

8:00 am  
everywhere





Zíttra

明天

Amanhã

Tomorrow

دغلا

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Morgen

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завтра

Morgondagen

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Sustainability is the big slogan of our time. The Umdasch Group has always attached great importance to acting in a responsible manner towards society, the environment, people and of course the products it manufactures. Not only since it has been fashionable for companies to behave like good citizens and demonstrate their commitment to social matters.

This report is also a stocktaking. It aims to create an awareness of the wide-ranging commitment and numerous initiatives of the Umdasch Group which are nowadays taken for granted to such an extent that they are frequently not even recognised as sustainable in the sense of responsible behaviour.

And so this report presents a cross-section. Like the Annual Report, it travels at 8:00 am through various departments within the company, but this time under the aspect of Corporate Social Responsibility. The attempt to examine each value-added activity within the company from a sustainable angle has been successful. It is a sign that CSR is truly practised here.

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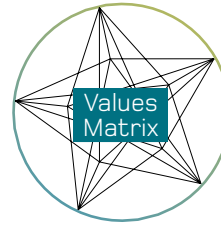
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Should we spend money sustainably or earn it sustainably?  
 Report sustainably and in an integrated manner or act sustainably  
 in an integrated manner? Do good deeds and proclaim them  
 loudly or rather concentrate on what we are actually doing?  
 Measure ourselves against the mainstream or go our own way?  
 If a company takes a serious look at how it can contribute  
 towards making the world a better place, it must not shrink from  
 questioning itself or allowing others to ask questions and then  
 giving open and transparent answers.



8:00 am  
Headquarters Amstetten, Austria

ANDREAS J. LUDWIG  
CEO Umdasch Group

# Sustainability is an integrative process – not one that is imposed

*“Sustainability is an integrative element within our business model. It should not be seen as being an added extra, but as a matter of course in our dealings with all our stakeholders,”* comments Andreas J. Ludwig, CEO Umdasch Group.



It is part of the corporate culture of the Umdasch Group that the company should be a reliable partner and a responsible employer. But integrative sustainability goes further than that. *“In order to ensure that the company can continue to operate on a sound basis, our entire business model must be focused towards sustainability,”* continues Andreas J. Ludwig.

This includes the innovative nature of the products and services. The meetings of the Doka Innovation Committee are therefore a fixed element in his diary. *“Technology and market leadership*

*are essential for the competitiveness of a company – and thus for its sustainable development.”* Accordingly, innovation is an institution within the Umdasch Group and is not just a slogan.

Family companies think in generations, not in periods. The same also applies to the product policies of the Umdasch Group: Durability and safety take priority over quick profits. Integrated sustainability is the term used in the CSR statement. *“We call it the Umdasch Spirit”,* explains Andreas J. Ludwig.



# Foreword



As a fourth-generation family company which has been in existence for almost 150 years, sustainability is not just a question of good style, but also a part of the corporate sense of purpose. The Umdasch Group sees it as a matter of course to operate in accordance with the principles of the honourable merchant. In addition to its special responsibility as the leading company in the region, the company also has a responsibility as an employer and business partner. In both respects it contributes to a considerable degree to the quality of life of many thousands of people and their families. It is a responsibility which the company takes seriously.

Since that was always the case, you may ask the question as to why we have suddenly started to report it all now, at this particular time. There are several reasons for this. Firstly, we felt it was important to draw up a current statement of all measures and initiatives relating to Corporate Social Responsibility, across the entire group if possible. This investigation and concentration aims to create awareness for the achievements which are carried out on a day-to-day basis in the interests of sustainable business development and fair behaviour towards each other. What is our current position? What have we achieved so far? And hence: what do we want to achieve in future? These are the questions which we have been asking ourselves in the process.

A second important reason is that we are entering into a new age. Increasing internationalisation means that the laws of globalisation are becoming even more relevant for us. They do not come to a halt outside the place name signs for Amstetten, but rather they demand attributes which – accelerated and strengthened by the crisis – are asserting themselves in a global environment: transparency and objectivity.

In terms of content we have already made important course adjustments in order to pursue these two aspects. For example Corporate Compliance, Corporate Internal Auditing and Corporate Communication – these are all areas which ensure continuous transparency and an objective approach. Communication is the vehicle that helps us to understand better.

I see one thing as particularly important: sustainability is the means and not the end. Our activities are based on the corporate policy of the Umdasch Group. This defines, among other things, the “How” – for example in our dealings with each other or in the achievement of our goals. So we use it to describe how we achieve something. And here we come full circle once more: it is not the aim of our sustainability to earn ourselves as many laurels as possible, but to become better every day in integrating Corporate Social Responsibility in the form of our self-image into all our activities and developments.

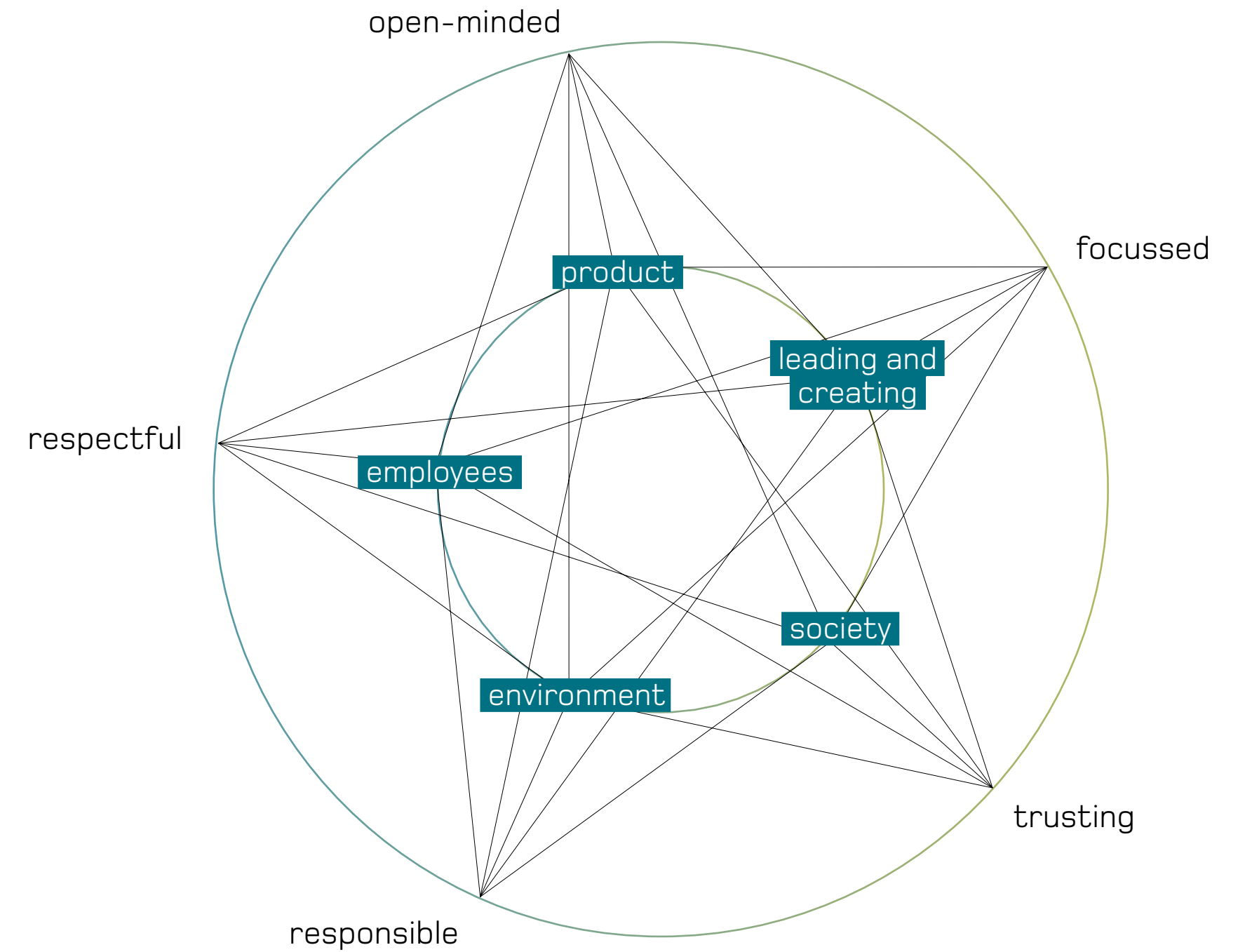
And so, with this in mind I am looking forward to the first Sustainability Report of the Umdasch Group. It will represent the basis and the status quo for our future work on our values and our responsibility.

**ANDREAS J. LUDWIG**  
*CEO Umdasch Group*

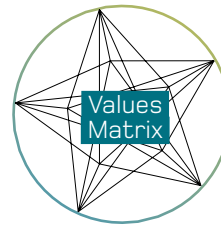
Being aware of our responsibility as a company means looking at our business model and our processes – together with all activities – under the aspect of sustainability.

In order to set its priorities beyond that, the Umdasch Group has defined areas of activity which it as a company regards as particularly important. A values matrix links these fields with the values upon which the company has always based its activities.

### Umdasch Group Values Matrix







8:00 am  
Amstetten, Austria

MIHALY DEKANY  
Fork-lift truck driver

# Open the Innovation



The new electric fork-lift truck developed in cooperation with the Umdasch Group can be operated in a resource-saving way. It is quiet, economical and puts no strain on the air we breathe – especially in the production halls. Mihaly Dekany travels this way hundreds of kilometres per year and he appreciates the advantages.

A few fork-lift trucks which are operated using electricity instead of diesel may not sound very exciting in the first instance. However, when you see the relevant figures you will realise how important and significant it is to encourage innovation in all areas of a modern business. After all, an electric fork-lift truck cuts costs by more than € 80,000 in particular due to a lower energy consumption throughout the life cycle.

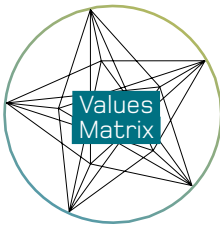
Mihaly Dekany has been working for the company for over 20 years and has experienced numerous innovations: *“In the case of the new generation of e-fork-lift trucks we were fully integrated into the advanced development process.*

*Our ideas and suggestions for improvement, for example with regard to the ergonomics as well as the technology, were positively received and put into practice. This fork-lift truck is also partly our invention and I’m pleased about that.”*

The open innovation process, which lies behind the continued development of the electric fork-lift truck in partnership with Linde Fordertechnik, sees innovation as an achievement of all the staff involved. It increases the dialogue within the company and intensifies the cooperation with partner companies. It makes it possible to encourage innovative ideas actively in all departments and beyond all hierarchies.



Quiet, emission-free and ecologically meaningful – a joint innovation with many advantages.



● Field of Action Product

# Field of Action Product

Market, product and innovation are closely interlinked. The sustainability strategy of the Umdasch Group takes up this topic as one of its five cornerstones of the values matrix. High product quality means long life and safety. An extended product cycle saves resources in every respect and thus contributes to a positive efficiency balance. The high demands for safety result from the sense of responsibility we feel for the life and health of those using our products, which extends beyond that directly linked to our business activities.

The prerequisite for this claim to high quality is a functioning innovation management. Innovation is the most important impetus for growth not only for the company but also for the region; it creates jobs and safeguards the location.

## Innovation and Customer Orientation

Innovation management plays a central role in the CSR strategy of the Umdasch Group. The goal is to develop products that are pioneering in every respect, but to do so using new and environmentally friendly technologies and sustainable materials – and increasingly, for example, renewable raw materials. As early as 1990 the company established its own research and development centre. It currently provides jobs for 104 employees who carry out research and development in the fields of systems development as well as wood, plastics, metal and surface technology.

According to the WIFO calculation, expenditure for research and education has a significant effect on growth and employment in the long term. Using the WIFO multipliers to extrapolate, with its annual expenditure of approx. € 10 million the Umdasch Group secures in the long term 160 jobs in the region and increases the gross regional product by € 1.2 million.



## INNOVATION MANAGEMENT IN THE DOKA GROUP

INM – Doka Innovation Management works in a customer-oriented manner not only directly (products and services) but also indirectly (business model and processes). The precondition for doing so is knowledge of the current state of market demand. To achieve this, a continuous monitoring of the worldwide market and technology environment is carried out.

