

EMPLOYEES

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Employees

Everyone who joins the KION Group as an employee can expect a dynamic and challenging working environment within a global Group. The Company's aspiration to lead also shapes its HR strategy. Knowledge and expertise, motivation and willingness, passion and enthusiasm – these qualities are expected of every single person in the Company. At the same time, the KION Group offers its more than 31,000 employees numerous personal and professional development opportunities and chances to be successful together with the Company.

MANAGEMENT APPROACH TO EMPLOYEES

G4-11, G4-56

The primary objective of all HR measures within the KION Group is to support the Company's corporate strategy and ensure its targeted implementation. To this end, it aims to employ a sufficient number of very highly qualified and highly motivated employees at all times in every area of its Company and at every operating level. To recruit and retain such employees, the KION Group and its operating units position themselves as good employers that offer their employees interesting development opportunities. The KION Group is also constantly enhancing its employer brands – something that is repeatedly recognised outside the Company too.

HR challenges

KION's Group-wide governance model is based on clear organisational principles and responsibilities. Examples of this include its Group organisation based on operating units as well as the launch of its Group-wide CTO organisation in 2016. The transformation of the organisational structure initiated in the previous year has since been largely implemented.

With the acquisition of Dematic in 2016, the KION Group heralded the start of a new chapter in the Company's history. In

2017 the HR department's activities focused on integrating the new business segment into the Group. As part of this, KION governance was expanded to encompass Dematic by, among other things, including the integration of Dematic's key organisational departments (particularly Development) into the CTO organisation, integrating Dematic IT into the KION Group IT department, and embedding Egemin Automation into the Dematic organisation.

The objective to maintain the uniqueness of the operating units while promoting collaboration within the Group remains one of the key HR challenges. On top of this, the Company faces varying challenges, ranging from demographic change in the individual regions, through to the digital transformation – frequently referred to as Industry 4.0. It is therefore essential in an increasingly competitive world to recruit and retain qualified new talent with the requisite expertise, especially in the fields of software development and IT. To achieve this objective the Group established corresponding projects in 2017.

As a strong, successful and clearly positioned company, the KION Group is well equipped for the battle to recruit young high potential employees and can offer them excellent employment conditions and development opportunities from an international perspective. With the Company's recruitment policy, its own and its products' solid reputation, and its reputation for good working conditions and remuneration terms, the KION Group can also counter the demographic development that is leading to an increasing shortage of new talent in many Western industrialised countries – particularly Germany.

➤ Award-winning: Why STILL GmbH has been a top employer for years – 'RESPONSE & Responsibility' Magazine

The average age of employees at Linde Material Handling GmbH has remained almost constant for many years at around 41 years old, and at STILL GmbH it is around 42. This shows the success of measures aimed specifically at countering an ageing workforce. In both companies this includes the relatively constant, high number of apprentices that are taken on as well as the targeted

balancing of age-related exits with young, high potential candidates from outside the Company.

HR strategy implemented systematically

With its Group-wide HR strategy, the KION Group sees itself as well equipped to meet the aforementioned challenges. With its 16 topic areas, the strategy encompasses the essential aspects of HR activities and aims to develop an integrated, Group-wide approach with uniform standards. Additional initiatives to further develop HR tools were established during 2017, and some of these were already rolled out in early 2017.

One example includes the Organization Capability Talent Review (OCTR), a standardised Group-wide process for performance talent and succession-planning management. The review

is based not only on the recently defined competence model, but also on the joint values and leadership guidelines adopted at the end of 2017. The development of corporate values is a milestone in the KION Group's history: this was a multi-stage process involving around 1,000 employees from all operating units, countries and hierarchical levels. Every employee around the world was able to apply to participate in the development process. Thanks to the hundreds of applications, it was possible to form a diverse group of participants in terms of cultural, functional and demographic aspects; this ensured that the different perspectives were heard in the eleven workshops held around the world, and that all employees can now identify with the common KION Group values of Integrity, Collaboration, Courage and Excellence.

