

Daimler Sustainability Newsletter

2010 financial results

Daimler on a successful course: Group EBIT of €7.3 billion

Based on current estimates, Daimler expects EBIT from the ongoing business 2011 to surpass the level of 2010 significantly.



Andreas Renschler, Daimler Board member and Head of Daimler Trucks; Dieter Zetsche, Chairman of the Board of Management of Daimler and Head of Mercedes-Benz Cars; and Bodo Uebber, Daimler Board member, Finance & Controlling/Daimler Financial Services (l. to r.) at the Annual Press Conference in Stuttgart.

STUTTGART – Daimler achieved Group EBIT of €7.3 billion in 2010 (2009: minus €1.5 billion), bringing the year to a very successful conclusion. “Daimler managed an excellent comeback last year,” stated Dr. Dieter Zetsche, Chairman of the Board of Management of Daimler AG and Head of Mercedes-Benz Cars, at the Annual Press Conference in Stuttgart. “Our goal now is

to maintain the level we have reached over the long term and to further improve it wherever possible. We have just the right products, technologies, and strategies to do so.”

After the year 2009 had been severely impacted by the financial and economic crisis, earnings in all divisions developed much more positively than had been an-

Contents in brief	
Global Compact initiative 54 enterprises have made a commitment to achieving greater sustainability	» 2
F-CELL World Drive Three Mercedes-Benz B-Class F-CELL cars drive through 14 countries in 125 days	» 2
New Board member Christine Hohmann-Dennhardt is Head of the new portfolio “Integrity and Legal Affairs”	» 3
“ÖkoGlobe” environmental award Daimler has been the most frequent recipient in recent years	» 4
Research and innovation award Daimler acknowledges top innovations with its own annual award	» 4
Background Daimler is committed to upholding human rights	» 5
“We move it!” Daimler is promoting 125 employee projects for sustainability with €625,000	» 5
Study The impact of the electrification of the drivetrain on employment	» 6

anticipated in early 2010. This was due not only to the general market recovery, but in particular to the attractive product range and efficiency gains that were implemented. There was an opposing effect on EBIT from increased research and development expenditure.

Editorial



Dear reader,

Daimler is back on track. Our financial results for 2010 confirm that in the anniversary year of the automobile its inventor is in very good shape. We have overcome the crisis in a quite impressive manner and have regained our former strength. The recovery of the automotive markets

has doubtlessly played a crucial role in this development. On the other hand, we obviously made the right decision in continuing to invest in new vehicle models and incrisis. We had the right products to meet the intensified customer demands; and the measures we adopted during the crisis to boost our efficiency have had a positive impact on earnings.

We have some ambitious plans for the year 2011: We intend to further increase our sales and our EBIT. To achieve this, we are relying on the tried-and-tested methods of cost discipline and appropriate investments in the future. To increase the attractiveness of our products and the competitiveness of our Group even further,

we have scheduled investments of more than 20 billion euros for 2011 and 2012 in property, plant, and equipment and in research and development.

This issue of the Daimler Sustainability Newsletter will keep you informed of our key financial results for the year 2010 and provide you with further up-to-date information in relation to our commitment to sustainability.

Bodo Uebber

Member of the Board of Management of Daimler AG responsible for Finance & Controlling and the Daimler Financial Services Division, and for Mergers & Acquisitions.

Daimler sold a total of 1.9 million vehicles in 2010. The level of the prior year, which had been very low due to the global economic and financial crisis, was thus surpassed by 22 percent. Group revenue increased by 24 percent to €97.8 billion; adjusted for exchange-rate effects, there was an increase of 19 percent.

According to current estimates, worldwide demand for motor vehicles will continue to grow in 2011. The global car market could expand by approximately 5 to 7 percent, thus reaching a new record volume. The Asian emerging markets, especially the Chinese market, will continue to play a major role.

