



Social

We take responsibility for society and for our employees. As part of that, we are committed to respecting and protecting human rights and also expect this from our business partners throughout the value chain. While we practice our social commitment to an exceptional degree at our sites, our products make a significant contribution to greater safety on railways and roads worldwide. We seek to offer all our employees an attractive working environment characterized by fair working conditions, equal opportunities and holistic personnel development.

Product and System Safety

Knorr-Bremse makes a significant contribution to safe, efficient and connected transportation based on rail and commercial vehicles. In our Rail Vehicle Systems (RVS) division, this applies to braking systems in particular as well as intelligent entrance systems, HVAC systems, energy supply systems, electronic control systems and driver assistance systems. Our Commercial Vehicle Systems (CVS) division offers not only braking and steering systems for safe transportation, but also products such as driver assistance systems, air treatment and systems for the powertrain, as well as digital and data-driven aftermarket solutions.

Our products and systems are subject to high safety requirements arising from customer requirements, legal requirements and standards, and we carefully monitor compliance with these. To this end, Knorr-Bremse makes use of extensive quality-planning, quality-assurance, and testing procedures.

Knorr-Bremse acknowledges product safety and quality in its vision, company values, and Code of Conduct. Moreover, there are separate safety and quality policies for the two divisions that the company locations must introduce. The permanent improvement of our product and system quality is a matter of major importance here. The results of regular customer satisfaction surveys in both divisions also provide us with valuable information in this regard.

Safe production and work processes are just as important for product and system quality. The zero-defect philosophy and our procedures and processes to ensure product safety are intended to help us achieve our objectives with all our products and services: increased efficiency, maximum flexibility and productivity from production to vehicle operation, maximum delivery reliability, accident prevention, and better utilization of infrastructure.

The Product Safety and Product Conformity Organizational Policy lays down the organizational framework for implementing our requirements for product safety. It documents the responsibilities and tasks in the organization. Overall responsibility for compliance with product safety and product conformity lies with the Executive Board of Knorr-Bremse AG; the Executive Board involves the companies of the RVS and CVS divisions for this. The Product Safety Committee (PSC) has to ensure that product safety and product conformity are implemented.

Regular customer satisfaction surveys

Knorr-Bremse conducts regular customer satisfaction surveys in both divisions. The results provide insights and important indications of which Knorr-Bremse services fully meet customer expectations and where we can optimize our offerings. The goal is always to offer the best products and services to support our customers in their daily business.

In 2023, Knorr-Bremse TruckServices approached over 500 distributor partners to survey their level of satisfaction in various areas such as the product portfolio, customer support, logistics and services. The Net Promoter Score (NPS) was used as a measure of customers' willingness to recommend the company to others. The survey results showed that 91% of respondents were satisfied or very satisfied overall with their collaboration with TruckServices, with a response rate of 16%. Results were benchmarked against the survey conducted in 2021 and the average score showed an overall improvement in 2023 (4.85 stars out of 6) compared to 2021 (4.73 stars out of 6). Product quality and reliability along with strong technical support continued to be major strengths highlighted by customers. Feedback from customers has been analyzed and action fields for potential improvement in selected areas have been defined.

The RVS division conducts an OE survey every two years. In 2023, over one thousand customers from 130 companies were invited to take part in the survey, with a response rate of 22%. Based on the survey results, measures were derived in areas such as communication, packaging and complaints management.

At RailServices, centrally coordinated surveys are conducted and analyzed at location level at least every two years. In addition, an evaluation and benchmark between the locations is conducted centrally on an annual basis. In 2023, 1,076 operators were approached worldwide, of which 33% took part in the survey. The strengths emphasized here were technical expertise, sustainability and the friendliness of employees, with around 95% satisfaction. Potential for improvement is developed and implemented by the locations themselves.

Integrated Management Systems Ensure the Highest Standards

Both divisions employ integrated management systems. Their processes satisfy internally defined requirements and also meet regulatory or customer requirements regarding quality assurance and environmental and health protection.

We describe and manage the product and system safety management processes using the management systems Rail Excellence (REX) and Truck Excellence (TEX)¹. The process manuals and work instructions of the management systems set out all the basic rules for the processes. We aim to ensure quality and safety at every stage of the value chain that we are in a position to influence by using various measures. This covers the development process, product validation, careful supplier selection, the Knorr-Bremse production process, and the delivery of our products. The instruments used include failure mode and effects analyses (FMEA) as well as production safety audits and product safety reviews. Furthermore, we practice supplier monitoring, separate auditing of production lines, obligatory product safety training for employees, product and field testing, and close monitoring of the relevant markets. Regular internal audits and assessments serve to verify and optimize the implementation of our process management system. In addition to worldwide monthly internal reporting to the quality organization as well as management teams and Executive Board for monitoring quality metrics, Knorr-Bremse regularly conducts regional, global, and product-specific quality reviews. The reviews and strict escalation processes ensure that potential safety-critical incidents are assessed and resolved at an early stage.

Knorr-Bremse seeks to fulfill its obligation to observe its products globally and uncover potential risks in the usage phase and, to this end, has implemented a product integrity process. The regional quality managers are responsible for active product monitoring through market observation, media research, customer complaint analysis, and checks of accident/recall databases. Potential risks in product and system safety are reported to the Group Clearing board. After the matters have been investigated, which includes performing a risk assessment, Group Clearing decides on the recommended actions and involves the PSC if necessary. If there are safety-critical incidents, the PSC decides on the final assessment and on appropriate risk prevention measures in order to ensure the safety and conformity of the marketed products and systems.

International standards form the basis of the Knorr-Bremse quality management systems. In the RVS division, these are the quality standards ISO 9001 and ISO 22163 (formerly IRIS, International Railway Industry Standard). The rail-specific requirements included in ISO 22163 are firmly anchored in the division's processes and manuals and the Knorr-Bremse production system. For the CVS division, the IATF (International Automotive Task Force) 16949 quality standard applies. In 2023, 116 Knorr-Bremse sites globally had a cer-

¹This applies to all companies with more than 50 employees in which Knorr-Bremse holds at least 50% of the shares.



New Training Lab in Suzhou teaches product knowledge and safety

The new Training Lab in Suzhou is now an important hub for training Asian rail vehicle customers. In 2023, the Chinese location (RVS) opened a new test and training center, which gives visitors a better understanding of Knorr-Bremse technology and RailServices services over an area of 200 m². There are product demonstrations and simulations of Knorr-Bremse systems, such as the innovative, intelligent air supply unit AirSupply Smart. The presentation of other systems from Knorr-Bremse that are critical to safety and business operations, such as doors and HVAC systems, is being expanded. It goes without saying that customers are also offered remote training. In this way, Knorr-Bremse can share knowledge directly from Suzhou with customers, for example the metro operator in a tier 1 Chinese city. This allows train drivers to familiarize themselves with new functions of the braking systems and enables them to act proactively and safely at all times in their work.

tified quality management system (ISO 9001, ISO 22163 or IATF 16949). To date, no Knorr-Bremse location has had a certificate revoked.

Number of certified sites with quality management systems

	2023	2022	2021
According to ISO 9001, ISO 22163 or IATF 16949	116	109	101

In order to meet supplier management quality standards, both divisions monitor and audit their supplier base. In addition to a process audit for suppliers, the RVS division uses prior information that suppliers have provided about themselves, including on quality certificates such as ISO 22163. The standard is a requirement for achieving preferred supplier status at Knorr-Bremse. In the CVS division, every supplier goes through the product safety audit and a Sourcing Board assessment.

Products for Greater Transportation Safety

Knorr-Bremse continuously develops the high level of safety and quality of its business processes and product portfolio in both divisions. On this basis, we contribute to improved traffic safety by supplying reliable, high-quality products, systems, and services.

The two divisions' product developments for higher traffic safety include our knowledge of braking systems that we have acquired over the course of decades and our in-depth expertise in driver assistance systems and forward-looking digital solutions. Here are a few current examples:

Braking Systems for Improved Transportation Capacity and Safety

ElectroAct, a digital **electromechanical brake**, is designed to contribute to a dynamic traffic flow through increased transportation capacity and efficient train operation. The system transmits the brake signal and energy electrically, rather than pneumatically, by using brake by wire. The improved braking dynamic and the associated increase in the friction brake's application and release shortens braking distances and increases route capacity.

With the latest generation of the CubeControl product, the world's most frequently installed brake control, Knorr-Bremse is again putting into use a high-quality successor technology to update a successful product. It will debut in 2024 in a fleet of Swedish high-speed trains. The enhanced CubeControl integrates multiple components in an even better way, enabling a smarter interaction of electropneumatic, mechatronic, and software technologies.

With CubeControl, Knorr-Bremse is paving the way for the innovative **Reproducible Braking Distance (RBD)** brake architecture. It supports an increase in rail-based transportation capacity with enhanced train frequencies and improved schedule stability and punctuality. A team of engineers integrates three technologies for this: a new deceleration control (DCC) technology, WheelGrip Adapt for adaptive wheel slide protection and a smart sanding system designed for adhesion management (ADM) across the entire train. Simulations have highlighted the significant potential for improved rail traffic flow.

The modular **SYNACT® family of disk brakes** ensures that heavy commercial vehicles and buses are safe for road transportation. The new, weight-reduced **SYNACT® radial brake** is tailor-made for urban buses. The 10 kg weight reduction helps with efficient vehicle operation, all while offering full performance of up to 30 kNm. With the active caliper release (ACR) equipment option, SYNACT® can achieve fuel savings of up to 1%.

Systems for Collision Avoidance and Object Recognition

In rail and road transportation, collision avoidance systems help to avoid accidents by acting as emergency braking assist systems and, on trucks, as turning assist systems. These systems are developed further for autonomous driving in commercial vehicles to enable driverless operation in the future. Knorr-Bremse supplies collision avoidance systems with sensors for recognizing surroundings and conditions that can be used in similar ways on rail and road. ProFleet Assist+ Gen 2, the turning assistant from Knorr-Bremse TruckServices and Mobileye which can be retrofitted on commercial vehicles, is one example of this. The system meets the latest financial support requirements.

In rail transport, another highlight is the obstacle detection technology from Israeli start-up Rail Vision, in which Knorr-Bremse has a stake. The driver assistance technology makes it possible to identify trains, objects, and obstacles from large distances and is also a tool in the realization of future automatic train operation (ATO). The high-performance sensor systems will be put into use on passenger trains in an initial commercial order.