Overview of KION Group values

FIGURE 5

INTEGRITY	COLLABORATION	COURAGE	EXCELLENCE
We do what is right.	We trust each other.	We change and innovate.	We create outstanding customer value.
› We act according to ethical, sustainability and compliance standards. › We say what we do and 'walk the talk'. › We never walk away from our commitments. › We communicate truthfully, openly and timely.	› We approach our tasks with a strong and collaborative team spirit. › We share ideas openly and strive for full commitment. › We establish strong long-term relationships. › We treat others as we would like to be treated ourselves.	› We encourage new ideas. › We value different opinions and diversity. › We embrace new solutions and take calculated risks. › We take action and contribute to our shared goals.	› We shape the industry through innovation. › We understand our customers' needs and deliver superior solutions and services. › We continuously increase efficiency and simplicity. › We invest in our people and technology to secure future success.

The core indicator for developing the KION Group organisation further is the Organizational Health Index (OHI). It is recalculated

on an ongoing basis and serves as the indicator for the organisation's performance while also highlighting areas of action for pos-

sible improvement. A feature of this method is the benchmarking of the Group's results against other companies. The first measurement at the KION Group was performed in summer 2015, with another measurement performed in the reporting year. This time, the survey covered 3,060 executives from all levels – significantly more than in the first survey. The participation rate was 81 per cent (2015: 88 per cent). It showed improvements in all areas, with the KION Group advancing to the second quartile of all surveyed companies with 68 points (2015: 62 points, 3rd quartile). The next OHI survey is scheduled for 2019.

The survey findings also feed into the 'Lift up' change initiative, the second wave of which started in 2017. While wave one served to embed the new corporate structure and governance among KION employees, wave two aims to create a shared identity. Underpinning this are the corporate values and leadership guidelines developed as part of the OCTR process, which were communicated Company-wide at the end of September 2017.

As in the first wave, 'Lift up' team workshops are currently being held around the globe. The aim is to ensure that employees understand the KION Group's values and leadership guidelines both at a personal and team level, and that they embrace these in their daily work. The workshops follow a cascading approach, and are expected to be completed by the end of February 2018. For the remainder of 2018, further measures are planned to embed the corporate values alongside the communication and cascading of the 'KION 2027' strategy.

Group-wide minimum employment standards

Across the KION Group, minimum employment standards have applied since 2014 based on the fundamental conventions drawn up by the International Labour Organization (ILO). These include freedom of association, the right to collective bargaining, the elimination of child and forced labour, and a ban on discrimination in respect of employment and occupation. Furthermore, the KION Group is committed to ensuring health and safety standards in the workplace and to paying its employees in line with the industry average in their particular country, and at the very least providing them with a living wage. The respective management teams and those responsible in the operating units ensure compliance with statutory standards. Instances of non-compli-

ance can be reported to the Group management at any time, including anonymously via a compliance hotline.

Codetermination

Involving employees in codetermination matters as well as actively shaping industrial relations, comes naturally to the KION Group. Internal consensus and stable social structures are traditionally viewed as a success factor for the Company.

The KION GROUP AG Supervisory Board comprises equal numbers of shareholder and employee representatives in accordance with the German Mitbestimmungsgesetz [Codetermination Act]. Employee representative bodies at a business unit and Group level are formed in accordance with national legislation. For cross-border issues, the employees of the KION Group's European locations are represented by the European Works Council.

The companies reported 21,203 KION Group employees covered by collective bargaining agreements in 2017.

BALANCED WORKFORCE STRUCTURE

G4-9, G4-10, G4-EC1, G4-LA1, G4-LA12

In 2017 the KION Group's average headcount stood at 31,064 (previous year 24,957; in each case including apprentices). At the end of 2017 the full-time headcount stood at 31,608 across the KION Group, an increase of 1,064 over the previous year (30,544). Following the significant increase from the previous year due mainly to the acquisition of Dematic on 1 November 2016, growth has since remained stable and steady.

➤ KION Group Annual Report 2017 – Table 035

Personnel expenses were higher in the reporting year – mainly as a result of the higher average number of employees over the year owing to the acquisition of Dematic and revisions to collective bargaining agreements – at €1,989.7 million, which is a 30.9 per cent increase over the previous year.

➤ KION Group Annual Report 2017 – Table 036

Overall, the KION Group employee structure is balanced and stable. On average they are 40.9 years old and have been employed at the Company for 9.5 years.

4,920 employees joined KION Group companies in the reporting year; 3,743 employees left KION Group companies in 2017. Group-internal changes of employer are also included in these key figures.