Worldwide demand for commercial vehicles in 2011 will probably feature sharply differing market developments in the triad markets and in the other regions. Market recovery is expected to accelerate in the triad of Western Europe, the United States and Japan, especially in the segment of medium-duty and heavy-duty trucks.

The Daimler Group assumes that its total unit sales will rise and that revenue will

grow at a more moderate rate in 2011. The growth will probably be driven by all the automotive divisions.

These growth opportunities are connected with challenges. The year 2011 will feature high expenditure for new products and technologies along with the penetration of new markets. The recovery of the world economy is likely to lead to rising prices for oil and other raw materials that are important for Daimler. On the exchange-rate side, volatility will remain high. However, the risks arising for Daimler's business from severe fluctuations in exchange rates have already been largely hedged for 2011.

Over the years 2011 and 2012, Daimler will spend a total of €20.4 billion on research and development activities and investment in property, plant, and equipment. This is approximately €5.3 billion more than in the years 2009 and 2010. Among other things, substantial amounts are planned for the expansion of production capacities in the United States, China, India and Hungary. ■

Innovation

Fuel cell on round-the-world tour



Launch of the F-CELL World Drive in Stuttgart.

The official ceremony in Stuttgart to mark the 125th birthday of the automobile was a fitting occasion for the launch of the Mercedes-Benz F-CELL World Drive.

STUTT GART – Setting out from Stuttgart on January 30, three Mercedes-Benz B-Class F-CELL cars are undertaking a 125-day circumnavigation of the world. Traveling across four continents and through 14 countries over a route covering 30,000 kilometers, the three locally emission-free fuel cell vehicles are demonstrating that they are a safe and reliable means of transport over long distances and in the widest variety of road and weather conditions. Mercedes-Benz is thus aiming to confirm the technical maturity of fuel cell technology, as well as these vehicles' suitability for everyday use. At the same time, the company is lending empha-

sis to demands for the establishment of a comprehensive filling station infrastructure for fuel cell vehicles. The B-Class F-CELL features the latest-generation electric drive based on the fuel cell, which is compact, powerful, safe, and entirely suitable for everyday use. The fuel cell generates the electricity directly on board that is required for powering the vehicle; no noxious exhaust emissions are produced in this process, but only pure water. Although this fuel cell unit is 40 percent more compact than the system used in the A-Class F-CELL of 2004, it develops 30 percent more power and has a 30 percent lower consumption. ■

Focus

Global Compact initiative

Since late 2010, Daimler has been a member of the Global Compact initiative by the name of "LEAD", which was created to take environmental, social, and governance performance to the next level and to set a new benchmark for corporate sustainability. 54 companies – including Daimler as the first signatory – have made an ambitious commitment to work towards implementation of the "Blueprint for Corporate Sustainability Leadership," a comprehensive road map outlining roughly 50 specific measures that businesses can implement to achieve greater sustainability.

United Nations Global Compact

Launched in 2000, the United Nations Global Compact is a call to companies around the world to align their strategies and operations with ten universal principles in the areas of human rights, labor, environmental protection, and anti-corruption, and to take action in support of broader UN goals. With more than 8,900 signatories in over 135 countries, the Global Compact is the world's largest initiative in the field of corporate responsibility.

Voluntary commitment to responsible actions

On November 25, 2010, senior executive officers and entrepreneurs from 21 German companies signed a "Code of Responsible Conduct for Business" in Berlin. With this agreement Daimler, too, has documented its commitment to a social market economy and to fair rules of conduct in global competition. On the basis of six principles, the signatories are committed to a brand of corporate management oriented toward success and value that will benefit the social market economy. According to this Code, while competition is essential, profit must not be achieved through unlawful detriment to third parties. The companies are also mindful of their responsibility to constantly strive for better use of resources for the good of humankind, thereby practicing more sustainable corporate management. The principles set out in the Code of Responsible Conduct for Business must be lived out together with employees and social partners at all corporate levels and become an integral component of all processes in management.

Management

New Board member

Daimler's Supervisory Board has appointed Christine Hohmann-Dennhardt to the Board of Management in the new position for "Integrity and Legal Affairs."

