

Build on formwork expertise

# Sustainability report

04/2011 en

Doka Division 2008 – 2010



[www.doka.com](http://www.doka.com)

**doka**  
The Formwork Experts



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# 1. Foreword – a business run both successfully and responsibly

## Dear Readers;

As a company with strong regional roots and a heritage reaching back over more than 50 years, the Doka Division has always been keen to harmonise its environmental and social responsibilities with its business imperatives. This is a corporate culture which is very much shaped by sustainable business practices, and which both Management and staff all accept and understand as the mandatory 'backdrop' to all that they do in practice. Organic growth is thus an integrating attribute of our Corporate Policy. Strategic investments aimed at delivering sustained gains in efficiency at all levels combine with our financial strength to provide a solid foundation for long-term economic success.

## New challenges in a changed market environment

The collapse in construction output caused by the global financial and economic crisis has also left its mark on the Doka Division, of course. After years of uninterrupted growth and successful internationalisation, in 2009 we suffered a pronounced drop in turnover. We were very quick to adapt our processes and structures to this new and different set of conditions, and this helped us to weather the crisis much better than our competitors. By redoubling our sales efforts, we have even managed to expand our market share still further in many of our markets. We are determined to stay on this successful track as we deal with today's still difficult market conditions. Among the key prerequisites for achieving this are careful cost management, and strategic enterprise management that is oriented towards clearly defined long-term goals.

## Our employees – a crucial factor behind our success

For us in the Doka Division, the motivation and the professional and social skills of our people are a "make-or-break" success factor and an essential precondition for building partnership-oriented client relationships. This is why we have made systematical initial and continuing training of our employees, and the "Facilitate and Challenge" principle, the central pillars of our strategic personnel development effort. As well as this, our "continuous improvement process" enables our people to play an active, self-responsible role in the development of the company. This sustainability-oriented approach to personnel management is mirrored in our employees' strong identification with the Doka Division, and in our unusually low staff turnover rate. In the Leadership Principles which we published in 2008, we laid down binding rules for all employees, which foster a climate of constructive teamworking and thus lastingly strengthen mutual trust within the workforce.

## Sustainability-oriented and resource-optimised

With its annual consumption of several 100,000 m<sup>3</sup> of sawn timber and wood-based materials, the Doka Division is one of the biggest timber-processing operations in Austria. For many decades now, Doka has actively lived out a responsible approach to the use of timber, a resource which it sources primarily from sustainable forestry, as a central "plank" in its commitment towards the ecological and social environment within which it operates. This unequivocal commitment is also evidenced by the fact that in 2009 the Doka Division was certified by the internationally recognised rules of the "Programme for the Endorsement of Forest Certification" (PEFC). Rigorous compliance with all environmental regulations and continual optimisation of our energy and resource consumption also take top priority in all our other production processes. This is underlined by our well-chosen investments in resource-efficient production technologies, and by the optimised use that we make of resources in all areas of production. In 2010, our environmental management system was certified to ISO 14001, sending a powerful signal both within and outside the company.

## Efficient goods logistics for lower CO<sub>2</sub> emissions

Formwork technology is a high-volume business. Given our high (over 90 %) export ratio, and the fact that we have more than 140 worldwide sales and logistics locations to keep supplied, efficient goods logistics is extremely important to us. In view of the increase in freight volumes, the Doka Division took a deliberate decision to switch more of its freight traffic onto goods trains and cargo vessels, thereby making a significant contribution towards cutting greenhouse-gas emissions. This structural shift can clearly be seen in a comparative breakdown of the modes of transport used. In 2003, 92 % of shipments were sent by truck and just 8 % in containers. Six years later, there was already a marked shift towards rail and ship, with an almost five-fold increase in the number of container shipments. In 2009, a high-capacity container terminal was put into service at the Amstetten facility, reinforcing this trend still further. This sustainability-oriented logistics concept was the winner of the 2009 Mobility Prize.

## Long product lifecycles – a win-win-situation

All developmental and production steps are rigorously geared to a single overriding objective: manufacturing top-quality products that give our customers measurable added value and that have a longer-than-average service life. The long service life of Doka products results from our broad approach to sustainability, which insists on making efficient use of resources not just during production, but also for as long as possible thereafter. In this first reporting period we also invested heavily in the development of new formwork systems, thereby mak-



ing an important contribution towards greater efficiency, safety and ergonomically improved working conditions on construction sites.

**A clear pledge for the future**

In the Doka Division's sustainability report, we should like to give you a comprehensive insight into our broad-ranging activities in the field of sustainability management. Over the past few years, we have invested a great deal in optimising all areas of our business, and are proud of our employees, who have contributed so much towards making these improvements possible. At the same time, these successes are an important spur for us to continue building on our pioneering role as a sustainability-oriented enterprise in the formwork sector. A conscientious approach to the running of our business is

an obligation to which the Management and workforce of the Doka Division are both completely committed. It is my pleasure to present to you this first-ever Doka Division sustainability report.

A handwritten signature in black ink, appearing to read 'Kurzmann J.', written in a cursive style.

Yours sincerely,  
Josef Kurzmann  
CEO, Doka Division

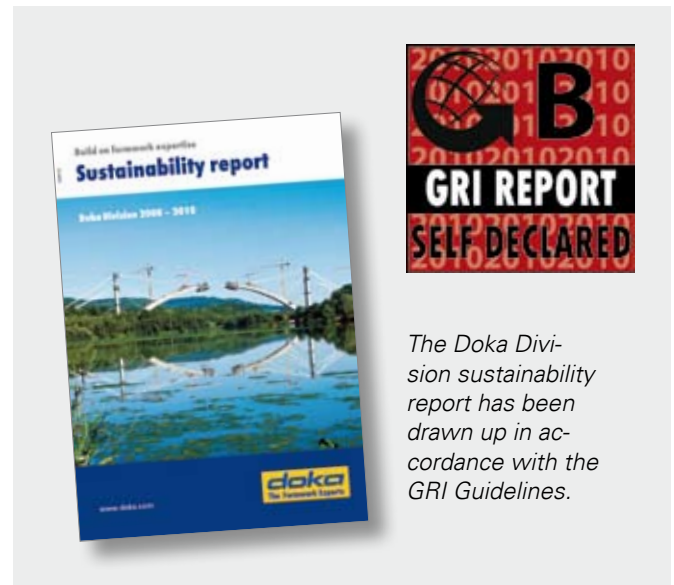
## 2. First sustainability report

The Doka Division is committed to acting in an effective and lastingly responsible manner in its business environment, towards its employees, towards society at large and towards the physical environment. We aspire to the best possible reconciliation of business goals with environmental and social responsibility. With the aim of ensuring a sustained balance between these aspects, the Doka Division goes beyond mere legal compliance to invest in human capital, the environment and the relationship with its stakeholders.

To acquaint a wider public with this ongoing commitment, we shall be publishing a sustainability report at regular intervals, explaining all that we are doing on the sustainability front, and highlighting our developments and innovations in this field. This is the first such sustainability report, covering the years 2008, 2009 and 2010; from now on, a new report is to be issued every three years.

The report is drawn up with reference to the GRI (Global Reporting Initiative) Guidelines, which lay down standard performance indicators for the three pillars of sustainability – Economic, Environmental and Social (see the Content Index on pp.37 ff.). The Guidelines classify the quality of data collection in one of three Application Levels: Titled C, B and A, these denote the scope and quality of the indicators included.

The Doka Division's sustainability report discloses the Management Approach for each Indicator Category and encompasses at least 20 Core Indicators. By so doing, it fulfils the requirements for Level B in accordance with the GRI Guidelines.



*The Doka Division sustainability report has been drawn up in accordance with the GRI Guidelines.*

## 3. Overview of the Doka Division

### 3.1 Doka – formwork-technology pathbreakers

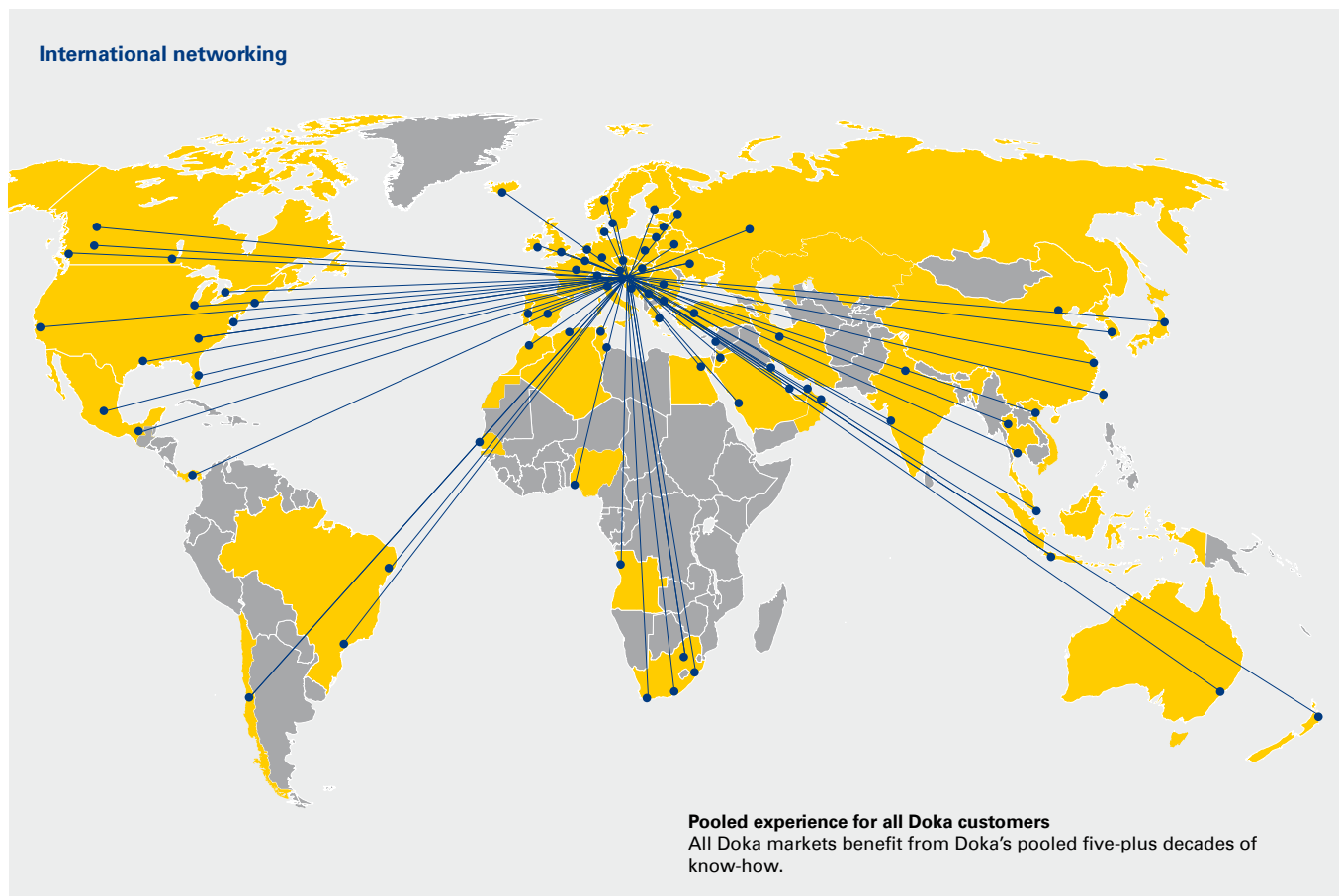
The Doka Division belongs to the Umdasch Group of companies and is one of the leading firms in the worldwide formwork industry. Our globe-spanning sales organisation gives construction firms all round the world fast

access to safe, dependable, high-performing formwork solutions and services for CIPC (cast-in-place concrete) building construction.