Age structure G4-LA12

TABLE 14

	2017	2016
Employees per age group	100%	100%
<20 years	1.1%	1.4%
20-29	17.2%	17.3%
30-39	29.1%	28.9%
40-49	26.0%	25.3%
50-59	21.5%	22.5%
60 years and over	5.1%	4.5%
Age group not available	0.0%	0.1%

31/12/2017; All consolidated reporting entities; based on headcount

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

Contract type full time/part time G4-10

TABLE 15

	2017	2016
Contract type full time/part time	100%	100%
Full time	97.1%	96.7%
Part time	2.9%	3.3%

31/12/2017; All consolidated reporting entities; based on headcount

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

Contract type indefinite/fixed term G4-10

TABLE 16

	2017	2016
Contract type indefinite/fixed term	100%	100%
Indefinite	96.9%	97.4%
Fixed term	3.1%	2.6%

31/12/2017; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

Length of service

TABLE 17

	2017	2016
Employees per length of service	100%	100%
<5 years	41.9%	37.5%
5-9	20.0%	21.1%
10-19	22.1%	23.1%
20-29	10.8%	12.3%
30-39	4.3%	5.1%
40 years and more	0.9%	0.9%
Length of service not available	0.0%	0.0%

31/12/2017; All consolidated reporting entities; based on headcount

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

New employees per region G4-LA1

TABLE 18

	2017	2016
New employees	100%	100%
Western Europe	50.2%	55.6%
Eastern Europe	12.7%	17.0%
Middle East and Africa	1.9%	5.0%
North America	16.1%	3.7%
Central and South America	2.1%	2.0%
Asia-Pacific	17.0%	16.7%

31/12/2017; All consolidated reporting entities; based on headcount

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

Employee exits by type G4-LA1

TABLE 19

	2017	2016
Employee exits	100%	100%
Termination by employer	17.4%	15.8%
Resignation of employee	49.1%	41.8%
Mutual agreement	10.8%	10.2%
Expired contract	8.1%	18.2%
Retirement	9.8%	8.5%
Other reasons for employee exits	4.9%	5.4%

31/12/2017; All consolidated reporting entities; based on headcount

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

Employee exits per region G4-LA1

TABLE 20

	2017	2016
Employee exits	100%	100%
Western Europe	47.4%	58.8%
Eastern Europe	9.6%	10.8%
Middle East and Africa	2.5%	3.4%
North America	17.1%	2.5%
Central and South America	2.6%	4.2%
Asia-Pacific	20.9%	20.3%

31/12/2017; All consolidated reporting entities; based on headcount

31/12/2016; All consolidated reporting entities; based on headcount; excluding Dematic (acquisition in November 2016)

GOOD EMPLOYER

G4-10, G4-LA10, G4-LA11, G4-LA12, G4-HR3

Attractive employment conditions and opportunities for personal and professional development are the key factors for making a company attractive for employees. Particular emphasis is placed on forward-looking personnel development measures and the recruitment and retention of employees. Since both the skills required and the recruitment of employees are strongly influenced by regional circumstances, recruiting is largely the responsibility of local units.

Human resource development

Human resource development remains an important anchor point of the KION Group's HR strategy. Its core aim is to make even better use of the expertise of all employees, but also to promote high-potential employees in an even more targeted way. In principle, all employees can access human resource development measures. Furthermore, the KION Group attaches great importance to succession planning for key positions. The recently developed Organization Capability Talent Review (see [Management approach](#)) established by the Company in autumn 2017 is an effective process that always enables specialist and executive posi-

tions to be filled by qualified employees, if possible from within the Company's own ranks. Talent management is underpinned by the recently created KION competence model that is uniform Group-wide.

All KION Group executives will now also pass through the KION Global Executive Program. Launched in November 2017, it focuses on the topic of leadership – and in doing so it also highlights the consequences for implementing the defined values, core competences and leadership guidelines. These include aspects such as leadership across cultural boundaries, conflict management, and ethics in a globalised world.

The Group companies work together closely in terms of talent management as well as on training and personnel development programmes to systematically identify and develop employees requiring training, high-potential candidates, as well as high-performers and experts in key functions. The individual operating units and Group companies also offer comprehensive training programmes for this purpose. For many years now the STILL Academy has offered subject-specific and interdisciplinary training courses. At Linde Material Handling and Dematic, an internal academy also promotes the targeted development of expertise, particularly in sales and service.