STUTT GART – The responsibilities of the new Board member will include the global compliance and legal organization, business ethics, and the sustained anchoring of in-



Board member Christine Hohmann-Dennhardt.

tegrity and compliance throughout the company. Christine Hohmann-Dennhardt, born on April 30, 1950 in Leipzig, was a judge of the First Senate of the Federal Constitutional Court from January 1999 until February 2011. She was Hesse Minister of Science and the Arts from 1995 to 1999, and Minister of Justice of the same German federal state from 1991 until 1995. Before that, she was director of the Social Court in Wiesbaden as well as a judge at the Social Courts of Frankfurt am Main, Wiesbaden, and at the District Social Court in Darmstadt. She gained a doctorate in law at the Johann Wolfgang Goethe University in Frankfurt. ■

Markets

Daimler increases capital in Fuso

STUTT GART/KAWASAKI – By increasing its capital investment, Daimler has boosted its share in Mitsubishi Fuso Truck and Bus Corporation (MFTBC) from 85 to 89.29 percent. The objective of this additional investment is to support Fuso's growth and business expansion, as the global commercial vehicle market continues its recovery from the recent economic crisis. Mitsubishi Fuso Truck and Bus Corporation, based in Kawasaki, Japan, has been comprehensively realigning its business operations over the past two years. Fuso is now focusing on growth and sustainable efficiency as a more integral part of Daimler Trucks. ■

+++ News +++ News +++ News +++

+++ Major order for 1,300 Sprinter vans. Mercedes-Benz Vans has secured Germany's largest ever van order: Deutsche Post DHL is to receive a total of 1,300 Mercedes-Benz Sprinter van chassis with a GVW of 3.5 tonnes, fitted with integral box bodies optimized for parcel delivery services. These Sprinters are being produced at the Mercedes-Benz plant in Ludwigsfelde near Berlin. **+++ Sisu Polar Trucks as of March 2011.** Daimler and the commercial vehicle manufacturer Oy Sisu Auto Ab. of Karjaa, Finland, have signed a contract for the supply of Mercedes-Benz components. Sisu will supply the frames, axles, and drive shafts, while the cabs, engines, and transmissions for the Polar Truck will be taken from the Mercedes-Benz Actros. The heavy-duty trucks will be assembled by Sisu and distributed in Finland under the Sisu brand. Plans call for the first of these vehicles, which are intended for use in forestry and construction, to be delivered to customers in March 2011.

Cooperation

Lightweight design for Daimler

Daimler has set itself the goal of reducing the body-in-white weight of all its vehicle models by up to ten percent. The joint venture with Toray Industries, Inc., the world's largest carbon fiber manufacturer, will help the Group achieve this objective.

TOKYO/STUTT GART – In accordance with the agreement reached in March last year, the Tokyo-based enterprise Toray Industries, Inc. is developing materials for carbon fiber production and is devising new molding processes. Daimler will design the components, develop technologies for their integration into the vehicle, and devise the automation processes. This new joint venture will be based in Esslingen in the state of Baden-Württemberg, near Stuttgart. The collaboration has already yielded highly efficient process technol-

ogy for the large-scale production of CFRP (carbon fiber-reinforced plastic) components. The joint venture, which will have the task of manufacturing and distributing CFRP components, will forge ahead with its activities in development in order to arrive at a production technology for large-series manufacture that is highly attractive, also with regard to its cost effects. The use of carbon fiber constitutes an important lever for reducing the weight of the vehicle body, while at the same time increasing its stability. ■

Markets

Partnerships for Daimler Trucks and Mercedes-Benz Vans

STUTT GART – Daimler and the Russian company Kamaz, based in Naberezhnye Chelny, have reached an agreement on future cooperation in the production of axles for commercial vehicles. As a first step, the companies are planning to invest a total of €50 million in axle production in Russia. These components are to be used by the two new joint ventures Fuso Kamaz Trucks Rus and Mercedes-Benz Trucks Vostok. In addition, Kamaz will supply individual axle components to the production facilities at Daimler's Kassel plant. ■