### 3.2 Doka – going global by going local

The Doka Division's 140 sales and logistics locations give it a presence in 70 different countries. This allows our customers anywhere in the world to profit from our wealth of jobsite experience, and our five-plus decades of

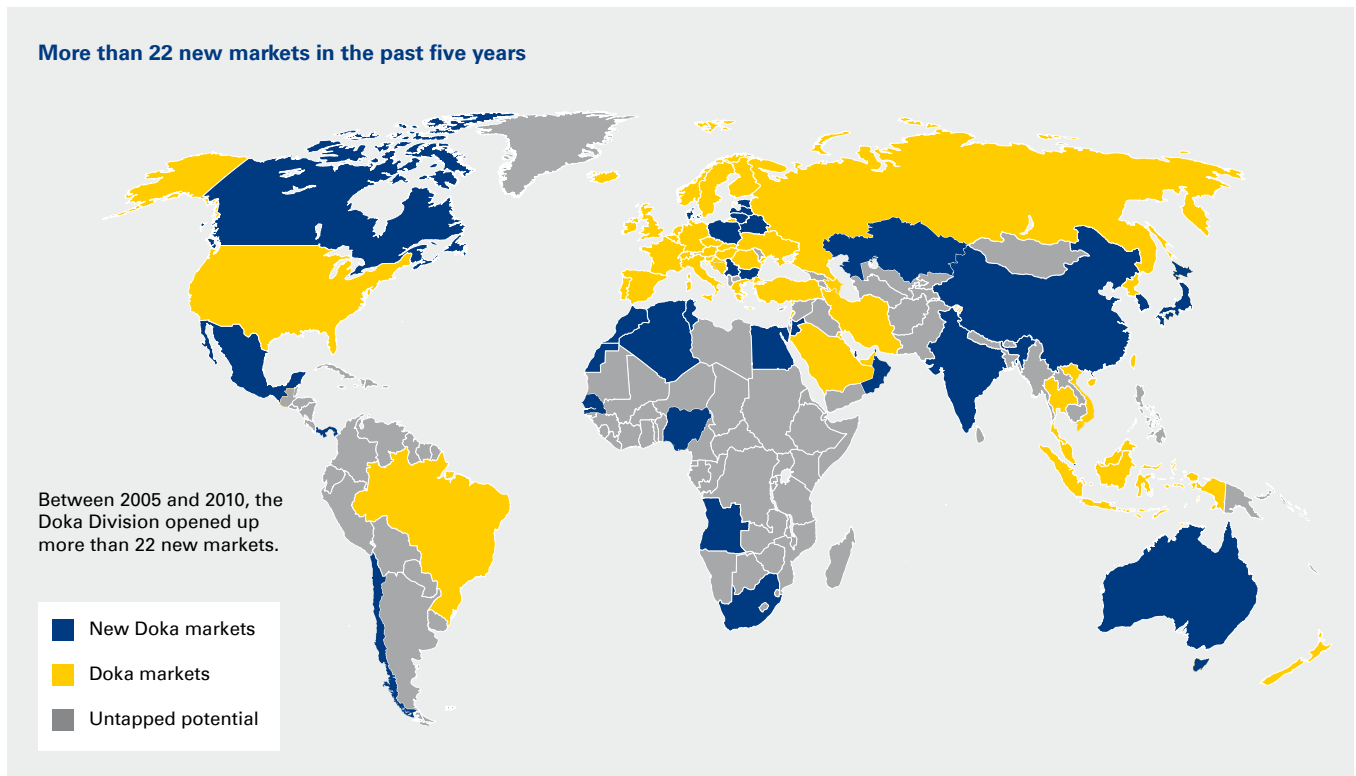
know-how. For particularly important areas of construction, we have our own Competence Centres to support our planning offices in the many different countries in which we work.



### 3.2.1 Policy of moving into new markets successfully continued

Doka was very early to see the opportunities presented by internationalisation, and more than 30 years ago started setting up branches outside Europe which it has operated ever since. This process of internationalisation has since been intensified even further, with more than 22 new markets being opened up in the past five years alone. Another way in which Doka has been a pathbreaker in the

formwork industry is in the constant, long-term nature of its presence on the markets. Because we always strive for long-range partnerships with our customers, we have never made the mistake of falling for a “go-and-stop” policy – going in when times are good, pulling out in a hurry when demand turns down.



### 3.3 A dependable, innovative high-performer

On 6<sup>th</sup> May 1958, a firm by the name of “Österreichische DOKA, Schalungs- und Gerüstungstechnik GmbH” was first registered in the Austrian Register of Companies. This laid the foundation for an unprecedented success story. More than 50 years later, Doka is a brand that enjoys worldwide recognition and is a by-word for quality, innovation and capability in all areas of formwork technology. Providing the greatest possible tangible benefit to the customer; building partnership-oriented business relationships; achieving sustainable value-addition with a high-calibre workforce – for Doka, these are all absolute maxims. A vital contributory factor to the company’s success has been the process of continual development that has transformed it from an industrial manufacturer into a full-line supplier for the construction industry, with a direct sales organisation and an extensive array of services. With its pathbreaking products, dependable advisory service,

highly efficient production operations and comprehensive package of service offerings, Doka makes a major contribution towards sharpening its customers’ competitive edge. Sustainability and reliability have never been fashion trends for Doka, but always guiding values. Recently, these values have acquired even greater significance. The reason is the changing demands that are being made on the market and at construction sites. If construction firms are to meet the changed and ever-tougher demands being made of them, long-term partnerships with dependable suppliers, based upon mutual trust, are now more important than ever. In times like these, the firms that “make the grade” as real corporate partners are ones like the Doka Division that have a highly efficient organisation and bags of staying-power, that can enthusiastically take on even the toughest challenges, and that are underpinned by rock-solid balance sheets.

#### 3.3.1 Amstetten HQ – the Group’s strongly beating heart

Doka has always kept all core competences – like R&D and its highly efficient production operations – firmly in-house, constantly expanding and upgrading them for maximum performance. The bulk of the company’s profits

has been ploughed back into modernising and expanding its production capacity and into extending its logistics network, so as to ensure rapid availability of top-quality formwork resources even at times of peak demand.

Expansion of Doka main plant, 1967 – 2010

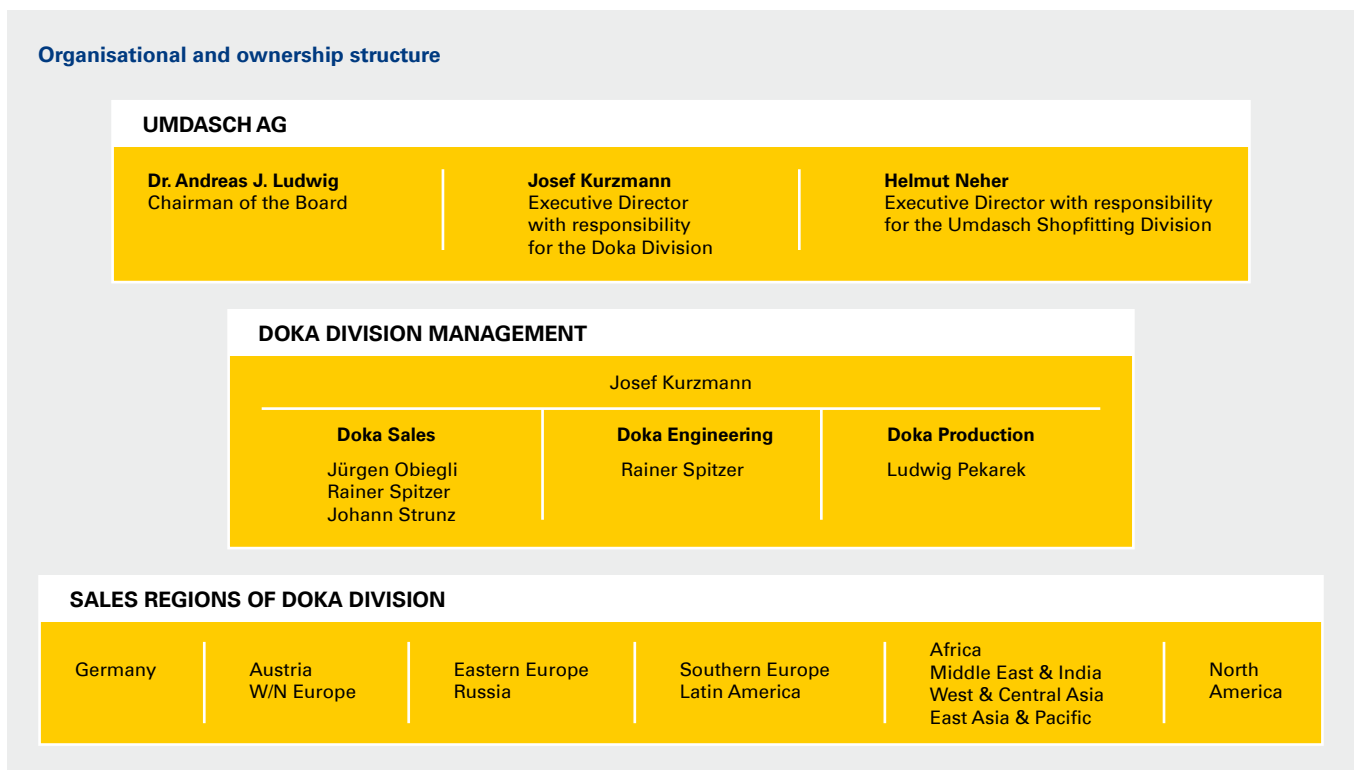


The international growth of the Doka Division has also been reflected in its central plant, which has been repeatedly extended and modernised.

### 3.4 Organisational and ownership structure

The Doka Division is a company belonging to the Umdasch Group, which in turn is wholly owned by Hilde Umdasch and her brother Alfred Umdasch. It has a world-

wide workforce of nearly 7000 in its twin business units Doka Division and Umdasch Shopfitting Division.



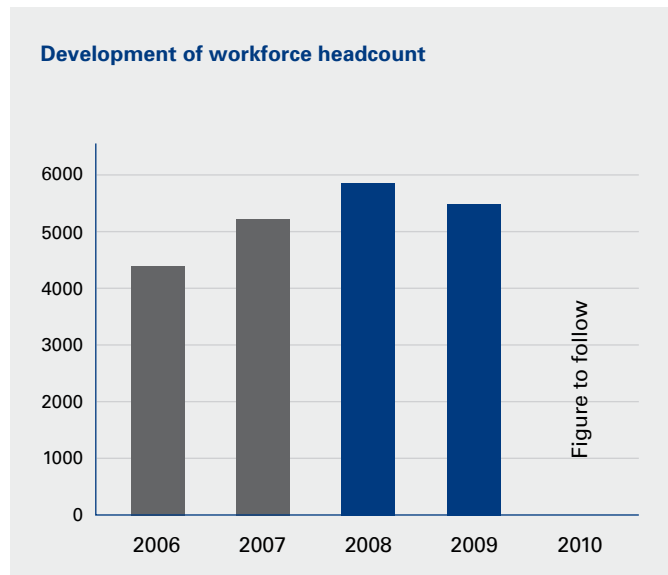
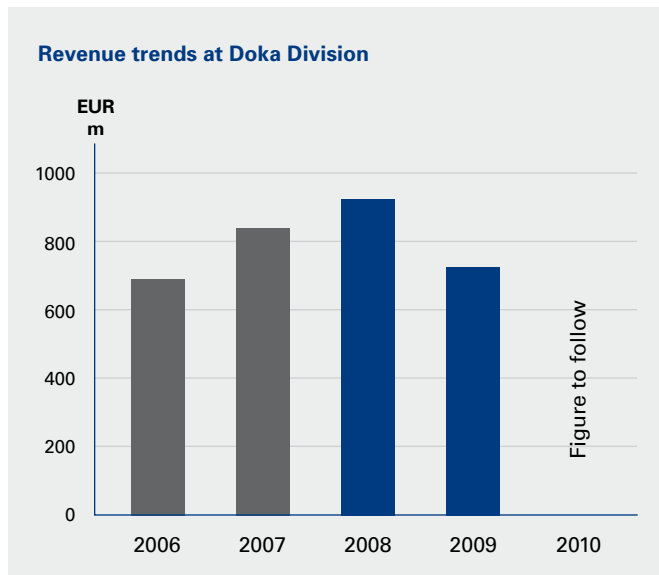
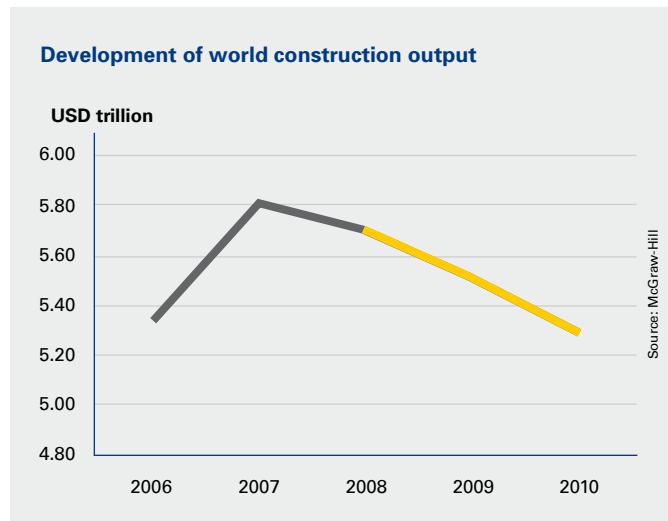
*Executive Board and Management of Doka Division: Rainer Spitzer, Johann Strunz, Josef Kurzmann, Ludwig Pekarek and Jürgen Obiegli.*