Safety with Digital and Electrified Solutions

The **Digital Freight Train** represents high-performing, competitive rail transport with efficient train loading and high vehicle availability. The **Digital Automatic Coupler** (DAC, also known as FreightLink) enables automatic mechanical/pneumatic car coupling and uncoupling along with consistently reliable, trainwide power supply and data communication. With the innovative concept of the electric contact coupling – a key DAC module – smart services for speeding up processes and performing smart maintenance in the freight segment, including automated brake testing, remotely controlled hand-braking, and condition-based maintenance, for example, can also be implemented across vehicles in conjunction with the FreightControl control system.

A range of DAC tests lasting several years was launched under real-world conditions in 2023. They are being carried out as part of Europe's Rail Joint Undertaking (EU-Rail) – which is an EU research and innovation program – and DAC4EU.

Condition-based maintenance on rail vehicles means data can be generated for braking systems, entrance systems, HVAC systems, and other subsystems and immediately subjected to smart, algorithmic analysis in the cloud. This enables precise condition monitoring and resource-conserving condition-based maintenance for safety- and function-critical subsystems, which is an important tool for safe rail transport with high availability.

With key technologies such as **fully Electric Power Steering** (EPS) and **electrohydraulic AHPS** (Advanced Hybrid Power Steering), the Knorr-Bremse steering portfolio comprises solutions for automated driving in the commercial vehicle segment. Consequently, Knorr-Bremse offers solutions for electric as well as conventional vehicles. Both steering systems increase transportation safety and comfort by offering a broad range of driver assistance functions, including speed-based steering support, active lane-keeping assistance, and steering wheel return. With its power-on-demand function, EPS additionally reduces fuel consumption and carbon emissions.

Employment Conditions

A total of 33,319 employees around the world work for Knorr-Bremse and they are a key reason for our business success. To remain successful as a company, we need to be an attractive employer. This is essential in order for us to recruit the best skilled workers and managers and gain their loyalty. As a driver of innovation, Knorr-Bremse depends on highly qualified employees, professionals and junior staff.

We want satisfied employees who judge their employment conditions to be good and value an open and supportive company culture. Knorr-Bremse therefore wants to offer all employees the best possible opportunities and conditions for developing their personal capabilities in their professional environment. It is also our aspiration to protect employees' rights and ensure fair and appropriate pay. We are guided by the principles of the UN Global Compact, the UN Universal Declaration of Human Rights and the International Labour Organization (ILO) conventions relating to human rights (→ [Due Diligence Process for Human Rights](#)). The standards we set ourselves as a responsible employer are defined in the Knorr-Bremse Code of Conduct and in our Human Rights Policy. Within the Knorr-Bremse organization, these form the basis for daily interaction among employees.

The Group-wide Human Resources (HR) department plans, manages, and monitors all overarching activities regarding our employees at Knorr-Bremse. The Global Head of Human Resources bears the overall responsibility and reports regularly to the Executive Board member for Integrity, Legal, IP, Data Protection and HR. Regional HR officers are responsible for implementing the HR measures in the regions (Asia-Pacific, Europe/Africa, North America/South America). Local HR officers are guided by the requirements of the central HR department and local circumstances. We strive to maintain a continuous flow of information across the entire organization. If information on the Code of Conduct is needed, or in the event of violations thereof, employees and external partners can rely on established processes. If they have questions, they can turn to their direct supervisors, the compliance organization, the HR department or – if applicable – their Works Council. Violations of the principles of the Code of Conduct can be reported anonymously via a global whistleblower system (→ [Integrity and Compliance](#)).

A top employer for the eleventh time

Pioneering products and services are created by top-class teams. Excellent working conditions are vital to this – and Knorr-Bremse offers them. In 2023, the independent audit by the Top Employers Institute certified that Knorr-Bremse is a “Top Employer” for the eleventh time in a row. The award confirms that Knorr-Bremse boasts excellent personnel development, a high level of employee orientation and development, and above-average employer benefits. In particular, it is testimony to our above-average performance in the areas of sustainability, well-being, and digital HR. We achieved improvements in the audit with regard to employer branding and employee listening, among other areas. The 20 HR areas audited include the HR strategy, working environment, talent acquisition, personnel development, well-being, and diversity and integration.

Employee structure in 2023¹

		Worldwide	APAC	EMEA	North and South America
Total employees	Number	29,487	6,613	16,333	6,541
of whom women ²	in %	21.6	17.9	21.3	26.3
Ratio of employees on fixed-term contracts	in %	7.5	19.1	5.2	1.1
of whom women ²	in %	26.7	26.1	26.5	40
Part-time employees	in %	6.3	0.2	11	0.7
of whom women ²	in %	39.5	45.5	39.4	43.8

¹ The figures refer to employees excluding personnel leasing.

² Approx. 98% of the workforce covered.

HR Strategy 2027 will make us a preferred employer

The global HR Strategy 2027 lays out concrete specifications for the strategic action area of “People” in our company strategy, with the goal of ensuring that we are a preferred employer and thus establishing a talent pipeline of highly qualified and talented people internally and externally. To achieve this, there was a focus on active employer branding in the 2023 reporting period as well as a focus on the implementation of new leadership principles for a modern leadership culture. Other topics that were concentrated on included the development and piloting of the expert career path and the continuing digitalization of HR processes. In this context, there is the HR Connect employee platform which acts as a basis for transparent and efficient work processes. This company-wide recruitment portal is already established in talent management and a module for improved succession planning was rolled out in 2023. Furthermore, digitalized talent management processes and functions that are planned for 2024 are aimed at employee and manager development as well as the promotion of a feedback and dialog culture.

Employee Satisfaction

To analyze and influence employee satisfaction, we used the results of a Group-wide employee survey which we conduct in a detailed format every two years. In 2022, 74% of employees¹ around the world took part in the digital survey on a voluntary basis. In our follow-up analysis of the results from this seventh employee survey, we were able to identify strengths such as the employees’ high level of commitment to the

¹ All Knorr-Bremse staff incl. agency workers were invited to participate.

Global workshops as part of cultural change

Cultural change is a long journey that takes time. Both top-down and bottom-up efforts are required. The seventh employee survey (2022) was augmented by a transparent follow-up process with workshops at all locations. Around 450 managers and their teams worldwide compiled more than 3,200 measures.

Here are some of the core topics:

- **Feedback culture:** Its enhancement was a topic throughout the Group, including in Watertown, USA. Special achievements will be honored with the Excellence Award there – and in Budapest, too, in the future.
- **Team-building measures:** These ranged from family days (Lisieux, France), community dinners (Hong Kong) and volunteering in schools (Brazil), to redesigning offices (Buccinasco, Italy).
- **Career development and further training:** These topics, in which there is great interest worldwide, were discussed just as intensively in South Africa for blue collar employees as they were in Mexico (“Skill Level Program”) or in Pamplona, Spain.

Knorr-Bremse brand and their duties. Simultaneously, there are areas requiring development that should be pursued proactively, e.g., with regard to communication and career opportunities. The strengths as well as the areas requiring development both have the potential to contribute important findings for cultural transformation. Workshops were held at company locations around the world for this. The resulting action plans included items such as formats for creating speak-up and feedback cultures as well as measures for employee loyalty, particularly in the areas of family-friendly work and employee health. Furthermore, a pulse survey about the current changes underway was held in 2023 with a participation rate higher than the one for the employee survey. The survey engagement score of 71, an important indicator of workplace appeal and employee willingness to recommend their workplace, remained stable with a somewhat higher overall level of employee satisfaction.

Work-Life Balance

A good work-life balance is an important factor of employee satisfaction. We take this into account in our New Work concept, which encourages agile and collaborative working. Our comprehensive options for mobile working also contribute to a good work-life balance, as do flexible working hours and online training opportunities. Our locations implement the initiatives independently in accordance with local requirements and prevailing legal conditions. The same goes for the various options for making day-to-day life easier. They include:

- Care services for families: referrals to childcare services or nursing services for relatives as well as vacation programs for children
- Financial and social support programs for families: special grants or contributions to preventive health care and health insurance; time off in the event of illness of children or family members, maternity and paternity leave – even in countries without such statutory regulations
- Workplace health promotion: a range of health programs and facilities

All seven locations in Germany have been certified according to a berufundfamilie (“job and family”) audit. This seal of quality attests to HR policies that consider families and different stages of life and to family-friendly working conditions. Family-friendly employment conditions are also supported by a company childcare center, which was opened nearby the Munich headquarters in June 2023.

- **Social offerings:** In addition to greater appreciation in everyday working life, the focus was also on very practical, useful offerings in the family sphere (such as flexible working hours) and preventive health care. Interest in them was particularly keen among employees in Asia (Hong Kong, South Korea, Thailand). Examples include the planned establishment of an annual health check-up or psychological discussion programs.

71

This engagement score in the 2023 pulse survey underscores once again that our employees have a high level of commitment to the Knorr-Bremse brand.

Easing the Burden on Employees: Balancing Care and Career

In light of the ongoing demographic shift, the topic of long-term care is growing increasingly relevant. Providing or organizing care for relatives is a demanding task which people often have to take on unexpectedly. Relatives who provide care need the initial technical information and practical help at short notice so that they can organize themselves for the long term. Knorr-Bremse believes that supporting this care is a key matter for the company’s social benefits. Knorr-Bremse offers an important source of help through an external, specialized service provider to ease the physical and psychological burden on employees who provide care. This service, offered free of charge for employees at German locations, includes for example:

- **Digital consultation:** To address the initial, basic questions surrounding care.

Remuneration, Additional Benefits and Codetermination

Knorr-Bremse wants to be a fair employer that ensures that its employees around the world receive rates of pay in line with the market. Salaries at Knorr-Bremse should only differ on the basis of employees' qualifications and performance. We adhere to local minimum wages, but they are not relevant for the majority of the workforce due to the high level of qualifications required.

With the objectives of fair pay and international comparability of pay, we intend to assess all job profiles in accordance with a globally uniform system and compare them with reference values. This has currently been implemented for 80% of all employees (2022: 73%). A new compensation structure is being implemented in Germany in the period through to 2026. It is planned to continue offering performance-based and market-aligned remuneration through greater transparency and comparability. The core working hours will be reduced to 40 hours per week as part of it.