GAZ: Market leader in the van segment In a partnership with GAZ, Daimler will invest over €100 million in the production of the Mercedes-Benz Sprinter in the Russian city of Nizhny Novgorod. Existing facilities are to be modified and new production lines installed; the GAZ employees will also be given appropriate training. Following the start-up phase, a production output of 25,000 Sprinter vans for a normal year is planned. In addition, locally manufactured engines, transmissions, and axles will be used for the GAZ product range. ■

Contact/Masthead

Published by:

Daimler Communications
Global Corporate Media & Marketing,
External Publications

Responsible on behalf of the
publishers: Mirjam Bendak
Project manager: Matthias Steybe
Editor: Maximilian Schmitz
E-mail: sustainability@daimler.com

Subscriptions can be canceled at the e-mail address
www.daimler.com/nachhaltigkeit/newsletter/abmelden

Further information is available at
www.daimler.com/nachhaltigkeit

Innovations

“Yellow Angel” award for active safety

STUTTGART/MUNICH – The automobile association ADAC has now awarded its “Gelber Engel” (Yellow Angel) for the seventh time. A panel of experts granted this award to Mercedes-Benz’s Active Blind Spot Assist and Active Lane Keeping Assist in the “Innovation & environment” category. These systems warn the driver if there is danger of collision during a lane-changing manoeuvre, or if the vehicle veers out of its lane. If the driver ignores the warnings and comes too close to another vehicle, the car is brought back on course. Daimler has already received the “Yellow Angel” three times in recent years: in 2006 for its BlueTEC clean diesel technology, in 2007 for Active Brake Assist in trucks, and in 2009 for the lithium-ion battery in the Mercedes-Benz S 400 HYBRID.

Award bestowed on “Active Brake Assist 2”

STUTTGART/BRUSSELS – Belgian motoring journalists have bestowed the coveted “FuturAuto 2011” award on the anticipatory radar system “Active Brake Assist 2” from Mercedes-Benz that prevents rear-end collisions. This award is presented annually for innovative development achievements in the fields of vehicle safety, fuel economy, environmental protection, and comfort. This new generation of Active Brake Assist now offers much more: As well as automatically braking the vehicle whenever there is a risk of a rear-end collision with a vehicle moving more slowly, Active Brake Assist 2 also recognizes stationary obstacles, for example the end of a traffic tailback, and automatically initiates braking action if the driver fails to react.

Environment

15 years of AKU

STUTTGART – The Environmental Working Group (AKU) is a team of Daimler employees organized on a voluntary basis that is now celebrating its 15th anniversary. From cleaning up beaches in Spain contaminated with oil, through lectures and series of discussions with researchers, up to highly challenging projects such as a CO₂ savings competition – the Environmental Working Group’s tasks and projects are highly diverse.

Environment

Environmental Leadership Award

STUTTGART – Daimler’s Environmental Leadership Award (ELA) will be presented for the eighth time in 2011. In the categories “Production-related environmental protection,” “Product-related environmental protection,” and “Outstanding environmental commitment” this prize, which is awarded by the Board of Management, acknowledges environmental protection initiatives within the Group. Projects are chosen for the ELA that make a significant contribution toward improving the environmental balance of the company’s production processes and products, and making them as environment-friendly as possible. Projects that are distinguished by outstanding environmental management and serve to improve local and regional environmental conditions are likewise eligible for the ELA. This award sets out to stimulate employees’ motivation and interest in matters of environmental protection. ■



Innovation

Research and innovation prize

Every year, Daimler acknowledges outstanding innovations with its own award for research and innovation.

STUTTGART – The Daimler Research Award is an indicator of top-level innovations for the future. To receive this award, a project must represent outstanding achievement in scientific or technological research and innovation, be of high academic quality, meet international standards, and have potential for application within the Group.