# 4. The Doka Division and the economic environment, 2008 – 2010

## 4.1 Highest-ever Group revenues and worldwide collapse in construction output

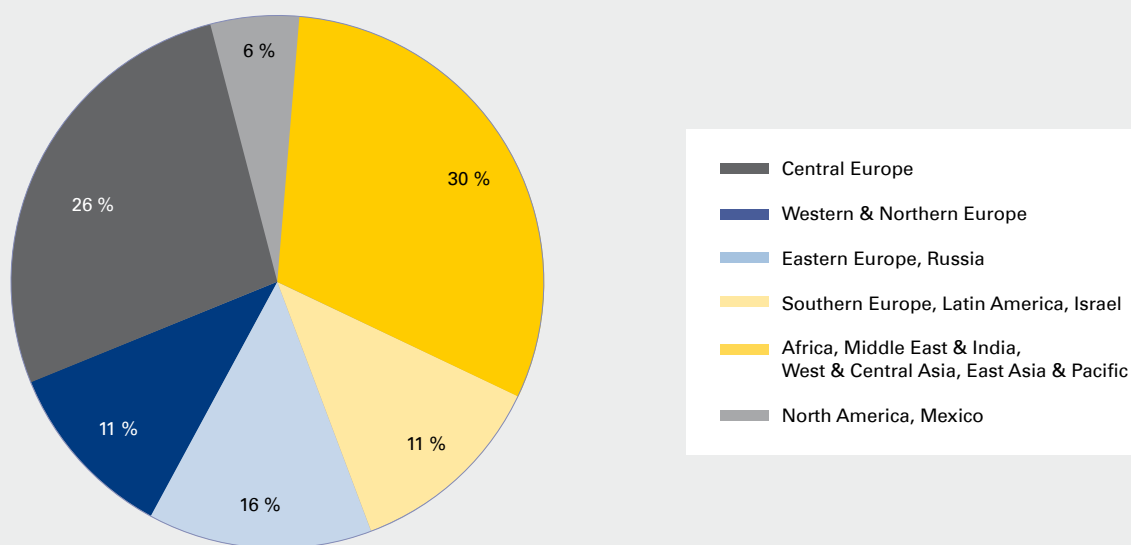
From 2005 onward, the global economy (and with it, construction industry demand) was riding higher and higher. The Doka Division made the very most of this opportunity, and with its high-performing product & service offerings and its successful entry into many new markets, it managed to score annual revenue growth of between ten and 24 percent.

However, the financial and economic crisis that broke towards the end of 2008 led to a severe contraction in construction output in nearly all markets, and thus also to declining demand for system formwork. In 2009, after more than a decade of unbroken growth, the Doka Division suffered its first drop in revenues for many years. Group-wide Revenues were also below the previous year's figure in 2010. Nevertheless, the Doka Division's result was firmly in the black in both these financial years, despite the difficult market conditions.



## 4.2 Breakdown of revenues by Sales Region

Breakdown of consolidated revenues by Sales Region, 2008 - 2010



## 4.3 Key corporate figures for Doka Division

As a non-listed Austrian joint-stock company ("AG"), the Umdasch Group is obliged to draw up annual and consolidated financial statements in accordance with the Austrian Business Enterprise Code (öUGB). The consolidated financial statements thus comprise the Balance Sheet, Income Statement, Cash-Flow Statement, Notes and Situation Report for the Umdasch Group as a whole, with no distinction between the Doka Division and the Umdasch Shopfitting Division. The balance sheets of the Umdasch Group for the financial years covered by this report may be found in the respective Annual Reports of Umdasch AG. This can be viewed at [www.umdasc.com](http://www.umdasc.com)



## 4.4 Overview of business developments from 2008 to 2010

### Financial year 2008

#### Record revenues and expansion of distribution network

In 2008 the Doka Division successfully continued along the profitable growth track it had followed for the previous several years. With revenues growing by around 10 % to EUR 923 m, the strategic growth targets for the year were more than met. The distribution network was expanded and optimised, in both geographical and qualitative terms. The even greater closeness to customers which this brought about, and the stepped-up endeavours to strengthen Doka's engineering and sales capabilities, had a positive impact in its markets.

### Financial year 2009

#### Positive result despite decrease in revenues

2009 was very much marked by the repercussions of the global financial and liquidity crisis. In many markets, these brought about changes in the composition of construction output, in the overall competitive environment, in exchange-rate relationships and in the payment terms for trade receivables. The fiercer competitive pressure made itself felt most keenly in the falling prices that affected a number of markets. In many economies, growth in construction volumes went into reverse. This trend was accompanied by a marked shift away from building-construction projects to civil engineering ones. The Doka Division met its customers' ever more demanding expectations by providing formwork-technology services at the highest level. By taking swift and decisive measures to safeguard liquidity, and a proactive approach to cost and capacity management, Doka was able to adjust to these very different market conditions in good time, and to limit the drop in its revenues and earnings. Thus it was that the Doka Division closed 2009 with revenues of EUR 762 m euros and a positive operating result. Compared to the all-time record year of 2008, then, year-2009 revenues were 17 % down.

### Financial year 2010

#### Innovations for even higher performance

Despite the still very difficult economic backdrop, the Doka Division closed 2010 with a positive operating result. By further differentiating ourselves from our competitors with our top-quality product and service offerings, tightly drawn branch network, outstanding technical and logistical expertise, and one of the most efficient manufacturing operations in the entire sector, we were able to keep pushing ahead successfully with our drive to boost our market share. In this financial year, Doka also unveiled the results of its ongoing innovation effort at bauma 2010. These pathbreaking innovations aim at injecting ultra-high productivity into the construction workflow, so as to boost construction firms' efficiency.



*World record with Doka: Burj Khalifa in Dubai – at 825 m, the world's tallest building – was built using automatic climbing formwork from Amstetten.*



*By developing a high-performing cantilever forming traveler, Doka has given a lasting boost to its market position in the growing transport-infrastructure segment.*



*Doka showcased some pathbreaking formwork-technology innovations at bauma 2010 in Munich.*

# 5. Outstanding achievements

Doka innovations help our customers to be successful. Innovation is a major core competence of Doka. Doka is continually developing and improving its formwork-technology products and services so as to permanently boost cost-efficiency and profitability at cast-in-place concrete construction sites all over the world. Again and again, the company's innovation work and its sustained commitment to improvements in the logistics field have won it many different awards.

## 2008

- Bautech-Preis 2008 – best project in the “Concrete” category
- Bautechnik-Award 2008 – Table Lifting System TLS
- Innovation Prize of the Province of Lower Austria: Winner in the “Investment goods” category
- Province of Lower Austria Certificate of Recognition for excellence in innovation
- Nominated for Austrian State Prize for Innovation
- Nova-Award for Table Lifting System TLS

## 2009

- Province of Lower Austria Certificate of Recognition for excellence in innovation
- Mobility Prize 2009 – 2<sup>nd</sup> place in the “Corporate” category, for sustainable logistics concept
- Go-International Award 2009, for extraordinary successes on foreign markets

## 2010

- Province of Lower Austria Certificate of Recognition for innovational achievement (ProFrame formwork panel)
- Province of Lower Austria Certificate of Recognition for innovational achievement (Forming wagon TU)
- Recognition Prize from Lower Austrian Chamber of Commerce for contributions to the apprenticeship training offensive (vocational training fairs)



CEO Josef Kurzmann (centre) receives the Go-International Award 2009 from Chamber of Commerce President Christoph Leitl (right).

# 6. Holistic management system in Doka Group

As early as 1992, Doka began to formally set out and establish its management systems. With a view to systematic implementation of our vision and strategy on the basis of our corporate culture, as set out in our Corporate Policy, since 2003 the Doka Division has been using a unified Management System.

**Excerpt from the foreword to the Management System Handbook:**

“With good, correct management, we steer the organisation towards translating strategy into action, providing orientation in the face of constant change. In so doing, we make use of the tried-and-tested principles, methods and processes in the Doka Management System. Providing the greatest possible customer-benefit, building a high level of customer-satisfaction and developing partnership-oriented business relationships are key components of our mission. As a tradition-steeped family enterprise, we take decisions that are geared to sustainability and long-term success, and strive to make careful, considerate use of all our resources and to establish high standards of environmental protection.”

Our Management System encompasses all aspects of corporate governance, resource allocation, product and service provision and control and alteration. The Quality, Environment and Social aspects, and the stipulations regarding health and safety at work, form an integral part of these. Some of our constituent companies are also certified by accredited, internationally recognised organisations to ISO 9001, ISO 14001 and PEFC.

On the one hand, strategy implementation is driven ahead by the enterprise-wide goal-setting and planning process – starting with the target-fields defined by the Executive Board and continuing all the way through to the goal-setting agreements reached with individual employees. On the other hand, the implementation process is monitored and underpinned by a graduated reporting system that extends all the way up to a full Doka Division Strategy Review. Both short-term and long-term, preventative findings are reflected in this review. Comprehensive metrics regarding sustainability, environmental protection, quality and safety are an integral part our Strategy Review.

Our Group-wide audit system assists with goal-fulfilment and provides feedback on how the holistic management system is being lived out in practice. The audits we perform throughout the organisation serve to keep in motion a process that prompts every single employee – as well as the organisation as a whole – to improve all the processes occurring within the company, in line with the strategy.



# 7. Corporate Policy – living out responsibility actively in practice

When we published our first Corporate Policy in 1993, sustainability issues – such as the use of resource-conserving technologies, the realisation of a high standard of environmental technology, and giving preference to long-lived products – were already an important focus for Doka.

The current Corporate Policy stresses the primacy of sustainability-oriented corporate governance throughout the Doka Division:

The Doka Division is committed to acting in an effective and lastingly responsible manner in its business environ-

ment, towards its employees, towards society at large and towards the physical environment. In all our decisions and actions, we observe the relevant laws, directives and standards, wherever in the world we are active. As a market participant noted for integrity and fairness, we pledge to engage in legally compliant, upstanding and ethically correct competition. We aspire to the best possible reconciliation of business goals with environmental and social responsibility. With the aim of ensuring a sustained balance between these aspects, we go beyond mere legal compliance to invest in human capital, the environment and the relationship with our stakeholders.