The more responsibility comes with a position, the higher the proportion of variable remuneration. This form of remuneration is based on the company's current success and individual targets, which are discussed and set between managers and employees during the standardized, global Staff Dialogue process (→ [Personnel Development](#)). The integration of sustainability aspects into the goals depends on the role of the employee. With effect from fiscal year 2022, there has been a remuneration system for management levels 0-2 (Executive Board, senior management, regional managing directors, heads of division). In this system, short-term variable remuneration will factor in achievement of sustainability goals (→ [Responsible Corporate Governance](#)).

In addition to pay, Knorr-Bremse offers its employees location-dependent, voluntary additional benefits, mostly in the form of financial benefits or benefits in kind. This can include assistance for employees facing special situations in their lives. In Germany, for example, this is provided by Knorr-Bremse's support association, which unbureaucratically provides financial aid to employees who are primarily facing crisis situations.

Knorr-Bremse launched the Heinz Hermann Thiele share program in September 2021. It enables eligible Knorr-Bremse employees to purchase subsidized shares in Knorr-Bremse AG each year. At the end of 2023, a total of roughly 28,200 employees in 24 countries with at least six months' employment at the Group were eligible. The employee-shareholder rate among these eligible employees is 20%.

- **Care course:** Video call for sharing theoretical and practical knowledge (maneuvers) for relatives.
- **Seminars:** Free online presentations on selected topics related to care (e.g., sources of financing for care, care-life balance, advance healthcare directives, etc.).
- **Physical visits:** Qualified nurses pay a home visit and provide individual advice on the care situation.
- **24/7 hotline:** Expert help for all questions about caring for relatives and in emergencies.
- **Conversation opportunities:** Networking with other carers to talk about their experiences.



The "Brake Blocks" are here

In the summer of 2023, the "Bremskiötchen" ("Brake Block") childcare center opened directly opposite Knorr-Bremse's headquarters in Munich. It offers qualified care for a maximum of 12 children of our employees aged between 10 months and 3 years. While Knorr-Bremse provides financial support, an external organization is responsible for the pedagogical concept and organizational matters. Particular attention was paid to an excellent staff-child ratio with only a few children per educator, as well as highly qualified educational staff and a fair parental contribution. The company's own childcare center is an important step that can help improve the work-life balance of employees at the location.

With regard to codetermination by employees and their representatives, Knorr-Bremse relies partly on direct feedback communication such as the employee survey. In addition, we are conscious of the importance of cooperation in a spirit of trust, which includes factual communication with bodies representing employees, such as the Group Works Council. We respect employees' right to freedom of association and assembly and to collective bargaining, wherever this is legally permitted and possible. The members of bodies representing employees and trade unions are treated equally in the Group and neither disadvantaged nor favored.

Employee Turnover

Knorr-Bremse strives for high employee satisfaction and to have that satisfaction reflected in a turnover rate that is as low as possible. Despite the current labor market situation in various countries where we have locations as well as the macroeconomic climate, we were able to have a positive influence on employee turnover in 2023, in terms of both general turnover as well as employee resignations. This effect can be seen in all regions and is particularly prevalent in North America. We strive to keep counteracting this development by continuously refining the measures listed here for the improvement of employment conditions. In addition, we have further expanded our recruitment processes and channels to hire new employees in a timely manner. In Germany, for example, initiatives on LinkedIn have been given a boost. For the North America region, a shared service center, including recruitment administration, was opened at our Acuña, Mexico, location in January 2023.

Turnover Rate¹

in %

	2023	2022	2021
Staff turnover worldwide ²	15.0	18.7	14.1
Staff turnover limited to employee resignations	7.4	10.4	8.7

¹ Approx. 98% of the total workforce covered.

² Definition: Number of employees leaving as a proportion of the average total workforce. Since 2022, this has taken into account all ways in which employees leave, including employees on fixed-term employment contracts.

Personnel Development

Qualified employees are a competitive advantage and a basis for the company's success. In personnel development, in addition to ongoing specialist training programs and promoting specialist skills, we also focus on developing managers. In terms of the content of the personnel development measures, we are guided both by our company objectives and by market requirements such as new job profiles influenced by the digital transformation. We systematically survey strengths and potential improvement to initiate necessary improvement processes in personnel development.

The HR process model provides the content framework for our personnel development, with two performance areas in the foreground:

- **Source**

Recruitment of new talented young employees, long-term establishment of effective employer branding, and collaborative partnerships with universities and training providers

- **Develop**

Assessment and promotion of our employees/managers, offering training programs specific to target audiences, and further development of leadership culture and leadership principles

Promoting New Management Strategies

With products like its highly autonomous driving portfolio, Knorr-Bremse is helping to shape the digitalization of mobility. The opportunities provided by digitalization change our way of thinking and certain processes, for example in discovering innovations or the development of new business models. The market environment requires an agile company and leadership culture in this regard, and we promote this culture within the Group. The online event "Digi News," which was also held in the reporting period, contributes to this. Its focus was on artificial intelligence and its integration into Knorr-Bremse's business processes. Opportunities and possible risks were discussed.

Agile leadership can be a preferred management method for determining the best solution. In addition to training in and the application of various agile methods such as SCRUM, design thinking and the canvas business model, the focus lies on conveying an agile way of thinking, the so-called agile mindset. Events like the Digital News, training courses and internal initiatives are drivers of the transformation process. In this area, Knorr-Bremse places high priority on the long-term and systematic use of new management methods. At the same time, the company also applies the management methods that have shaped its success. Our goal is to meaningfully combine classic and new approaches.

Advanced Training and Qualification Initiatives

Personnel development offers qualification and training measures tailored to the individual needs of employees, including in the areas of social skills, project and quality management, technology, and IT applications. In addition to in-person and virtual training, the self-learning tool LinkedIn Learning supplements training with around 21,000 courses on topics relevant to work. At around 9,200 users, the use rate among eligible employees increased by 31% in 2023 compared to the previous year. The users viewed 58,000 courses and spent more than 14,000 hours training while doing so.

The findings of the Staff Dialogue are relevant to the professional and personal development of employees. The annual employee appraisal results in an evaluation of performance and potential capabilities and individual written agreements on targets. We also see these as a good basis for developing training programs.

Staff Dialogue Coverage and Completion Rates

in %

	2023	2022	2021
Coverage rate ¹	78.2	76.3	78.2
Completion rate ²	91.8	92.0	90.7

¹ Coverage rate: proportion of employees who participated in the Staff Dialogue. Fluctuation is predominantly caused by the purchase of new companies (delayed system rollout) and a high proportion of new recruits in the second half of the year, as the Staff Dialogue is not held during an employee's first year. The relevant categories of people are not part of the Staff Dialogue process, though they are included in the total number of employees.

² Completion rate: proportion of employees in the Staff Dialogue who fully completed the process. The delta between the rate and 100% primarily results from employees not having yet completed the Staff Dialogue as of May 31, 2023.

Recruiting and Developing Managers and Young Professionals

In personnel development, in addition to ongoing specialist training programs and promoting specialist skills, we also focus on developing managers because good leadership is essential when it comes to maximizing the Group's performance, creativity, and long-term success. This is why we seek to recruit only the best managers throughout all age groups and to enhance their skills. We introduced five new leadership principles during the reporting period. They describe how leadership must be practiced within the company and promote open, inclusive leadership behavior, interdisciplinary cooperation, and the assumption of responsibility. Managers are called on to add value for Knorr-Bremse's various stakeholder groups through their actions at all times, and this explicitly applies to the achievement of the Knorr-Bremse sustainability targets as well.

The Leadership Feedback initiative provides important insights about the individual professional development needed by managers. In it, managers responsible for three or more employees are given feedback on the various dimensions of their leadership. Leadership Feedback is obligatory and must be conducted within a period of two years. The aim is to jointly develop measures to improve collaboration on the basis of the results, strengthen dialog between managers and employees, and establish an open feedback culture. The most recent Leadership Feedback process in 2021 achieved a completion rate of 92%, with the next global round starting in Germany in 2023 (completion rate: 87%).

In 2023, we began rolling out the planned expert career path with pilots in two organizational units. This is a career peak model that offers an equal alternative to the management career path. With the expert career path, we want to secure technical expertise, bolster excellence, entrench innovation, and ensure sustainable growth within our company. This visible recognition of expert excellence is furthermore intended to promote employee loyalty. We are planning for an initial rollout in Germany for 2024/2025 and then globally after that.

New leadership principles and behavioral anchors


Good leadership is a crucial factor in successful personnel development and the company's success. The new leadership principles are intended to inform the speak-up and feedback culture in communication. Knorr-Bremse's international management contributed to formulating the five leadership principles, which were jointly scrutinized and updated at the 2023 World Leadership Meeting. Managers at Knorr-Bremse ...

- create stakeholder value
- work as a team in a spirit of respect
- empower employees to leverage their potential
- are networked beyond their own team
- set an example as a role model.

More information about our corporate culture

→ [The big HOW at the company](#)

Knorr-Bremse has relied on local managers at its global sites from a very early stage. In combination with needs-based training and development, their familiarity with the markets and customers and their knowledge of the languages and cultures can be important factors in our success. Knorr-Bremse strives to fill vacant managerial positions internally with talented employees wherever possible. To promote leadership development and succession planning, Knorr-Bremse employs potential analysis procedures (Development Center) and Group-wide management development programs (Management Potential Groups). It also offers global and regional development programs for the purpose of training upcoming managers and young professionals in-house.

 Global Development Programs	 Regional Development Programs
<p>Management Evolution Program (MEP) As part of this 18-month program, trainees get to know three different departments, gain experience in international projects and work at a location abroad for at least six months. The personal and professional development is additionally supported by training courses, events and a mentor.</p> <p>International Management Potential Group (IMPG) Each year, this support program offers managers around the world with the potential for middle management the opportunity to develop their talents within the framework of training courses and projects, to strengthen their leadership skills and to expand their personal international network.</p>	<p>Junior Management Potential Group (JMPG) This is a support program for employees whose performance indicates that they are well suited for a (future) team leadership position.</p> <p>Engineering Development Program (EDP) This program enables college graduates of technical degree programs from the United States to continue their education for two years in the field of mechatronics through exchange programs with cross-divisional departments or with locations abroad in Mexico, for example.</p>

Training and University Programs

Looking to the future, Knorr-Bremse is training people for careers in areas that are in demand in the Group. These include industrial mechanics, machining technology, electronics, mechatronics, and IT.