Mega-Trends as a Basis for Decision:

- Bionics
- Energy & resources
- Demographic change
- Change in the working world
- Progressive urbanisation
- Digitalisation
- Knowledge-based economy
- New political and social world order
- Trend towards individualisation
- Health

Every year, some 200,000 working hours are invested in the development of new products. The working spectrum is broad and ranges from new developments and adaptations to the investigation of new technologies – such as surfaces and materials – and the optimisation of safety and handling during the use of the products. The development of products and services aimed at special markets and their specific regional requirements plays an increasingly important role as part of the trend towards greater individualisation. Market orientation and customer requirements are important factors in raising competitiveness.

We carry out pioneering research and development work in cooperation with universities, technical universities and research institutes in the course of open innovation processes. It is an exchange which is sustainable in a number of ways. Because it is also a way in which we can support institutes of education and hence young talent – a task which the Umdasch Group increasingly fulfils (for more information see Chapter 5 “Society”).

## Kompetenzzentrum Holz GmbH (Wood Kplus)

- Cooperation in the COMET programme as a partner within the skills centre
- Two bridge projects from Wood Kplus
- Research partner in an FFG basic programme MFW-TPE

## Holzforschung Austria

- Corporate partnership

## University of Innsbruck / CD Laboratory

“Application-oriented optimisation of cement composition and concrete manufacture”

- Corporate partnership

## Johannes Kepler University Linz

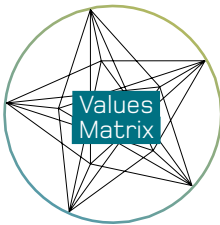
Cooperation with

- Institute for Analytical Chemistry
- Institute for Chemical Technology of Organic Substances
- Institute for Stochastics

## Vienna University of Technology

## Montanuniversität Leoben

## Diploma and Master's projects and dissertations



Field of Action Product

INNOVATION MANAGEMENT IN THE UMDASCH SHOPFITTING GROUP

The knowledge management of the company’s shopfitting division has focused on the provision of the latest technologies for shopfitting procedures.

The following technology fields are continuously monitored and analysed:

- Wood
- Metal
- Glass
- Electricity and Lighting
- Plastics

The knowledge management contributes its expertise internally in order to attain an improved standard through group-wide knowledge transfer. In this way it secures the further development of knowledge in the defined technologies both sustainably and in the long-term.

The evaluation of new technologies either for projects or as standards, as well as the preparation, transfer and of course the execution are important drivers of competition which secure a sustainable advantage.

The willingness to participate in an open innovation process is important in this field. The Umdasch Shopfitting Group also works closely with network and cooperation partners in an open dialogue.

The Umdasch Innovation Circle has become a permanent element within this business field. It focuses on the development of trend-setting concepts in shopfitting. Crucial questions and possible approaches to a solution for current challenges are discussed in an exchange with experts from business, science and the specialist and retail sectors.

Umdasch Shopfitting Group, BasixxGreenShelf



Sustainable Products and Solutions

One of our ecological and economic targets is to guarantee the high quality, long life and safety of our products. In the interaction between market and customer requirements, environmental demands and social change this creates a space for pioneering products and services.

1. Quality

The focus on quality is deeply anchored within the entire group of companies. It corresponds with the principles of corporate management and with the strategic agreements, as well as being firmly engraved in corporate policy. Customers throughout the world value this approach. It is guaranteed in the long term by the institutionalisation of the claim.

QUALITY MANAGEMENT SYSTEM OF THE DOKA GROUP

The management system covers all aspects of sustainable corporate management: the provision of appropriate resources in good time; innovative and customer-oriented realisation of products and services; and effective and efficient supervision together with continuous improvement. Integrated into this process are the topics of quality and environment as well as guidelines with regard to work safety, health and sustainable behaviour.

The standards ISO 9001 (Quality) and ISO 14001 (Environment) are valid in the interests of an integrated and sustainable quality management.

QUALITY MANAGEMENT SYSTEM OF THE UMDASCH SHOPFITTING GROUP

The quality management standard in shopfitting is defined as a cycle which is subject to a continuous control which governs the market input – production – market output. A particular focus on quality control lies on the interfaces and

points of transfer. Inspections and spot checks are carried out not only internally but also by external inspectors.

2. Durability

The durability of products is dependent on the quality of the materials used and the care with which they have been manufactured. But not only that, if we study the products of the Doka Group:

COMPATIBILITY OF PRODUCTS

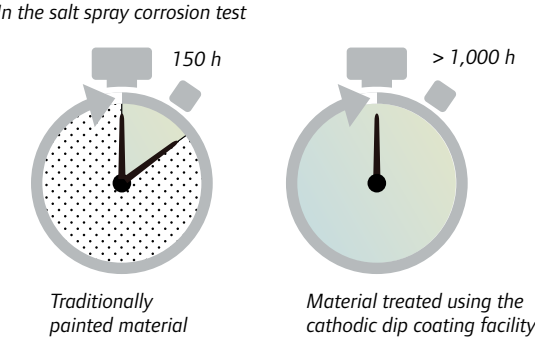
The most hard-wearing of products will be of no use if it is not compatible with the next product generation or with products from the same family of products. Doka formwork systems are as sustainable as Lego, which can also be passed down from generation to generation because it is always designed to match and to be compatible with the other pieces. Compatibility in the form of a modular system thus represents the basic requirement for an optimised product cycle.

PROTECTION FROM MATERIAL WEAR AND TEAR

Rain, snow, ice and strong sunlight as well as transport, assembly, shaking and cleaning – formwork products are subject to a great deal of stress. The corrosion of steel components and damage to the coating and plastic parts must be counteracted in the interests of the period of use and quality management.

As a material, **concrete** is a strongly alkaline chemical. The product surface which comes into contact with concrete must therefore demonstrate sufficient alkaline resistance. So must girders, pillars and elements which come into contact with fresh concrete. Apart from that, concrete also bonds readily. For cleaning purposes both metal scrapers and blades and high-pressure cleaners can be used. Only an appropriate protective layer in the form of a resistant coating will guarantee durability without sacrificing the quality demanded by the clients and architects.

Durability of cathodic dip coating



In the interests of sustainability all these measures are carried out using an ecologically justifiable amount of effort (See also Chapter 2 “Environment”).





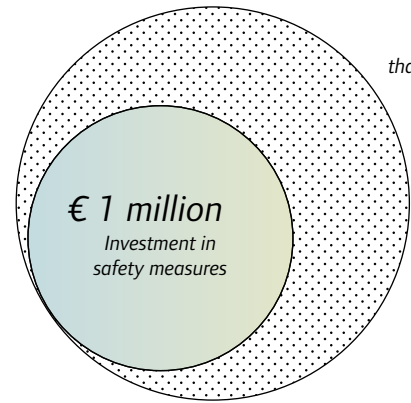
Field of Action Product

### 3. Safety on the Construction Site

The safety of the staff on the construction site is reason enough to examine this subject under the aspect of sustainability. Moreover, inadequate safety leads to longer construction times and can thus become a real efficiency problem.

Safety costs money. Especially if insufficient attention is paid to it. Studies have now proved that the “Return on prevention” can be calculated with a factor of 2.2.

#### Return on Prevention

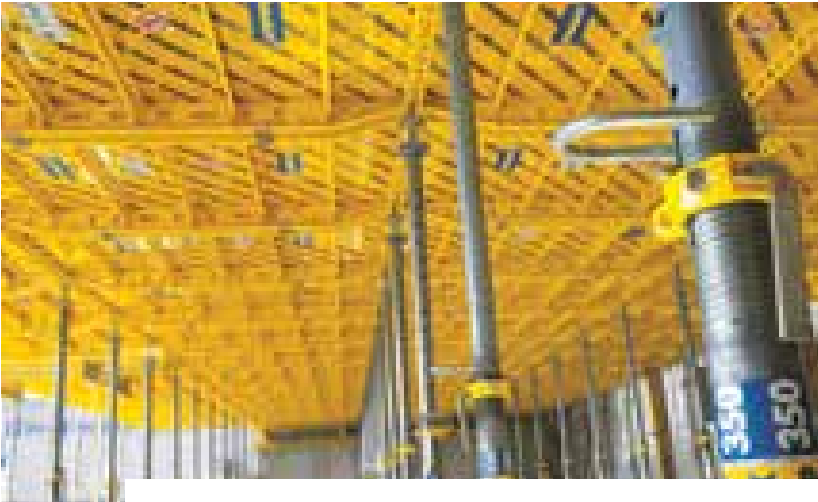


In Germany the costs of an average works accident amounts to € 10,475.

Panel formwork Framax Xlife plus



Strength measurement of concrete in real time using Concremote



Dokadek 30 slab formwork constructed using lightweight steel

Through the development of numerous safety products the Doka Group works actively to counter this development. For example, there is the safety system Xsafe plus for wall and pillar formwork. This is a pre-mounted, folding working platform with integrated side railings, step-through cover and integrated ladders which considerably improve the works safety.

Doka Safety is a wide-ranging initiative which was founded to increase awareness. An important role is played by the numerous safety training sessions held in the corporate headquarters, on the premises of the construction company or directly on the building site.

### 4. Sustainability

#### SUSTAINABILITY PRODUCTS BY THE DOKA GROUP

Efficient, safe, resource-saving: the example of three product developments shows clearly how sustainable innovation and product development take place.

##### Efficiency

- High formwork performance
- Minimal use of crane required during formwork construction
- Uncomplicated – only two additional parts
- Simple and easy to understand – brief instruction period

##### Safety

- It is not necessary to step onto the floor formwork
- Integrated liftout guard prevents the elements from falling down
- Compatible with Doka side protection system XP

##### Resource-Saving

- Work does not put a strain on your back
- Rapid construction, rapid stripping

**Concremote**  
Concrete strength measurement in real time

##### Efficiency

- Optimisation of the construction process
- Minimisation of length of cycle
- Very easy handling through tried and tested measuring process

##### Safety

- Increased through concrete measurement data instead of empirical values

##### Resource-Saving

- Reduction in staff and material costs
- Optimisation of concrete mixture and concrete purchase

#### Framax Xlife plus

Extension of the panel formwork Framax Xlife

#### Dokadek 30

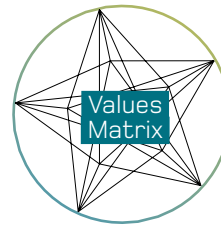
Lightweight steel construction slab formwork

##### Efficiency

- Up to 12% cost savings during post-treatment of anchor points
- Reduced material costs
- High number of uses as a result of high processing quality
- High durability thanks to hot-dip galvanised steel frame

##### Resource-Saving

- Simple handling and planning
- Saving of up to 1/3 time
- Shorter stripping times
- Shorter search times



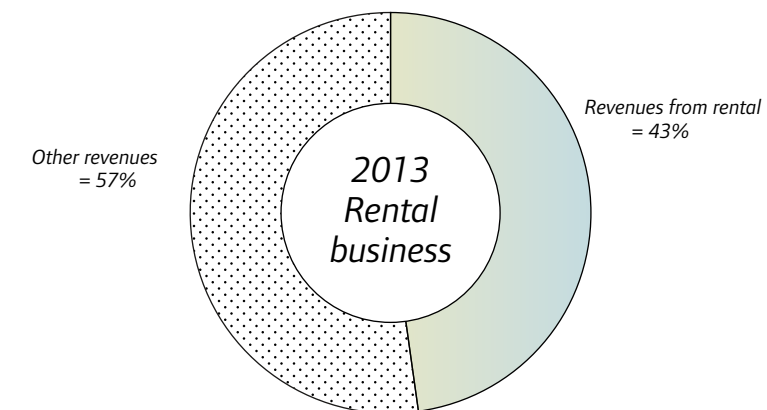
Field of Action Product



Dokadek 30 – rapid construction, rapid stripping

## SUSTAINABLE BUSINESS MODELS BY THE DOKA GROUP

**Doka rental model** – the Doka Group does not only offer its formwork systems for purchase; they are also available for rental. Nowadays this business model represents some 43% of the total volume... and counting. The fact that clients award contracts at ever shorter notice means that the planning cycles of construction firms are becoming progressively shorter. Renting instead of buying is a sustainable model which saves resources. For example in the form of raw materials and energy that are required for a new production. In recent years considerable investments have been made in order to be ready for this rapid development of the rental business. For example in logistics and infrastructure. But also in special services which help to ensure that the equipment remains in the rental cycle for as long as possible.



**Doka reconditioning service** – Doka rental equipment and also equipment belonging to clients is cleaned and serviced whilst ensuring that the highest quality standards are maintained. This extends its useful life, provides security for the next use and saves time and costs because the material functions perfectly. The reconditioning service is available in more than 100 Doka branch offices. The formwork material is prepared for re-use in a resource-saving manner in every respect.