A total of 24 research and development projects were submitted in 2010, eight of which were short-listed and four reached the final. The winning entry in the “Product innovation” category was a modular electrical drive system. The award in the “Process innovation” category went to the new highly dynamic driving simulator that has been in operation in Sindelfingen since October 2010.

Modular electric drive system

This modular system is designed for use with all hybrid and electric drive applications. The innovative unit comprises an electric motor and battery based on two uniform platforms. By this means, the drive unit and the energy storage medium can

Eight “ÖkoGlobe” awards in four years

STUTTGART – Daimler has been the most frequent recipient of the prestigious international “ÖkoGlobe” (EcoGlobe) environmental award over the past four years. This was the outcome of a recent evaluation by the ÖkoGlobe Institute of the University of Duisburg-Essen (UDE), which assesses the long-term activities of carmakers in the field of sustainable mobility. The selection committee has bestowed this award on Daimler eight times for its pioneering, innovative, and ecological mobility concepts and developments. Acknowledgment in the form of the ÖkoGlobe was given for example to the car2go mobility concept in Ulm (2009), the smart electric car campaign in London and other major cities (2008), the development of B-Class fuel cell vehicles for small-series production (2010), and the first lithium-ion battery for the Mercedes-Benz S 400 Hybrid (2009). The ÖkoGlobe, the first international environmental prize for the mobility industry, is awarded by the DEVK Versicherungen insurance company, ACV Automobil-Club Verkehr, and the ÖkoGlobe Institute of the University of Duisburg-Essen. ■



The new driving simulator in Sindelfingen.

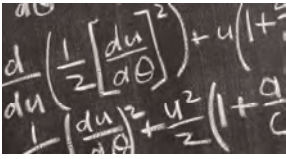
be rapidly and flexibly integrated into a large number of different drive concepts; these include vehicles fitted with a range extender and powered by either hybrid or purely battery-electric drive units.

A highly dynamic driving simulator

With its 360-degree screen, its rapidly responding electrical drive unit, and its twelve-meter long track system for transverse and longitudinal movement, this motion simulator is currently the most powerful of its kind in the automotive industry. Part of the energy required for the operation of the driving simulator is recovered during the braking process and fed into the power grid of the Sindelfingen production plant. ■

Background

Daimler's commitment to upholding human rights



Daimler is committed to upholding human rights and is actively involved in protecting them within its sphere of influence. The Group is guided here by the United Nations' Universal Declaration of Human Rights, the ILO's International Labor Standards, the OECD Guidelines for Multinational Enterprises, the principles of the UN Global Compact, and the "Protect, Respect and Remedy" framework by Prof. John Ruggie.

Daimler's internal principles such as the Integrity Code, the CSR Principles, employment agreements, and the Supplier Guideline are derived from these international conventions and principles.

Rejection of forced and child labor

Daimler is committed to the effective abolition of forced labor and exploitative child labor. To ensure observance of human rights in the Group's business operations throughout the world, Daimler has established specific areas of responsibility and communication structures. A central role is played here by the Business Practices Office, which receives and processes reported violations of laws and regulations. On the occasion of the 2010 Sustainability Dialogue, Daimler concretized its plans for a "Human Rights Impact Assessment." Using the example of one specific country, this project was discussed together with that country's government and international human rights experts.

Evaluation at all Daimler locations

Building on the experience gained at the 2010 Stakeholder Dialogue, the Group intends this year to develop a preemptive risk management system in human rights issues. This includes the systematic evaluation of Daimler's locations with regard to compliance with human rights. In order to gain an integrated picture of human rights issues throughout the value chain, the Group also intends to integrate the purchasing and sales sectors to an increasing extent.