Leadership and promotion

In a company, commitment and motivation are primarily the result of clear leadership based on the company's values. More than three-quarters of the workforce (78 per cent) receive regular performance and career-development reviews.

The understanding of leadership is set out in the KION Group both at Group and at operating unit level. The uniform, Group-wide leadership guidelines were announced and accompanied by training courses in autumn 2017, coinciding with the launch of the second wave of the 'Lift up' programme. The leadership guidelines also play a key role in the KION Global Executive Program, and are incorporated in various modules. Powerful tools such as 360° feedback and targeted projects also support executives in performing their duties. Talent management and, in particular, the recently established Organization Capability Talent Review (see [Management approach](#)) also play a key role. Prior to the start of the new process, executives were trained by local HR representatives on processes, the scope and tools. Furthermore, the central HR department provided global web meetings on the topic of OCTR.

As part of the 'Lift up' team workshops, all employees are familiarised with the new values and leadership guidelines. By the end of February 2018, every KION Group employee will have participated in a team workshop.

Training

As at the end of 2017, 579 (end of 2016: 580) apprentices Group-wide were preparing for their professional future at the KION Group. In addition, forms of employment also exist – depending on the model typical for the specific country – that include a considerable proportion of training, but which are not formally recognised as being a pure apprenticeship; this also includes apprenticeships at external training institutions that comprise longer periods of practical work experience in KION Group companies. Depending on respective personnel requirements, a wide range of opportunities are open to apprentices once they complete their training. Depending on how well they perform, apprentices are usually taken on by the Company following their training.

Training is organised on a decentralised basis and is geared to local circumstances as well as the individual operating units' demand for skilled workers. In Germany alone, the KION Group currently offers apprenticeships in 19 occupations such as production, industrial and construction mechanics, mechatronics engineering, technical model construction, and industrial management. Besides traditional vocational training, in partnership with various universities KION offers programmes combining vocational training with a degree course. In this regard, STILL offers part-technical, part-commercial courses based on a 50/50 split, while LMH offers four dual-Bachelor programmes in economics and technology.

Other Group companies at various locations in Europe and beyond also train young people. Among them, Linde Forklift Truck Corp. Ltd. in Xiamen, China, opened a training and development centre over 20 years ago where young people complete a dual vocational training course based on the German model.

Remuneration

All KION Group employees are remunerated in a fair, market-driven and performance-based way, irrespective of gender or nationality. Each national company reviews the remuneration of its individual employees annually, and if necessary adjusts it to take into account the individual's performance, level of qualification or change in circumstances.

As remuneration models and other benefits are closely aligned with local labour market and statutory regulations, especially tax and social insurance, they vary across the Company depending on the region. In many countries, particularly in Europe, wage and salary levels for many employee groups are regulated by collective bargaining agreements. At all of the KION Group's locations worldwide, the Company complies with statutory or, where applicable, collectively bargained minimum wage requirements. Owing to its employees' often very high level of qualification, remuneration is usually well above the minimum wage level. Depending on local conditions, additional benefits such as an occupational pension, insurance cover and healthcare may supplement employees' compensation.

Following the KION Group's successful stock market listing in 2013, in 2014 it launched the KION Employee Equity Programme

(KEEP). It initially covered Germany and has been gradually expanded in recent years to include further countries where at least 500 Group employees are employed. In 2017 the employees of Dematic group companies in countries offering the KEEP Programme were also included. Further details are provided in the [Annual Report](#).

Diversity and equal opportunities

At the KION Group every employee is valued and treated equally, irrespective of their ethnic background, skin colour, gender, beliefs, political opinion, origin or social background. These principles are laid down in the KION Group's employment standards, which apply globally and across all of its locations. In the reporting period KION was not notified of discriminatory behaviour, nor of any other instances of non-compliance with its employment standards.

The KION Group is meeting the challenges of demographic change in a way that satisfies local requirements and organisational possibilities. To encourage a sustainable work-life balance, it offers flexible working-time models. Furthermore its employees in Germany can take parental leave, and Company-specific regulations in Germany, such as semi-retirement, also ease employees' retirement process.

KION Group companies endeavour to offer disabled employees a suitable working environment. Company-specific tools to enable continued employment in the event of physical disability as well as reintegration into the workforce serve to keep severely disabled people in their work environment, to organise support, and to avoid any further barriers or restrictions in the future.