Number of Trainees as of December 31



In the area of academic training, especially in the dual approach, we work closely with German and international universities. Since 2008, Knorr-Bremse has been a partner company of Baden-Wuerttemberg Cooperative State University (DHBW) Ravensburg and its satellite campus in Friedrichshafen. As part of this partnership, Knorr-Bremse offers a three-year cooperative degree program for students majoring in industrial, electrical and mechanical engineering, as well as business informatics. To retain young talent and managers, Knorr-Bremse offers programs such as the Management Evolution Program (MEP) for trainees, or career development under the aegis of the International Management Potential Group (IMPG) for upper management positions (→ [Recruiting and Developing Managers and Young Professionals](#)).

Diversity, Equal Opportunities and Inclusion

Knorr-Bremse has 33,319 employees who work at more than 100 locations in over 30 countries. We see this internationality and the diversity of our workforce as a company success factor and as a driver of creativity, innovation, and cultural competence in business partnerships. In turn, these factors are building blocks of the economic strength of Knorr-Bremse that underscore our leading position in technology and in the market. We have set out the requirements for diversity, equity, and inclusion (DEI) in our Code of Conduct and our Human Rights Policy. A fundamental principle is the equal treatment of all our employees – irrespective of gender, age, country of origin, sexual identity, state of health, religion, or beliefs. We confirmed this in 2020 by signing the Diversity Charter in Germany. Procedures for the possible detection of risks and breaches of our requirement for diversity and equal opportunities have already been established in the Group. In the event of potential discrimination regarding a fact or an action, each Knorr-Bremse subsidiary has a direct contact person who is responsible for the matter. As an alternative, employees who work at the company's sites in Germany may consult with the respective HR department (pursuant to the German General Equal Treatment Act, AGG) or the Works Council. Complaints can also be submitted using the Compliance team's general whistleblower system (→ [Integrity and Compliance](#)).

Diversity Organization Expanded

We have made progress gradually integrating DEI management into the HR and sustainability strategy. A Group-wide DEI strategy was adopted by the Executive and Supervisory Boards in late 2023 and is planned to be rolled out in 2024. The strategy defines three global focus topics for 2024: gender diversity, age and generations, and internationality. Further topics of local relevance for company locations are defined and worked on regionally in addition to the above topics.

The Diversity Office established in 2022 is responsible for the DEI strategy, directs the core measures resulting from it, and coordinates the regional activities. The Knorr-Bremse Group's Global Diversity Officer reports to HR management. We have appointed six regional diversity champions for the regional implementation of the diversity measures. They also act as points of contact for the local diversity champions. Knorr-Bremse introduced local coordinators such as these for location activities at a total of 78 selected, mostly larger company locations in 2023.

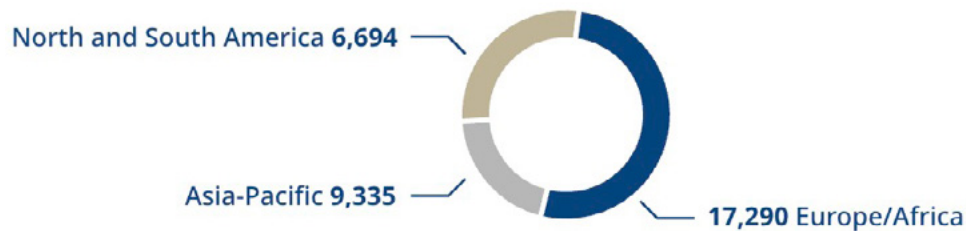
We want to strengthen a culture of diversity and active workforce commitment to the topic of DEI. To this end, we offer training, conduct campaigns, and promote exchange among employees. As part of International Women's Day 2023 and Diversity Day 2023, the Knorr-Bremse locations in Germany, India, and the USA, for example, held various themed events. There were 135 managers who participated in DEI workshops on awareness raising and strategy during the reporting period. In addition, Knorr-Bremse supports the creation of Employee Resource Groups, which are voluntary networks led by employees for the support of diversity and integration (→ [the women@KB network is becoming established throughout the Group](#)).

Promoting Cultural Diversity

As a global Group, cultural diversity is an important success factor for Knorr-Bremse. Around 83% of employees are employed at sites outside of Germany. There are 114 different nationalities employed at Knorr-Bremse globally and the share of colleagues of a foreign nationality at the company's locations is 6.5%. Top management roles in the regions are mainly filled with local colleagues (2023: 84.1%; 2022: 86.9%; 2021: 84.9%) to take local and cultural circumstances into account.

We support international communication with intercultural training, language courses, cross-location projects, and stays abroad. With locations in more than 30 countries, sending Knorr-Bremse employees abroad is a common practice. These expatriates can work abroad for a period ranging from six months to five years in the process. Knorr-Bremse provides them with support via the International Transfers team – from initial preparations for the exchange and their return through to their reintegration at their earlier workplace. In 2023, 52 employees were sent to other Knorr-Bremse locations around the world (2022: 38; 2021: 47).

Distribution of Employees Internationally as of December 31, 2023



Gender Equality

Knorr-Bremse supports gender equality and has set itself the goal of increasing the share of women in the workforce and management, supporting women’s careers more strongly, and attracting qualified women. Targets that apply globally were set for the Knorr-Bremse Group in 2022: 25% women in the workforce and 20% in management levels 1 to 4 by the end of the third quarter of 2027. The target for management levels 1 to 4 incorporates female leaders as well as female employees who are experts or specialists (without their own leadership responsibility). The share of women in management levels 1 to 4 in 2023 was 15.3% (2022: 15.2%; 2021: 14.1%). A concept was finalized in 2020 to help with the achievement of the set target. It calls for at least one female candidate in the final round of the selection procedure for applications at management levels 2 to 4. Initially defined for the German Knorr-Bremse companies, the target has applied globally since 2023. In addition, the participants in Knorr-Bremse’s development programs are planned to be at least one-third women. The trainee program MEP exceeds this target with women currently already representing 41.6% of its participants (2022: 38%; 2021: 30%)

25 %

Target: 25% share of women in the workforce and 20% at the management levels 1 to 4

Share of female employees globally¹



Share of female leaders globally^{1,2}



¹ Approx. 98% of the total workforce covered.

² Takes into account female employees with their own leadership responsibility at management levels 1 to 4 as well as under the management levels.

We want to strengthen gender equality with development programs for talented young women and female professionals. One of the Employee Resource Groups supported by Knorr-Bremse is the Women@Knorr-Bremse network, which was initially founded in Munich in 2021. It has been followed by numerous other interconnected women's networks within the Group, such as Women@Bendix (Avon, USA) and Women@Bendix Mexico Chapter (Acuña, Monterrey, and Mexico City). Groups were formed in Austria and Hungary in 2023. These networks help to consider local needs more intensively and initiate projects in a targeted way.

To strengthen the share of female junior staff in technical professions, we are working together with various initiatives and universities. The cooperation with the Technical University of Munich in the mentorING program is directed at supporting female college students in scientific and technical degree programs. Through participation in the Cross-Mentoring Munich initiative, we want to support the next generation of female managers by means of cross-company mentoring tandems.

Generation Management to Safeguard Knowledge

The average age at Knorr-Bremse in 2023 was 41.7 (2022: 41.6; 2021: 41.3) and further increased due to demographic change in industrialized nations. Our generation management is intended to offer employees of all ages the best working conditions. We are gradually creating the conditions for this, including with ergonomic workplaces, active health management, and formats for intergenerational knowledge transfer. For example, understanding and collaboration among the generations are promoted through the involvement of former employees, who, following their retirement, pass on their experience to younger employees. This usually involves specialists and managers who carry out project and consulting tasks.

The women@KB network is becoming established throughout the Group

Since it was founded in Munich in 2022, the Employee Resource Group "women@KB" has quickly expanded and is now active, in North America and with new groups in Austria, the Czech Republic and Hungary, for instance. The women's networks are a platform that enables dialog and professional development. They give our female employees more visibility and are intended to promote further training opportunities, mentoring options and sharing of experience and ideas. In addition to workshops and virtual lunches, the wide range of location-specific activities includes a mentoring program for women in Munich, for example. Experienced mentors and mentees share their knowledge in around 50 tandems per year. Women's networks also take up and tackle topics in a new way: At Bendix, for instance, a comedian discussed her specialist field, mental health in the workplace, with 60 employees.

Age structure in the Group¹

in %

	2023	2022	2021
Up to 20	1.0	1.0	1.4
21-25	5.7	5.4	5.5
26-30	10.6	11.0	11.4
31-35	15.9	16.9	17.2
36-40	16.1	15.7	15.6
41-45	14.3	13.8	13.3
46-50	12.2	11.6	11.4
51-55	10.5	9.9	10.1
56-60	8.4	9.5	9.5
over 60	5.3	5.2	4.6

¹ Share of the workforce included in the age data in 2023: around 98%.

Inclusion on the Job

People with disabilities and health-related limitations are an important part of the diverse Knorr-Bremse workforce. We have implemented inclusion measures for the particular protection and special advancement of employees with severe disabilities and health limitations. The disabled persons' delegation helps people with disabilities to find the right workplace for them, equipped according to their needs, within the Group. We maintain contact with social sponsors and organizations, and conduct activities with them as part of ongoing partnerships. The aggregate ratio of people with severe disabilities at the German sites was 4.6% in 2023 (2022: 4.6%; 2021: 4.4%).

Occupational Health and Safety

Our sustainability strategy's important objectives include providing a safe working environment and protecting and promoting employee health. We see this as a responsibility to the individual employee and as a prerequisite for the long-term success of the company. Our measures and processes encourage preventive safety and health management, medical care, ergonomic workplaces, and the avoidance of accidents at work.

The Group-wide Health, Safety and Environment (HSE) Policy, revised in 2023, defines obligations and material guidelines in the areas of occupational health and safety. The Executive Board has the overarching responsibility for these areas. The central HSE departments of the RVS and CVS divisions develop strategic guidelines and bundle all cross-location management and coordination tasks. At the company locations, the HSE professionals bring together all the activities on health and safety and support the managers in implementing them. In particular, assessing injury and accident risks from production facilities, workplaces, and work processes and initiating measures based on these are key tasks.

Occupational safety management is defined through the Group's own HSE processes and embedded in our structures. The processes and standards are geared to laws and international standards such as ISO 45001, ISO 14001, and ISO 9001. System and process audits, HSE safety audits, equipment acceptance audits, and inspections at the company locations encourage compliance with the processes. In the Rail Vehicle Systems division, 50 production and service sites around the world are certified on occupational health and safety in accordance with ISO 45001 (2022: 46; 2021: 44).