## 7.1 Our Corporate Policy in detail

### Customers

We are a capable and reliable partner to our customers, and strive to build up enduring business relationships. With our innovative, quality-assured products and services, which contribute towards our clients' business success, we score high levels of customer satisfaction. To be sure of attaining this goal on a sustained basis, we offer our customers extensive consulting, planning and other services, underpinned by customer analytics and market surveys. For each of the various areas of our business, carefully formulated strategies lay down the positioning that we consider necessary if we are to work our markets in a promising and focused manner. Another important goal here is to win our customers' favour.

### Employees

Doka's corporate culture is characterised by a sense of responsibility, a cosmopolitan outlook, the courage to embrace change, implementational strength, and loyalty. Our company's success is based upon the personal career development of our employees. These latter stand out for their efficiency, their high capability, their willingness to take the initiative and their identification with our family-owned enterprise. When hiring and promoting staff, we attach great importance to equality of treatment for all, so that no distinction is made by reason of race, origin, gender, religion or age. Our company assures all employees of their right to national collective labour agreements, and sees to it that there is an appropriate and equitable wage and salary framework in place at all its corporate locations.

Our goal-setting interviews help to promote a motivating style of communication with our staff with regard to our common goals and each employee's personal career objectives. By means of appropriate educational programmes that take account of each individual's talents and abilities, we develop our employees' specialist expertise and motivation, and in doing so, undergird our international competitiveness. Our company-wide ideas management system encourages employees to come forward with their ideas and suggestions for developing our processes, technologies and products, and thus to share in shaping our success. Over and above what the law requires of us, we have initiated very many projects aimed at giving all employees a safe and health-promoting working environment coupled with opportunities to realise their personal potential. From all our staff, we expect honest, courteous and respectful conduct towards one another.

### Proprietors

By taking a long-term approach to corporate development, we aim not only to become an ever-stronger market performer, but also to continually enhance the value of the company. We expect each of our divisions, and each of their organisational units, to achieve adequate profitability, having due regard to the differing environments of the various markets in which we operate. In our quest for business successes, we are willing to incur an acceptable degree of risk. In this, we attach great importance to constant controlling of these risks.

## Suppliers

Our working relationships with capable, high-performing suppliers are geared to long-lasting, dependable partnerships. This co-operation is founded on constant onward development that taps into the progress taking place in the global market, thereby ensuring our competitiveness.

## Environment

For the Doka Division, it comes naturally to be actively involved in the environmental field and – going beyond mere compliance with environment-related laws and statutory requirements – to be committed to achieving ecologically sustainable practices. We endeavour to employ resource-conserving technologies in the development, manufacturing and utilisation of our products, so as to implement high standards of environmental technology in practice.

Our production flows are characterised by quality, workplace safety and environmental protection. We continually invest in modern, safe production lines and take care to ensure that all machinery is deployed in the optimum manner, that all workplaces are designed along ergonomic lines, and that all areas are kept clean and tidy.

Our technical experts, workplace safety officers and occupational health practitioners work together closely to meet the requirements of occupational health and safety, environmental protection and resource conservation. The Group's environmental management control procedures are documented in the Management System. Every single employee is called upon to play his or her part in protecting the environment. Our use of modern communication media, car-pooling, factory buses etc. makes a valuable contribution in this regard.

## Society

As an attractive employer we see ourselves as a harmonious partner to our neighbours and the local community. Doka makes a major contribution towards regional development at all its locations, from creating and securing jobs all the way through to safeguarding and strengthening the community infrastructure.

Doka has a long tradition of taking on responsibility for socially disadvantaged and needy persons, and for groups and organisations that endeavour to help them. It is a real concern to us that we should contribute towards improving the society around us with tangible actions and projects. Thus it is that we regularly give financial assistance both to cases of social hardship within the company, and to outside relief organisations. The company is also involved in selected sponsoring activities.

These values inherent in the Doka Corporate Policy, and the actions derived from them, are found throughout the strategies, guidelines, directives, instructions and Management System Handbook of the Doka Division and its various areas of business. In the exercise of its core competences, the Doka Division is committed to pursuing corporate social responsibility at all of its locations. "Sustainability" is lived out in practice by every single employee, as an integral part of the corporate culture.

## 7.2 Open communication with all stakeholders

The Doka Division pursues a policy of active and open communication with its various stakeholder communities. By engaging in ongoing dialogue, the aim is to safeguard and strengthen people's confidence in the Doka Division as a reliable partner. The Doka Division is committed to a policy of complete, factual and up-to-date communication.

Among the main target groups are customers and employees, suppliers and business associates, the media, research institutions and the public at large. These are targeted with a large number of different communication media.

|                                    | Customers | Employees | Proprietors | Partners   Suppliers | Research institutions | Media | Society |
|------------------------------------|-----------|-----------|-------------|----------------------|-----------------------|-------|---------|
| Annual Report                      | ■         | □         | ■           | ■                    | □                     | ■     | □       |
| Sustainability report              | ■         | □         | ■           | ■                    | □                     | ■     | □       |
| Press releases                     | ■         |           |             | □                    | □                     | ■     | ■       |
| Customer magazines                 | ■         | □         | □           |                      |                       |       |         |
| Information bulletins to customers | ■         | □         |             |                      |                       |       |         |
| Website                            | ■         | ■         | □           | ■                    | ■                     | ■     | ■       |
| Trade-fairs                        | ■         | ■         | □           | ■                    | ■                     | ■     | □       |
| Customer events                    | ■         | □         |             |                      |                       |       |         |
| In-house journals                  |           | ■         | ■           |                      |                       |       |         |
| Employee information bulletins     |           | ■         | □           |                      |                       |       |         |
| In-house conferences               |           | ■         | ■           |                      |                       |       |         |
| Co-operative projects              | □         | □         | ■           | ■                    | ■                     | □     | ■       |

■ completely      □ partially

## 8. Corporate governance

### 8.1 Clear rules – binding upon everyone

Compliance with the laws, regulations and standards in force at each of our locations, and with all valid international rules, is mandatory for all employees of the Doka Division, without exception. As a market participant noted for its integrity, the Doka Division is committed to open, fair competition, respects others' intellectual property, and explicitly rejects unfair business practices of whatever

kind, such as price fixing agreements or attempted bribery. All Doka Division employees are required to abide by these ethical principles in all their actions and decisions, without fail. This pledge will find formal expression in the Corporate Governance Code of the Doka Division (currently in course of preparation).

### 8.2 Strong values for a strong company

As a company with strong regional roots and a long tradition behind it, the Doka Division has a very distinctive corporate culture that is shared by all its employees. This is characterised by an awareness of responsibility, a cosmopolitan outlook, the courage to embrace change, implementational strength and mutual loyalty. In order to deepen our employees' identification with the Doka Division still further, at all our locations, and to position Doka as a strong brand in the public arena, in 2010 we

also distilled these values into the Doka Brand Code. The brand values formulated in this Code – "Reliable", "High-performing" and "Inspiring" – voice an explicit commitment to long-term, partnership-based business relationships with customers and suppliers. They also underline the demanding standards we set for ourselves as a pathbreaking, internationally oriented company, and are an expression of our strong client-focus.

### 8.3 Actively living out leadership responsibility

First published in 2008, the Doka Division's Leadership Principles lay down a universally binding basis for fulfilling managerial tasks effectively. These Leadership Principles are crucially important for further enhancing the professionalism of managerial behaviour in all areas and at all levels, and for aligning this to the goals formulated in the Doka strategy. In this way, they make a crucial contribution towards creating a joined-up, transparent and universally valid leadership culture. The Leadership Principles of the Doka Division cover the entire spectrum of leadership tasks and have been made transparent and binding vis-à-vis all employees. Their main focus is on such issues as social competence, developing strengths, a goal-directed information policy, decision-making authority, mutual trust, willingness to innovate and achievement-orientation. The Doka Leadership Principles go hand-in-hand with clearly formulated rights and obligations for all staff.



*The Leadership Principles of the Doka Division.*

## 8.4 The Doka Division – an active player in wider society

As a major (and indeed the largest) employer in the Amstetten region, the Umdasch Group – and by extension the Doka Division – plays a prominent and active part in local life and society. A particularly important role is played here by the ‘Umdasch factory community’ (WGU) established by Josef Umdasch back in 1963. Organised as a non-profit association, the WGU offers all employees in Austria – and their families – a varied programme of

sporting, cultural and leisure offerings, in 16 constituent clubs. What is more, the WGU supports around 20 sports associations and cultural bodies every year, actively fostering community life in Amstetten.

The great social commitment of Umdasch and Doka is also reflected in their substantial annual donations to charitable organisations.

## 8.5 A strong partner for educational establishments all over the world

For the Doka Division, supporting school & college students, and educational establishments (vocational schools, construction academies, higher technical education institutes and universities) is an important part of its responsibility towards society at large. This is why Doka gives schools and colleges carefully targeted help, both financially and by providing formwork and training materials. As well as this, noted formwork experts give regular guest lectures at which they pass on their specialist knowledge and practical experience to the

next generation of construction technicians. The biennial Doka Students’ Contest is an excellent opportunity for up-and-coming construction engineers to deepen their knowledge by tackling challenging “real-world” projects and to prepare themselves for their future work. Another significant part of Doka’s efforts to promote young talent is the technical support that it gives to students working on their diploma and final dissertations, and the opportunities to do internships at Doka.



*The best-ranking project teams of the Doka Students’ Contest 2008/09 at the award ceremony held in the Doka Forum in Amstetten.*

## 9. Product and service offerings



*Our highly efficient in-house manufacturing and servicing operations ensure high quality and supply capability.*

Doka offers outstanding formwork systems and services which enable clients to form CIP (cast-in-place) concrete cost-effectively, safely and reliably. Because face-to-face client relationships are so important to us, this is something that we never delegate to others. It is also the reason why we operate our own worldwide network

of close-to-the-customer branches. With our high-end product and service offerings, our tightly drawn branch network, our technical and logistical capabilities and our own highly efficient manufacturing operations, we can give our customers the best possible support with all formwork issues.

### 9.1 Doka – the high-performing “full-line” formwork supplier

Doka is a “full-line” formwork supplier for all areas of CIP building construction. Our product offerings cover a broad spectrum, ranging from premium formwork components to high-performing formwork systems for the building-construction and civil-engineering sectors. We achieve our sustained long-term corporate success with innovative, quality-assured formwork products and matching, tailored service offerings such as rental, engineering, and our Ready-to-Use Service and Reconditioning Service. This broad-based package of products and services is offered by all Doka subsidiaries and branches.

Detailed information on the Doka Division’s product and service offerings may be found in the Doka Formwork Catalogue or at [www.doka.com](http://www.doka.com)



## 9.2 Product responsibility – safety first

Quality and safety are a key focus throughout the entire lifespan of our products and services. We also place great emphasis on ergonomic design, to make our products safe and convenient to work with. As well as taking account of these health and safety aspects in all our products, we also invest in developing ever-better work and protection platforms.

We do not confine ourselves to merely meeting the regulatory requirements, but also set ourselves extra in-house standards so as to protect both users and the environment from hazards and long-term risks. To this end, right from the innovation and product-development process we aim at effectiveness and efficiency in terms of product handling, and proactively eliminate health and safety risks. In addition to fulfilling the legal requirements, we also strive to incorporate extra product functionality aimed at safeguarding health, enhancing workplace ergonomics and ensuring safety.

- Right from the first performance specification, ergonomic design and safety are defined as vital requirements that the product has to fulfil when being used, produced, transported, stored and reconditioned.
- During the development phase, the product is regularly evaluated as an integral part of the innovation process to ensure that it meets the health and safety requirements.
- Regulatory requirements are taken account of in line with the applicable Standards and rules, e.g. regarding dimensions, functions, weight and ergonomic design. We make great efforts to obtain approvals and certificates etc. at both the national and international level.
- Fulfilment of the requirements obtaining during initial product development is assured by a procedural instruction entitled "Innovation process", and by checklists.

