

# Health management and occupational safety

Demographic change and the transformations in the working world affect the performance of our employees. This creates a requirement for forward-looking sustainable solutions aimed at maintaining the health and physical well-being of employees.

## Key figures for occupational health and safety

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	2012	2013	2014
<b>Total sick days industrial employees<sup>1</sup> (percent)</b>			
Germany	6.7	7.1	7.1
Argentina (MBA)	3.6	4.5	5.2
Turkey (MBT)	1.7	1.8	1.7
South Africa (East London)	1.5	1.0	1.1
Hungary (Kecskemet)	3.5	4.3	3.4
USA (Tuscaloosa)	1.7	1.7	1.6
Brazil (Trucks)	5.6	5.7	6.0
Japan (MFTBC)	0.5	0.9	0.9
France (smart)	5.2	4.1	4.2
<b>Employee sick days in administration<sup>1</sup> (percent)</b>			
Germany	3.3	3.5	3.4
Argentina (MBA)	2.0	1.9	1.5
Turkey (MBT)	1.7	1.7	2.1
South Africa (East London)	2.0	1.3	1.5
Hungary (Kecskemet)	1.4	1.3	1.4
USA (Tuscaloosa)	0.7	0.7	1.0
Brazil (Trucks)	2.3	2.5	1.6
Japan (MFTBC)	0.9	0.9	1.2
France (smart)	2.3	1.9	2.1
In 2013, there were no fatal accidents. Unfortunately, in 2014 there was one fatal traffic accident.			
<b>Accident frequency<sup>2</sup></b>			
Daimler worldwide <sup>4</sup>	9.1	9.1	8.8
<b>Accident burden<sup>3</sup></b>			
Daimler worldwide <sup>4</sup>	139	136	139
<b>Participants in health training</b>			

**Key figures for occupational health and safety**

Shift workers	610	550	<b>381</b>
Managers	408	269	<b>287</b>
Executives	146	147	<b>139</b>
<b>Participants in health treatment programs</b>			
Shift workers	234	243	<b>245</b>
Managers	186	184	<b>188</b>
Executives	17	17	<b>15</b>
<b>Provision of company medical services</b>			
Number of offered doctor's office hours (hrs.)	32,612	31,767	<b>29,359</b>
Recruitment medical exams	5,048	3,629	<b>3,289</b>
Occupational health medical examinations	37,323	38,105	<b>38,053</b>
Contacts due to problems in the workplace	15,432	15,099	<b>14,305</b>
Workplace inspections	623	771	<b>849</b>
Vaccinations and pre-travel consultations	19,164	17,398	<b>16,988</b>
Emergency medical treatments	1,509	1,683	<b>1,468</b>
Physical therapy	30,379	30,127	<b>30,381</b>
Diagnostic services (hearing/eye test, EKG etc.)	55,089	53,430	<b>52,965</b>
Laboratory analyses	19,711	19,721	<b>21,109</b>
Reintegration of the long-term ill	2,883	2,990	<b>2,660</b>
Major checkups for senior managers	230	268	<b>169</b>
Minor checkups	245	735	<b>1,854</b>
Workplace health promotion events	2,746	3,520	<b>4,112</b>
Occupational health assessments	9,971	12,487	<b>14,305</b>
<b>Company social counseling in Germany</b>			
Total number of clients counseled	5,720	4,816	<b>4,589</b>
Management task	1,990	1,733	<b>1,510</b>
Function-related task (human resources managers and works council members)	332	313	<b>306</b>
Cooperation	901	844	<b>989</b>
Mental state and behavior	1,237	933	<b>827</b>

**Key figures for occupational health and safety**

Alcohol and addiction issues	395	302	<b>312</b>
Family and personal issues	799	691	<b>645</b>
Participants in qualification programs	2,860	1,749	<b>1,961</b>
<b>Other key figures, Germany</b>			
BKK members	182,405	184,656	<b>193,627</b>
SG Stern members	39,542	40,704	<b>41,536</b>

<sup>1</sup> in percent of standard work days

<sup>2</sup> Accident rate: Number of all occupational accidents with at least one day of absence per million attendance hours

<sup>3</sup> Accident burden: Number of days of absence due to occupational accidents per million attendance hours

<sup>4</sup> Coverage rate worldwide: 95.9%. The figures for 2012 and 2013 were adjusted to reflect the higher coverage rate.