Furthermore, contracts are awarded to production workshops for the disabled to provide them with work; STILL alone places orders worth around €300,000 each year with such workshops.

The share of female employees in the KION Group remained virtually unchanged in 2017 at 16.0 per cent (previous year: 16.3 per cent).

In Germany, the law requires the Executive and Supervisory Boards of publicly listed companies to set targets for the share of women in the Executive Board as well as in the two management levels below that. For the respective targets and further details, see the KION GROUP AG [corporate governance section](#) of the Annual Report 2017. Furthermore, binding targets are set for the share of women in the management levels of Linde Material Handling GmbH and STILL GmbH. In principle, the KION Group aims to increase the share of women in management positions. As a technology company the KION Group faces the challenge that it has often failed to hire female engineers, as there is already a lack of female graduates in technical professions. However, it will address the topic beyond gender-specific issues with its diversity project; this was launched in November 2017 and its focus is to eliminate potential diversity-specific barriers to career development.

► Good prospects: How KION India gives technically skilled young women an opportunity – 'RESPONSE & Responsibility' Magazine

The KION Group considers itself a global supplier with intercultural expertise. This is proven by the fact that as at the end of 2017, people from 86 different countries were working for the Company. The international nature of the Group is also evident in the appointment of the Executive Board, the management committees and the national companies. Even though local management positions are held predominantly by local executives who have the best-possible understanding of local market conditions and customer interests, the KION Group seeks to fill management positions with international candidates to better meet the Company's further increasing demands. It also encourages international collaboration between employees through its KION Expat Programme, which allows employees to change to another country where the KION Group is represented.

HEALTH AND SAFETY

G4-LA6

As an employer, the KION Group is responsible for the health and safety of its employees. A dedicated action field in the KION sustainability strategy underscores the significance of occupational health and safety to the Company. It focuses on preventing accidents and occupational illnesses as far as possible, as well as safeguarding each individual's long-term capacity to work. The activities essentially include all of the Company's employees. Based on the assessments and experience of KION HSE experts, particular emphasis is placed on the areas that pose comparatively higher risks to employees' health and safety. These include the foundry, during assembly and systems installation, as well as during customer deployments where the Company has only limited scope to influence working conditions.

Over 90 per cent of the Group's employees are represented by health and safety employee committees. Virtually all (over 98 per cent) of KION employees are trained on occupational health and safety topics. Across the Company, different forms of training are used to suit requirements – with each employee receiving training at least once per year. The aim is also to ensure that every new employee receives appropriate training on their first day at work.

KION also involves its business partners, suppliers and guests in its measures. In principle, all visitors (who are not Company employees) to a KION location are firstly familiarised with safety instructions. Furthermore, suppliers working on site are audited and instructed. Safety aspects, such as the existence of a management system, are already taken into account in the supplier selection process.

The KION health, safety and environment (HSE) policy sets out the framework. Based on this Group policy, in the field of health, safety and environment the KION Group commits, among other things, to provide and maintain a safe working environment and safeguard employees from risks and accidents. The Group policy is supplemented by the operating units' and Group companies' additional guidelines. Among them, the Linde Service

Guide contains detailed regulations for employees in the sales and service organisation.

The Group-wide HSE network of experts ensures knowledge is shared within the KION HSE organisation. Once a year, those responsible for HSE at the Company's plants and sales and service units meet to discuss their projects and share experiences as well as best practices. Regular telephone conference calls further support the information exchange. Plants also have a set date on which to discuss the current accident situation.

As with the topic of environmental protection, internal communication is a critical success factor for embedding the topic of HSE within the Company and in making it part of the corporate culture. This is why KION also raises its employees' awareness of occupational health and safety topics via the HSE site on its Group-wide intranet. This gives them practical online tips that include how to go about their work safely (see also the section [Internal communication and corporate culture as critical success factors](#)).

Broad-based approach to occupational health in the Group

As at the end of the reporting year 77 per cent of employees had access to a works doctor. Over 85 per cent of employees were able to benefit from occupational health examinations. Voluntary health measures were available to 71 per cent of employees, with health training courses offered to over 71 per cent of employees. In the reporting year a system was established at the production plant in Hamburg to identify mental strain; this system does an outstanding job of recording the relevant factors. Examples of the activities in the sales and service area include the national company LMH Austria's 'Feel Well – Feel Linde' project, which aims to optimise the health rate. To achieve this, it focuses on measures to promote occupational health, illness prevention and return-to-work talks, among other things.