Universal Declaration of Human Rights

Resolution 217 A (III) of the General Assembly of the United Nations from December 10, 1948:

- ▶ "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood." (Article 1)
- ▶ "Everyone has the right to life, liberty and security of person." (Article 3)
- ▶ "No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms." (Article 4)
- ▶ "All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination." (Article 7)

▶ <http://un.org/en/documents/udhr>

At Daimler, maintaining contact with politicians, government organizations, and NGOs is largely the responsibility of the Global External Affairs and Public Policy office. In our interview its director, Martin Jäger, emphasizes the importance of human rights and explains Daimler's commitment.

Mr. Jäger, in view of the large number of countries and regions in which Daimler is active, just where are the bounds of responsibility for the observance of human rights?



Martin Jäger

Human rights are universally valid; we must therefore consider them in a global context. The standards we apply are valid throughout the world. Each and every vehicle we sell has undertaken a long journey through the various stages of the value chain. Each and every step in value creation must be reached by entirely ethical means, no matter in what part of the world.

What does this responsibility entail in particular? And where does it end?

Protection of human rights is the responsibility of governments. But it is up to each and every citizen to respect and observe them; this is where our responsibility lies. To adapt our corporate responsibility to the new requirements, we remain in constant dialogue with the political sphere and with human rights organizations. We rely here on the well-proven achievements of other parties, such as the "Protect, Respect and Remedy" framework of John Ruggie, the United Nations' special representative for human rights and transnational corporations. We likewise demonstrate clear commitment to human rights as a signatory of the Global Compact and as a member of its LEAD Group that was presented in Davos in January 2010. Our impact – the influence we can exercise as a company – is invariably the decisive factor. On the other hand, we cannot assume responsibility for cases of abuse over which we have no control.

What internal regulations and measures has Daimler implemented to ensure that its corporate activities neither permit nor encourage violation of human rights?

The Daimler Integrity Code and our Principles of Social Responsibility constitute the framework that gives our employees renewed and reliable orientation. Our compliance training thus also covers the topic of human rights, which are to be respected under all circumstances. The Supplier Guideline makes the same demands of our suppliers. We cannot achieve our aim by means of monitoring and surveillance alone; in essence, it is paramount that our employees act correctly out of conviction. All these measures must be applied wisely and comprehensively, and this must also be readily apparent to external parties. The creation of our new Board of Management portfolio for Integrity and Legal Affairs delivers a clear message in this regard.

What operational measures are being enforced at Daimler to put an end to any violations of human rights that may occur, and to prevent any involvement in them?

We initially endeavor of course to prevent any hot spots for human rights violations from arising in the first place, for example by intensifying training for our partners. In cases where we see no other option in view of our claim to responsible corporate governance, we take the necessary operative measures and terminate the business relationship. The President of Zimbabwe, for example, has not received any vehicles from us for a number of years.

In what way does Daimler cooperate with institutions from the sphere of politics and society to ensure compliance with human rights and to promote democratic structures?

We remain in constant dialogue with political and social stakeholders – for example in the form of our "Sustainability Dialogue" in Stuttgart and also internationally, for instance in China. We actively incorporate our human rights initiatives into discussions and obtain feedback from experts. At last year's event, all participants agreed that a company's withdrawal from critical countries should only be the last resort. Every opportunity must first be taken to enhance prosperity and to encourage respect for legislation by means of investment and local commitment. We will therefore make absolutely sure of continuing this dialogue. ■

125 years of the automobile

“We move it!”

STUTTGART - “We move it! – 125 employee projects for sustainability.” With this initiative, which is part of Daimler’s



activities to celebrate the 125th anniversary of the invention of the automobile, the Daimler Group is supporting social and environmental commitment on the part of its employees and is promoting 125 projects in all, with the aid of donations amounting to €625,000. Daimler employees in Germany who perform voluntary work in their leisure time can apply for support for their projects related to environmental protection and society. A panel of experts will select 125 projects from these entries, each of which will receive up to €5,000 from Daimler in financial support. Participation is open to all employees in Germany who are or wish to become active in a non-profit organization or entity under public law.

