions throughout the lifecycle of every new model generation (as compared to the preceding generation)

We seek to be a pioneer in safety

- Top crash-test ratings for our vehicles
- Top marks for our assistance systems

As a top employer, we strive to put our values into practice and offer the best working conditions

- Industry benchmark for employee commitment
- High degree of awareness and dedication among our employees
- A culture of integrity in action

We get involved in important social issues

- Substantial support for the integration of refugees into the German economy and society

Strengthening Trust

In recent years, we at Daimler have proven that integrity and responsible business activity are not a marketing but rather a management issue for us. That’s because ethical conduct and business success go hand in hand. We are convinced that only those companies that act fairly and with integrity can achieve lasting success on the market because that’s the only way they can gain the trust of customers, investors, business partners, employees, and society as a whole. In fact, trust is one of the most important assets a company can possess today.

“Ethical conduct and business success go hand in hand.”

However, we also know that a culture of integrity must be continually developed, since we as a company repeatedly face new challenges – in terms of compliance, data protection, human rights, and other important issues. Our objective must be to live up to our responsibilities with regard to the sustainable development goals, integrity, and compliance, as this is the only way to continue to earn the trust that has been and will be placed in us.



Renata Jungo Brüngger

Member of the Board of Management of Daimler AG with responsibility for Integrity and Legal Affairs, Co-Chairperson of the Daimler Sustainability Board

360°

A comprehensive view of the featured topic
of autonomous driving



THE FUTURE OF THE AUTOMOBILE

Traffic and Transport in Transformation

Autonomous driving will radically change the nature of road traffic, as well as our **mobility habits**. The lines between personal and public transport will become blurred, for example, as self-driving vehicles would allow children, the elderly, and the disabled to enjoy the benefits of mobility as well.

Self-organizing, connected, always flowing smoothly – in the future, road traffic will look a lot different than it does today. Autonomous driving will improve fuel efficiency and traffic safety, and reduce traffic jams and CO₂ emissions. Motorists will also be able to relax while their vehicles drive themselves.

A New Dimension of Driving

Daimler is a pioneer when it comes to autonomous and automated driving. With prototypes like the **S 500 INTELLIGENT DRIVE**, the F015 Luxury in Motion, and the Future Truck 2025, we are demonstrating that the technological systems needed for autonomous driving already exist today. Our intelligent Highway Pilot already makes it possible for vehicles to drive automated on public roads, as has been demonstrated by the Freightliner Inspiration Truck in the U.S. and a Mercedes-Benz Actros production truck in Germany.

Our vehicles are **heralding a new era of mobility**. At the same time, certain psychological factors need to be taken into account in order to ensure people will have confidence in the new technology. That's why we've helped initiate a **public discussion** of the opportunities and challenges associated with autonomous driving.

Data Protection, Laws, and Ethics

Will drivers be allowed to take their hands off the steering wheel? Who will ultimately be **responsible**? Certain legal and ethical questions need to be clarified as we move toward autonomous driving. Although such matters won't become relevant for some time yet, we are nevertheless addressing them now, both within the company and in a public discourse with politicians, scientists, and society as a whole. Technological developments are important here – but just as important is the fact that we want our customers to feel secure with regard to legal, ethical, and data-protection issues.

Safety and Driving Pleasure

Autonomous driving can bring us a big step closer to the **vision of accident-free driving**. Nevertheless, the associated gains in safety will in no way reduce driving pleasure, because just as drivers will be able to turn things over to the vehicle on monotonous stretches of road, so too will they be able to take control again on other segments that offer plenty of **driving fun**. Drivers will also be able to relax for the entire trip if they want and enjoy their journey in a whole new way.

With autonomous driving as well, it is the wishes and requirements of our customers that guide our development activities. However, outstanding technologies will also be accompanied here by measures to create a completely **new experience in the vehicle**.

Highlights

THE FUTURE OF THE AUTOMOBILE

Highway Premiere

In October 2015, a **production truck drove partially autonomously** on a German highway. In the vehicle were the Premier of the German state of Baden-Württemberg, Winfried Kretschmann, and the Head of Daimler Trucks, Wolfgang Bernhard. The **F015 Luxury in Motion** points the way even further into the future. Daimler used the research sedan that it presented at the beginning of 2015 to bring to life its **vision of autonomous and networked driving** in all of its many details. The new Mercedes-Benz E-Class is the world's first production car to be issued a test license for autonomous driving in the U.S. state of Nevada.



ECONOMICAL COMMERCIAL VEHICLES

Up to 14 Percent Less Fuel

than a standard semi-trailer combinations — these fuel savings were achieved by two fully optimized Actros semi-trucks in the **Efficiency Run 2015 field trial**. The longer vehicle that was also tested had fuel savings of around 17 percent.

AUTONOMOUS DRIVING

Symposium on Ethical and Legal Issues

Who will be responsible? How will data be protected? More than 100 experts from business and industry, politics, the scientific community, and the media addressed these and other questions during a symposium on the legal and ethical issues associated with autonomous driving. The symposium is only one of several measures Daimler is employing to promote an expert and public dialog on the mobility technologies of the future.

GENERATION Y

>200 Ideas

about the future of the working world were developed by employees between the ages of 20 and 35 in a special **workshop**. The best ideas will be implemented in the company.

HYDROGEN INFRASTRUCTURE

Ground-breaking Ceremony

The **H₂ MOBILITY initiative** began constructing its first hydrogen filling stations in October 2015. Plans call for **a total of 400 H₂ stations** to be built throughout Germany by 2023. Daimler is providing support as a partner organization.

SECURE JOBS

No Layoffs

in Germany **before 2020**. This is stipulated in the Group-wide Safeguarding the Future agreement that was renewed once again in 2015.