**Doka ready-to-use service** – Special situations or construction requirements and unusual forms often call for individual measures. With the Doka ready-to-use service, which operates in 23 branches, formwork units are made to measure. The combination of Doka systems with individual solutions supports cost-efficient construction through reduced assembly costs, accelerated work processes and faster progress with the formwork.



The Doka Group demonstrates its claim to sustainability during the bauma Africa.





Field of Action Product

SUSTAINABLE PRODUCTS AND SOLUTIONS  
BY THE UMDASCH SHOPFITTING GROUP

**Green Shelf** – the aim of the project, which was developed in cooperation with Campus 02 in Graz, was to develop a market-compliant shopfitting system with the smallest possible carbon footprint. The parameters used for the assessment were:

- Resources of the raw material/materials used
- Primary energy requirement in KWh
- Transport route in km
- Expected useful life
- Pollution caused during disposal

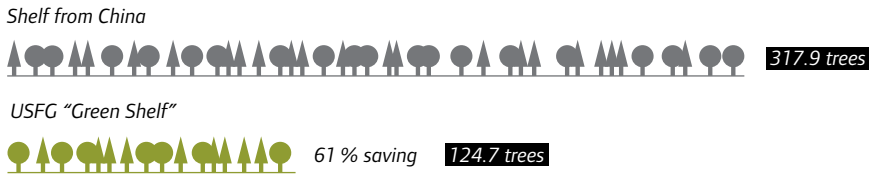
The Green Shelf product BasixxGreenShelf, which uses innovative and sustainable materials, forms part of the product portfolio of the Umdasch Shopfitting Group. Bamboo, jute and clay, for example, are not only environmentally friendly, but are also attractive alternatives.

**CO<sub>2</sub> Calculator** – the Umdasch Shopfitting Group developed a CO<sub>2</sub> calculator in connection with the “Green Shelf” project. This converts energy data and material quantities into CO<sub>2</sub> emission values. In order to make this easier to visualise the calculator works out the number of trees which are necessary to neutralise the CO<sub>2</sub> footprint of a specific product.

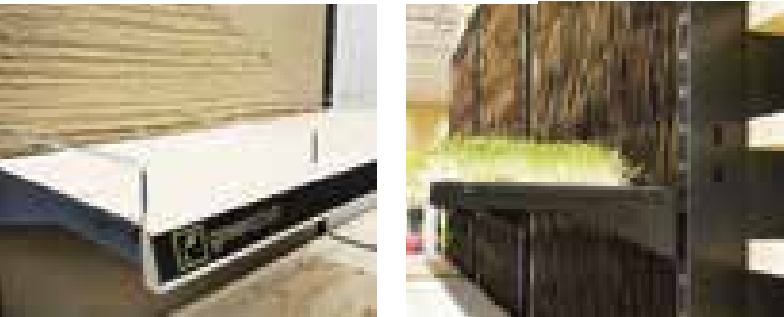
As part of the project the Green Shelf of the Umdasch Shopfitting Group “Made in Austria” was compared with an identical product from China.

CO<sub>2</sub> Neutralisation

How many trees does it take to neutralise the carbon footprint of the following products within their life cycle?



BasixxGreenShelf was developed with the aim of producing the shelf with the best possible CO<sub>2</sub> footprint.



**Virtual Business** – a sustainable affair. The changes currently being experienced within the retail sector are far-reaching. Sales space costs money, so retailers’ need for virtual shopping and advisory opportunities at the POS continues to rise. The Umdasch Shopfitting Group takes account of this development by creating a new division of its own: ViBiz – Virtual Business, which focuses on the future of shopping while incorporating the latest technologies.

**Interactive Shopping Wall** – a first product has been developed in cooperation with Samsung, Ars Electronica Solutions and the Streetwear label RAG: an interactive Shopping Wall. This enables a large range of products to be presented in a very small space. It also saves resources in the form of sales area, thereby increasing competitiveness.



Not only particularly creative, but also sustainable: the interactive Shopping Wall.

**Revitalisation** – A service which focuses on the revitalisation of shopfittings represents a special win-win situation. The Umdasch Shopfitting Group offers its customers to take back used metal shelving systems and to make them fit for a second period of use by means of special treatment and processing. Ecologically speaking this makes sense, but it is also economically meaningful. It saves costs, raw materials and energy.

**Innovative LED technology** – The LED lighting shelf is a development by the Umdasch Shopfitting Group. It is a product which offers a sustainable cost-benefit ratio thanks to the energy savings and upgrading possibilities it provides.

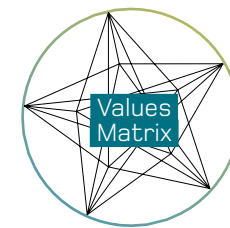
The Umdasch Group – a fair market player and a responsible company

The corporate policy of the Umdasch Group provides the basis for its dealings on the market, the way it treats its customers and its behaviour towards competitors.

It lays down the following criteria, which serve as a basis for the sustainable business success of the companies within the group:

- Products and services focus on what is required
- Aspiration to achieve the highest quality
- Customer orientation and customer proximity
- Innovative strength
- Competitiveness





8:00 am  
Ybbstal, Austria

**JOSEF SCHAUPPENLEHNER**

Team Leader USFG

# Arriving with a Clear Conscience

Every day, 69 works buses bring our employees from distances of up to 70 km to Umdasch and then back home again in the evening. That is good for the environment and good for the staff.

It you travel with Josef Schauppenlehner in the works bus in the morning you will soon realise how much he enjoys his job. *“I have been driving the works bus for 25 years. I like to start the day by collecting up the staff. A whole team comes together which actually has very little to do with each other in their daily work.”*

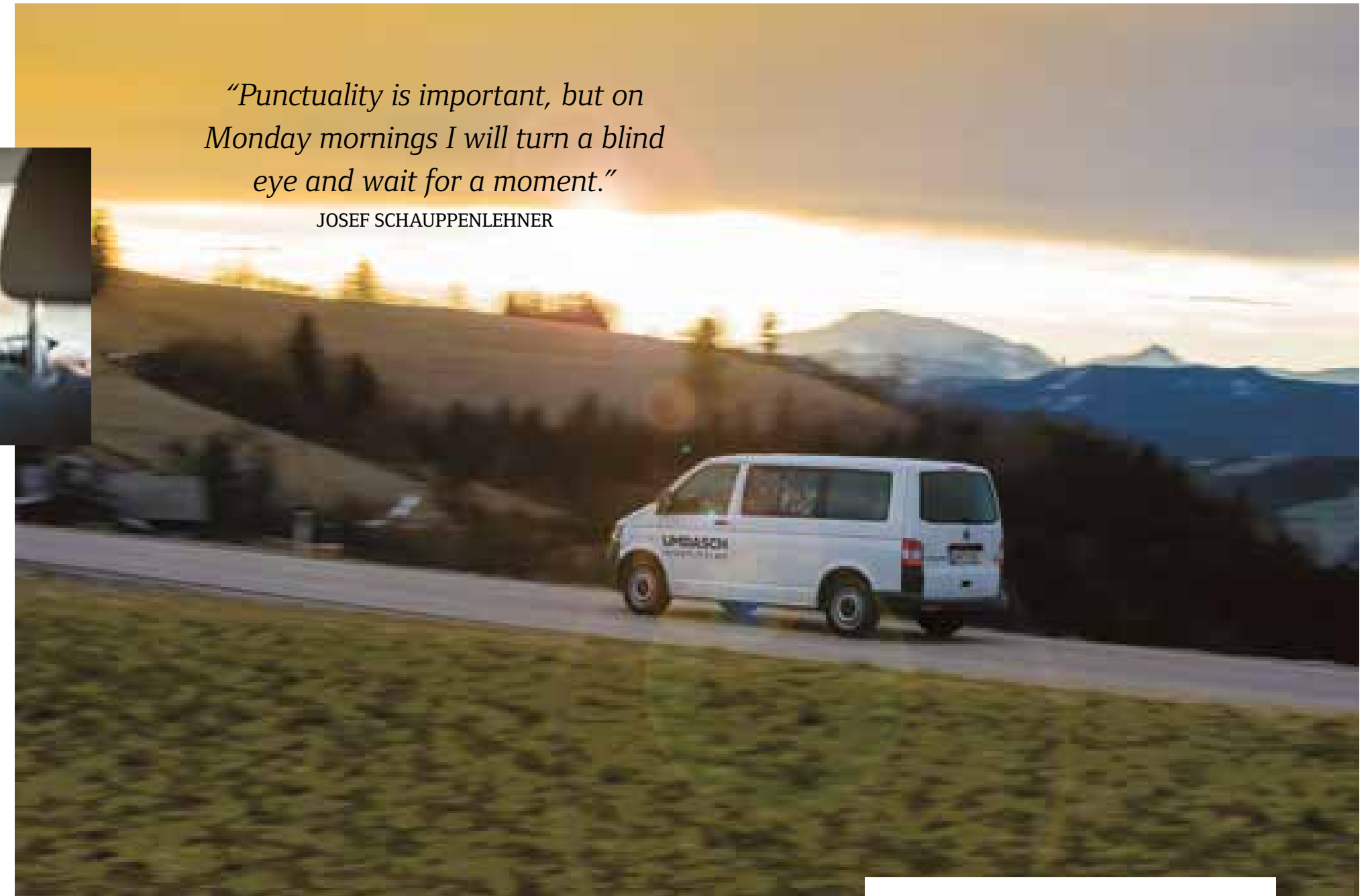
What is even better is that in doing so he is making a considerable contribution for the good of the environment and thus for future generations. *“Young people in particular, who haven’t yet got a driving licence or a car of their own, like to use the works buses,”* observes Josef Schauppenlehner. Including his son Markus, who is sitting behind him.

The advantages of the works buses for the environment and the staff are enormous. Many of the passengers can thereby save the need for a second car. Hundreds of thousands of kilometres by car are saved, thereby sparing both resources and the environment. But the most important aspect of all is that everyone arrives safe and sound.

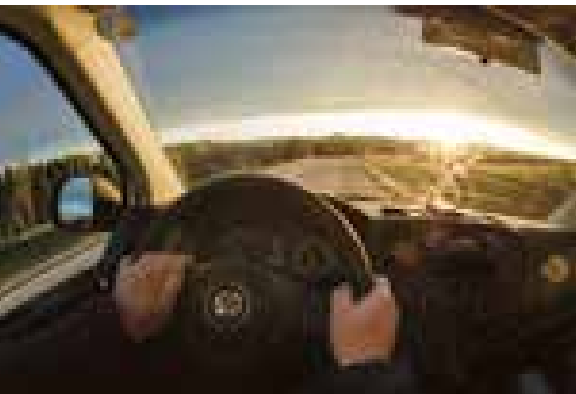


*“Punctuality is important, but on Monday mornings I will turn a blind eye and wait for a moment.”*

JOSEF SCHAUPPENLEHNER



They protect the environment, save costs and reduce the risk of accidents: the works buses, which bring countless employees safely to work every day – and then safely back home again.





Field of Action Environment

# Field of Action Environment

A responsible environmental management is one of the basic tasks of any company involved in manufacturing. As such, it is a subject which has been part of the Umdasch Group’s daily practice for decades.

Concern for the ecological future of the Earth and hence for the quality of life of future generations has prompted the company to continue to improve its policies in this respect with forward-looking concepts and measures. The intention to continue this development with regard to ecological policy is an important driving force and an essential aspect of all corporate decisions.

But there is more to it than that. At the same time, the Umdasch Group sees its responsibility also in a duty to maintain its position in international competition. A careful use of resources lies at the heart of the concern’s innovation management, which is based among other aspects on the careful use and considerate treatment of resources in its development of new products and solutions.

## ISO Certification

Certification in accordance with ISO 14001 forms the basis of the environmental management of the Umdasch Group.

These standards apply in:

- The production locations of the Doka Group in Amstetten and St. Martin
- The production locations of the Umdasch Shopfitting Group in Leibnitz and Gleinstätten.

All guidelines laid down in legal regulations and official notifications are being constantly implemented. Above and beyond these standards, in many areas procedures and measures have been determined which help in the sense of “good housekeeping” to fulfil the company’s own aspirations, which go considerably further than the legal requirements.

The following targets are laid down in the environmental policy of the Umdasch Group:

- Assessment and objective: Evaluation and assessment of potential implications and dangers for the environment as regards urgency and importance. Within the Doka Group targets are laid down and passed by Production & Operations management. Environmental management is also a management affair within the Umdasch Shopfitting Group. The management determines targets and measures on an annual basis and then passes them as part of an annual environmental programme.
- Environmental data management: In order to permit conclusions to be reached regarding the effectiveness and efficiency of measures taken, a comprehensive data management policy is pursued in both companies.
- Legal Compliance: With the help of legal management software the legal framework is laid down and changes are implemented as they take effect.