**Organization and guidelines.** The Daimler Group operates on the basis of globally uniform principles of prevention, which are tailored to national laws and international standards. Our Health & Safety unit is responsible for occupational medicine and occupational safety, occupational health, ergonomics, social counseling, and integration management. In addition, our health management and occupational safety are integral elements of our risk management system.

## Lighthouse projects and initiatives

### Lighthouse projects and initiatives

#### Pandemic plan and pandemic management system

Since July 2014, the newly developed pandemic and epidemic plan of Daimler AG can be viewed in the Intranet. The plan is concerned with all medical events associated with a crisis potential. Moreover, a pandemic management system (PMSys), which is currently under development, is to be piloted in 2015 and subsequently placed in operation. The system can be used for determination of “emergency operating functions” on the basis of which the internal operating processes can be maintained in emergency operating mode in the event of a pandemic. Only activities that are absolutely necessary for the resumption of regular operations or for location security during a business interruption are carried out in the emergency operation mode.

#### IT method for skill-based employee assignments

In order to reintegrate employees with health limitations into the existing work processes on a permanent basis, we have developed an IT system in close collaboration with the production units, the HR Department, the IT partners, and the employee representatives. The IT system, which is geared to the specific requirements of Daimler AG and its different production specificities, has the task of determining which jobs are appropriate to

the skills of the respective employee. With the help of this objective and verifiable method we can assign employees in accordance with their individual skills and abilities.

### **Health Training Pit Stop**

Pit Stop is a five-day health training for executive managers. Since 2013 it has also been available to managers in the tariff area. The training covers issues such as stress management, work-life balance, and the prevention of psychosomatic illnesses. The program is offered for all German locations of Daimler AG.

### **Life Balance**

Our HR strategy includes the promotion of life balance and making it a part of our corporate culture. That is also the aim of our HR initiative "Life Balance." To enable employees to balance their professional activities and their personal lives, the HR unit has been jointly designing company regulations and measures with the Works Council, such as flexible working time models, child care services, health programs or continued education and training possibilities.

In order for employees to use these offers, the acceptance and support of their superiors is necessary. In order to increase acceptance, we are sensitizing our managers and making them into ambassadors of a new culture. As part of our Life Balance initiative we have enacted guidelines for a balanced life that are geared to managers who are actively involved in the implementation of life balance in the company.

**Mail on Holiday.** One guideline is called "Ability to tune out – there is no expectation to be accessible at all times." An important topic in this context is the flood of emails which our employees have to deal with. The new absence assistant "Mail on Holiday" helps to curtail this. It enables employees and managers to automatically delete incoming emails during their vacation, for example. This prevents congestion in the electronic in-boxes, relieves the pressure of having to read emails during vacations, and the email in-box is empty when the employee returns to work.

"Mail on Holiday" is available for the use of all of the around 100,000 employees in Germany who have a personal email account. When the absence assistant is activated the sender of an incoming email receives an absence message and is referred to a deputy. This enables reliable processing in all cases and strengthens the deputy function. Overall, "Mail on Holiday" is to contribute to higher awareness in dealing with emails in daily business.

### **Daimler HealthCheck**

Daimler has relied on a holistic system of health management for many years. In addition to the comprehensive measures carried out in all plants in this context, in October 2013 we introduced HealthCheck at three selected pilot locations where employees can have a HealthCheck every three years on a voluntary basis. The focus of the health check-up is on early identification of risk factors and the provision of medical advice to employees. Both services are provided at the internal medical services of the plants in close proximity to employees' places

of work. In addition, employees can make use of health coach advice in which the health coach supports employees in the realization of their individual health goals.