Besides its range of health protection seminars, the KION Group also encourages employees to engage in sporting activities. Currently, 23 reporting entities offer their employees use of a fitness facility.

Last but not least, various local measures, such as social counselling at the Aschaffenburg and Hamburg locations, support

employees and their families in the event of serious illnesses and family emergencies.

Minimum HSE standards for all units

In 2017 Group-wide minimum HSE standards were prepared that will be binding on all plants as well as on the sales and service organisation. The implementation phase is to be completed by the end of 2019. The greatest priority will be given to implementation of the top 20 measures, which derive from the scope of the mini-

mum HSE standards. By 2019 the management systems of each relevant unit are to be fully certified in accordance with OHSAS 18001 or equivalent standards. > **Table 21**

In the reporting year, nine central HSE audits (> **Table 22**) were performed within the KION Group. In addition to these there were 1,489 local internal audits and 88 external audits in the field of occupational health and safety. In addition, KION also started assessing sales and service locations with regard to their potential HSE risks (see the section **management approach to the environment**).

Occupational health & safety management system certification status

TABLE 21

	OHSAS 18001*
	Percentage certified
Plants & Administration	32%
Sales & Services	38%
Total	37%

360 locations considered
* or equivalent standard

Results of KION Group occupational health and safety audits 2012-2017

TABLE 22

	Current Audit Basis: 19 plants, initial audit for 4 plants	Current Audit Basis: 15 plants	Previous Audit Basis: 15 plants
Average result:			
Level of fulfilment of the defined audit criteria (max. 100 percent)	82%	87%	82%

> How safe is safe? Safety audits at Linde China –
'RESPONSE & Responsibility' Magazine

Clear benchmarks, concrete objectives

The KION Group gathers information on all material occupational health and safety KPIs and measures as part of its monthly reporting activities. The core benchmarks for measuring the success of its efforts in the area of occupational health and safety are its health rate and its LTIFR (Lost Time Injury Frequency Rate). In 2017 the health rate was even improved further from its already high level of 96.2 per cent * in 2016 to 96.7 per cent in the reporting year. The LTIFR improved in 2017, falling to 10.0 (2016: 14.8 *).

In the reporting year the KION Group registered 566 Lost Time Injuries, i.e. occupational accidents causing lost time of more than one working day. In addition, it recorded 1,406 minor injuries and 188 commuting accidents. It registered no fatal accidents.

In the reporting year 9,093 working days were lost within the KION Group due to occupational accidents. KION sets clear targets based on these KPIs, with the long-term target of stabilising the health rate at 96.7 per cent. The LTIFR is expected to stabilise at a value lower than 10 after the inclusion of Dematic. In this respect, the Group-wide application of the A3 methodology, HSE certification and systematic audits are to contribute towards achieving this target. Besides Group-wide activities, location-specific measures are also expected to contribute to achieving the respective targets. A regular review of interim objectives for the following three years is scheduled in fiscal year 2018.

well as environmental protection at work. In the reporting period Linde China's Tools and Cutting department in Xiamen was voted the winner in 2016. Among other things, the team submitted 28 accident-prevention proposals and also scored points with its LTIFR of zero. This means that over the course of an entire year the department had no occupational accidents resulting in the loss of at least one day – a result achieved by six other teams in the competition.

Through this competition, the KION Group once again underlines the importance of these topics to the Company. As it continues to attract a high number of entrants, it also proves that this format is effective. In 2017 another 45 teams from around the world participated in the championship, and the competition saw the reporting and implementation of 1,124 improvement measures. These range from the development of slogans and campaigns for greater occupational safety, through the safe and ergonomic organisation of the working environment, to energy-saving measures such as the use of LED lighting.

KION Safety Championship expanded to include environmental aspects

Since 2014 the KION Safety Championship has provided a further way to encourage continual engagement with occupational health and safety topics. In 2017 the planned environmental and climate protection aspects were also included in the assessment, and the competition was renamed the 'KION HSE Championship'. A jury recognises the units that have made the greatest progress in terms of HSE, based on an assessment of their performance. This covers the number and frequency of occupational accidents resulting in the loss of over one working day, the health rate, location-specific initiatives to promote health and safety as

* Excluding Dematic (acquisition in November 2016)