## Energy Consumption

Production locations are usually energy-intensive. In the interests of an ecologically and economically balanced record the management of the Umdasch Group has pledged itself to the careful use of resources and has recorded this commitment in its corporate policy. The company demonstrates its respect for the environment throughout the entire value-added chain – from development via sourcing and production to sales – through its careful use of natural materials and limited energy resources.

### Energy mix: Production \*

in 1,000 kWh

	2008	2009	2010	2011	2012	2013
Gas	27,614	20,314	23,089	24,036	24,523	26,943
Electricity	62,628	40,668	51,335	58,539	56,200	50,414
Heat	63,885	60,396	67,109	62,517	61,660	53,192
Fuel	5,586	3,640	4,528	5,170	5,177	4,080
Total	159,713	125,018	146,062	150,262	147,560	134,629

Taken as a whole, the energy consumption of the Umdasch Group is decreasing: as regards electricity (-20%), heat (-17%) and fuels (-27%). The use of gas is increasing proportionally.

### ENERGY CONSUMPTION AND CO<sub>2</sub> EMISSIONS WITHIN THE DOKA GROUP

**Energy management system** – an energy management system was introduced for installations and buildings based on the ISO 50001 certification, in order to improve energy consumption on a continuous basis. This refers to both existing and new buildings and installations.



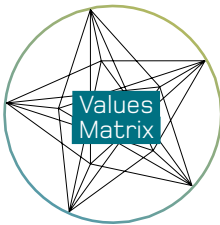
Doka logistics centre iLOC



**Energy efficiency** as demonstrated by the iLOC – the recently completed logistics centre iLOC in St. Georgen is characterised by a number of important measures to promote energy efficiency:

- Constructed to meet standards for low energy consumption
- Demand-actuated, energy-efficient lighting concept
- Use of wood as a renewable raw material for the construction of the halls
- High degree of warmth insulation
- Use of prefabricated sandwich elements for outer walls of halls
- Triple glazing throughout the location
- Compact construction to minimise outer wall surfaces
- Air curtain to minimise loss when doors are opened
- Use of groundwater heat pump for the supply of warmth and hot water for maximum efficiency
- Underfloor heating to take advantage of low supply temperatures
- Ventilation systems with high heat recovery rates
- Low-temperature heating ventilators for hall heating
- Use of groundwater well for water supply in WCs, high-pressure cleaners and lawn sprinklers

\* Includes the Doka production locations Amstetten, St. Martin and Banská Bystrica as well as the USFG production locations Amstetten, Leibnitz and Gleinstätten

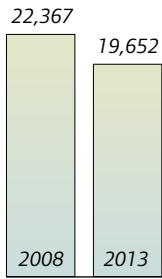


Field of Action Environment

The intention is that energy-efficient measures should be carried out throughout the concern, for example:

- Optimisation of hall lighting – changeover to LED
- Heat recovery in compressor stations by conversion to hot water or
- Introduction of warm air into the hall ventilation system, which reduces the energy consumption

Energy consumption per employee



[kWh/head]

Employees do not include employees of the international locations of the Umdasch Shopfitting Group



Umdasch Shopfitting, Leibnitz

ENERGY CONSUMPTION AND CO<sub>2</sub> EMISSIONS OF THE UMDASCH SHOPFITTING GROUP

The establishment of so-called energy representatives marked an important step towards greater energy efficiency in the Umdasch Shopfitting Group. They include representatives for the environment as well as for waste, waste water and dangerous substances.

Like the Doka Group, the Umdasch Shopfitting Group is continuously implementing measures which contribute to a better environmental balance – for example in the production locations Leibnitz and Gleinstätten::

- During the construction of a new production hall the hot-water supply for the newly developed social wing was carried out by recovering heat from the air compressor
- As part of the same project the hall lighting was equipped with a daylight technology control system
- A new wood chip combustion plant was installed instead of gas heating
- The new Magic Cylinder coating plant operates with heat recovery
- The roof was renovated
- Welding smoke suction with heat recovery in the production hall
- Hand powder booth with heat recovery
- The windows in the main office building were replaced
- The sheet metal production hall was renovated
- Compressed air supply plant: screw compressor with load management, in order to guarantee the use of waste heat
- Isolation of warm containers and pipes for process warmth
- New buildings for panel production and sheet-metal production constructed according to sustainable criteria
- Heat recovery using the waste heat from the compressor to produce hot water
- Use of waste heat from the cooling plant in order to reduce energy
- Introduction of a solar heating plant for heating and process warmth

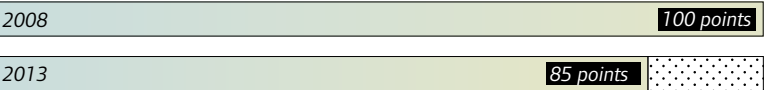
Energy consumption index

Reduction by 16 points

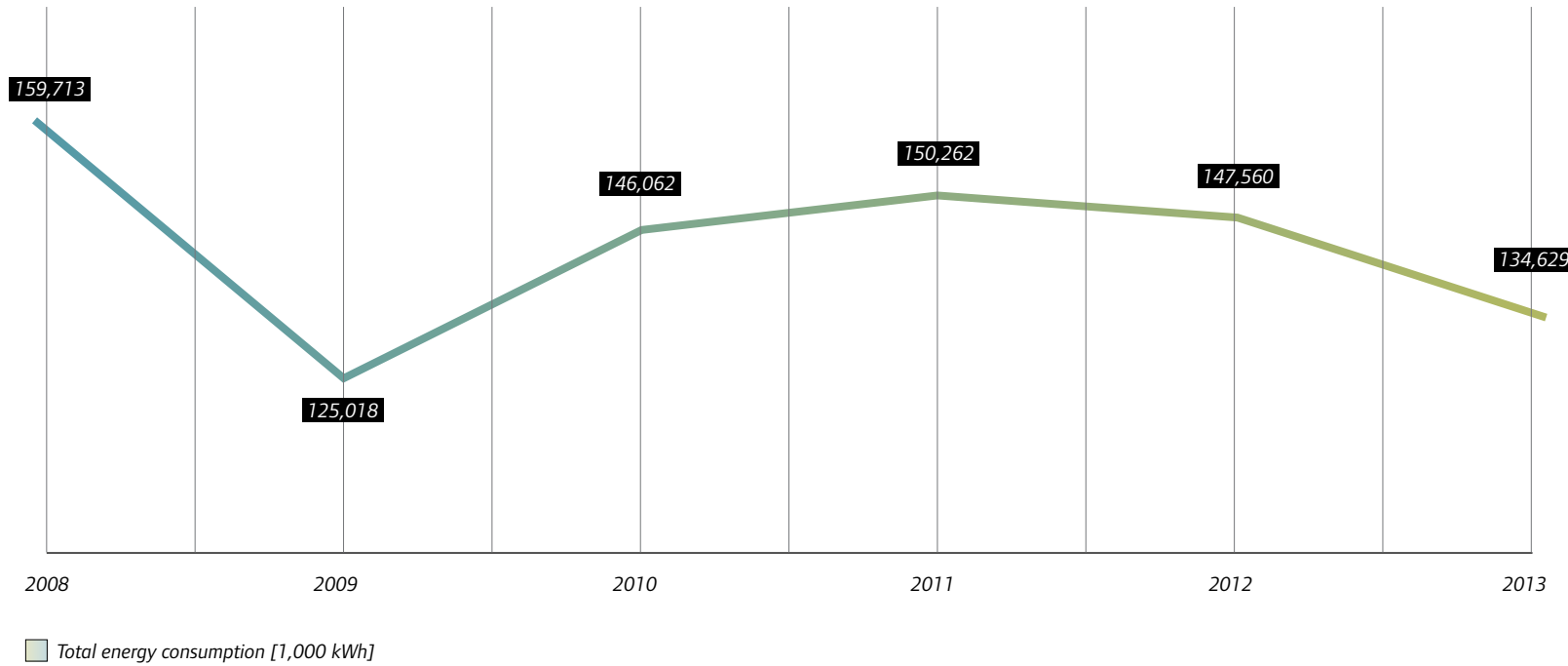


CO<sub>2</sub> index

Reduction by 15 points



Total energy consumption Production \*



In spite of producing almost the same revenues as in 2008, in 2013 approx. 16% less energy was required.

CO<sub>2</sub> emissions Production \*

in tons

	2008	2009	2010	2011	2012	2013
Direct	7,234	5,272	6,081	6,408	6,502	6,671
Indirect	19,997	13,488	15,784	17,160	19,540	16,515
Total	27,231	18,760	21,865	23,568	26,043	23,186

\* Includes the Doka production locations Amstetten, St. Martin and Banská Bystrica as well as the USFG production locations Amstetten, Leibnitz and Gleinstätten



Field of Action Environment



Use of Raw Materials  
and Resources

1. Use of Wood

Wood is an important raw material for the Umdasch Group. In both business areas it represents an integral part of the product range.

USE OF WOOD IN THE  
DOKA GROUP

Formwork panels and formwork beams are made of wood, which is therefore indispensable. Every year, some 120,000 m³ of this valuable raw material are processed. Wood is used in the formwork lining, where it replaces plastic, which is not renewable, as well as materials like steel, which consumes considerably more energy in both production and handling.

Wood is a CO<sub>2</sub>-neutral raw material. Through the efficient production at our Amstetten location there is no waste. Waste wood is exploited 100% thermally and is delivered to a thermal heating plant within the community.

54% of the wood purchased for production at Doka originated from PEFC-certified sources. The certification confirms that the raw material originated from sustainable forestry which corresponds to ecological, economic and social criteria.

Great value is placed in all aspects of wood treatment on processes which are compatible with the environment and with health:

- No wood preservatives are used
- Varnishes and paints are water-soluble. This permits the thermal exploitation which is also regarded as ecologically meaningful (Fraunhofer work group for wood research at the Wilhelm Klauditz Institute)
- The coatings are free of heavy metals; the glues employed are high-quality adhesives
- Beam reinforcements as well as surfaces and edge protection on all Doka wood products are produced using chlorine-free plastics
- In addition to the thermal exploitation, the products can also be reintroduced into the materials cycle (e.g. the chipboard industry)

USE OF WOOD IN THE  
UMDASCH SHOPFITTING GROUP

As a raw material, wood is extremely important in the production of shopfittings. It is treated accordingly as a valuable resource. The basic principle is “Avoidance before exploitation before disposal”. Software-controlled cutting optimisation programmes ensure the best possible use and the greatest possible usefulness.

In order to make use of unavoidable waste wood residues in the most environmentally friendly and energy-efficient way, a modern heating plant fuelled with wood chips was installed in Gleinstätten. Compared with the gas heating which it replaced, the annual costs were reduced to 7% of the original level.



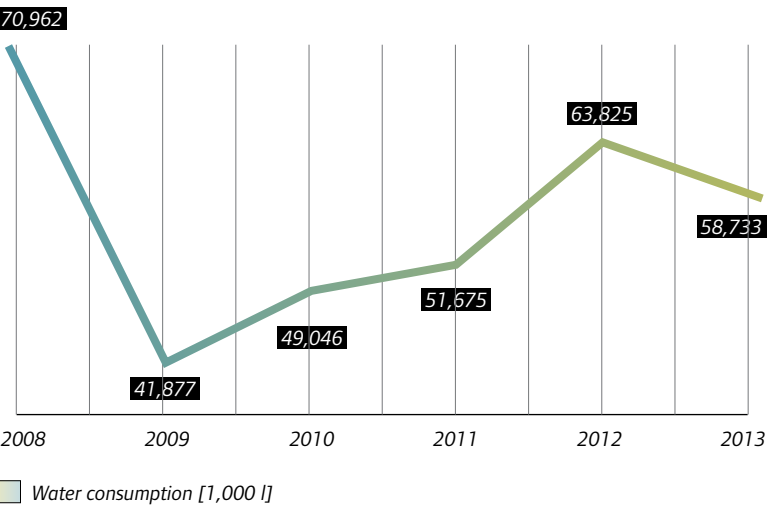
2. Use of Water

The use of water is monitored and documented in the Doka Group. During the rinsing processes it is recovered and re-used several times and consumption resulting from the use of so-called cascade rinsing (successive rinsing tanks) is minimised. This considerably reduces water consumption. A waste water treatment plant exploits unavoidable waste water, cleans it and transfers it to the communal sewage treatment plant.