Our overall system, with all its constituent processes, is reviewed with reference to the health and safety requirements as part of our holistic management system to ensure that these requirements are fulfilled.

We actively inform our customers and other interested parties about our products and how to use them correctly. Our customers are given all necessary documentation such as 'User Information' booklets and 'Operating Instruction' manuals. In addition, we offer special training courses and comprehensive advisory and planning services, such as professional on-site support by experienced Doka Formwork Instructors, to ensure safe everyday work with our products on the site.

Throughout the entire lifespan of our products, safety and health risks are continually eliminated by the services that we offer. As part of our professional Reconditioning Service and Customer Service, our products are inspected for functionality and safety, and the relevant measures are taken to ensure this.

## 10. The 'gold standard' for us: high customer satisfaction



*Customer satisfaction begins early on, in the innovation process. Every three years, Doka showcases the results of its ongoing innovation effort at the keynote international expo "bauma" in Munich.*

Creating the very greatest customer benefit, and continuously enhancing customer satisfaction, are among the key strategic goals of the Doka Division. The reason is that a high degree of customer satisfaction is a fundamental prerequisite for long-term business relationships and strong client loyalty. Customer satisfaction begins right when products or services are developed. Ultimately, of course, no product could be successfully positioned on the market if it did not fulfil its intrinsic function – of delivering maximum customer benefit.

This is why the Doka innovation process takes all available market and customer information into account, right from the very earliest idea-gathering phase. However, Doka is not content with just satisfying its customers, but desires to inspire them by surpassing their expectations. To do this, it is essential not just to have exceptionally high product quality but also to be a permanently outstanding performer in the services field.

In order to check whether, and to what extent, customers' expectations are being met and even surpassed, customer-benefit and customer-satisfaction surveys are regularly conducted in all of Doka's core markets. The findings from these surveys find their way into our country organisations' strategies and serve as the basis for further innovation work and optimisation-steps.

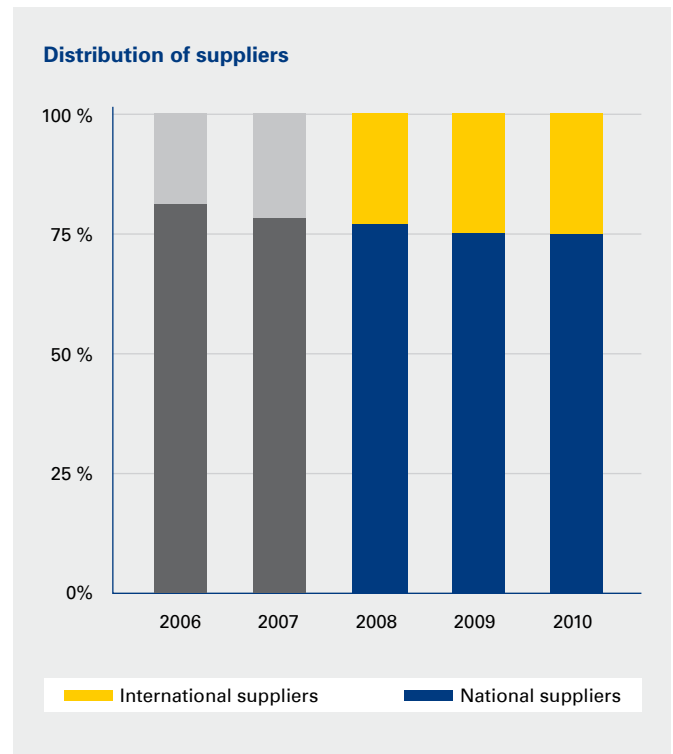
The surveys cover product-related topics such as satisfaction with the product quality, durability, ease of handling, cost effectiveness and workplace safety, as well as service-related sections on e.g. satisfaction with Doka's advisory and problem-solving capability, logistics, overall transaction processing and technical documentation. In the past five years, these questions have been put to more than 2800 people, whose responses testify to Doka's excellent price/benefit ratio.

# 11. Partnering with quality-conscious, environmentally aware suppliers

As an enterprise that is very much aware of its responsibility as a major regional purchaser, the Doka Division strives for long-term partnership-driven business relationships with its suppliers. This partnership-oriented approach is reflected in the equitable nature of the master agreements that Doka signs with vendors, and in the way in which it actively develops suppliers and involves them early on in the planning process for the forthcoming procurement period.

The Doka Division sources more than 70 % of its purchasing volumes from Austrian suppliers – 30 % from vendor firms in Lower Austria and Upper Austria alone. In so doing, Doka makes a vital contribution towards sustainably strengthening industrial and business enterprises in its home region.

In order to 'lock in' the high quality standards Doka insists upon in its own manufacturing operations, all suppliers are reviewed and rated in a two-stage audit process. As well as on vendors' credit standing and capacity to deliver, this audit also focuses on their quality and environmental management systems (ISO 9001 and ISO 14001), sustainability standards (sustainability report, CSR, PEFC, FSC) and their innovational potential. In the 2008 to 2010 reporting period, around 2300 registered businesses supplied to the Doka Division.



# 12. Actively living out environmental responsibility in practice

Environmental protection and careful, conscientious use of resources have been deep concerns of Doka's for decades. With continuous systematic process optimisation, Doka has been able to achieve major savings in resource-utilisation and a significant reduction in emissions. Resolutely continuing along this successful route is a central plank of Doka's environmental policy. To ensure 100 % compliance with all environment-related stipulations, these have been made an integral part of the Doka Division Management System. For example, by using a management system to detail and track fulfilment of

the conditions attached to official approvals, combined with an environmental regulatory register, we make the relevant external stipulations transparent and ensure that their internal implementation is assured and documented. Doka's commitment to resource-conserving production has been given additional credence by the introduction, and subsequent certification, of an ISO 14001-compliant environmental-management system. Over and above the statutory requirements, in many areas we have laid down additional procedures as "best practice" to ensure that we reach our own high environmental-protection goals.

## 12.1 Sustainability right from the development stage

As part of our holistic approach to sustainability, we at Doka address the issue of environmental compatibility and resource efficiency thoroughly and systematically, right from the very outset. In particular, the following issues are given in-depth consideration:

- Durability
- Ease of cleaning
- Optimised product transport volume
- Eco-friendly (multi-trip) packaging
- Re-utilisation, recycling and final disposal after the end of the product's service life
- Compliance with environmental legislation
- Degree of danger from substances used in production
- Resource-conserving materials usage

- Environment-friendly procurement
- Resource-conserving manufacturing process

The development phase lays the basis for sustainable, successful products. Doka attaches tremendous importance here to teamwork and the creative interplay of many very different talents.

When developing products, then, great emphasis is placed as early as in the innovation process on choosing resource-conserving raw materials and ecological and economical manufacturing processes, and on achieving a long lifecycle. At the same time, we try to ensure that as far as possible, no problem substances and residual materials are left over at the end of the production process (avoiding waste and scrap etc.).



## 12.2 Timber procurement from sustainable forestry

By having its range of timber formwork beams and formwork sheets certified to the globally implemented PEFC standards (Programme for the Endorsement of Forest Certification schemes), Doka has underlined its commitment to sustainable forestry which pays equal regard to environmental, economic and social criteria. This PEFC accreditation guarantees complete traceability of the timber-flow in the production process, verifying every single link in the “chain of custody”, starting with the certified forest stand and continuing via the timber machining and processing entities all the way through to the finished product. Moreover, the PEFC certification also entails an obligation to purchase timber from uncontroversial sources only, even if this timber is not then processed into certified products. This rules out the processing of

timber from regions in which forestry regulations are enforced either inadequately or not at all.

Even before this certification, the Doka Division was already sourcing its timber primarily from (PEFC or FSC) certified suppliers. Over 70 % of our active suppliers of sawn timber already have the relevant certification, and in the case of our plywood suppliers, the proportion of certified companies is more than 95 %. Environmental-protection and sustainability criteria rank highly, then, when it comes to approving and rating suppliers as part of the procurement process.

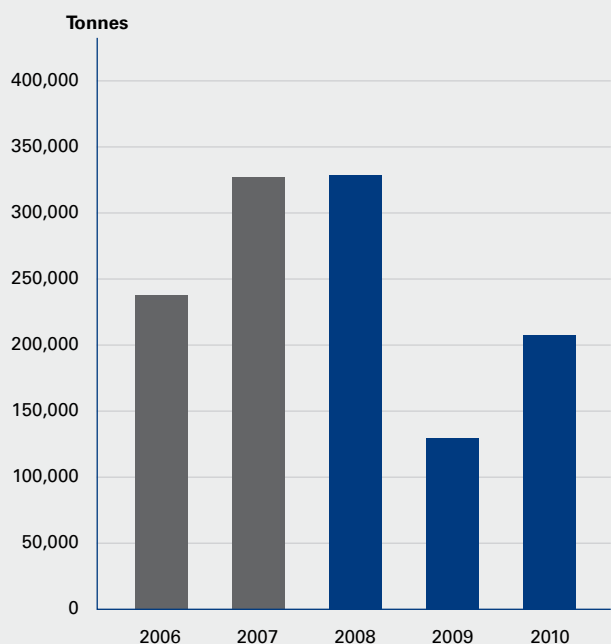


## 12.3 Environmental protection at the production sites

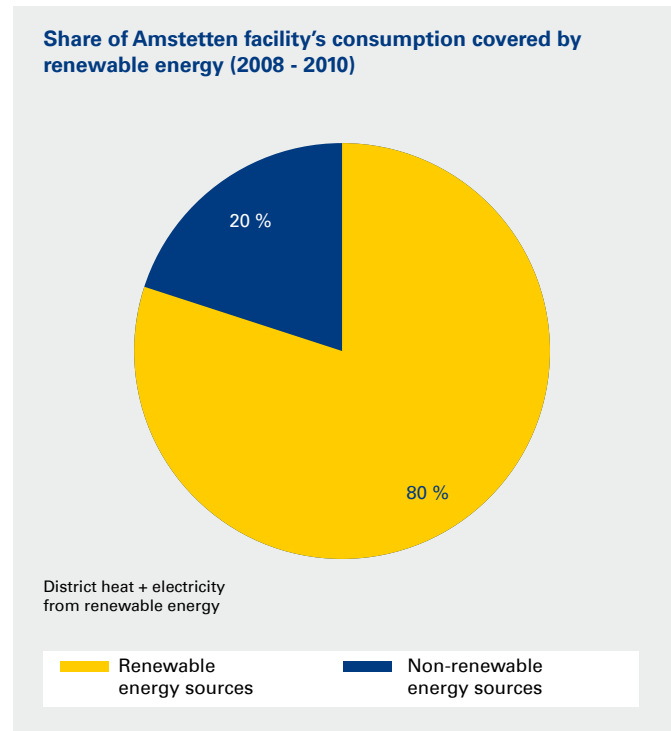
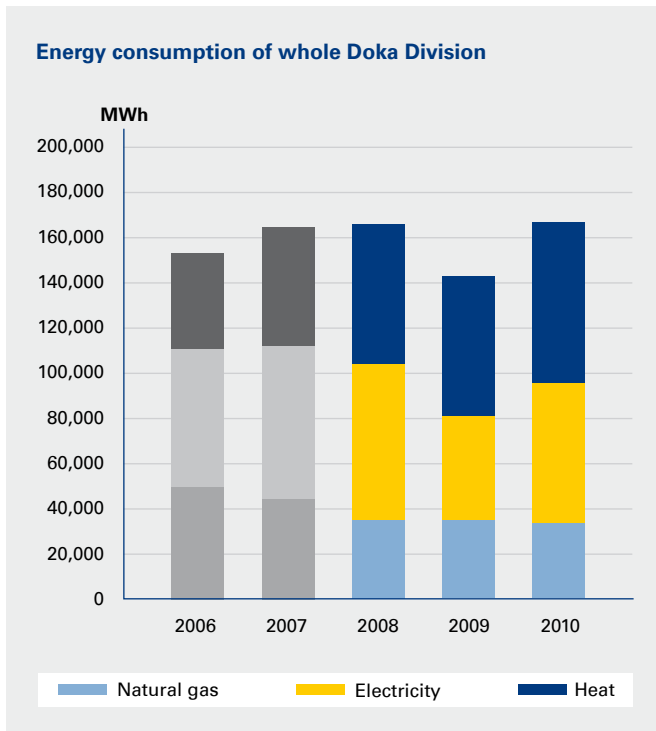
Consistent and continuous optimisation of resource utilisation is a central measure for enhancing the sustainability of the production organisation. This is why the Doka Division has been systematically investing in resource-efficient production technologies. To take one example, the amount of offcut wastage during timber conversion is being significantly reduced by consistent improvements in the timber utilisation rate, often involving further processing in several different product groups.