Avoiding Workplace Accidents

The goals of Knorr-Bremse are to avoid workplace accidents as much as possible and to continue to reduce the number of workplace accidents per 200,000 contractually agreed hours of work. At 0.7, this accident rate is at the same level as the previous year². Most lost-time accidents occurred when handling machinery and work equipment and resulted in bone and muscle symptoms from manual lifting, cuts, and falls. There were no fatal workplace injuries at Knorr-Bremse's locations in 2023, the same as in 2022.

To monitor safety in the workplace, we record and analyze work-related accidents at the locations and the causes of these accidents. The local HSE officers identify potential improvements as part of a continuous optimization process and implement action plans. We share the findings across the divisions within the company through continuous reviews and occupational safety reports. This supports other locations with the analysis of their local risks and with the implementation of preventive measures. The accidents and remedial measures are the subject of regular reporting to the Executive Board and management teams.

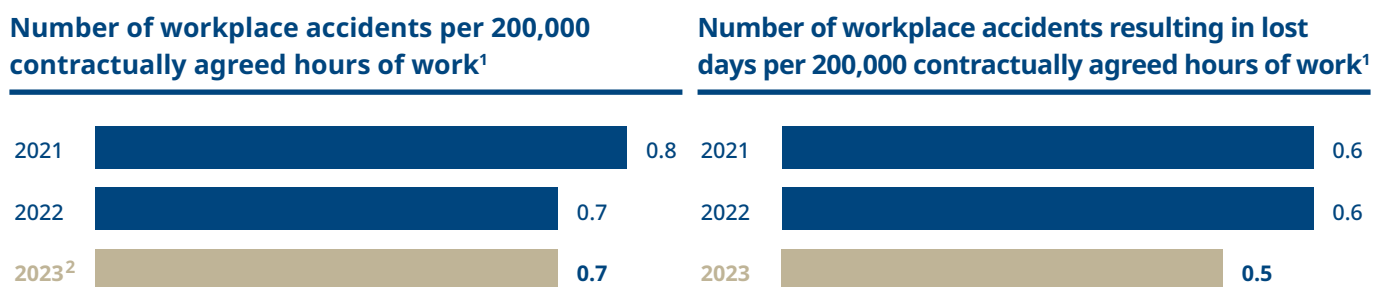


Exoskeletons: Innovation in occupational health protection

The use of supporting exoskeletons at the workplace is a relatively new topic, but modern technology can make a contribution to preventive health care. Knorr-Bremse Systèmes Ferroviaire France, Tinqueux, uses the exoskeleton to counteract postures that cause a strain on the bodies of employees in technical customer service. For example, working with your head constantly stretched upward can lead to musculoskeletal disorders. After extensive research, two models for supporting the neck were initially selected, tested by several employees, and rated good by them. Other technical customer service employees are now using the selected neck devices. Other exoskeletons, such as for the shoulder-arm system, are currently being tested. Being open to innovations and introducing them together with employees also pays off in terms of occupational health protection.

All locations are required to report major workplace accidents that are tantamount to a crisis situation to the crisis management team and the Executive Board immediately.

The following regularly recurring measures also make a contribution to safety awareness in the workforce and thus to what we consider effective prevention of accidents at work and health risks: internal training, location-specific safety activities, information campaigns, and regular meetings on occupational safety and reporting together with follow-up. In addition, the safety@work program for assessing the safety culture was launched in the CVS division in 2022. Using employee surveys and on-site audits at European production sites, the areas of management, organization, and processes were assessed with regard to their contribution to the safety culture. With the results, local action plans were able to be developed in workshops based on the potential improvements identified for the locations, and these plans are now being gradually implemented.



¹ The figure relates to all sites under operational control excluding sites with fewer than 50 employees other than production sites or service workshops. This covers around 94% of Knorr-Bremse’s employees. Data relating to temporary workers provided by a third party (e.g., “agency employees”) who work on behalf and under the control of Knorr-Bremse is included in the figures.

² Note due to rounding effect: Compared to the previous year, the key figure has improved by 8%.

Occupational Health Firmly Established

Knorr-Bremse is aware of the importance of functioning occupational health protection and offers a range of measures for disease prevention and preventive health care at its locations. For example, the “meinEAP” employee assistance program for crisis counseling has been rolled out. Employees at the German locations and their family members can make use of the offer of psychosocial support in times of work- or health-related crisis. Various internal communication channels provide information on the options, and their rates of use imply good acceptance.

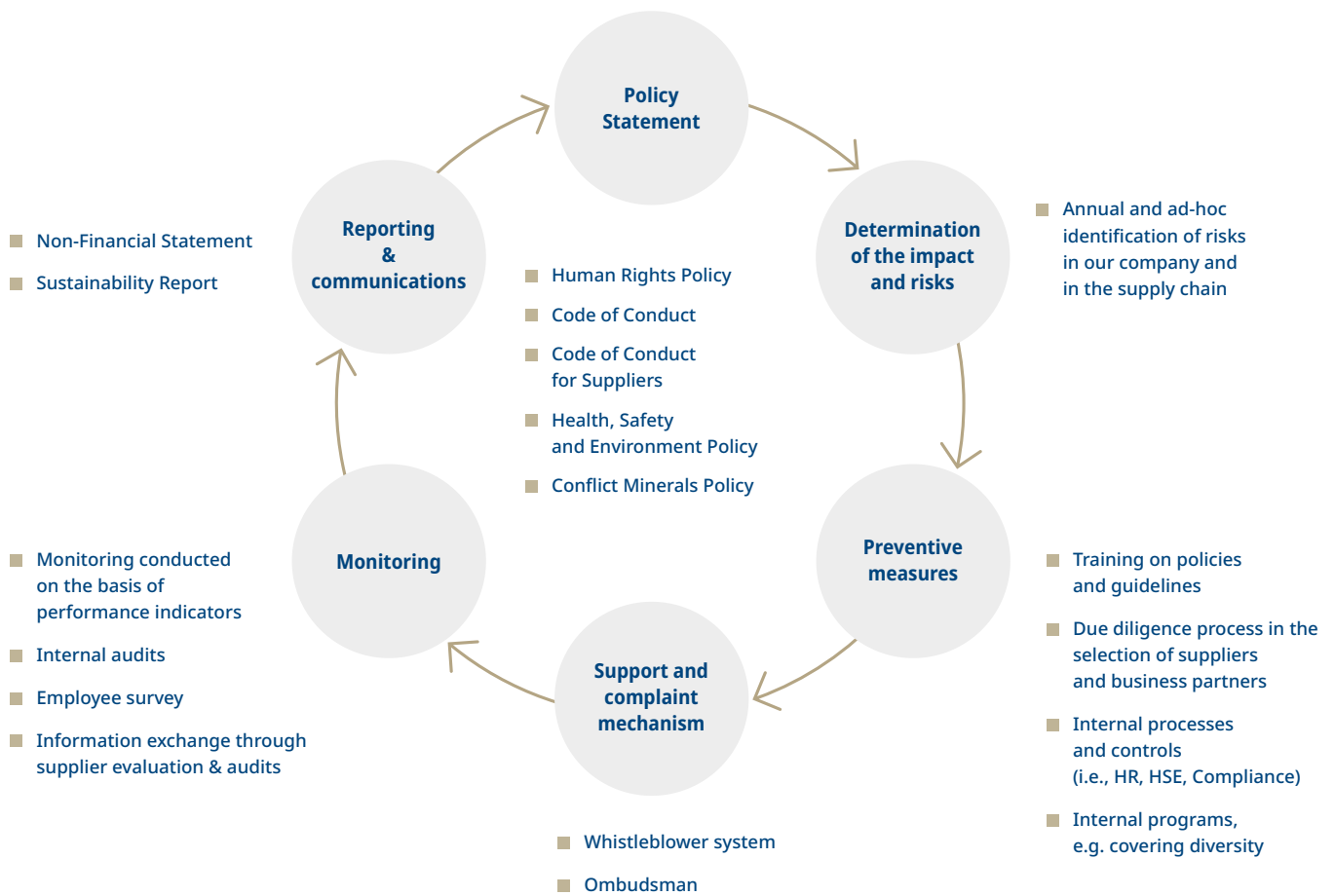
meinEAP: Boosting and Promoting Employee Health

“meinEAP” (Employee Assistance Program) is the name of an occupational health management service for employees of German locations and their family members. Those seeking help can use an external advisory service free of charge, 24/7, and anonymously if desired. It offers professional, short-term advice on health-related, professional, and personal issues. These issues could be related to work and career, personal health, or critical situations in life, for example. Managers and those in charge of company functions have access to “meinEAP-Coach” so that they know how to use meinEAP optimally in their area. The program assists them on matters such as management duties, change management activities, and coaching on work-related topics. To raise awareness, Knorr-Bremse devotes space in internal media to meinEAP, which proved itself during the pandemic in particular. Other measures to boost employee mental health include seminars and workshops on topics such as mindfulness, resilience, healthy sleeping, and healthy remote working. Psychological risk assessments are carried out and varying monthly talks are held on subjects such as depression and addiction. In the medium term, Knorr-Bremse intends to identify health management needs in a more targeted fashion.

Due Diligence Processes for Human Rights

Knorr-Bremse wants to fulfill its human rights due diligence duty along its value chain: to its own employees, to contractors and employees in the supply chain and to customers and society. To respect and protect human rights, we are systematically expanding our processes in accordance with our internal obligations, external guidelines and legal requirements. Knorr-Bremse has signed the UN Global Compact, thus also committing itself to compliance with human rights. Moreover, we are committed to respecting the relevant national legal frameworks, the International Labour Organization (ILO) conventions relating to human rights, and the UN Universal Declaration of Human Rights. We align our processes with the UN Guiding Principles on Business and Human Rights and the German Supply Chain Due Diligence Act.

Human Rights Due Diligence Processes at Knorr-Bremse



Central principles and rules for respecting human rights are set out in the Knorr-Bremse Code of Conduct, which is binding for all employees. The Human Rights Policy specifies the code's requirements and combines all human rights aspects from various internal policies. It describes how we intend to protect the human rights of everyone who directly or indirectly works for us by reducing any negative impact of our actions. The respect for human rights that the Human Rights Policy requires of suppliers and subcontractors supports and adds to corresponding requirements in Knorr-Bremse's Supplier Code of Conduct. Our [↓ Conflict Minerals Policy](#) also helps ensure compliance with our human rights due diligence obligation.