STATIONARY ENERGY STORAGE UNITS

Supplying Solar Energy at Night

is the feat performed by the Mercedes-Benz energy storage unit, whose lithium-ion battery can hold electricity produced from renewable sources and then make it available exactly when it's needed.



TALKING ABOUT SUSTAINABILITY

Premiere in Argentina

The first-ever “Daimler Sustainability Dialogue” in Buenos Aires, which took place in May 2015, attracted more than 60 experts from international organizations and scientific institutes, as well as suppliers, customers, and business partners.

REFUGEES

40

young people who were forced to flee their countries began a 14-week internship at the Mercedes-Benz plant in Untertürkheim in November 2015. Daimler will also offer internships in other plants to several hundred refugees in order to prepare them for jobs in German industry.

Environment & Resources



For Resource Efficiency and an Intact Environment

Ensuring that future generations will continue to be mobile – we want to achieve this goal with clean, economical, and efficient vehicles. Our formula for success is to develop innovative concepts, ranging from trailblazing vehicle and drive technologies to lightweight engineering, the use of natural materials, and the remanufacturing of components.

We Develop Fuel-efficient Vehicles

Future-oriented drive systems. We want to offer vehicles that consume as little fuel as possible. To achieve this goal, we are using a **mix of drive systems** that are tailored to our customers' needs. All of our Group's automotive divisions develop new, especially fuel-efficient and environmentally friendly drive technologies in line with key requirements. In doing so, we use **three approaches** to achieve sustainable mobility in the future. In the first place, we further develop our vehicles with **state-of-the-art combustion engines** in order to achieve additional significant reductions of fuel consumption and emissions. We also want to boost efficiency further by **creating more hybrid drives**. Finally, we are further enhancing our **battery and fuel cell-powered electric vehicles** in order to achieve locally emission-free driving.



-60%

C 350 e

The C 350 e consumes **up to 60 percent less fuel** than the comparable C 250. Among other things, this reduction was achieved through an **intelligent drive management system** that automatically selects the ideal combination of combustion engine and electric motor for a given situation. Innovations such as the **route-based operating strategy** and the **haptic gas pedal** provide motorists with additional support to achieve fuel-efficient driving.

ACTROS

First Place

The Mercedes-Benz Actros was the **most fuel-efficient and eco-friendly truck of 2015**. In the competition for the coveted Green Truck Award, the Actros scored highly with its incomparably low fuel consumption of 22.9 liters per 100 km. This performance greatly impressed the judges from the *VerkehrsRundschau* and *Trucker* magazines, enabling the Actros to finish in first place without peer.



FLEET CONSUMPTION

The development of the average fuel consumption of our car fleets in China, the U.S., and Europe between 2014 and 2015.

CHINA



-3%

UNITED STATES



-5%

EUROPE



-5%

We **exceeded** our fuel efficiency targets in China. With an average fuel consumption value of **7.5 liters/100 km**, our **fleet of domestic vehicles** clearly outdid the 2015 target of 8.3 liters/100 km. Moreover, our **fleet of imported vehicles** did even better. The target here was 9.6 liters/100 km, but we actually achieved **8.3 liters/100 km**.



GLC

Unparalleled Aerodynamics

make the new GLC 350 e streamlined and help to save fuel. In addition to improving the body shape, we optimized numerous small details. The result is a C_d value of 0.31 and total air drag of 0.794. The GLC's aerodynamic performance is therefore significantly better than that of its predecessor.



98 89 g/km

A 180 D BLUEEFFICIENCY EDITION

Greater Efficiency, Lower Emissions

The A-Class is now even more efficient and also boasts lower emissions. Technical improvements such as turbocharging, multi-spark injection, and the ECO start/stop system have lowered CO₂ emissions of the A 180 d BlueEfficiency Edition from 98 g/km to 89 g/km.

We Are Reducing Emissions

Less CO₂. We have noticeably reduced the CO₂ emissions of our vehicles in recent years. In 2015 the fleet of new vehicles from Mercedes-Benz Cars in Europe emitted an average of 123 grams of carbon dioxide per kilometer. Our goal is to reduce this figure further to merely **100 grams of CO₂ per kilometer** in 2021.

Some 80 percent of the CO₂ emissions that a car with a combustion engine produces during its lifecycle are generated during its use phase. The remaining 20 percent are mostly emitted during the vehicle's manufacture. The situation is different for automobiles with alternative drive systems, where the CO₂ emissions during the use phase are less (They are not necessarily smaller than in the manufacturing phase). The energy consumption of these vehicles is generally greater during production because of the need to manufacture complex components such as batteries, electric motors, and electronic control systems. We therefore carefully consider how we can best achieve low CO₂ emissions.



LIGHTWEIGHT ENGINEERING

50 Kilograms Lighter

The innovative aluminum hybrid body of the new GLC-Class is 50 kilograms lighter than a traditional body shell made of steel. The reduced weight pays off, as the GLC 220 d 4MATIC consumes up to 25 percent less fuel than its predecessor.



PRODUCTION ENGINEERING

Climate-friendly Surface Treatment

To enable the friction-reducing NANOSLIDE coating to be applied to crankcases, the interior of the cylinders has to be roughened. This process used to consume large amounts of energy, but engineers at Daimler have now developed a new mechanical technique that reduces energy consumption by 96 percent and thus prevents most of the CO₂ emissions that used to occur.