We have a high standard of environmental technology at all our production locations. As part of the environmental management system, a detailed examination of all relevant environmental aspects is performed at the Amstetten and St. Martin plants. Equal attention is paid here to the amount of materials, energy and water needed on the one hand, and to emissions and proneness to malfunction on the other hand. For this, an evaluation scheme has been developed that allows easy-to-understand categorisation into ‘A-B-C’ severity levels. Risks, and key consumers and consumption streams, have thus been made transparent. At the same time, the various environmental aspects are prioritised in relation to the “state of the art”. In line with these priorities, a detailed action plan drawn up by staff from the technical departments is then implemented, and further goals are worked out from this.

Materials usage for Doka Division as a whole



## 12.4 Optimising energy and resource-conservation



The Doka Division's energy needs at its production plants and over 140 sales and logistics facilities worldwide are mainly met by district heat, electricity and natural gas, in descending order of importance. Wood-chips from the production operations are turned into electricity and heat in biomass CHP plants.

This covers a very high proportion of the thermal requirements of the Doka facilities in Amstetten (Austria) and Banská Bystrica (Slovakia). The electricity so generated is fed into the public grid. In 2009, more than 86 % of all the energy consumed by the Amstetten plant was from biomass heat and hydroelectric power, i.e. from renewable energy sources.

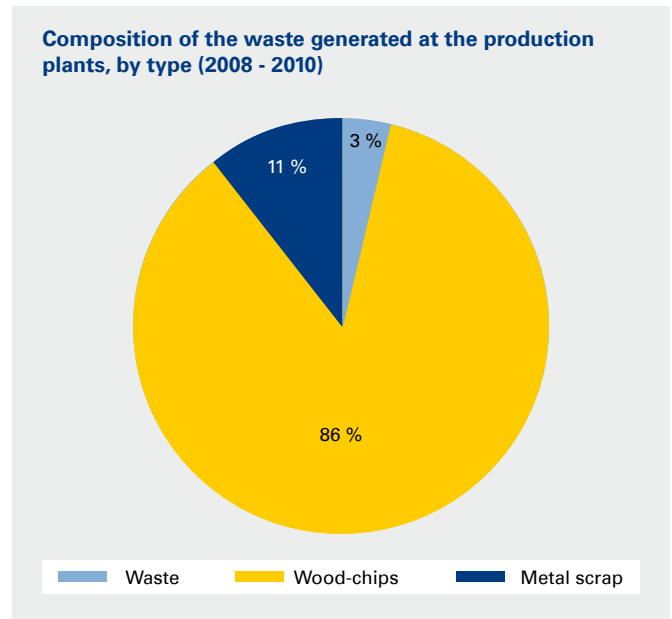
Both in the production field and in terms of space heating, the Doka Division strives to ensure efficient energy usage. In the medium term, the aim is to perform a detailed analysis of the energy balance in the company's buildings, as a basis for prioritising measures which would have a positive environmental impact.



*The timber waste at the Amstetten and Banská Bystrica plants is used to fire biomass CHP plants. Both locations' thermal requirements can thus be met completely in an eco-friendly, resource-conserving way. The electricity so generated is fed into the public grid.*

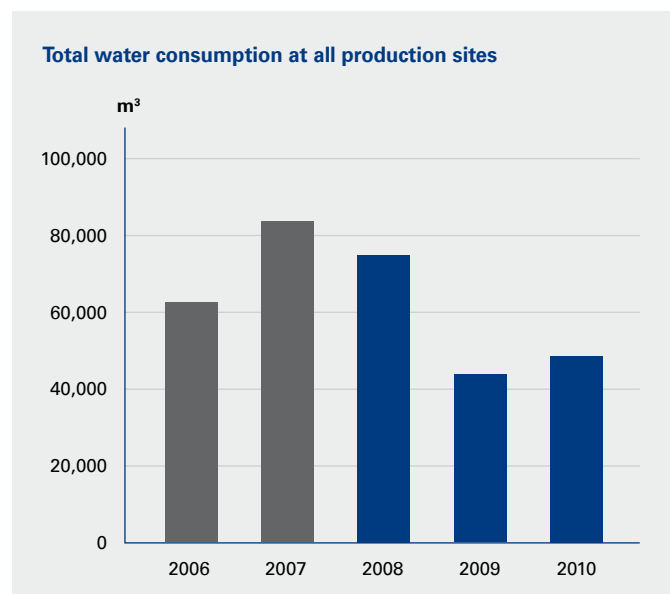
## 12.5 Controlled waste management

Packaging materials, and scrap left over from the production process, are re-used externally. Wood-chips are fed to a biomass power plant, while metal scrap and cardboard packaging are sent for recycling. Where recycling or re-use is not possible, the waste items are separately collected and – traceably – disposed of by authorised waste management firms.



## 12.6 Frugal water consumption

To help conserve resources by economising on water consumption, the water needed in the production cycle is either used in cascade rinse tanks or fed back into the process several times over. In either case, water consumption is permanently reduced. Any unavoidable effluent is treated in our own wastewater plants, which we self-monitor for compliance with the discharge limit-values before sending the pre-cleaned effluent on to the municipal sewage treatment plant.



## 12.7 Resource conservation from extra-long-lived products

Modern formwork systems make a significant contribution towards streamlining work on construction projects, and so are important investment goods for construction firms. In order to “lock in” this vital customer benefit for the long term, all Doka formwork systems are designed for extra-long service life. To give its products this long useful life, Doka’s wood- and metalworking production operations are uncompromising in their insistence on state-of-the-art production processes and rigorous quality assurance. In this way, Doka pursues an approach to sustainability based on making efficient use of resources not just during production but for long thereafter.

To convert timber into high-grade formwork beams and sheets, Doka uses multi-stage screening procedures and modern manufacturing technologies such as finger-jointing and multiple glue-bonding. Furthermore, Doka is continuously investing in optimising the load-bearing properties of its timber formwork products. The use of timber-plastic composite construction is very important here, as the following examples will make clear:



- Doka formwork beams come with shock-absorbent polyurethane reinforcements at the beam-ends, giving them three times the lifespan of conventional timber formwork beams.



- The Xlife sheet used in Framed formwork Framax Xlife features plastic surfacing which protects the plywood core from mechanical damage, thereby prolonging the product’s service life several times over.

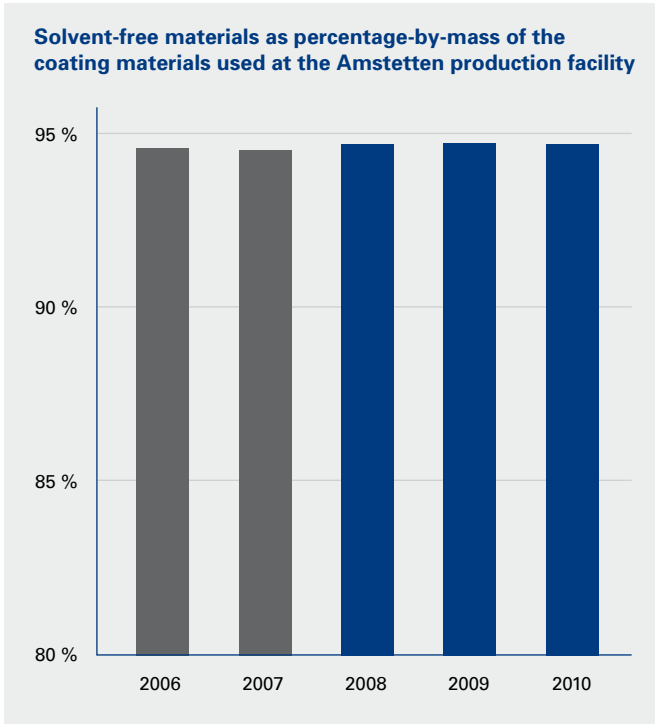


- On the newly developed ProFrame formwork panel, patented corner protectors and an all-round edge protector make for extremely high resistance to mechanical stresses, and for a long lifespan.

In terms of the volumes used, steel ranks alongside timber as a major material for Doka, being used in the production of load-bearing towers, framed formwork and floor props. Owing to the sometimes very great stresses acting on these steel items over the course of their jobsite service life, special surface treatment processes (e.g. galvanising, powder-coating or painting) are required. These processes are continuously and thoroughly optimised so as to reduce their environmental impact to the process-engineering minimum. For example, the chemical baths are kept at a constantly optimised resource-efficient concentration, and after repeated re-use followed by preliminary purification, the resultant effluent is correctly disposed of in compliance with all legal requirements.

### Environmentally relevant production plants

| Plant designation        | Environmental protection measure  |
|--------------------------|---|
| Hot-dip galvanising shop | Repeated re-use of water in intermediate rinsing processes. Effluent is treated in special plants. Exhaust-air treatment by washing and filtering in cleaning plants. |
| Powder-coating shop      | No solvents needed. Efficient use of water, and special effluent treatment. Process-related residual powder is reclaimed and fed back into the process cycle.         |
| Electroplating shop      | Effluent is treated in special plants. Exhaust-air treatment by washing and filtering in cleaning plants.   |



Careful use of glues, paints and lubricants is regulated and seamlessly monitored by company chemists, occupational safety officers and the company medical officer. Chemicals can only find their way into the production process once it has been ensured that their use will not endanger either the workforce or the environment.

As long ago as the early 1990s, Doka started to replace the still-commonplace solvent-based paints with water-based paints. This deliberate changeover to environment-friendly paints permanently eliminated considerably more than 90 % of annual solvent emissions while maintaining the required coating quality.

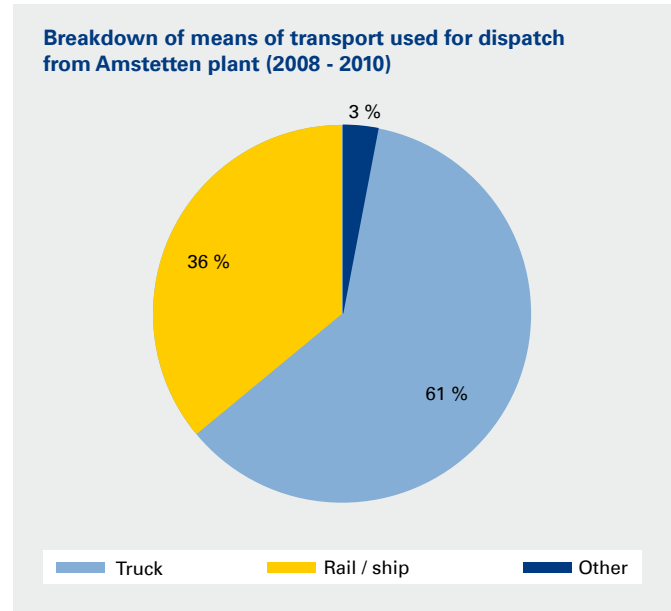
## 12.8 Efficient logistics, worldwide



*The commissioning of the new container terminal has given a considerable boost to cargo handling by rail.*

With the sharp increase in freight volumes in recent years, it has become a central challenge for the Doka Division to optimise its goods logistics in terms of both cost efficiency and environmental compatibility. This is a continuous process which is being energetically pursued by making well-chosen investments in infrastructure. In this connection, the Doka Division took a deliberate decision to switch more of its container freight traffic onto goods trains and cargo vessels. By having a high-capacity container terminal built at the Amstetten plant, it has invested heavily in building up a new logistics concept. This has given a huge boost to the efficiency of goods-flows, paving the way for much higher daily handling volumes using railfreight and shipping containers.