In the Knorr-Bremse organization, the Executive Board and the senior management of the subsidiaries have responsibility for risk management with regard to human rights. Following the introduction of the German Supply Chain Due Diligence Act (SCDDA), the Executive Board concretized the responsibilities for human rights risk management and delegated them to the respective departments. These include Purchasing, the HR department and the HSE department. The Compliance department monitors the operational implementation of the measures in the departments. Appointed by the Executive Board, the Human Rights Officer in the Compliance department monitors compliance with the requirements of the German Supply Chain Due Diligence Act in the Group and reports regularly on this to the Executive Board.

Determining Human Rights Risks

We are constantly working on integrating human rights due diligence even more strongly into our operating processes to minimize human rights risks and prevent negative effects from our business operations. To do so, we also use the results of the human rights risk analyses and related information on potential human rights breaches.

During the reporting period, we continued our analysis of the human rights risks in our supply chain and in our own business divisions in accordance with legal requirements. For example, we used external sources to assess the potential risks of our direct suppliers and our own sites with regard to procurement categories, country risks, site sizes, and numbers of blue-collar workers. By comparing this data with the sustainability assessments available to us at the supplier level and with countermeasures such as ISO certifications, we have been able to determine supplier risk and location risk. In Purchasing, we concentrate our follow-up efforts on suppliers whose actions we can influence due to the level of purchasing volume. We conduct the risk analysis annually and whenever required.

In the supply chain, roughly 600 suppliers were identified and, due to their risk appetite and the size of our purchasing volume of high or very high priority, asked to sign our Supplier Code of Conduct and obtain a sustainability rating. This equates to 2% of suppliers. Risks were identified in our own area of business, particularly in the field of occupational safety and also in ensuring respect for human rights at the Brazil, China, India, and Mexico sites. We are developing a Group-wide minimum wage register as a measure to protect human rights. Furthermore, work is in progress on guidelines specifying further measures to protect human rights in the field of HR.

The human rights risk analysis is included as a selection criterion by Internal Audit as part of the audits. Selected human rights are also audited on site as part of this regular audit and, in the event of complaints, remedial actions are determined.

Knorr-Bremse Human Rights Policy

The Knorr-Bremse Human Rights Policy brings together all aspects of the company's various internal guidelines. It addresses the following issues:

- Work schedules, wages, social benefits and occupational safety and health
 - Child labor, forced labor and modern slavery
 - Freedom of speech, freedom of assembly and collective bargaining
 - Equal opportunity, privacy and physical and mental stress
 - Corruption and security management
- ↓ [Human Rights Policy](#)

Reporting Human Rights Violations

Knorr-Bremse employees and external stakeholders can report information on suspected human rights breaches or complaints anonymously or choose to provide their contact details (→ [Integrity and Compliance](#)). In fiscal year 2023, no cases of child labor, forced labor or modern slavery were reported through the whistleblower system. In total, we received 112 reports (2022: 90) through our whistleblower system. 44 of these cases (2022: 29) concerned reports of discrimination and inappropriate conduct by individual employees as well as other workplace-related topics. The information was confirmed in five of these cases, with employment terminated in two of these cases. Investigations are still continuing in ten cases. The remaining 29 reports could not be confirmed.

Raising Awareness and Providing Training

Knorr-Bremse promotes awareness of human rights due diligence within the Group and along the supply chain. We engage in constant dialog on the topic with the departments. The Human Rights Officer regularly provides information to company management on realized and planned Group-wide activities in close communication with the Head of Sustainability. The Supervisory Board and Works Council are also informed about current developments on the protection of human rights and corresponding measures by Knorr-Bremse. Knorr-Bremse employees are informed about the obligation to respect human rights by the Code of Conduct and by the Human Rights Policy. The compliance management system provides support through mandatory training on the Code of Conduct. We maintain a dialog with suppliers on a wide range of sustainability topics (→ [Sustainability in the Supply Chain](#)).

In addition, we contribute to the automotive industry dialog on the National Action Plan (NAP) of the German Federal Ministry of Labor and Social Affairs. Together with other companies, politicians, civil society and NGOs, we want to develop solutions to be able to live up to the increasing requirements for protecting human rights.

Transparent Communications

We strive to continuously expand our reporting on human rights due diligence. Our annual Sustainability Report explains our activities in more detail. Furthermore, Knorr-Bremse publishes separate declarations on its website setting out its guidelines on and measures for preventing modern slavery and human trafficking in accordance with the requirements of the UK Modern Slavery Act and the Australian Modern Slavery Act.

Social Commitment

For Knorr-Bremse, business success and social responsibility belong together. For good reason: Social engagement adds value – for affected and supported individuals as well as for the business locations and the employees of Knorr-Bremse. In this context, we want to encourage our employees to take part in social projects.

Knorr-Bremse's social commitment is focused on local and global challenges, which is reflected in Knorr-Bremse Local Care and the non-profit organization Knorr-Bremse Global Care. Both initiatives carry out joint and individual projects.

 Knorr-Bremse Local Care	 Knorr-Bremse Global Care
<p>Knorr-Bremse Local Care comprises all social activities of our locations. It includes financial support to non-profit organizations and corporate volunteering projects in which employees personally take part. These activities focus on the environment, education, health, and social cohesion.</p>	<p>Knorr-Bremse Global Care consists of independent non-profit organizations in Germany, Hong Kong and the United States that fund long-term projects with extensive financial support around the world. The work is aimed at offering new prospects to people who find themselves in need through no fault of their own. Knorr-Bremse Global Care collaborates closely with partner organizations and supports their projects particularly in the areas of education and WASH (water, sanitation and hygiene).</p>

Closely integrating the sites – of which there are more than 100 in over 30 countries – is very important to us. Within the communities at our sites, Knorr-Bremse has the possibility to have a direct and indirect economic and social impact on the respective region: as an employer, as a purchaser of materials and services and with its products. Thus, we feel responsible for the community. We ensure a high impact from our local engagement activities because of the long-term integration of our sites and their local cultural knowledge. In addition, this increases employees' identification with Knorr-Bremse as well as the reputation of the company in the respective community.

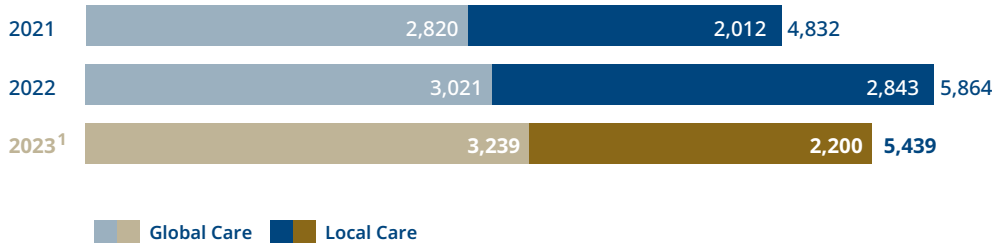
In 2023, the Knorr-Bremse Group donated €5.4 million for social causes via Local Care and Global Care. Knorr-Bremse Global Care received around 60% of this support.

5.4 € million

was donated to social causes by the Knorr-Bremse Group in 2023 through Global Care and Local Care

Donation Volume

in € thousand



¹ Whereof € 500 thousand is attributable to sponsoring.

Local Care: Engagement in the Local Communities

Local Care organizes and financially supports a broad range of social activities that improve the lives of people who live in proximity to our company sites. These activities range from financial support of non-profit organizations to corporate volunteering projects with the personal involvement of employees.

Primary funding areas of the Local Care Commitment are projects in the fields of the environment, health, education, and social cohesion. The instruments used to implement Local Care measures include:

- Voluntary monetary donations for charitable causes
- Corporate volunteering projects: Knorr-Bremse exempts employees from working hours to support non-profit organizations
- The Get-Involved Initiative: Donations are made to private volunteer activities performed by employees for non-profit organizations and projects
- Financial donation programs: Knorr-Bremse matches the donations of its employees or contributes an amount significantly more than the original donation

In 2023, more than 450 Local Care projects were conducted on every continent of the world. More than 900 employees actively participated in social projects in 2023. Our magazine article → [With hearts and hands: Social commitment at Knorr-Bremse's sites](#) reports on selected Local Care projects and the motivation of employees to volunteer.



Granville, Australia |  Education

Personal development program

Knorr-Bremse Australia Pty. Ltd.

The Reach Foundation, a non-profit youth organization in Australia, runs personal development workshops for young people. Knorr-Bremse supports the Reach Crew Development Program financially. This training aims to improve young people's communication skills, strengthen their emotional resilience and build a sense of social belonging. The crew members who have completed this training visit schools and communities to pass on their knowledge to young people there – an important impetus that can help the youngsters develop into stable, confident and reflective personalities.

Daxing, China |  Social Cohesion

Excursion to the adventure farm

Knorr-Bremse CARS LD Vehicle Brake Disc Manufacturing (Beijing) Co. Ltd.

Employees at Knorr-Bremse's Daxing location regularly get involved in social projects. In the fall of 2023, eight employees' families with five autistic children, their families and teachers visited an adventure farm. The relaxed get-together broke the ice, after which the group first visited the Tropical Botanical Garden. They then went to the zoo, the most popular part of the program: Feeding the ostriches, llamas and rabbits made the children's day. The excursion was a welcome break from the stresses of everyday life, especially for the invited families.

Itupeva, Brasil |  Environment

Fostering wildlife protection

Knorr-Bremse Sistemas para Veículos Ferroviários Ltda. and Knorr-Bremse Sistemas para Veículos Comerciais Brasil Ltda. .

Knorr-Bremse's rurally located plant in Itupeva has recorded numerous invasions by wild animals over the years. To ensure the safety and well-being of employees and wildlife alike, Knorr-Bremse Brazil entered into a partnership with the non-governmental organization Mata Ciliar a few years ago. The NGO runs a rehabilitation facility for wild animals near Itupeva, where Knorr-Bremse Brazil has become the sponsor of two ocelots named Ro and Fer (Truck and Rail in Portuguese). Knorr-Bremse Brazil also provided financial support for construction of a new rehabilitation compound for small wild cats.



Sival Moreira and
Ariane Semensato
HSE Supervisor and
HR Analyst

"We are very happy about our environmental project, because our region is full of ecological wealth and great biodiversity. We were able to express our respect with the symbolic adoption of the ocelots Ro and Fer and the donation for the construction of a rehabilitation enclosure."