CAR FLEET IN EUROPE

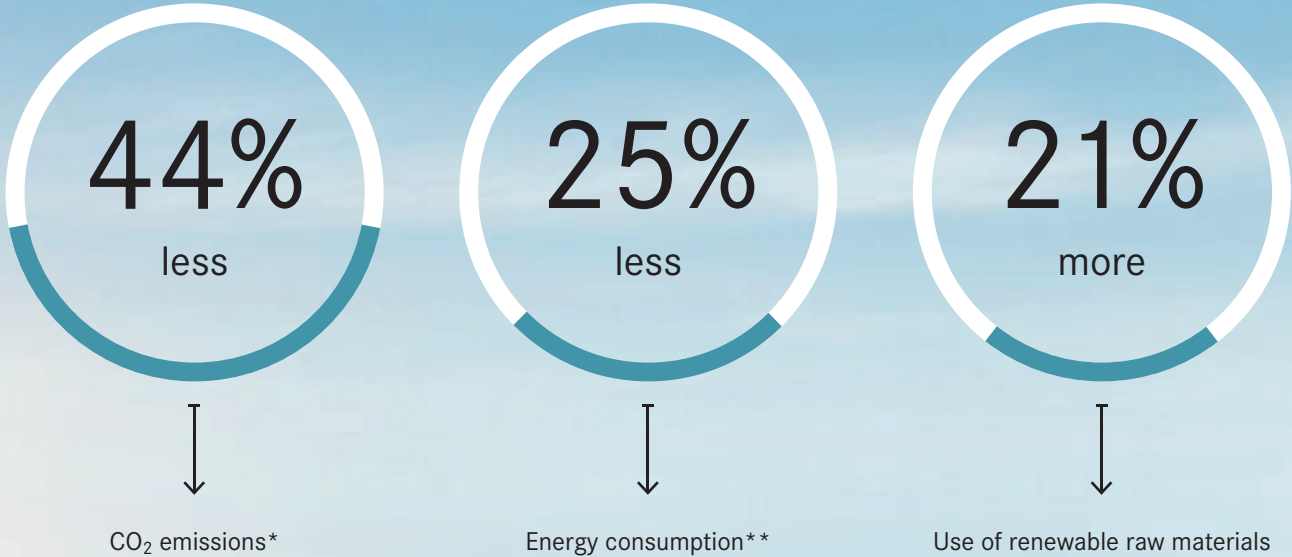
-22%

In 2015 our fleet of new cars emitted **five percent less CO₂** than in the previous year. As a result, such emissions have declined by a total of 22 percent over the past five years.

FROM THE EXTRACTION OF THE RAW MATERIALS TO THE DISPOSAL OF THE PRODUCT

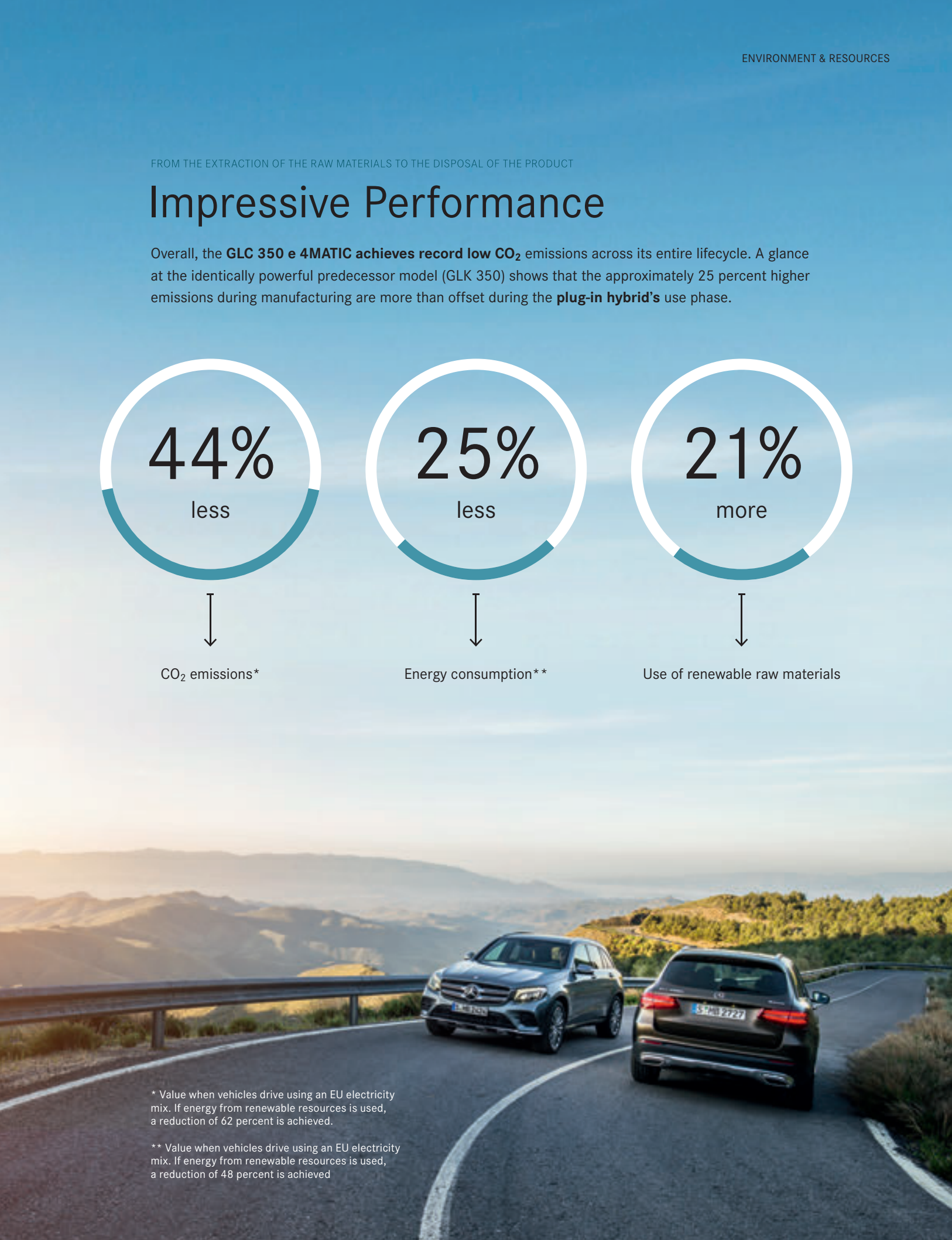
Impressive Performance

Overall, the **GLC 350 e 4MATIC achieves record low CO₂** emissions across its entire lifecycle. A glance at the identically powerful predecessor model (GLK 350) shows that the approximately 25 percent higher emissions during manufacturing are more than offset during the **plug-in hybrid's** use phase.