## Ergonomic design of work stations

To ensure that no health risks arise for employees through ergonomic stress at production workplaces, we use state-of-the-art technical aids and organizational work measures. We continuously train employees on the basics of ergonomic workplace design and evaluation. Ergonomic measures are also incorporated into the entire manufacturing process. We use established scientific methods for the evaluation of occupational safety in order to examine workplaces and products under critical ergonomic aspects at an early stage. In order to achieve further continuous improvements we also implement ergonomic optimization measures in current series production on the basis of Group-wide minimum ergonomic standards.

## Social counseling for managers and employees

Daimler's social counseling services raise the awareness of managers and qualify them to deal with behavioral problems as well as providing coaching in difficult leadership situations. The objectives are both the sustained development of psychosocial leadership skills and the provision of professional support to managers in specific required cases. The social counseling services also assist employees in coping with mental problems, conflicts in the family or workplace, and other life crises. The social counseling services work in a systemic, solution-oriented way.

### Company social counseling in Germany

	2012	2013	2014
Total number of clients counseled	5,720	4,816	4,589
Management task	1,990	1,733	1,510
Function-related task (human resources managers and works council members)	332	313	306
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## Activities to combat HIV/AIDS

For years Daimler has been successfully involved in the fight against HIV/AIDS and the associated tuberculosis and malaria epidemics. Our preventive measures start with training the employees in the affected countries and raising their awareness of the issue. Where infection rates are on the rise, we take countermeasures – adapted to the respective state programs – by means of prevention efforts on a more intensive level. This includes extensive workplace programs which expand the measures for prevention, treatment, care, and support beyond the employees to encompass their dependents and the local communities.

The Siyakhana Project in South Africa, initiated by Daimler, aims to lower the number of HIV/AIDS infections in smaller and mid-size companies and improve the lives of the people who work there. It is based on a program that has been in existence at the Mercedes-Benz plant in East London since 2001. The experiences gained from the Siyakhana Project now also benefit other companies in the region.

**Company health promotion** at Daimler is aimed at motivating employees to develop healthy lifestyles and to reinforce their sense of personal responsibility on health issues. It creates incentives for health-conscious behavior and promotes a healthy environment with the help of campaigns, counseling, and qualification offerings, as well as therapeutic and rehabilitation measures. The annual campaign in 2014 ran under the motto ‘Good nutrition has many colors.’ With nutritional tips, presentations, and cafeteria initiatives, the campaign showed that healthy nutrition can be fun and does not necessarily have to entail sacrifice.

## Portfolio of company health promotion programs

Almost all German plants are by now affiliated with health centers that, in addition to personal counseling, also offer need-based programs, for example, on smoking cessation, ergonomics or the right diet. Special prevention campaigns for skin and colon cancer education, post-rehab care, obesity counseling, and health programs for our trainees are also part of the Daimler workplace health promotion services offered.

Qualification	Prevention	Therapy	Rehabilitation
<ul style="list-style-type: none"> <li>• Health Day (orientation day, advanced modules)</li> <li>• Health seminars (Life Balance, stress management, health focus)</li> <li>• Health promotion in training: F<sup>3</sup> – Fit for Future</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention counseling</li> <li>• Daimler health programs (check on site, health training, health treatment offerings)</li> <li>• Power training (condition training at the workplace)</li> <li>• "Health market place" (health fair, presentations, power breakfast)</li> <li>• "Healthy workplace" (health break, ergonomics at the office, ErgonoMix, coping with stress, fit for industrial trucks, fire department program)</li> <li>• Health courses (nutrition, back, cardiovascular, relaxation)</li> <li>• Team health training (health tips, nutrition)</li> </ul>	<ul style="list-style-type: none"> <li>• Physiotherapy</li> <li>• Diet counseling</li> <li>• Weight loss program (1+12)</li> <li>• Back health programs</li> <li>• Smoking cessation</li> <li>• Physical training in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Post-rehab care</li> </ul>

## Health campaign 2014

Our health campaign in 2014 provided employees with multifaceted information about nutrition during campaign weeks in restaurants and shops with healthy snacks and vitamin-rich beverages. Talks on healthy nutrition dispelled nutrition myths and informed employees of the current status of knowledge. Employees and top athletes described their experiences with healthy nutrition in different media such as the Daimler Blog or Inside as well as in videos. There was also an opportunity to speak with the head of Daimler's catering service.