Employment and training

“Electromobility and Employment” study

In a study initiated by Daimler’s corporate management and Works Council, known by its German acronym ELAB, research institutes are investigating the impact of the electrification of the drivetrain on employment and local environments in the automotive industry.

STUTTGART – On the basis of various scenarios, this research project sets out to identify possible fields of activity for business agents from manufacturers and suppliers, for regional agents in the fields of regional politics, economic development, the labor market and education policy, and for co-determination agents.

Initiated by Daimler AG

This project was initiated by the Central Works Council of Daimler AG and launched together with the Group’s management. Three research institutes were commissioned: Stuttgart’s Fraunhofer Institute for Human Resources Management and Organization (IAO), the research and consultancy agency IMU Institute, and the Institute of Vehicle Concepts of the German Aerospace Center (DLR). The project is maintained and financed by Daimler AG, the metalworkers’ union IG Metall Baden-Württemberg, and the Hans Böckler Foundation.

Employees

TOS Awards: Daimler acknowledges achievements in lean management

The Truck Operating System, TOS for short, fosters a culture of learning and continuous improvement at Daimler Trucks.

STUTTGART/WÖRTH – At a ceremony in Wörth, Dieter Zetsche, Chairman of the Board of Management of Daimler AG and Head of Mercedes-Benz Cars, and Andreas Renschler, member of the Board of Management of Daimler AG responsible for Daimler Trucks and Daimler Buses, presented awards for outstanding accomplishments in the implementation of the Truck Operating System (TOS).

In addition to the award ceremony with the presentation of the winning projects, the event also focused on expert discussion and personal exchanges concerned with the topic of lean management. “Knowledge multiplies when it is shared,” said Andreas Renschler, “but we are also aware that lean management is not a project that comes to an end at some point. Lean management is an attitude – a commitment to constant improvement.” Renschler and his management team expressed their gratitude for the outstanding achievements over the

past two years and directed their attention to the challenge ahead: the universal implementation of TOS throughout all areas of Daimler Trucks.

The twelve award categories are: Working structures and teamwork; Quality and robust processes and products; Just in time; Continuous improvement in direct and indirect operations; Standardization in direct and indirect operations; Work structures and management; Process optimization; Best project management; the Transfer Award; and the Overall Realization Award. This system, which is modeled on the philosophy of lean management, is applied throughout all departments. Methods in production serve as the basis and are adapted to the administrative sector. TOS is the key to shaping, enlivening, and constantly improving lean processes. The term “lean” is applicable to processes in which customer requirements can be optimally met with minimum use of resources. ■

Training

External vocational training for young people

STUTTGART/DORTMUND – The company Mercedes-Benz Minibus GmbH has become involved for the first time as a partner for the vocational training of young people in a facility outside the company. For around twenty years, the Dortmund Employment Agency has been providing vocational training in external institutions that are primarily oriented toward adolescents and young adults who have learning difficulties or are socially disadvantaged. Initially, the training content was largely directly provided by an external education partner, with accompanying work experience. Meanwhile, however, close cooperation is sought between the education partners and local businesses. The objective is to encourage the young people to demonstrate their aptitude during their period of internship, so that they can perhaps have the opportunity of being taken on under regular employment contracts. Mercedes-Benz Minibus GmbH offers training in five professions and currently has more than twenty trainees in both the technical and commercial sectors.

Taking a broader view

Previous studies on electrical mobility have concentrated above all on technology and the infrastructural framework. For scientists, taking a broader overall view of electromobility to specifically include its effects on business and social agents is an important aspect of this project.

Wilfried Porth, member of the Board of Management of Daimler AG with responsibility for Human Resources and Director of Labor Relations, said of this project: “For our human resources strategy, the effects of new drive concepts on employment, job content, and the qualification of our employees are of decisive significance. We are expecting the ‘Electromobility and Employment’ study to provide us with valuable clues as to the future challenges facing employment and labor policy.”

Further information on the ELAB research project is available at:

▶ <http://www.elab.iao.fraunhofer.de> ■