The Umdasch Shopfitting Group attaches great importance to the subject:

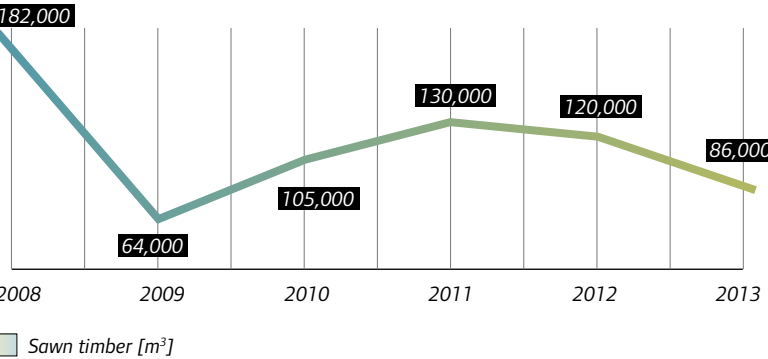
- Full demineralisation unit with water circulation system, which results in a reduction in process water; after completion of the cycle the water evaporates; the residual eluat is disposed of externally
- Extended service life through special filter technology: special filters are installed in the electroplating tanks in order to reduce contamination of the rinsing water, thereby lowering water consumption since the water can be used for longer periods
- Recirculation of rinsing baths in the pre-treatment tanks for the re-processing of water

Water consumption  
Production \*

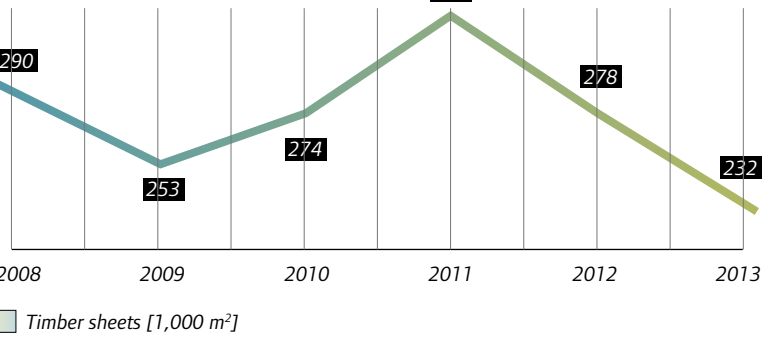


\* Includes the Doka production locations Amstetten, St. Martin and Banská Bystrica as well as the USFG production locations Amstetten, Leibnitz and Gleinstätten

Material use Production  
Sawn timber \*



Material use Production  
Timber sheets \*







Field of Action Environment

Environmentally Relevant Installations

Investment in efficient and resource-saving installations represents an important contribution to the protection of the environment. But they also contribute in no small measure to competitiveness, because through them the products have a longer lifespan and are of higher quality.

PRODUCTION PROCESSES IN THE  
DOKA GROUP

**Hot-dip galvanising** – covers steel elements such as panel formwork or supporting structures with a zinc coating which protects from rusting; the rinsing water is used several times and then cleaned; the waste air from the process is directed through cleaning units, filtered and then returned to the environment.

**Powder coating** – since zinc adheres very well to fresh concrete, in order to produce a surface that is easy to clean a layer of paint is applied, followed by an adhesive layer and paint powder; the use of water is very economical and the waste water is treated in a special unit; no solvents are needed, and excess powder is collected and re-circulated.

**Electroplating** – Zinc plating of cast-iron or wrought iron with narrow dimension tolerances provides protection from corrosion with an ultra-thin layer of zinc; waste water and waste air are cleaned as in the hot-dip galvanising process.



New cathodic dip coating facility since 2013

**Cathodic dip coating facility** – a layer of paint is added on top of zinc phosphating by means of electrocoagulation. By immersing the steel elements (instead of spraying them) it is possible to optimise the paint consumption; the thermal post-combustion facility is subsequently used.

Manufacture and production within the Doka Group both demonstrate a high technological standard.

Best possible use in the cutting to size of sheeting and tubing serves to avoid waste as well as optimising costs and saving resources.

Refuse Management and Recycling

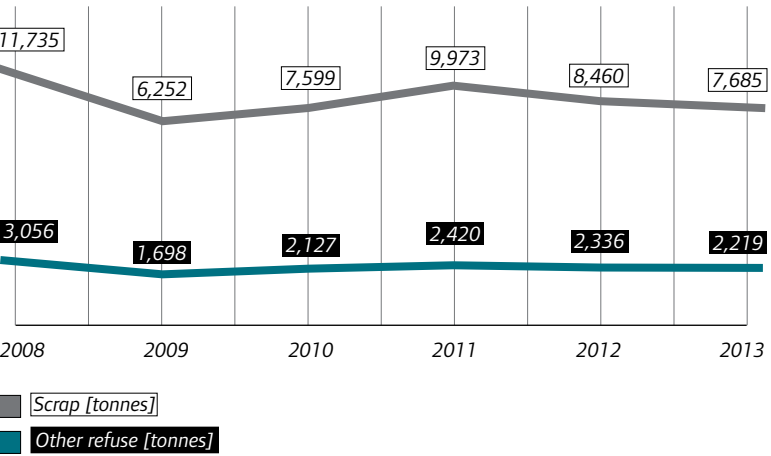
Unavoidable refuse, together with materials which can no longer be used and packaging materials, is professionally disposed of by authorised waste management firms.

REFUSE DISPOSAL SYSTEM – OPTIMISATION OF  
THE UMDASCH SHOPFITTING GROUP

In order to optimise the waste disposal system, in recent years the Umdasch Shopfitting Group has focused on the separation and avoidance of refuse:

- Optimisation of containers and disposal intervals, especially for substances like titanium, copper, zinc and nickel
- Continuous implementation of staff training sessions
- Measures to increase awareness and willingness to separate waste
- Increased performance of the filter press
- Optimisation of deposit containers and provision of customer-specific transport racks
- Reduction in use of packaging through re-use within the company
- Increase in the dry matter in the electroplating sludge in order to reduce the weight of the sludge and/ or a reduction in frequency of collecting intervals

Refuse Quantities: Production \*



\* Includes the Doka production locations Amstetten, St. Martin and Banská Bystrica as well as the USFG production locations Amstetten, Leibnitz and Gleinstätten

Contaminants, Solvents, Chemicals,  
Noise and Odours

The use of dangerous substances takes place under special conditions and is introduced into the production process only after successful testing for hazard-free use and a maximum degree of environmental compatibility. Work safety and employee protection are afforded top priority here.

In the Doka Group, since the early 1990s the use of solvent-based paints and varnishes has given way to water-based products. This changeover is accompanied by:

- Wide-ranging investigations with relation to the coating process, in order to guarantee the required quality
- Continuous chemical analyses of product quality and environmental compatibility in our laboratory in Amstetten

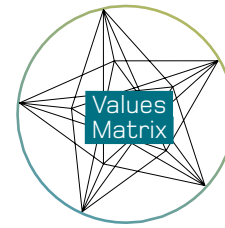
Within the Umdasch Shopfitting Group, the measures for the avoidance of harmful substances and factors influencing health include the following:

- Reduction in noise emissions in the production halls in order to improve the working environment
- Reduction in emissions in the powder-coating facility through the establishment of exhaust ventilation and waste air separation
- Vacuum extraction of wood dust in order to avoid dust emission

Logistics Management

A continuous improvement of the logistics processes is linked to concern for the environment, but also to the company's product policies and its business model. It is a requirement which is becoming increasingly relevant in competition and which therefore enjoys particular attention. Efficient logistics are often the deciding factor in the awarding of contracts. The Doka Group pays attention to this aspect with the optimisation of existing and/or the establishment of new central logistics hubs. These guarantee:

- Improved availability of formwork systems and components
- Flexible and rapid supply to construction sites
- Optimised stocks
- Proximity to customers and their requirements



8:00 am  
Zukunftsakademie Mostviertel

**MATTHIAS ALBRECHT**  
Sales Manager

# More than just Education – Education for Life



*“Through our involvement in education we aim to give our employees the possibility of continuing to develop further, both personally and professionally. Because life is a never-ending learning process.”*

ANDREAS J. LUDWIG

CEO Umdasch Group, Chairman of the Zukunftsakademie Mostviertel



Matthias Albrecht is a Sales Manager. As a Group Leader he is responsible for one of the two Trade Areas of the Doka subsidiary Form-on. The route he took to achieve this led via the education initiative of the Zukunftsakademie Mostviertel, of which the Umdasch Group is an initiator, co-founder and active member.

*“I am actually an engineer – an industrial engineer, to be precise. So I started out in the engineering department at Doka.”* Albrecht soon realised that he wanted to work in Sales. *“I think you should always continue to develop and pursue your interests. At any rate, never stand still.”*

The company agreed with him and nominated Matthias Albrecht for a two-year training course to become a Sales Manager. Together with his colleagues at Doka and a varied mixture of students from the region he embarked on the extra-occupation training course. The candidates were sent by companies in the region which participate in the Zukunftsakademie Mostviertel.

*“On Saturday mornings at 8:00 a.m. the cup of coffee from the coffee machine in the foyer of the Regional Innovation Centre Amstetten (RIZ) became a tradition”,* commented Albrecht. A dynamic group of people had come together to learn as a group. And at the end of the course they had joined together to form the *“Sales Force Mostviertel”,* a network which then organised specialist lectures on the subject of Sales Management. A good example of how education works: practically relevant, involving plenty of own initiative and supported by companies that find it important to encourage the personal development of their employees.





# Field of Action Employees

A company that has sustainability in its DNA has been devoting its attention to its role as a responsible employer since long before Corporate Social Responsibility became a fashionable concept. The Umdasch Group is one such company, for which the development and well-being of its staff is a constant process. This continues permanently because it must adapt flexibly to the constantly changing framework conditions and needs.

## Staff Development and Further Training

A company is a living organism which changes, grows and develops. This permanent process of change is carried by the staff, who must constantly adapt and adjust to the new conditions.

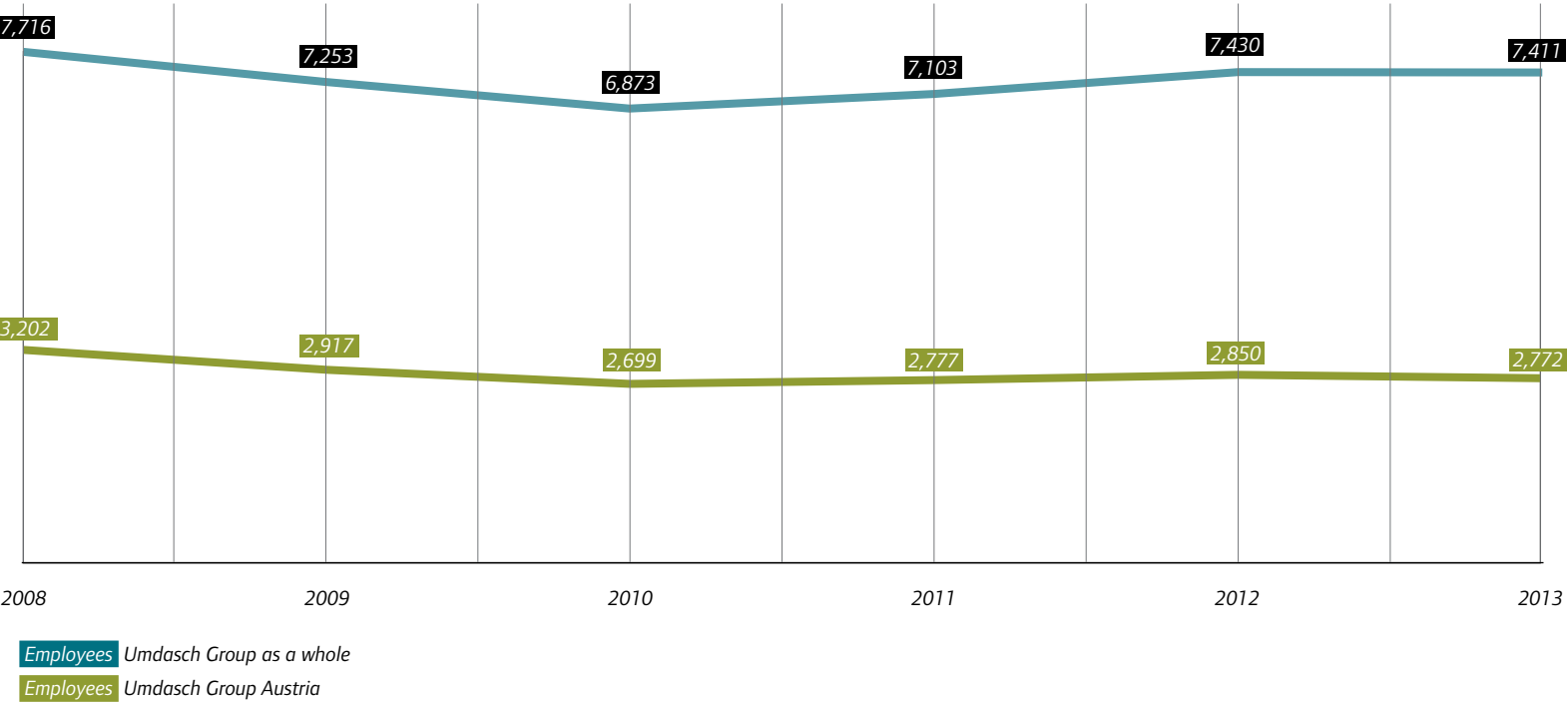
Staff who are well trained and who live up to the knowledge requirements of customers and markets are the most important factor in open competition. The investment made by the Umdasch Group in training and further education are thus of a sustainable nature. Because they add value and help the company to position itself. They represent an essential distinguishing characteristic to the competition and they guarantee market leadership in the fields of expertise and knowledge.