Occupational safety includes all measures for the prevention of work accidents, work-related illnesses, and occupational diseases. One of its key principles is risk assessment, which provides the basis for the derivation of preventive measures. Key occupational and health safety processes are standardized in order to enable the creation and advancement of sustainable comprehensive and integrated processes, methods, and systems. Occupational safety objectives must be set, approved, and implemented for every organizational unit on a regular basis in accordance with our occupational health and safety guidelines and occupational safety strategy and the results of audits and reviews. There is an obligation to continuously improve health and safety. The achievement of objectives in health and safety is supported through an effective reporting procedure.

## Occupational safety committees, guidelines, and agreements

The health of employees in the Daimler Group is protected by a variety of preventive measures. Occupational safety includes all measures for the prevention of work accidents, work-related illnesses, and occupational diseases. One of its key principles is risk assessment, which provides the basis for the derivation of preventive measures.

Based on the occupational health and safety guidelines, the industrial safety strategy, and the results of audits and reviews, health and safety targets must be determined, agreed, and implemented at regular intervals for every organizational unit. General regulations on occupational health and safety for the Group as a whole are described and published by the Center of Competence Safety.

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### **The health and safety organization**

Each organizational unit of the Daimler Group must guarantee health and safety. To this end, experts from the areas of occupational health and safety must be deployed and the organization must take place in accordance with country-specific requirements. The organizational units are additionally supported by centers of experts on general health and safety topics – such as machine safety or hazardous substances. The experts in these centers work on specialist topics; internal and external experts develop future-oriented concepts in order to create optimal processes and safety standards as well as to ensure legal certainty.

### **Responsibility**

The managers of the Daimler Group are responsible for ensuring compliance with the policies and statutory regulations for employee protection. Responsibilities and the corresponding duties must be defined at each location in consideration of the local conditions. The managers are supported in this by experts from the area of occupational health and safety.

### **Sensitization and motivation**

Sensitizing managers. Daimler has organized many events aimed at sensitizing managers on risk assessment topics and raising their awareness in this area. The positive effects of these measures are documented by audits.

**H&S Award.** The Health & Safety Award is presented annually by Daimler AG to the company location whose key figures in the occupational health and safety area have developed the most positively during the year and compared to the other German locations. The evaluation is based on criteria such as the frequency of occupational accidents and sick days as well as on particularly creative and effective location solutions and concepts for occupational health and safety. The competition among plants for the best performance helps to

sensitize employees and managers and to focus management attention on the topic of occupational health and safety. The presentation of the 2013 HS Award to two first-place winners took place during the event “Board of Management Dialog” in 2014. The Hamburg Plant took first place once again, followed by the Berlin and Bremen plants.

### **New technologies**

Possible risks for employees in the use of newly developed or modified products, product processes, and materials, as well as in the planning of services or production machinery and equipment are determined on a preventive basis. Everyone involved in workplace design and the design of production processes is called on to actively search for advanced technologies, materials, and innovations with a view to optimizing occupational health and safety.

**High-voltage technology.** The qualification training concept for safe handling of high-voltage systems in vehicles developed four years ago was introduced by us in the Mercedes-Benz Cars, Daimler Trucks, Daimler Buses and Mercedes-Benz Vans divisions in 2013 and 2014 and has since been further developed to meet even higher safety standards.

**Cooperation between man and robot.** An innovative safety concept has been developed during a two-year collaboration among experts from the specialist units occupational safety, development, and process development and robot manufacturers and government authorities. The first serial application of this concept has been in service since the fall of 2014.

### **Communication**

The occupational health and safety management policy of Daimler AG includes regulation on the communication between the location management and specialist occupational safety experts. In addition, each location has an occupational safety committee, comprised of the location management, competent planners, occupational health and safety experts, and employee representatives as members. The committee discusses relevant topics of occupational health and safety and agrees on measures.