* Value when vehicles drive using an EU electricity mix. If energy from renewable resources is used, a reduction of 62 percent is achieved.

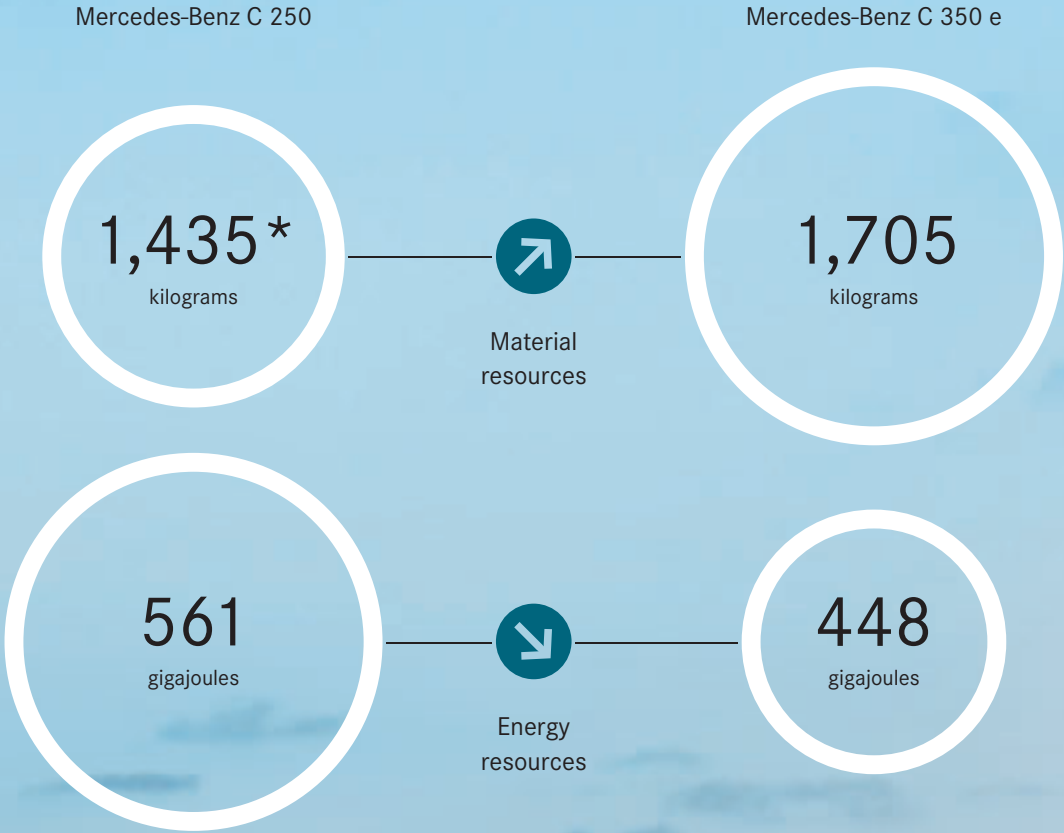
** Value when vehicles drive using an EU electricity mix. If energy from renewable resources is used, a reduction of 48 percent is achieved



TOTAL ASSESSMENT OF RAW MATERIAL AND ENERGY USE

Profitable Use

Hybrid components such as batteries and electric motors contain especially many **valuable raw materials**. This fact pays off, because the benefits of the **highly efficient hybrid models** during the use phase more than offset the increased consumption of resources during production, as a comparison of the C 350 e with the C 250 shows.



*Comparable to the C 350 e after adjusting for equipment

DESIGN FOR ENVIRONMENT

€2.4 billion

That’s how much we invested in environment-related vehicle development projects in 2015. In this way we are safeguarding Daimler’s high level of development with regard to environmental compatibility.



RECYCLING

30,085 Tons of End-of-Life Parts and Materials

That’s how much material our MeRSy Recycling Management System for disposing workshop waste collected and recycled or professionally disposed of in 2015. A total of 1,985 tons of coolant and brake fluid were reconditioned.

PRODUCT ENGINEERING

Environmental Certificates for Mercedes-Benz

Many Mercedes-Benz models have been awarded certificates for environmentally oriented product engineering. In fact, several models already have such certificates in their second generation. Before the certificates are awarded, inspectors carefully examine and evaluate all environmentally relevant processes – from development and production to use and recycling.

RESOURCE CONSERVATION

More Recyclates, More Natural Materials

We are using innovative materials to make our vehicles even more environmentally compatible. Renewable resources and recycled materials are playing an increasingly important role here.



RESOURCE CONSERVATION

+28%

Our reference fleet of Mercedes-Benz vehicles increased the **proportion of renewable resources** by 28 percent in 2015. The **share of recyclates** even rose by 39 percent.