This is why the Umdasch Group has made the subject of training one of the core subjects in the field of sustainability. Because it will secure the future of the company in the long term.

*“It is our aim to develop ⅔ to ¾ of our management staff from our own ranks in future.”*

KURT KÖNIG *Director Human Resources Umdasch Group*

Total average number of staff per year



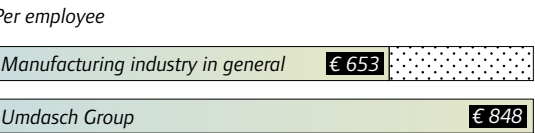
## THE UMDASCH ACADEMY

The platform on which all measures for the further professional and personal training of our staff are assembled, offers some 60 events per year, in which approximately 2,000 employees participate. Depending on the subject and intensity the events are held by internal trainers or external lecturers. E-learning is becoming increasingly important within the Umdasch Group. It is an efficient method and can be used by participants in an independent manner as regards both time and place.

Employees of the Umdasch Group are also trained and offered further education opportunities within the framework of the Zukunftsakademie Mostviertel – an initiative in which the Umdasch Group is involved as a co-founder, and which it supports and actively helps to develop. Because the concern believes in a strong region, which can compensate for the disadvantage of its geographical location far away from big cities by its well-educated inhabitants and which can thus develop successfully as a business location.

The Qualification Association represents another educational initiative in which the Umdasch Shopfitting Group participates as one of 17 companies within the region of southern Styria. Approximately 40 measures are implemented each year with regard to the qualification and further education of staff members.

Expenditure for Further Education



## ENCOURAGEMENT OF TALENT

As part of its training and further education programme the Umdasch Group pays particular attention to the encouragement of talent. Here the company is working towards its aim of filling executive positions in future largely from its own ranks.

The most important initiatives in this context are:

- Strategic Talent and Succession Management
- Introduction of the Employee Dialogue
- Reintroduction of the Target Agreement Discussion



● Field of Action Employees



Four apprentices of the Umdasch Group who completed an internship abroad.

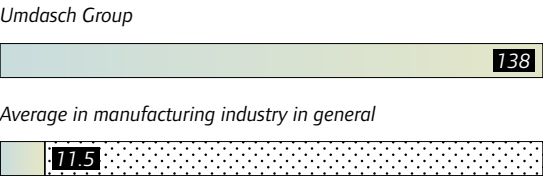
THE TRAINING OF APPRENTICES

There is a long tradition of training apprentices in the Umdasch Group. The company continues to place emphasis on practice-related expertise which the trainers pass on from one year to the next. A total of 14 different trades and professions can be learned within the company, including for example metal technician, industrial business management assistant or carpenter.

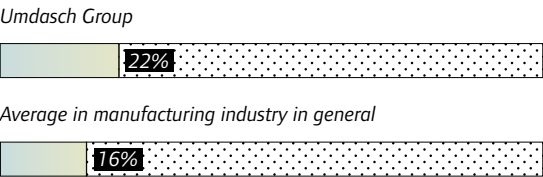
In order to meet the company’s requirements and the needs of the young people even better, the apprentices’ training programmes are being constantly modified and improved:

- Apprenticeship with Matura (matriculation examination)
- Internships abroad – international exchange
- Excursions
- Special courses in the Umdasch Academy
- English for apprentices
- Prizes for outstanding success at school

Number of  
trainees 2013



Number of  
female trainees 2013



LEAVE FOR TRAINING AND  
PART-TIME TRAINING

In many cases, training can take place during employment while working full time. In other cases the Umdasch Group offers the possibility of taking unpaid leave for training or working part-time during training. Staff members increasingly take advantage of these opportunities. The company recognises this trend and tries to find the best solution in each individual case.

Models for Flexible Working Hours

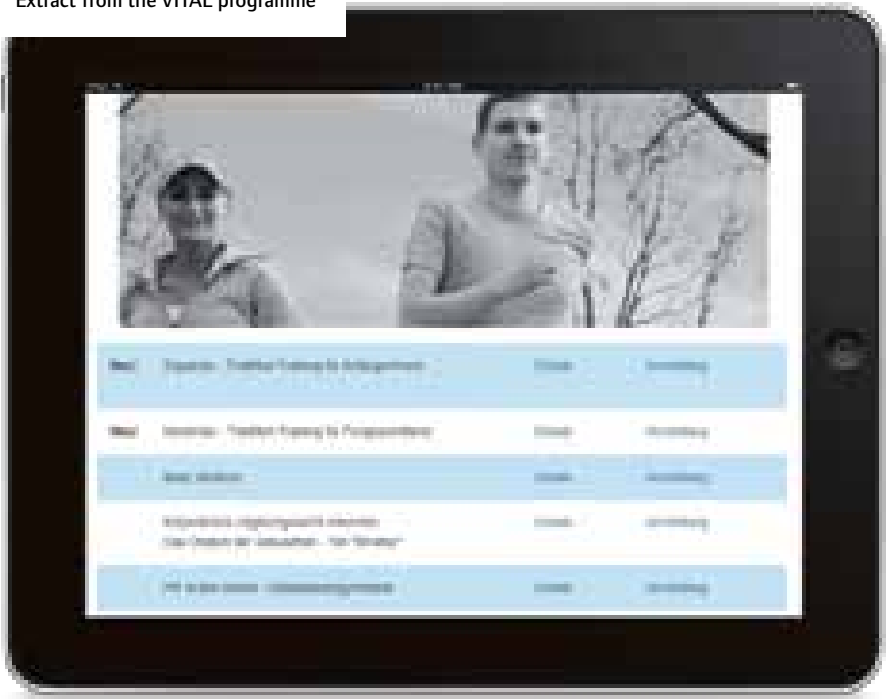
The flexible adaptation of working hours to business development is a demand which the company addresses to government, society and its own employees. The management of the Umdasch Group campaigns continuously and energetically for a more flexible approach to the processes, procedures and working hours in line with market requirements – in the past and also in future.

At the same time the Umdasch Group also offers its employees: individual agreements with regard to working hours. Flexitime and home office have become routine elements in the working day. They encourage a life balance and the combination of family and work as well as leisure and work.

Health and Vitality at the  
Workplace

Well-being and physical and mental health are important for staff performance. Motivation and pleasure in one’s work are basic requirements in this respect. In the Umdasch Group there are a number of measures which take these aspects into account and encourage them.

Extract from the VITAL programme



MEASURES

ALFA

Alcohol and drug-free working conditions at all our locations

Works Canteen

There is a choice of three menus at lunchtime. At year end 2014 the works canteen will be modified to permit the preparation of fresh meals which will be cooked on site

Kiosk

Supplies staff with snacks and drinks

Fruit Day

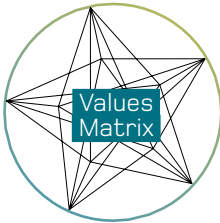
Fruit is available free of charge – every second Wednesday in the month

VITAL

The major health initiative of the Umdasch Group offers opportunities relating to the subjects exercise, nutrition and mental health. Staff members who have been trained as VITAL ambassadors are important multipliers and motivators for more vitality at the workplace

WGU – The Umdasch  
Works Association

Numerous sporting and cultural activities are included on the programme in a total of 16 sections – from hiking, tennis, football and cycling to golf, fishing, running and culture.



● Field of Action Employees



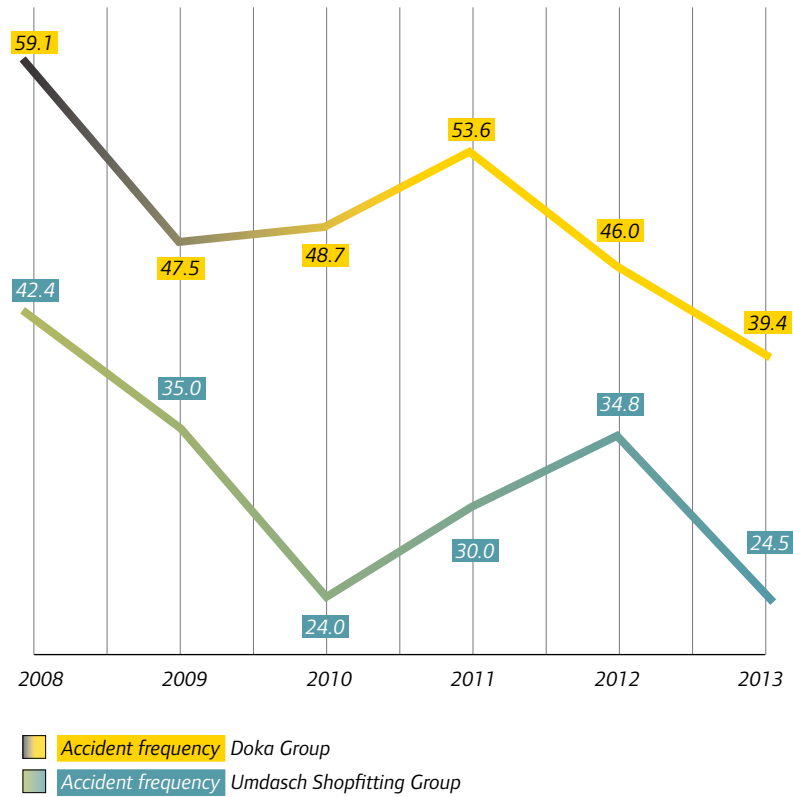
WORK SAFETY

We in the Umdasch Group regard the protection and safety of our staff as our top priority. The company invests far more than legal regulations require in health care and the optimisation of work safety. A complete documentation of all accidents at work and events which are related to safety technology forms the basis for continuous analyses and the resulting measures for improvement. The company currently records not only all accidents but also all near-accidents – an essential and important step with regard to prevention management. The work safety department is responsible for a continual reduction in the risk of accidents and injury at work. A works doctor and his team deal with matters relating to health.

Days of illness  
resulting from work accidents



Accident Frequency \*



\* Number of accidents per million work hours

Employee Benefits

The Umdasch Group finances numerous social measures in the interests of corporate citizenship:

- Voluntary bonuses
- Work clothing
- Heating supplement
- Works accommodation
- Accident insurance
- Bonuses to mark jubilees, retirement and birthdays
- Bonuses upon marriage and the birth of a child
- Christmas vouchers

A total of € 2,200 is paid out in voluntary social benefits per year per employee.

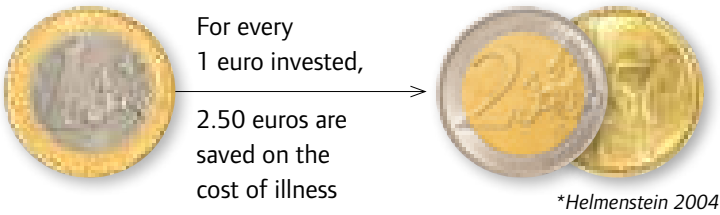
**Works buses** – every day, some 70 works buses bring approximately 450 people to work and take them back home again. For employees, taking advantage of this service represents:

- A considerable saving in costs
- The minimisation of the risk of accident on the way to work
- In many cases, the elimination of the need for a second car

And then there is the environmental aspect. Average calculations reveal savings of over 3 million kilometres per year. With an average consumption of 8 litres/100 km this corresponds to some 242,000 litres of fuel and 673 tonnes of CO<sub>2</sub> emissions.