Suzhou, China |  Social Cohesion

Community service activities in Suzhou

Knorr-Bremse Commercial Vehicle Systems (Shanghai) Co. Ltd. and Knorr-Bremse Systems for Rail Vehicles (Suzhou) Co. Ltd.

In 2021, Knorr-Bremse China (RVS and CVS) and the Suzhou New District administrative authorities signed a long-term agreement to promote public welfare. The initiative covers a wide range of activities, including support for educational offerings, cultural tours and assistance for physically or socio-economically disadvantaged people. The program also includes leisure offerings. One highlight in 2023 was the "Our Festival-Chongyang" on the occasion of the Chinese holiday dedicated to the elderly. Knorr-Bremse employees were also involved as volunteers.



Joyce Liu
Manager Corporate
Communication

"We support the 'Our Festival Chongyang' event, which honors the elderly. This fits perfectly with our commitment to social cohesion in our local community, which we see as part of Knorr-Bremse's social responsibility."

Chachoengsao, Thailand |  Education

School equipment for better learning conditions

Knorr-Bremse Commercial Vehicle Systems (Thailand) Ltd.

Many schools in Chachoengsao Province, where Knorr-Bremse's Thai branch is based, have only limited financial resources. Knorr-Bremse employees have therefore launched a donation program. They want to improve the quality of local education and give students in the area a better future. Thanks to the financial aid from Knorr-Bremse CVS Thailand and the commitment of our colleagues, two local schools have been provided with fans, sports equipment and toys to promote learning and development. Nearly 200 pupils benefit from the new purchases.

Pune, India |  Education

School renovation for a better learning environment

Knorr-Bremse Technology Center India Private Limited

Knorr-Bremse wants to make a contribution to establishing a solid educational infrastructure in India. As part of the move to create the “ideal school,” the premises of the Swami Vivekananda School in Aasde, Pune, were renovated and equipped with modern facilities. Knorr-Bremse provided funding for that. Laboratories and rooms for various subject areas were set up for the pupils: agriculture, computers, home economics and crafts, zoology and botany, electronics as well as sports and music. In addition, the sanitary facilities were renovated and the drinking water supply modernized.

Faridabad, India |  Environment

Restoration of a pond

Knorr-Bremse India Private Limited

Knorr-Bremse India has implemented the Baghola Pond Rejuvenation project to regenerate the degraded pond ecosystem. Local Care supported the project financially that was successfully completed in 2023. The tasks in the project included desilting of the pond to increase its water storage capacity, installation of a filtration system and a biological treatment plant, as well as an improved drainage system. A fence was also erected around the pond area. Approximately 6,000 villagers benefit from the project. A Village Development Committee (VDC) was founded to protect the water area in the future and its members were given related training.



Rupali Agarwal
CSR Manager

“It is impressive to see what a great asset the rejuvenated pond is for the community of Baghola. The body of water with its flora and fauna is adding socio-economic and ecological value to improve the overall quality of life.”

Pretoria, South Africa |  Social Cohesion

Residential home for people with mental disabilities supported

Semiconductor Solutions (Pty) Ltd

The organization Ons Huis Trust provides accommodation for mentally handicapped adults in Pretoria. Due to their social and mental condition, these people are unable to find work in the private sector and are permanently dependent on financial support. However, they are able to perform simple tasks, such as household chores, under supervision and with help and guidance. Knorr-Bremse has been supporting the organization financially for some time. In addition, on Nelson Mandela International Day 2023, Knorr-Bremse employees visited the home and brought variety into the everyday lives of themselves and the residents alike with a joint meal and games.

Acuña, Mexico |  Education

STEM event for future employees

Bendix Commercial Vehicle Systems de Mexico S.A. de C.V.

80 children of Bendix employees were guests at a STEM event in Acuña. The kids, aged between eight and 18, were given the opportunity to get to know their parents' working environment and learn more about truck braking systems and the company. Maybe the insights kindled an interest among them in pursuing a technical profession or studying engineering? The young people took part in various activities in four age-appropriate teams. In addition to a tour of the plant, they were able to gather technical impressions. For example, they checked out how the braking system works and watched product tests and quality audits. The robot and programming workshop was a special highlight.

Westminster, US |  Social Cohesion

New youth center set up

Knorr Brake Company

The Boys & Girls Clubs of Carroll County provide a safe, productive and active environment for youngsters after school and during the summer – an important mission given the rise of mental health impairments among adolescents. The Boys & Girls Club expanded its youth work to the North Carroll area in 2023. Employees from Knorr-Bremse offered to provide support with handicraft activities as part of the Volunteer Days in September 2023 so that the new clubhouse could open on time. The tasks accomplished included painting work throughout the building, furnishing, varnishing furniture, as well as setting up an art room and IT equipment.



Michelle Miller
Engineering Technical Writer

“I always jump at the chance to volunteer for the Boys and Girls Club of Carroll County. They are an amazing organization, and this new expansion to the North Carroll area will significantly increase its impact on the youth in our community.”

Avon, US |  Environment

Clean-up event at Lake Erie

Bendix Commercial Vehicle Systems LLC

Employees from Bendix' headquarters in Avon took part in a clean-up event at Lake Erie's Edgewater Beach in 2023. The lake is close to the location. Equipped with tongs, the volunteers picked up countless items of garbage over a weekend. The non-profit organization Drink Local Drink Tap has conducted well over 100 cleanup campaigns with volunteers in neighborhoods around and on the beaches of Lake Erie since 2010. These are important actions that contribute to preserving biodiversity and the ecosystem's balance.

Avon, US |  Social Cohesion

Volunteering to build social housing

Bendix Commercial Vehicle Systems LLC

More than 200 Bendix employees lent a strong helping hand in Avon in mid-2023 to build two houses for families in need in Ohio. The construction projects were realized in collaboration with two local Habitat for Humanity Ohio affiliates and Help Build Hope. After the frame had been built, the volunteers from Bendix inscribed the beams and walls with well wishes. The finished houses were then loaded and donated to be erected at the designated sites in Ohio. Bendix bought the wood for both houses and also provided a grant for the roof fund, as well as transportation. Over the past few years, a total of 15 houses have been completed, something the volunteers can be truly proud of.

Florence, Italy |  Social Cohesion

Handiwork on a campsite for the socially disadvantaged

Knorr-Bremse Rail Systems Italia S.r.l.

The non-profit organization Caritas runs a campsite in Tuscany. Since mid-June 2023, it has taken in children from difficult family backgrounds and refugees from Ukraine and other countries. In one day, 125 Knorr-Bremse employees cleaned the bungalows and green areas, helped build new facilities and planted trees. In addition, building materials and cleaning equipment were donated.

Lund, Sweden |  Social Cohesion

Sports participation for young people

Knorr-Bremse Nordic Rail Services AB

Knorr-Bremse provides financial support to families at the Lund location so that their children can take part in sports and leisure activities. In 2023, the aid reached a total of 19 girls and boys between the ages of 7 and 16. The activities supported included membership in a swimming club, basketball, art and soccer training, along with the equipment.

Melksham, UK |  Environment

Natural garden opened on campus

Knorr-Bremse Rail Systems UK

The Knorr-Bremse location in Melksham celebrated the inauguration of its natural garden “KBee’s Retreat” on Knorr Day in June 2023. Dedicated employees were actively involved in the landscaping, helping to plant lavender and build insect hotels, among other activities. The garden not only serves as a new habitat for small animals and insects, but also offers employees a place to socialize and to rest.

Stráž nad Nisou, Czech Republic |  Social Cohesion

Community center kept in good repair

Knorr-Bremse Systémy pro užitkovú vozidla ČR, s.r.o.

In May 2023, Knorr-Bremse employees performed various handicraft activities in the Konopná community center as part of the “We Help to Help” charity campaign. As a place where all generations can come together, the center offers meeting rooms, a community café and a garden to relax in. Among other things, there is also a lecture room for educational events and social services for young people and adults in crisis situations. The Knorr-Bremse team provided support with masonry work in the garden, as well as with sanding and painting.

Liberec, Czech Republic |  Environment

Environmental project builds dams and cohesion

Knorr-Bremse Business Services Europe

Knorr-Bremse Business Services Europe introduced a Volunteer Day in 2023. Each and every employee is entitled to one paid working day – away from the office – supporting a volunteer project initiated by Knorr-Bremse. The inaugural project centered around the environment: the restoration of peat bogs in the Jizera Mountains, a forested area near Liberec. One fall day last October, 35 employees built small dams at drainage channels to retain the water and restore small ponds for insects and amphibians. Our Czech colleagues transported a total of 500 slats (10 tons of wood) to the moorland to build the dams. The Volunteer Day also proved to be a kind of interdepartmental team-building project.



Vojtech Stejskal
Corporate Responsibility
Specialist

“The restoration of degraded peat bogs is work that promotes sustainability in the truest sense: It helps nature, reduces evaporation and combats climate change.”

Kraków, Poland |  Health

Running for a good cause

Knorr-Bremse Systemy Kolejowe Polska Sp. z o.o

20 Knorr-Bremse employees took part in the Poland Business Run 2023 in Kraków. Each runner in a 5-strong relay team covers the distance for a good cause. The money for the entry fees and additional donations from Knorr-Bremse benefited people with amputations, including mastectomies, and with mobility impairments. Among other things, the money raised went toward prosthetic devices, wheelchairs and stays in rehabilitation facilities.

Munich, Germany |  Education

Resume training for a successful career start

Knorr-Bremse AG, Knorr-Bremse Systeme für Schienenfahrzeuge GmbH and Knorr-Bremse Systeme für Nutzfahrzeuge GmbH

The “Gastro Academy” is a qualification program run by “Über den Tellerrand kochen München e.V.,” a non-profit association that is supported financially by Knorr-Bremse Global Care. Participants receive theoretical and practical training to prepare them for work in the catering industry and receive support with bureaucratic matters. Local Care provided support as part of the program’s “Resume training” module: Eight Knorr-Bremse employees sat down with nine refugees from Afghanistan, Syria, Nigeria, Yemen and Senegal on a Volunteer Day to compile their resumes. The effort is paying off: Several of the participants now have a job in catering.



Katja Lamberty
Corporate Sustainability
Specialist

“Knorr-Bremse employees worked with refugees from a wide range of backgrounds to create resumes for them in preparation for working in the catering industry. That is an important step towards social participation for these people and I am very pleased to be able to support them.”