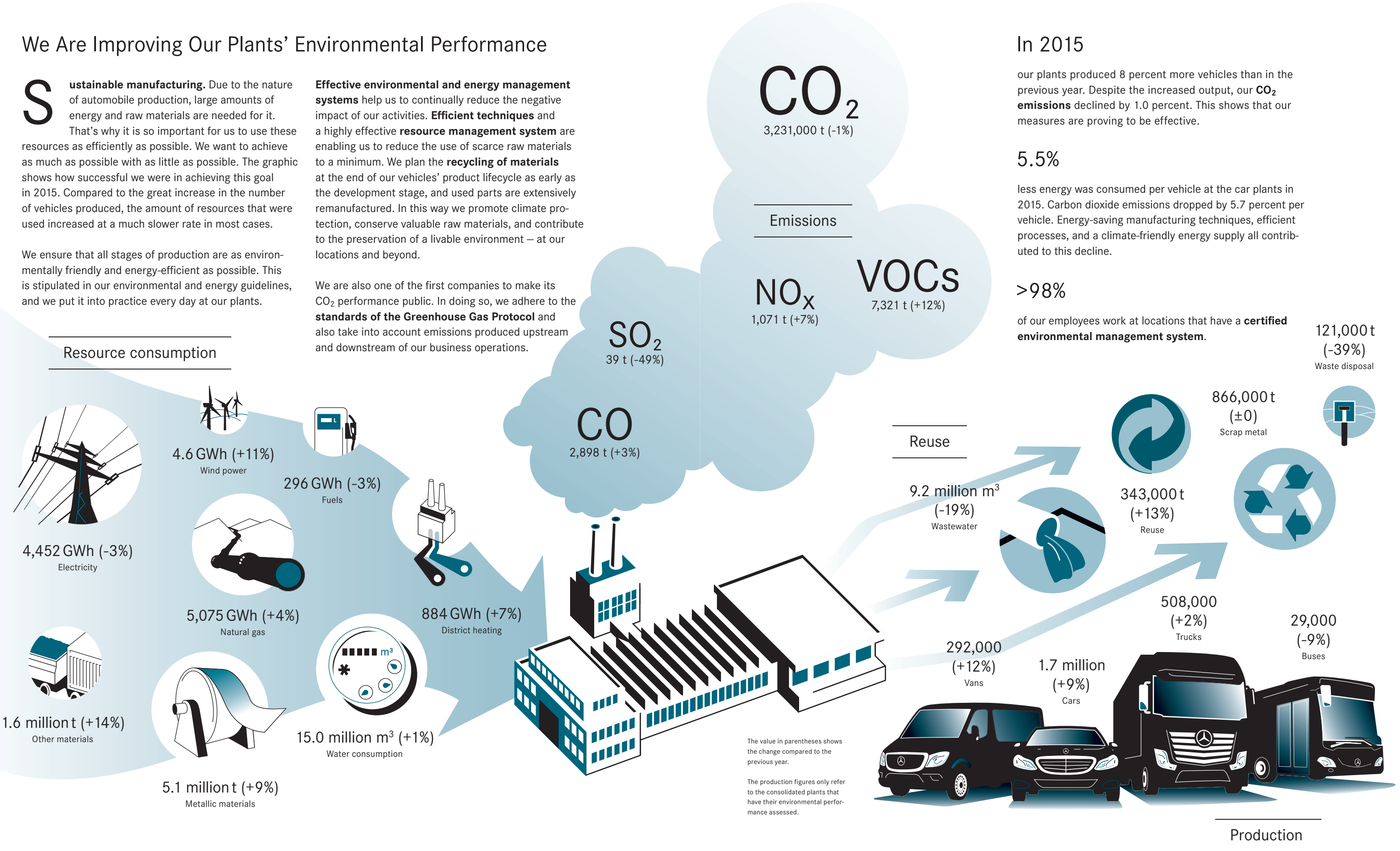
We Are Improving Our Plants' Environmental Performance

Sustainable manufacturing. Due to the nature of automobile production, large amounts of energy and raw materials are needed for it. That's why it is so important for us to use these resources as efficiently as possible. We want to achieve as much as possible with as little as possible. The graphic shows how successful we were in achieving this goal in 2015. Compared to the great increase in the number of vehicles produced, the amount of resources that were used increased at a much slower rate in most cases.

We ensure that all stages of production are as environmentally friendly and energy-efficient as possible. This is stipulated in our environmental and energy guidelines, and we put it into practice every day at our plants.

Effective environmental and energy management systems help us to continually reduce the negative impact of our activities. **Efficient techniques** and a highly effective **resource management system** are enabling us to reduce the use of scarce raw materials to a minimum. We plan the **recycling of materials** at the end of our vehicles' product lifecycle as early as the development stage, and used parts are extensively remanufactured. In this way we promote climate protection, conserve valuable raw materials, and contribute to the preservation of a livable environment – at our locations and beyond.

We are also one of the first companies to make its CO₂ performance public. In doing so, we adhere to the **standards of the Greenhouse Gas Protocol** and also take into account emissions produced upstream and downstream of our business operations.



In 2015

our plants produced 8 percent more vehicles than in the previous year. Despite the increased output, our **CO₂ emissions** declined by 1.0 percent. This shows that our measures are proving to be effective.