This sustainability-oriented emphasis on container shipments integrates rail and ship (with their lower emissions as compared to trucks) much more prominently in the transport chain. In conjunction with Doka's highly efficient distribution network, this ensures rapid worldwide availability of formwork equipment using the shortest possible route and having particular regard to the environmental aspects. In the medium term, it is planned to introduce a 'short sea shipping' concept. This involves making the greatest possible use of coastal sea routes and inland waterways for freight movements within Europe, so as to minimise their environmental impact. In 2009, the Doka Division was awarded the Austrian Mobility Prize in recognition of this sustainable logistics concept.



## 12.9 High resource-conservation from professional equipment reconditioning services

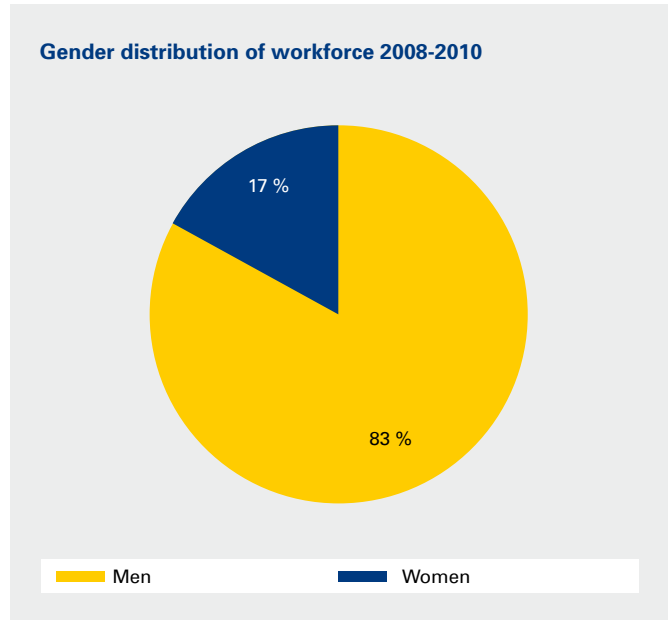
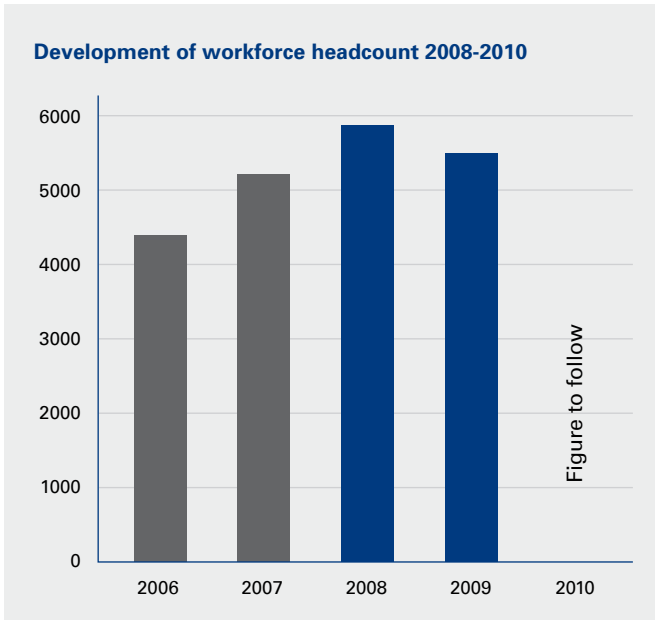


*Used formwork equipment is brought back into "top form" by the Doka Reconditioning Service.*

The long service life of Doka formwork is extended still further – in the interests of Doka, but especially in the interests of construction firms – by the professional Doka Reconditioning Service. Because these design aspects are taken account of at an early stage, in the developmental process, this ultimately leads to long-lived products that are ideally suited for rental. Among other things, these products stand out for their efficient cleanability and for being easy to repair when necessary.

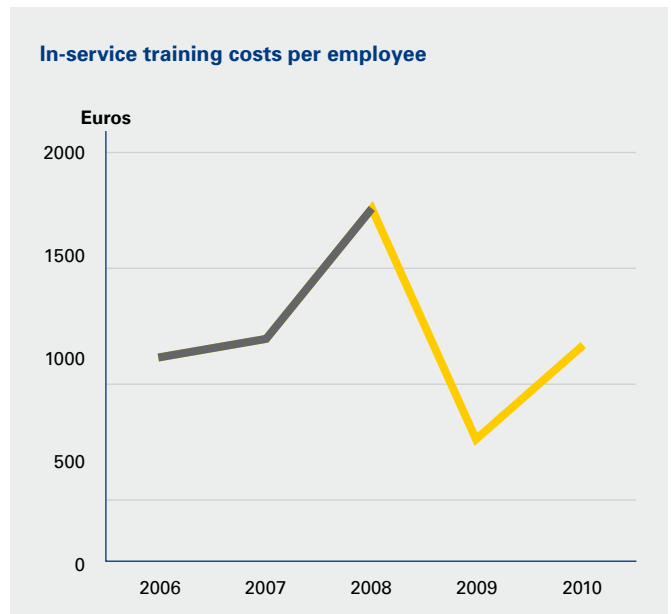
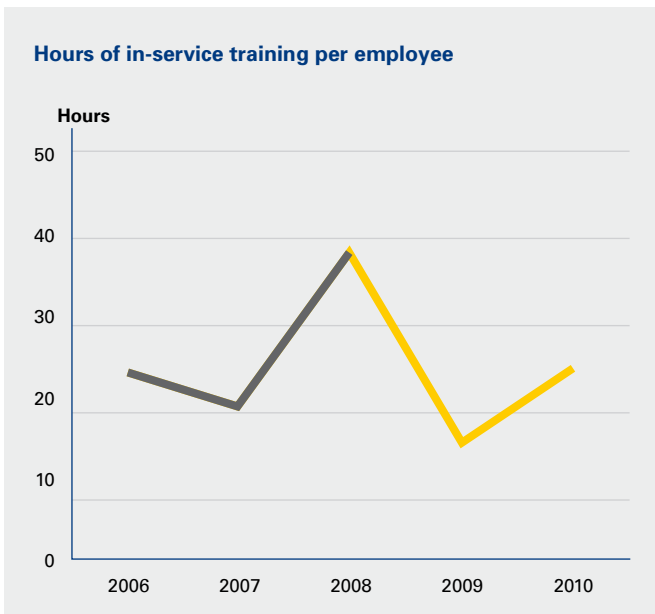
At Doka sales branches, the formwork equipment is readied for its next rental assignment, in a resource-conserving way. Damaged formwork components are repaired wherever possible. Any scrap is recycled if possible, or disposed of properly and in correctly sorted mono-material waste streams.

# 13. Our employees – a crucial factor behind our success



The professional and technical capability, strong client-focus and personal commitment of our 5200-plus employees all around the world are crucial for the economic success and sustained onward development of the Doka Division. This is why the Doka Division constantly and systematically invests in the professional and personal development of its employees. Doka mainly carries out

initial and in-service training by way of the wide-ranging offerings of the Umdasch Academy, but also via trainee programmes and in co-operation with outside training partners. In order to ensure holistic knowledge transfer and the sharing of experience between its various national companies, the Doka Division also deliberately encourages international personnel placements.



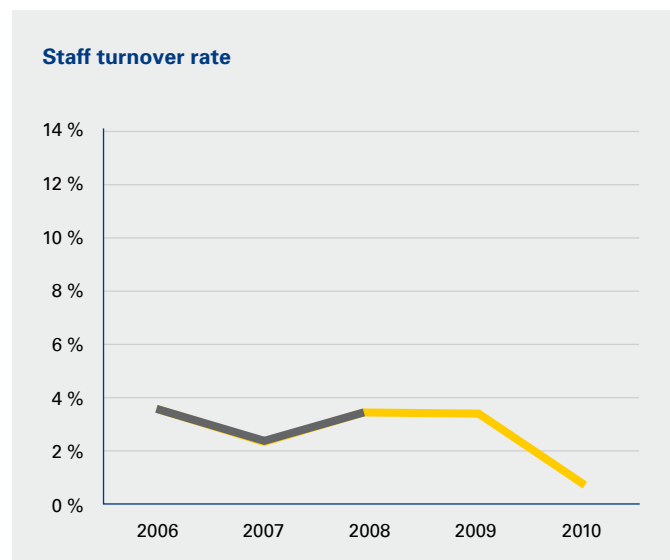
## 13.1 Doka – an attractive employer, worldwide

The Doka Division offers its employees very varied opportunities for personal development in the context of specialist and managerial careers. The multi-stage skill-enhancement programmes provided here make for an intensive deepening of specialist knowledge, ensuring long-lasting gains in expertise.

A wide-ranging training and coaching programme, coupled with professional mentoring by experienced mentors, ensures that up-and-coming managers reach their agreed career goals. These programmes place very great emphasis on strengthening social and interpersonal skills. For every Doka Division manager is expected to foster a working atmosphere marked by openness and mutual esteem in his or her area of responsibility, and the best possible environment for the staff placed under him or her.

In this regard, the systematic goal-setting interviews conducted every year at all levels are an important instrument of motivational communication between managers and their staff about the requirements derived from the corporate strategy, and about staff's personal career objectives. Together, all these measures result in a consist-

ently low turnover rate and strong employee identification with the enterprise.



## 13.2 Doka – a fair employer, worldwide



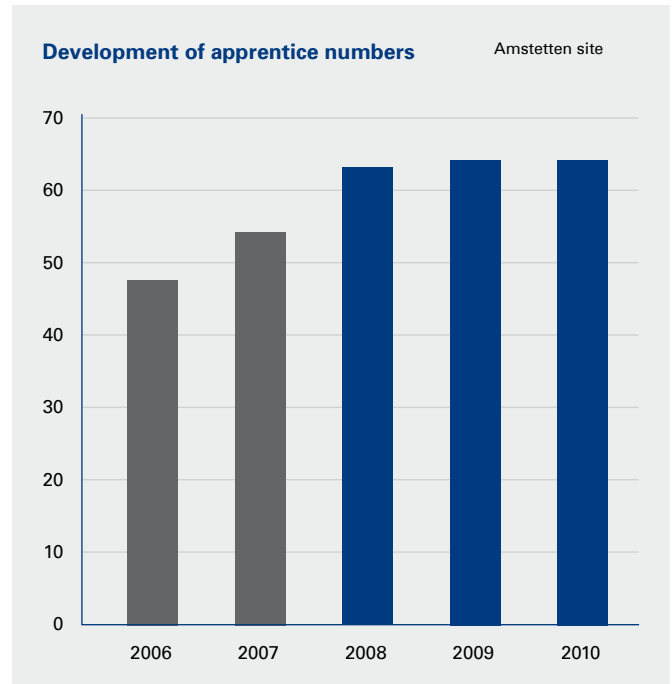
The Doka Division is unreservedly committed to equality of treatment for its employees, and rejects any and all discriminatory practices at the workplace. When recruiting and promoting employees, it is guided solely by their professional, technical and social capabilities. Moreover, the Doka Division assures all employees of their right to national collective labour agreements, and ensures a fair and reasonable wage and salary range at all locations. It goes without saying that the Doka Division expressly rejects all forms of child-, forced- and compulsory labour and expects this same commitment from all of its suppliers and business partners.