Mödling, Austria |  Social Cohesion

Vacation week for youngsters in need and refugee minors

Knorr-Bremse GmbH

As part of its volunteering initiative, Knorr-Bremse Mödling supported the tralalobe association, which looks after socially disadvantaged children and unaccompanied refugee minors. Thanks to the commitment of a Knorr-Bremse employee who works as a volunteer for the association, it was possible to organize a vacation week with a wide range of sports activities for the young people in its care. Swimming lessons in small groups were particularly important for the participants, some of whom were traumatized after fleeing by sea. The eventful week provided the youngsters with the basis for strengthening their confidence and for coping better with everyday challenges.



Monika Tröscher
HR Business Partner

“I am always delighted when we can give young refugees a few carefree days with community sporting activities.”

Budapest, Hungary |  Education

Robotics Club program for budding STEM enthusiasts

Knorr-Bremse Rail Systems Budapest

In 2023, Knorr-Bremse Budapest focused its Local Care activities on the STEM disciplines (science, technology, engineering and math). The aim is to get children interested in practical scientific topics at an early age and encourage them to think critically and analytically. One flagship project is the “Robotics Club ’23,” which was initiated by György Tarnai, a team leader in Electronics Development at Knorr-Bremse. Knorr-Bremse supports schools with programmable robots and a comprehensive curriculum using a program he himself developed. Three further schools established a Robotics Club in 2023. So far, the program has helped familiarize 250 students with the world of computer science and programming.

Kecskemét, Hungary |  Education

Road safety training as a theater play

Knorr-Bremse Fékrendszerek Kft.

The municipality of Kecskemét and the police authority of Bács-Kiskun County have implemented an exciting way to convey the issue of road safety to young people. They developed an interactive theater program to raise awareness of dangerous traffic situations among school students in Kecskemét. The content of the individual acts is based on true events and deals, for example, with how pedestrians become careless when their attention is distracted by media. The young audience discusses the scenes they have seen with the police. Around 900 school students took part in the event, which is supported financially by Knorr-Bremse.



Szilvia Varga-Papp
HR Manager

“I’m proud to support the road safety training program in Kecskemét, where interactive theater engages young minds on the importance of safe road behavior. This initiative, backed by the municipality and the police authority, has already reached 900 students.”

We select and implement Local Care projects based on the Local Care donation guidelines. These guidelines set goals and benchmarks, define support areas and criteria, and provide transparency about the donation process with the help of organizational specifications and approval requirements.

Many Knorr-Bremse locations have appointed a Local Care officer, who coordinates and assumes responsibility for Local Care activities. Every location plans the selection, financing and oversight of its Local Care projects on its own and allocates its own budget for social purposes. We believe that this local focus facilitates efficient, sustainable and successful project management. This commitment is acknowledged. One example is the accolade bestowed on Knorr-Bremse Rail Systems Budapest, Hungary, in 2023: The robotics workshop program for schoolchildren received the CSR Hungary Award and the “Doing Good – CSR Award” in two categories.

Global Care: Worldwide Engagement

Knorr-Bremse Global Care is a globally active non-profit organization set up by Knorr-Bremse employees. The main objective of Knorr-Bremse Global Care is to promote the independence and autonomy of people who find themselves in need through no fault of their own and to support high-impact projects. Through targeted long-term project partnerships, the organization strives to contribute to structurally relevant and far-reaching changes in society. Knorr-Bremse Global Care has identified education and WASH (water, sanitation and hygiene) as areas for its support and aligned its specific targets with the subgoals of SDG 4 and 6 of the United Nations.



SDG 4: Quality Education

SDG 4 is aimed at ensuring quality, lifelong education for all. Knorr-Bremse Global Care supports medium- and long-term education projects. We focus our support on vocational training and related qualifications because we see great leverage for creating prospects for marginalized people in it. In alignment with SDG targets 4.3 and 4.4, we contribute to reducing unemployment among young people through projects that provide vocational training and job-related skills or to help individuals find a career path.

Examples of activities in 2023:

- Global scaling of the Safe-Hub concept with our strategic partner AMANDLA (→ [More about the project](#))
- Project “Brazil Women Entrepreneurs” with the Instituto Anchieta Grajaú (IAG), São Paulo (→ [More about the project](#))



SDG 6: Clean Water and Sanitation

SDG 6 is aimed at ensuring the availability and sustainable management of water and sanitation for all. Clean water and improved hygiene can protect communities from disease and create a stronger foundation for individual, educational and developmental opportunities. The WASH engagement of Knorr-Bremse Global Care is geared toward lowering morbidity and mortality rates related to water-borne illnesses. One main goal of Knorr-Bremse Global Care is to decrease the rate of children younger than five who die of water-borne illnesses. WASH-related activities include providing access to safe drinking water as well as sanitary and hygiene improvements, which contribute to SDG targets 6.1 and SDG 6.2. We also want to involve the communities through training courses and jobs.

Examples of activities in 2023:

- WASH project in Ethiopia with Norwegian Church Aid → [More about the project](#)

Since its founding in 2005, Knorr-Bremse Global Care has worked with partner organizations to improve the lives of more than 1 million people. In total, more than €32 million in funding was made available for this purpose. In 2023, Knorr-Bremse Global Care supported 53 projects around the world and invested about €3.18 million in them. 109,160 people benefited from the supported projects.

A majority of Knorr-Bremse Global Care projects are realized in countries where the Group operates locations. As a result, we can remain in direct contact with the projects we are supporting with the help of Knorr-Bremse employees. 74% of the funds from Knorr-Bremse Global Care in 2023 went to projects in countries where the Knorr-Bremse Group has locations. Our goal is to sensitize our colleagues about social engagement and encourage them to take action themselves. In addition, the organization funds development projects in ten further countries: Ethiopia, Ghana, Cambodia, Kenya, Colombia, Myanmar, Peru, Sri Lanka, Tanzania and Ukraine.

Brazil: Entrepreneurship training for women

Access to high-quality education remains a challenge for many individuals worldwide, particularly amidst a backdrop of socio-economic disparities that disproportionately affect women and youth. As these marginalized groups rarely have the necessary financial resources, they face obstacles in their search for educational opportunities. Knorr-Bremse Global Care therefore entered into a close partnership in 2016 with the NGO Instituto Anchieta Grajaú (named after the homonymous neighborhood in São Paulo). It has been actively working since 1994 to address social issues. Since 2021, Knorr-Bremse Global Care has been

Knorr-Bremse consists of the non-profit association located in Munich, Germany, and the two independent regional organizations Knorr-Bremse Global Care North America Inc. in the United States and Knorr-Bremse Global Care Asia Pacific Ltd. based in Hong Kong. The Munich-based association is supported by Knorr-Bremse companies in Europe and employee donations. It benefits from the effort and commitment of its members and employees of the Group. The holding companies in Hong Kong and the United States financially support their own Global Care organizations and, where possible, provide personnel support from local business locations. All Knorr-Bremse Global Care units work closely with local partner organizations. Our partners carry out local projects in an efficient, impact-driven manner. They work with needs-based approaches and provide transparent documentation. We engage with local communities within the projects to ensure that the activities are useful and sustainable. Joint impact goals are set and pursued during every project. Occasionally, our members or employees act as mentors to the project and, in addition to their personal support, also offer professional expertise. These structures allow us to support partner organizations and projects even beyond funding.

Knorr-Bremse Global Care effectively achieves its aspiration of having a high impact while working in strategic partnerships. These partnerships also strengthen project partners, enabling them to plan and work on a long-term basis. Identification with our projects also grows, both among Knorr-Bremse employees and in the communities surrounding the company's locations. Strategic partnerships with proven partners also improve impact measurement. Accompanying evaluation studies allow us to continuously measure the results of our activities, derive new insights and adapt the targeted use of resources accordingly. This gives us an effective lever for improving the lives of disadvantaged people over the long term with the more efficient use of resources.

As an example of this commitment, Safe-Hub Global gGmbH was established in mid-2021 by Knorr-Bremse Global Care and the non-profit organization AMANDLA. The non-profit organization has a vision of a world in which all young people have fair opportunities to lead a self-determined life and can freely develop their potential regardless of origin, faith or gender. We are jointly designing and scaling one of the world's highest-impact youth and community development projects in the shape of what are known as "Safe-Hubs" (→ [Safe-Hub: Using the Power of Sport and Education to Support Young People](#)). Each Safe-Hub is a community-based education and sports center for children and young people. The collective brings together a wide

funding the "Women Entrepreneurs Project" in collaboration with the NGO ContBem and the Instituto Anchieta Grajaú. This project focuses on providing women who are economically and socially disadvantaged with entrepreneurial training. By teaching them basic entrepreneurial and financial skills, the goal is to promote their economic independence and enable them to start their own small business. 149 women have successfully completed the program since 2021, thus demonstrating tangible progress towards economic self-sufficiency and breaking the cycle of poverty within their communities.

74 %

of the funds from Knorr-Bremse Global Care in 2023 went to projects in countries the Knorr-Bremse Group has locations in.

Ethiopia: WASH project with a sustainable impact

In the Ethiopian district of South Ari, around two-thirds of the population have no access to clean water. Knorr-Bremse Global Care wants to improve the situation of the local people and is supporting a WASH project to provide more than 13,500 people in the South Ari Woreda region with access to an adequate water supply, sanitation and hygiene. Local government health and water agencies are actively involved in planning the project so that it can be put on long-term footing at the community level, i.e. with water user associations. The project is being implemented by Action For Development and Norwegian Church Aid. Plans include the development of two drinking water supply sources and the establishment of a water management system.

range of players from the fields of education, employability and psychosocial support, among others, all with the aim of providing holistic support for young people. Ten Safe-Hubs are now being run in South Africa. Further important scaling milestones were achieved globally in 2023: In Berlin, an artificial turf pitch was built and inaugurated for the pedagogical youth sports program, and in Philadelphia, USA, and Delhi, India, the programs are already running successfully at schools or public places with steadily increasing numbers of participants. Last year alone, the project reached around 60,000 young people worldwide.

The schools are to be fitted with sanitary facilities. Trained multipliers such as health advisors or teachers impart basic knowledge about hygiene to the population. The objective is also to raise public awareness about issues such as family planning and sanitary facilities.

You'll find more information about the work of Global Care at [↗ Knorr-Bremse Global Care](#).