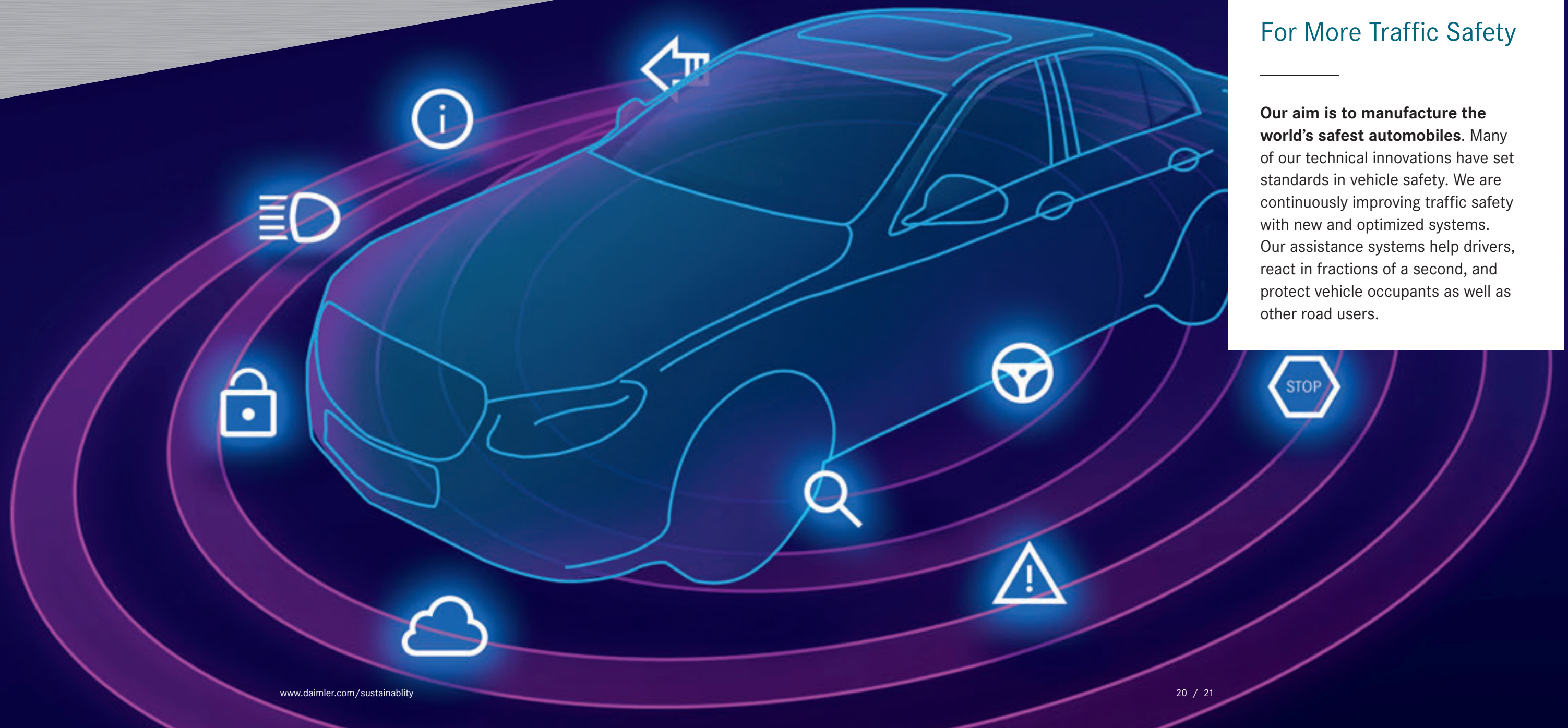
5.5%

less energy was consumed per vehicle at the car plants in 2015. Carbon dioxide emissions dropped by 5.7 percent per vehicle. Energy-saving manufacturing techniques, efficient processes, and a climate-friendly energy supply all contributed to this decline.

>98%

of our employees work at locations that have a **certified environmental management system**.

Mobility & Safety



For More Traffic Safety

Our aim is to manufacture the world's safest automobiles. Many of our technical innovations have set standards in vehicle safety. We are continuously improving traffic safety with new and optimized systems. Our assistance systems help drivers, react in fractions of a second, and protect vehicle occupants as well as other road users.

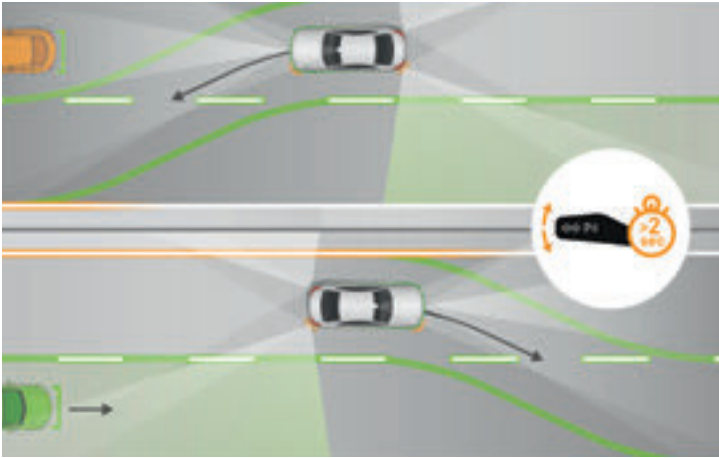
We Develop Innovations that Prevent Accidents

A **safety pioneer.** Many of our innovations that have set benchmarks for vehicle safety are now in widespread use – from the anti-lock braking system (ABS) and the airbag to the Electronic Stability Program (ESP®). Due in part to these systems, the number of fatal traffic accidents has been declining for years. Many such intelligent systems now ensure maximum safety in our vehicles. Moreover, the safety components and assistance systems are becoming increasingly interlinked.



SAFE TURNING

The new **turning assistant for trucks can save lives.** When a truck turns to the right, the system warns the driver visually and audibly if pedestrians, cyclists or other obstacles enter the vehicle’s lane. The system’s radar sensors scan the entire length of the truck.



PARTIALLY AUTONOMOUS DRIVING

Safe lane-changing. On the basis of information provided by radar and a camera, **Active Lane Change Assist** helps drivers of the new E-Class change lanes on highways and other, similar roads. The system automatically steers the sedan into the desired adjacent lane as soon as the driver engages the turn indicator light for at least two seconds in order to change lanes.



PARTIALLY AUTONOMOUS DRIVING

210 km/h

Perfectly in the lane. The new DISTRONIC PLUS system comes with **Steering Assist** and the **Stop&Go Pilot**. It not only automatically stays at the right distance to the vehicle up ahead but also remains in the center of its lane even when traveling along slight curves at speeds of up to 210 km/h.

BETTER VISIBILITY

84

individually adjustable **high-performance LEDs in each headlight** ensure an optimal view of the road at all times in the new E-Class. The LEDs illuminate the road with precisely controlled light distribution – and without blinding oncoming drivers.