A further measure provided by the Umdasch Group is a free shuttle service between Amstetten station and the company premises.

Cost-benefit analysis of the social and health benefits provided at the workplace\*



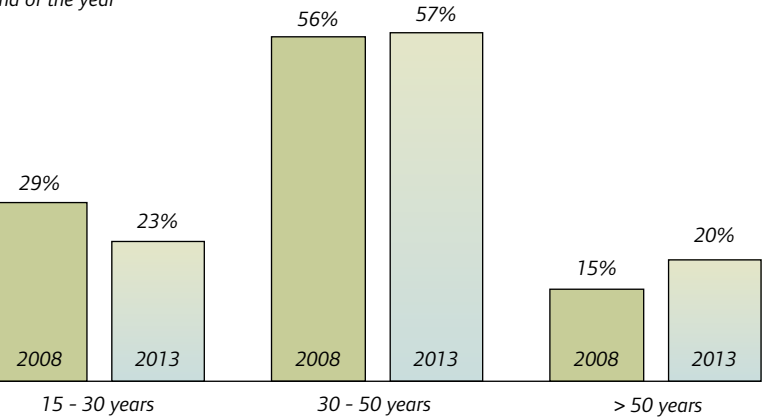
Diversity and Equality of Opportunity

The Umdasch Group operates on the principle of non-discrimination. It is part of the company’s corporate policy and corporate culture that employees should not be judged according to gender, origin, religion or age.

The age structure of Umdasch employees clearly reflects the general demographic development.

Age Distribution UAG

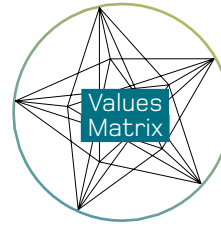
Total core workforce at the end of the year



The measures described under the heading “Health and Vitality at the Workplace” are particularly important in this respect. In future, employees will continue to work for longer. It is thus all the more important to invest in their well-being at their place of work.

A further challenge today lies in improving the compatibility of family and career. The classic role distribution “The husband pursues his career and the wife looks after the family” may still reflect reality in many cases. However, it is the duty of companies to create models which make it easier for mothers to return to work after a period of absence, and also to enable fathers to take advantage of the legal provisions for taking time off to care for their children.

To achieve this requires, above all, both willingness and determination. The Umdasch Group is prepared to accept this challenge. The following chapter illustrates a successful example.



8:00 am  
Ardagger, Austria

**JÜRGEN KAINDL**  
Head of the IT User Service

# Re-thinking Management



Jürgen Kaindl is in charge of the IT User Service department. He is a manager who has been working for the Umdasch Group for twenty years. But what is he doing at 8:00 in the morning? Is he making frantic phone calls, answering e-mails at the same time while already thinking of the next meeting? Wrong, wrong and wrong again. He is bringing his four-year-old son Emil to nursery school.

Jürgen Kaindl is responsible for one of the three Corporate IT departments, which includes – amongst other things – the IT Help Desk. Almost 50,000 staff enquiries end up here every year. It is a job which requires classic management skills: planning, organisation, leadership and control.

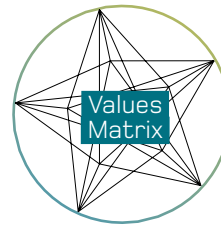
And yet Jürgen Kaindl takes up the cudgels for a cause: he took two months off work on paternity leave. In many respects a manager who decides to do that is breaking a taboo. Jürgen Kaindl disagrees. *“It was very important for strengthening the bond between Emil and me – I can only recommend that every father should do the same.”*

For a company to adjust to a new generation with new attitudes is not a matter of accommodation, but of necessity. This applies in all departments and at all levels – including for Jürgen Kaindl himself. Because his team is young. *“You have to be flexible and open – we cultivate an informal style among equals, so that we can develop a dialogue which will enable us to move forward.”*

*“I think it is time for a  
change of thinking.”*

JÜRGEN KAINDL





Field of Action Leading and Creating

## Field of Action Leading and Creating

Responsible business activity begins with the executives. The way they think and act affects the culture of a company in the long term. The principles according to which a company is run determine the dynamic with which it moves and develops.

### Communication

There are many obstacles which information and knowledge must overcome on their journey to the place where they are required: to the employees who are responsible for the implementation of the company's aims and consequently for its success. Communication is the magic word: the right amount, and as early as possible. The Umdasch Group pledges to provide the necessary tools and to take appropriate measures in order to ensure that its employees are adequately supplied with the necessary information.



### 2GETHER – THE NEW INTRANET

In 2013 2gether went online. The new global Intranet links together some 4,500 workplaces within the Umdasch Group. Its main tasks are:

- To facilitate the searching and finding of records, documents and colleagues
- To provide information both group-wide and within the individual divisions
- To facilitate cooperation
- To encourage dialogue
- To support innovation

2gether has brought about a major change in the way that the Umdasch Group communicates both within the company and beyond. Despite the fact that it has only been in existence for a few months. 2gether supports efficient working, assembles knowledge and information and makes them available for everyone to call upon at all times. It encourages dialogue by enabling feedback to take place. It brings people together across boundaries and enables them to work together. That liberates the spirit of innovation and strengthens the team spirit throughout the entire concern.

### OPEN DIALOGUE

It is important to encourage dialogue not only in the Intranet. A new corporate spirit is also being created through conversation. The Umdasch Group has therefore begun actively to create space and opportunities for an exchange to take place throughout the entire company. New formats are continuously being developed with the aim of facilitating encounters with and understanding of the various points of view and opinions.





Field of Action Leading and Creating

Transparency and Openness

The Umdasch Group stands for a transparent and open approach not only in communication, but also in the creation of processes and the development of the organisation.

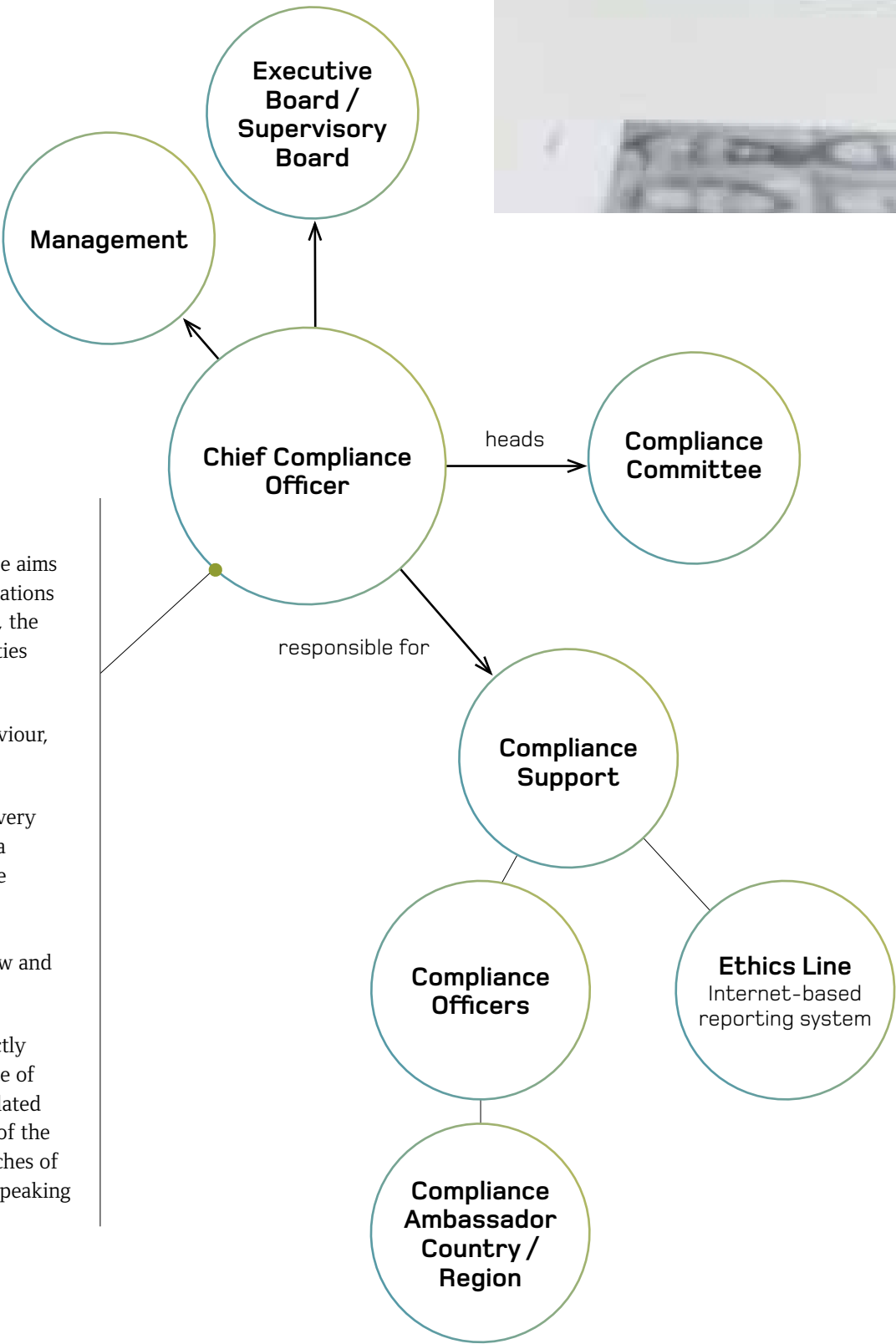
COMPLIANCE ORGANISATION

Basically the Umdasch Group’s adoption of a federalist principle aims to encourage self-reliance and the responsibility of the organisations within the various countries. In a special department, however, the company attempts to manage the diverse cultures and mentalities under a central understanding: that of corporate ethics.

A strong compliance organisation guarantees responsible behaviour, which serves as the basis for the sustainable economic success.

A process has been defined within the organisation in which every employee – regardless of position – is required to take part in a training course. This serves to introduce the general compliance guidelines and the code of behaviour of the Umdasch Group. The rollout within the regions is carried out by the Compliance Ambassadors. The core topics are anti-corruption, anti-trust law and export controls.

The commitment to ethically impeccable behaviour stems directly from the company management. As a symbol of the importance of the subject, the current compliance brochures have been translated into more than 30 languages. A further sign is the installation of the Umdasch Ethics Line, which permits the reporting of any breaches of the code which have been noticed anonymously and without speaking to one’s immediate superior.



INTERNAL AUDIT

A further commitment of the management towards sustainable corporate responsibility is the installation of an Internal Auditor.

In addition to a strong Compliance Organisation this department within the company serves to ensure:

- Quality
- Cost-effectiveness
- Integrity

Internal Audit undertakes a large number of control and supervisory tasks and also enables a comprehensive overview of risk, in order to guarantee a perspective which permits decisions to be made. It also aims to develop a perception and sensitivity to certain areas, to find potential for optimisation and improvement and thereby to encourage the continued development of the organisation.