### **Reporting system**

An effective reporting system helps us to achieve our health and safety objectives.

**Accident documentation and accident key figures.** Our cross-locational accident documentation system is supported by a standardized system of key figures for optimal determination of key figures. This key figure system provides access to the source system for work attendance hours, work absence days and organization structures and thus ensures a correct data basis.

**Health and safety principles.** In five guiding principles we have established the main aspects of occupational health and safety protection, our self-imposed goals, and the processes and approaches with which we want to

achieve these goals. The key objectives are prevention and continuous improvement of occupational health and safety. Emphasis is placed on obligating managers to act responsibly and as role models. However, the employees are also required to take independent responsibility by actively participating in the design of their work environment and work processes.

#### **Guiding Principle No. 1**

We have established standardized processes that promote the occupational health and safety of our employees while at the same time having positive effects on job satisfaction.

#### **Guiding Principle No. 2**

We want to practice and promote high-quality, comprehensive, and integrated processes and systems in occupational health and safety. Prevention is one of our greatest goals in connection with occupational health and safety.

#### **Guiding Principle No. 3**

We promote the purposeful ergonomic design of work systems with ergonomics standards. These standards are revised regularly to reflect the cutting edge in ergonomics.

#### **Guiding Principle No. 4**

Our managers are obligated to act responsibly and in an exemplary manner in the interests of occupational health and safety. We support them to achieve optimal results.

#### **Guiding Principle No. 5**

All employees must ultimately take personal responsibility for their health and safety by performing their tasks in a safety-conscious manner. We recognize the employees' right to remove themselves from work situations that understandably lead them to believe that they represent a risk to their life or their health. In these instances they are protected against unjustified consequences. We involve our employees in the design of their workplaces, their work environment, and their work processes with the goal of continuous improvement in mind.

**Occupational and emergency medicine** includes all measures for the prevention of work-related illnesses or occupational diseases, health maintenance in the workplace, as well as for diagnostics and therapy after accidents and acute illnesses. It lies within the area of responsibility of our plant and company physicians worldwide.

## Portfolio of occupational medicine

Daimler provides comprehensive medical care for all employees. In addition to acute and emergency medical services, this includes walk-in clinics of the company medical services, personal counseling according to the risk profile, occupational health care pursuant to the Occupational Health and Safety Act (ASiG) §3, preventive occupational health medicals, and other measures of workplace health promotion as well as social counseling services. Suspected cases of occupational diseases are recorded during preventive occupational health medicals and doctor's visits, and are reported to the appropriate trade association.

The specialist departments and the occupational health and safety services are responsible for the implementation of preventive health measures. A risk assessment process systematically records hazards, which in turn is followed by medical checkups pursuant to the Preventive Occupational Health Care Act (ArbMedVV).

Employees traveling abroad on business – including for longer periods of time – receive travel medical services from the company medical services before and after their trip. The company medical services provide advice, conduct medical checkups, and offer immunizations pursuant to the legal requirements and the recommendations of the German statutory accident insurance. Special coordinators regularly provide all employees of the company medical services with the latest information about outbreaks of diseases around the world and the countermeasures these necessitate.

Qualification	Counseling	Prevention	Therapy
<ul style="list-style-type: none"> <li>• First aid training</li> <li>• Emergency medical training</li> </ul>	<ul style="list-style-type: none"> <li>• General consultation</li> <li>• Travel medicine/ expatriate care</li> <li>• Advice on workplace-related problems</li> <li>• Medical opinions after workplace inspections</li> <li>• Advice on personal protective equipment</li> <li>• Advice on first-aid organization</li> </ul>	<ul style="list-style-type: none"> <li>• Preventive occupational medicine services</li> <li>• Suitability examinations/hiring and takeover check-ups</li> <li>• Medical support for events</li> <li>• Diagnostics</li> <li>• Immunizations</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational accident care</li> <li>• Emergency services</li> <li>• Care in the event of illnesses and disorders</li> </ul>