INTELLIGENT DRIVE

A smart assistant

Less stress, more safety, and greater comfort – all of this is made possible by **Intelligent Drive**, a **multi-system concept for assistance and safety.** Intelligent Drive uses a whole range of individual systems to detect and avoid dangers. If an accident is imminent, the system will not only warn the driver and take timely action but also activate precautionary protective measures. A networked sensor system allows each function to access comprehensive information about the vehicle and its surroundings.



VEHICLE SAFETY

Five Stars

The new GLC 2015 scored five stars in the **EURO NCAP crash test.** The vehicle demonstrated no weaknesses in any category and its results were even impressive in the pedestrian crash test, which is very demanding for SUVs.

Values & Jobs

For Ethical Conduct and Attractive Jobs

**Integrity means more than just
complying with laws and regulations.**

At Daimler, we promote a corporate culture founded in ethical principles and common values. Together with our employees, we put this culture into practice. We also conduct an ongoing dialog with our employees and other stakeholders in order to continually improve this culture.

We Practice Our Values

A **culture of integrity.** Integrity cannot be imposed from above. That’s why our Integrity Code was drawn up in a process of open dialog with our employees. The Integrity Code forms the foundation of our culture of integrity and defines the principles underlying our business activities. Throughout the company, we strive to be fair, to take on responsibility, to respect one another, and to communicate openly and transparently. It also goes without saying that we comply with all of the relevant legislation.

This common understanding of values forms the basis of our decision-making every day. We regularly share information with our employees. In some cases, this involves entirely new forms of communication, such as our online game Monster Mission.



REPORTING SYSTEM

Whistleblowers


can rely on a fair and transparent reporting system at Daimler. Our **Business Practices Office** receives information about possible compliance violations from both employees and external parties. There were a total of 110 BPO cases during the reporting year; 60 of these were closed “with merit.” Whistleblowers in Germany can also report suspected compliance violations to a neutral external intermediary.



TRAINING AND ADVICE

Broad Coverage

Our training program covers topics including integrity, compliance, data protection, and antitrust law. **Target group-focused training concepts** help employees deal with difficult situations in the normal working day on their own.



Since March 2015, our employees in Germany have been able to address **questions about ethical behavior** to the contact and advice center “Infopoint Integrity” via e-mail and online forms, as well as by telephone or in person.

HUMAN RIGHTS



We conducted 19 country-based human rights analyses until the end of 2015. These analyses enable us to examine production locations in terms of country-specific risks related to compliance and the respect of human rights principles.



DAIMLER COMPLIANCE ACADEMY

Experts from Numerous Sectors

attended the second Daimler Compliance Academy in 2015. The participants of the two-day practical seminar had the opportunity to discuss current compliance trends. Among other things, interactive case studies were used to analyze challenging situations and develop appropriate solutions.



Integrity as a common foundation. We expect our business partners to comply with all of the relevant laws and regulations as well. For Daimler, ethical conduct is a prerequisite for cooperation based on trust. We reserve the right to terminate our cooperation with business partners who fail to conform to our standards.

Our **Supplier Sustainability Standards** define our requirements for working conditions, human rights, environmental protection, safety, business ethics, and compliance. These standards are a firm part of our contractual conditions and thus form the basis of all of our business relations with manufacturing suppliers and service providers worldwide.

We support our business partners in this regard with specialized **training programs**.

ADVISORY BOARD

A Critical External View

Our **Advisory Board for Integrity and Corporate Responsibility** supports Daimler on integrity-related issues. The council consists of experts from academic institutions, business, politics, and NGOs. These experts accompany the integrity process at Daimler critically and constructively from an external perspective.



We Support Our Employees

Excellent development opportunities. We offer tailored development programs and support measures for all of the key phases of an employee's training and career path.

Talented young people can join Daimler directly via professional technical and commercial training programs or work-study programs. Our broad range of entry-level and qualification programs also appeals to young talents and offers them development opportunities within the company – for example, through the **CAReer** international training program, the **FacTS** program for young specialized workers, and the **Daimler Academic Programs**. The latter allow skilled employees and managers to study while on the job with the help of the company. In addition, our international exchange program for trainees and training instructors creates the foundation for mobility and flexibility and for obtaining foreign language and intercultural skills.

Our employees have the opportunity to further both their professional and personal education throughout their entire careers in accordance with the principle of lifelong learning. The **Daimler Corporate Academy** (DCA) offers corresponding programs worldwide.

of our managers in 2015 were women. Plans call for this share to **increase to 20 percent by 2020**. We therefore support the professional development of young female employees, especially those who work in engineering and technical fields.

FLEXIBLE WORKING ARRANGEMENTS

A Choice of Possibilities

Daimler offers numerous arrangements and models for flexible working time. Our programs ensure that our employees can individually and variably structure their work schedules.

EMPLOYEE COMMITMENT

An Attractive Employer

Our employee survey confirms that Daimler ranks well above average in worldwide benchmark studies of **employee commitment**. Very good working conditions make the company one of the **most attractive employers in the automotive industry**.

REMUNERATION

Fair and Transparent

We have a uniform remuneration policy for all of our employees worldwide. Neither gender nor ethnic origin play a role here. The only things that count are an employee's function and responsibilities. Our wages and salaries are well above the legal minimum wage requirements at many of our locations and are also significantly higher than those stipulated by collective bargaining agreements in Germany. Our older employees can take advantage of our attractive company pension plan, even if they have only worked part-time.

SAFEGUARDING EMPLOYMENT

€8.5 billion

in planned investments has been earmarked for the **transformation plans** we have put in place at many of our locations in Germany. Our goal here is to safeguard the employment of our employees on a permanent basis.



HEALTH MANAGEMENT

Healthy Workplaces Good Practice Award

Honored with a prize: In 2015 Daimler received the European **Healthy Workplaces Good Practice Award** for its outstanding management of psychological stress and promotion of mental health.