*Expressing recognition and appreciation is an important part of Doka's corporate culture.*

### 13.3 The Doka Division – a reliable partner right from the outset

For the Doka Division, training well-qualified skilled personnel is an important aspect of sustainability-oriented personnel management, and one that makes a major contribution towards reaching Doka's high quality goals.

Our superbly well-equipped apprentices' workshops, specially trained foremen and the very many opportunities for gaining extra qualifications all create the ideal preconditions for thorough and professional vocational training. The above-average results achieved by Doka apprentices at vocational school and in their final apprenticeship examinations underline the high quality of the apprenticeship training given at Doka.



### 13.4 Open communication builds confidence

Constructive dialogue between Executive Management, staff representatives and employees, and an emphasis on keeping all parties promptly and thoroughly informed, are an important part of the Doka corporate culture, characterised as this is by mutual respect. Involvement of the staff representatives is accomplished by their having seats and votes on the Supervisory Board of Umdasch AG, and by ongoing dialogue with the Executive Board

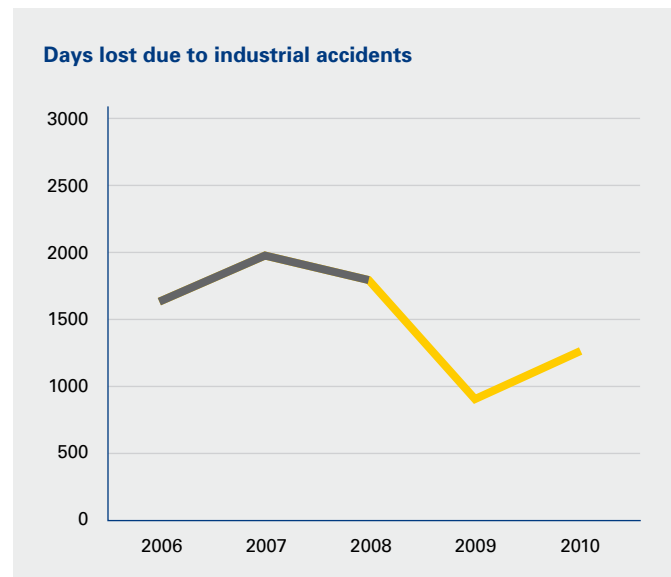
and with Executive Management. The Executive Board and Executive Management always endeavour to reach agreement with the staff representatives on decisions directly affecting employees. Doka Division employees are kept regularly informed on important events and decisions in employee information bulletins, as well as directly by their line managers and at Works Meetings.

## 13.5 Taking social responsibility seriously

The downturn in sales triggered by the global financial and economic crisis meant that in 2009 there was no alternative but to trim capacity. In order to hold on to as many employees as possible and keep their valuable know-how in the company in the long term, Management and workforce representatives agreed on a package of measures that helped ease the acute cost pressure, mainly by means of short-time working. Although this was not sufficient to prevent all redundancies, it meant that far fewer were needed. All employees who nevertheless had to be made redundant received a wide range of services and benefits from the company's redundancy support scheme to cushion any social hardship. Depend-

ing on the redee's length of service, family situation and age, this support scheme provided severance payments which went far beyond those required by law, as well as one-off payments to sole earners and recipients of child benefit. In addition, under the aegis of the "Arbeits-tiftung der Umdasch AG" (UAG Labour Foundation) ways were found to offer re-skilling and training opportunities, or to reach individual agreements on sabbaticals or on voluntary redundancies combined with promises of later re-employment. To support staff who had had to be put on short-time working, subsidies were paid towards the employees' share of their social security contributions.

## 13.6 Top priority for health and safety at work





Protective warning signs and personal protective equipment are standard-issue in all production facilities. Rigorous checks are carried out to ensure that they are complied with.

Protecting all employees and safeguarding their health, and thus upholding all OHS standards, is an overriding priority for the Doka Division. This is why the Doka Division goes beyond the legal requirements by carrying out very many measures and projects with which it invests in optimising workplace safety, in ergonomic workplace design and in preventive health care for its employees. Workplace accidents and safety-related events are systematically documented and analysed. The

results regularly feed through into workplace improvement measures. Carefully targeted capital investments and a large number of plant-optimisation projects have pushed the share of accidents caused by technical defects to below the five percent mark. Carelessness and human error are thus by far the commonest causes of accidents. To bring about a significant improvement in this regard as well, the Doka Division is actively promoting measures to inform workers and raise their awareness.

# 14. Outlook – sustainability goals

At Doka, ongoing optimisation and continued development are paramount. Embracing all areas and levels of the company, the goal-setting process highlights the goals – including those for sustainability developments – in an integrated manner, and keeps track of how they are being implemented.

- Long-termist development of the company aimed at sustained enhancement of its corporate values.
- Issuing a Group-wide Corporate Governance Code, to be binding upon all employees.
- Refining our system for determining what materials and energy have been consumed by which machines and workplaces, so as to locate and unlock optimisation potential.
- Continuing to develop our metrics acquisition system with performance data on which further resource-saving measures can be based.
- By improving the structure of our ‘work instructions’ (which will in future consist of a universally applicable part and a workplace/technology-specific part), and by promoting measures to raise awareness, it is intended to lower the accident rate still further.
- In addition, the Doka Division is endeavouring to establish an in-house health management scheme. This scheme will give employees information, advice and support with many health-related issues.

# 15. Content Index as required by Global Reporting Initiative (GRI Guideline)

| N°        | Content Index as required by GRI Guideline  | Relevant sections of this report  | Extent covered | Pages                     |
|-----------|---|---|----------------|---------------------------|
|           | General indicators  |   |                |                           |
| 1.1       | Statement from most senior decision-maker   | 1. Foreword from Executive Board  | ■              | 4-5                       |
| 1.2       | Description of key impacts, risks, and opportunities  | 1. Foreword from Executive Board, 6. Holistic management system in the Doka Group, 7. Corporate Policy - living out responsibility actively in practice                 | ■              | 4-5, 15, 16-18            |
| 2.1-2.10  | Organisational profile  | Publisher’s imprint, 3. Overview of the Doka Division, 4. The Doka Division and the economic environment, 5. Outstanding achievements, 9. Product and Service offerings | ■              | 2, 7-10, 11-13, 14, 21-22 |
| 3.1-3.13  | Report parameters, contact point, GRI Content Index, Statement on external validation                 | Publisher’s imprint, 2. First sustainability report, 15. GRI Content Index  | □              | 2, 6, 37-39               |
| 4.1-4.7   | Corporate governance  | 3.4 Organisational and ownership structure, 8. Corporate governance   | □              | 10, 19-20                 |
| 4.8-4.10  | Internal mission statements, codes of conduct and principles, procedures for oversight and evaluation | 6. Holistic management System in the Doka Division, 7. Corporate Policy – living out responsibility actively in practice, 8. Corporate governance                       | ■              | 15, 16-18, 19-20          |
| 4.11-4.13 | External charters, principles or other initiatives  | 6. Holistic management System in the Doka Division, 7.2 Open communication with all stakeholders  | □              | 15, 18                    |
| 4.14-4.17 | Stakeholders engaged  | 7.2 Open communication with all stakeholders  | ■              | 18                        |

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| N°   | Content Index as required by GRI Guideline   | Relevant sections of this report  | Extent covered | Pages         |
|------|--|---|----------------|---------------|
| EC   | Economic indicators  |   |                |               |
| EC1  | Direct economic value generated and distributed  | 4. The Doka Division and the economic environment   | ■              | 11-13         |
| EC2  | Financial implications and other risks and opportunities for the organisation's activities due to climate change                     | 1. Foreword, 12.4 Optimising energy and resource-conservation   | □              | 4-5, 27       |
| EC6  | Locally-based suppliers  | 11. Partnering with quality-conscious, environmentally aware suppliers  | ■              | 24            |
| EN   | Environmental indicators   |   |                |               |
| EN1  | Materials used   | 12.3 Environmental protection at the production sites   | ■              | 26            |
| EN3  | Direct energy consumption  | 12.4 Optimising energy and resource-conservation  | ■              | 27            |
| EN4  | Indirect energy consumption  | 12.4 Optimising energy and resource-conservation  | ■              | 27            |
| EN8  | Water consumption  | 12.6 Frugal water consumption, 12.9 High resource-conservation from professional equipment reconditioning services  | ■              | 28, 31        |
| E20  | Other emissions  | 12.7 Resource conservation from extra-long-lived products   | □              | 29-30         |
| EN22 | Total weight of waste by type and disposal methods   | 12.5 Controlled waste management, 12.9 High resource-conservation from professional equipment reconditioning services   | ■              | 28, 31        |
| EN26 | Initiatives to mitigate environmental impacts of products and services   | 9. Product and service offerings, 12.1 Sustainability right from the development stage, 12.9 High resource-conservation from professional equipment reconditioning services | ■              | 21-22, 25, 31 |
| EN28 | Compliance with environmental laws and regulations   | 6. Holistic management system in Doka Division, 12. Actively living out environmental responsibility in practice  | □              | 15, 25-31     |
| EN29 | Significant environmental impacts of transporting products and other goods and materials, and transporting members of the workforce. | 12.8 Efficient logistics, worldwide   | ■              | 30-31         |
| LA   | Labour practices   |   |                |               |
| LA1  | Workforce figures  | 13. Our employees – a crucial factor behind our success   | ■              | 32-36         |
| LA2  | Employee turnover  | 13.1 Doka – an attractive employer, worldwide   | □              | 33            |
| LA4  | Collective bargaining agreements   | 13.2 Doka – a fair employer, worldwide  | ■              | 33            |
| LA7  | Industrial accidents and n° of days lost   | 13.6 Top priority for health and safety at work   | ■              | 35-36         |
| LA8  | Employee safety and preventive health care   | 13.6 Top priority for health and safety at work   | ■              | 35-36         |
| LA10 | Average hours of training per year per employee  | 13. Our employees – a crucial factor behind our success   | ■              | 32-36         |
| LA11 | Vocational and in-service training programmes  | 13. Our employees – a crucial factor behind our success   | ■              | 32-36         |
| LA12 | Appraisal interviews and performance reviews   | 13. Our employees – a crucial factor behind our success   | ■              | 32-36         |
| HR   | Human rights   |   |                |               |
| HR4  | Non-discrimination: Incidents of discrimination  | 8.1 Clear rules – binding upon everyone, 13.2 Doka – a fair employer, worldwide   | □              | 19, 33        |
| HR5  | Breaches of the right to freedom of association  | 8.1 Clear rules – binding upon everyone, 13.4 Open communication builds confidence  | □              | 19, 34        |
| HR6  | Child labour   | 13.2 Doka – a fair employer, worldwide  | □              | 33            |
| HR7  | Forced and compulsory labour   | 13.2 Doka – a fair employer, worldwide  | □              | 33            |

| N°  | Content Index as required by GRI Guideline                            | Relevant sections of this report  | Extent covered                      | Pages |
|-----|---|---|-------------------------------------|-------|
| SO  | Society   |   |                                     |       |
| SO1 | Impact on community   | 8.4 The Doka Division – an active player in wider society, 8.5 A strong partner for educational establishments all over the world | <input checked="" type="checkbox"/> | 20    |
| SO2 | Risks related to corruption   | 8. Corporate governance   | <input checked="" type="checkbox"/> | 19-20 |
| SO7 | Legal actions for breaches of competition rules                       | 8.1 Clear rules – binding upon everyone   | <input type="checkbox"/>            | 19    |
| PR  | Product responsibility  |   |                                     |       |
| PR1 | Responsibility for health and safety impacts of products and services | 9.2 Product responsibility – safety first   | <input checked="" type="checkbox"/> | 22    |
| PR3 | Information on products and services                                  | 9. Product and service offerings  | <input checked="" type="checkbox"/> | 21-22 |
| PR5 | Customer satisfaction   | 10. The ‘gold standard’ for us: high customer satisfaction  | <input checked="" type="checkbox"/> | 23    |

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