DIVERSITY

Promoting Diversity

We reject all forms of discrimination and thus strive to ensure a work environment that is free of prejudice. We view the diversity of our workforce as a valuable asset; that's why we promote work in **intercultural teams**. This "culture of diversity" is a strategic factor of success for us. We therefore train our managers to take diversity into account when setting up teams and to successfully exploit differences among the workforce.

Our employees come from around **150 countries**. Their diverse cultural backgrounds help us to better understand the wishes of customers in the various regions and to tailor our products accordingly. We support our employees with worldwide staff assignments, mentoring, intercultural skills training, and targeted recruiting measures. Most of our managers abroad come from the respective regions.

Responsibility & Society

For Social Development and Progress

Business success creates new resources. We utilize many of these resources as a means of advancing society as well, focusing on our values, local requirements, and the things we do exceptionally well. Together with our employees, we address social challenges and promote solutions for a sustainable society.

We Are Dedicated to the Common Good

Active around the world. Our global presence offers us the opportunity to co-design the social environment at our locations worldwide and to support the **dialog between the various cultures**. We strive to be a good neighbor at all of our locations. We and our employees are active in the communities where our company has facilities in order to contribute to **local development**. We are also involved in projects in which we can contribute our special expertise as an automaker. Our **efforts** focus on seven areas:

- Promotion of science
- Education and traffic safety
- Nature conservation
- Art and culture
- Communities and charity involvement
- Employee involvement
- Dialog and understanding



TRAFFIC SAFETY INSTRUCTION FOR CHILDREN

> 1.8 Million Children

have been made fit for road traffic through our MobileKids initiative since 2001 – in Germany and many other countries.



REFUGEES AND INTEGRATION

Support for Refugees

Daimler has been helping refugees for several years now, among other ways by supporting their social and professional integration into German society. In 2015 alone, we donated €1 million to the **“Ein Herz für Kinder”** children’s relief organization and more than €600,000 to the **German Red Cross**. The funds came from employee contributions which the company matched. We also contributed €100,000 each to the **Bürgerstiftung Sindelfingen** charitable foundation and the **Welcome Fund of the City of Stuttgart**. We will donate the same amount to the latter each year for the next two years.

In addition, we fund **German language courses** for refugees, **donate food** from the Daimler cafeterias, and offer a **support fleet of Mercedes-Benz vehicles** to relief organizations. On special days, our employees also help out in various projects, whereby the company pays for the necessary materials and supplies the required expert guidance.

FOUNDATIONS

1.5 Million Children and Teenagers

participated in 150 social sports projects organized around the world by the **Laureus Sport for Good Foundation** in 2015.

TECHNICAL TRAINING

Five Years of the Genius Program

“Genius – The young knowledge community from Daimler” celebrated its fifth anniversary in 2015. This education initiative aims to get children and adolescents interested in technology and the natural sciences by offering special courses for teachers and providing teaching materials on automotive technologies, for example.



VEHICLE SAFETY TRAINING FOR TEENAGERS

Paying Attention As a Passenger

The RoadSense program operated by the Mercedes-Benz DrivingAcademy shows young people between the ages of 13 and 15 how to stay safe as front-seat passengers and also describes what they can do to help ensure the safety of everyone else on the road.

DISASTER RELIEF

Help from BharatBenz Trucks

In the aftermath of severe flooding in Chennai, a city of five million in India, Daimler **employees** at our local truck plant **launched an assistance campaign on their own initiative**. The staff members used BharatBenz trucks to distribute vital supplies to flood victims and local hospitals.



CORPORATE VOLUNTEERING

Give a Smile

More than 15,000 Christmas packages with presents for children and adolescents from socially disadvantaged families were put together and gift-wrapped by our employees in 2015 as part of the annual Daimler “Give a Smile” Christmas campaign.

IN 2015, A TOTAL OF

almost **€60** million

was donated by Daimler to **charitable organizations** or else invested in **sponsorship partnerships**. This does not include our foundations, corporate volunteering activities or self-initiated projects.



EMPLOYEE DONATIONS

A Few Cents

can make a big difference. Every month, 100,000 Daimler employees donate the cent amounts of their net monthly salaries to the ProCent program. The company then matches the total donation. A total of €3.5 million was raised in this manner in 2015. The funds were used in 670 charitable projects recommended by employees.



You can find comprehensive information about our sustainability activities on our website at www.daimler.com/sustainability
You can also download our 2015 Sustainability Report from there as an interactive PDF file.
In addition, an interactive key figures tool enables you to look up figures related to sustainability at Daimler according to your requirements and to compare them with key figures from previous years.

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	Fuel	Fuel consumption combined	Fuel consumption urban in l/100 km	Fuel consumption extra-urban in l/100 km	CO ₂ emissions combined	Efficiency class
A 180 d BlueEFFICIENCY Edition	Diesel	3.5 l/100 km	3.9 l/100 km	3.2 l/100 km	89 g/km	A+
C 250	Super	5.8–5.6 l/100 km	7.4–6.8 l/100 km	4.9–4.4 l/100 km	135–123 g/km	B
C 350 e	Super	2.4–2.1 l/100 km	n. a.	n. a.	54–48 g/km	A+
GLC 220 d 4MATIC	Diesel	5.5–5.0 l/100 km	6.3–5.5 l/100 km	5.1–4.7 l/100 km	143–129 g/km	A
GLC 350 e 4MATIC	Super	2.7–2.5 l/100 km	n. a.	n. a.	64–59 g/km	A+

The values quoted for fuel consumption and CO₂ emissions were calculated on the basis of stipulated measuring procedures (Section No. 5, 6, 6a Energy Labeling Ordinance for Cars [Pkw-EnVKV] in its current version). The figures do not refer to a specific individual vehicle and are not part of any product offering, but instead are presented solely for purposes of comparison between various vehicle types.

On the basis of the measured CO₂ emissions, taking into account the mass of the vehicle.