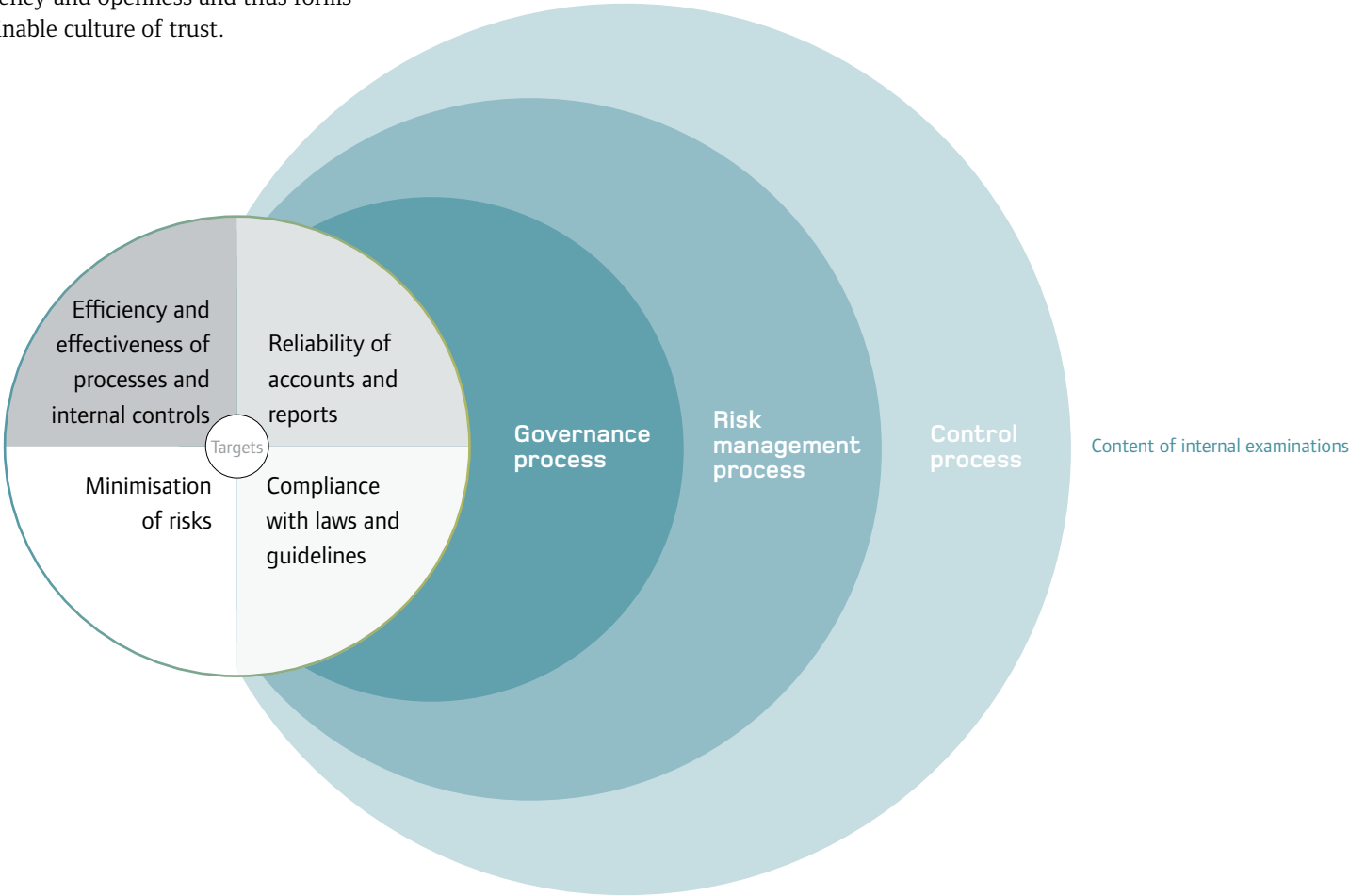
As an authority which both examines and supervises, Internal Audit encourages transparency and openness and thus forms the basis for a sustainable culture of trust.

RISK MANAGEMENT

In order to prepare itself to face the inevitable risks inherent in a global market, or indeed to anticipate them, the Umdasch Group has established a comprehensive risk monitoring system. This focuses on the one hand on external risk, such as for example customer credit management. But it also focuses attention in a permanent monitoring of internal strategic processes, in order to draw immediate attention to discrepancies.

Both tasks – the appraisal of both internal and external risks – correspond to sustainable corporate management and represent an important factor in the competitiveness and future security of the company.

Internal Audit







Field of Action Leading and Creating

Management Principles  
and Management Behaviour

Executives bear the responsibility for the development and performance of the employees entrusted to their care. Each person is an individual and varies in the style he adopts when leading others. What is important, however, is a shared understanding of management culture throughout the entire concern. Clear principles have been formulated in order to ensure that this is the case.

THE MANAGEMENT PRINCIPLES OF THE  
DOKA GROUP

The Doka Group has drawn up its approach to leading and creating under the motto “L.E.A.D.E.R.S.”, where each letter represents a principle.

- L Lead – Leadership as a personal achievement
- E Encourage – Encourage and use strengths
- A Advise – Inform and be informed
- D Decide – Assume responsibility and make decisions
- E Empower – Create and encourage trust
- R Re-Create – Think in opportunities
- S Synergise – Aim for performance and results

The Doka management principles describe which attitudes and types of behaviour are expected of executives.

THE MANAGEMENT PRINCIPLES OF THE UMDASCH  
SHOPFITTING GROUP

The shopfitting subsidiary of the Umdasch Group also aims to create a uniform understanding for the executive performance that is expected independently of geographical and hierarchical position.

Success-Oriented Management

Derived from this strategy, individual goals are determined and the framework for their achievement is laid down and established

Management in an International Context

Defines the demands made by an organisation which is anchored in a local context but which operates globally when it comes to openness and flexibility

Responsible Management

Respect, appreciation and tolerance as attributes in communication which are practised in a feedback culture

THE ENCOURAGEMENT OF HUMAN POTENTIAL

The Umdasch Group devotes its special attention to the implementation of these management strategies. The Human Resources department includes a Staff Development section which focuses on the encouragement of human potential. The greatest challenge lies in supporting the skills and talents of employees and using them in accordance with their gifts and inclinations – but without losing sight of the business aspect.

In recent years a number of tools have been developed with the aim of encouraging a win-win situation between company and employees, thereby creating a situation with the maximum possible benefit.

- Employee dialogue
- Target agreement conversation
- Talent and succession management
- High-potential programme

It is the declared goal of the Umdasch Group to increase measures so that in future up to ¾ of all vacant executive positions can be filled through its own ranks. This corresponds to the image of sustainability upheld by the Umdasch Group:

- Perspective and incentive for existing staff
- Career opportunities within one’s own company
- Knowledge and expertise remain within the company
- Fewer resources are required for time-consuming external screening processes



Ideas Management

Ideas management has a long tradition within the Umdasch Group. Many companies profit from the ideas and innovations of the staff. The Umdasch Group has developed a participation model which provides appropriate rewards for ideas from which the company can profit in the long term.

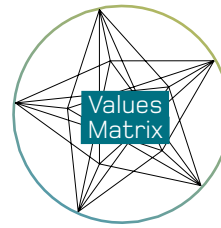
Implementation and Annual Benefit

	Implementation rate	First year of use
2008	52%	€ 1,025,484
2009	43%	€ 631,932
2010	52%	€ 1,275,688
2011	58%	€ 2,018,656
2012	48%	€ 2,298,509
2013	47%	€ 1,628,370

“Great Place to Work”

The Umdasch Group regards the feedback of its entire workforce as important with a view to a sustainable management culture that is also based on participation. Corporate management is not afraid of receiving critical input. In order to discover the current mood within the company, it regularly volunteers to take part in the worldwide standard survey “Great Place to Work”.

The Umdasch Group pledges to cultivate a dialogue on an equal footing with its employees and has decided to change from a purely linear organigram to a matrix organisation. The company is thus currently moving away from structural depth towards greater structural breadth. These and many other changes bear witness to the commitment of the management to greater staff participation. This corresponds to a modern globalised corporate management style and is actively encouraged and practised by those responsible.



8:00 am  
Euratsfeld, Austria

**MATTHIAS DISTELBERGER**  
Research & Development

# Total Commitment



*“We find what the people in our company do by way of voluntary work for society quite remarkable.”*

HILDE UMDASCH

Matthias Distelberger has been working for the R&D department of the Doka Group since 2011. And he has been a member of the volunteer fire brigade in Euratsfeld “for ages”. When the catastrophic Danube floods engulfed our region in June 2013, he was immediately released by the company so that he could take part in the flood protection and rescue operations. On full pay, of course. That is the contribution which the Umdasch Group was able to make to assist.

It is 8:00 in the morning. While his colleagues in the office are starting up their computers, an exhausted Matthias Distelberger pulls off his wellingtons, cleans the Danube mud from his things and puts his fireman's helmet in his locker. He has just completed twelve hours of flood duty. Twelve hours of piling up countless sandbags and installing cellar pumps. Twelve hours of physical effort which were also full of pride and enthusiasm for the successful teamwork.

Matthias Distelberger is 25 years old and is glad to take on responsibility. It spurs him on and motivates him to tackle his work with full commitment because he knows that Umdasch supports him in every way. *“The smooth transition from my voluntary work to my work in the research and development department is what makes my fire duty possible. Lots of people at work are involved in community work and it is good to know that we can just help if need be,”* comments Matthias Distelberger.



Where people count, society has a future.



Field of Action Society

# Field of Action Society

The Umdasch Group pursues its strategies and goals on the basis of responsible action. Each business activity is the result of a sustainable thought – be it economic, ecological or social. It is a part of the company’s corporate philosophy to play an active role in society and to campaign for the region and the people who live there – and not only since doing so became a popular trend.



New shopfittings for shop owners whose premises were damaged by the floods

## The usefulness of corporate commitment in social and environmental matters

	Employees	Society/ Public sector
Direct	Financial relief through social benefits	Relief for the social state
Indirect	Generous employer makes sporting and cultural activities possible	Financial commitment makes many activities possible (Associations, events...)
Intangible	Increased identification with the company	Social stability at the locations, social cohesion as location advantage

During 2013 the Umdasch Group made more than € 200,000 available for the support of local associations providing sporting and cultural activities.

In addition to regional sports associations and cultural events, charitable campaigns and causes are also supported which help disadvantaged people or organisations which work on behalf of people on the fringes of our society.

Examples:

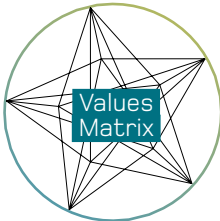
- Day care centre for the elderly, Blindenmarkt
- Caritas project for the encouragement of integration
- Disabled Sports Association, Amstetten
- Foundation for the Disabled Oberentfelden

Companies are increasingly committing themselves on behalf of social and socio-political causes. And so does the Umdasch Group. As a family concern it is characterised by tradition and continuity, based on values which have prevailed for generations. At the same time the company faces with openness and a broad-minded perspective the social change which even more than in the past examines the mutual benefits of all stakeholder groups and encourages change.

### Broadly Based Sponsorship

The Umdasch Group supports local sports and cultural associations as well as community and school activities with financial and non-cash benefits. This generates trust and anchors the company firmly in society.

Not only the local population but also the company’s own employees profit from the commitment of the Umdasch Group to public affairs:



Field of Action Society

Focus on Education

There is hardly a more sustainable topic than one that supports the training and further education of people. It cannot be taken for granted, however, especially in rural areas. The Umdasch Group therefore commits itself to opposing the evident trend towards the concept that “education is inherited”. It has clearly shown its point of view in recent years.

ZUKUNFTSAKADEMIE MOSTVIERTEL

The most significant project in this respect is the company’s involvement in the Zukunftsakademie Mostviertel. The association was founded in 2009 – on the initiative and with the cooperation of the Umdasch Group, which is an active supporting member to this day, and for which CEO Andreas J. Ludwig acts as chairman. The activities of the “Future Academy” represent an important contribution to economic sustainability, to the improvement of innovative strength and thus to an increase in the quality of life for people within the region.

The range of courses includes:

- Tertiary training and further education: extra-occupational academic courses and Master’s courses
- General work-related further education: seminars and courses
- Research and Development: cross-industry research network
- Future projects: Support for youth and younger-generation professionals
- Meetings and events: Topical and future-related subjects in the fields of education, business and technology



Zukunftsakademie Mostviertel in numbers after five years



Initiative “Helfen Wir”



Examples of further educational projects supported by the Umdasch Group:

TEACH FOR AUSTRIA

A recently founded initiative which aims to provide better education opportunities and hence a better chance for the future for children and young people from socially disadvantaged families. The idea is as simple as it is impressive: university graduates work in each case as so-called Fellows for two years as full-time teachers in schools. They are accompanied by a team of trainers and are trained continuously as to how they can meet the demands for top-quality teaching. As Teach for Austria Alumni the Fellows also represent the need for fairer educational opportunities on all social levels.

HELFEN WIR

The association, which was founded by Hannes Urban from Austria, is active in Africa and bases its commitment on helping people to help themselves. An agricultural college was built with the help of Doka formwork systems. One of the principal goals of the organisation, which is supported by the Umdasch Group, is to teach people how to use the latter.

LERNCAFÉ LEIBNITZ

In this project the Umdasch Shopfitting Group supports children who are unable to complete the homework tasks and preparation for examinations without help. As a result of poor educational standards or inadequate knowledge of German the parents are often not in a position to give the children the help they need in this respect. Caritas provides free help with homework and child care during the afternoon in these “Lerncafés”, of which there are now 29 throughout Austria.





● Field of Action Society



The young designers who were the winners of the Josef Umdasch Research Prize

DOKA STUDENT COMPETITION

In 2014 the competition, which is already a fixture among students of Building Construction, will be held for the eighth time. The aim is to create a profitable link between study and practice. The topics Offer Calculation, Construction Site Arrangement, Construction Sequencing and Formwork Planning are assessed. The tender is realistic and detailed and is therefore accepted by many universities and institutes of higher education as a Bachelor and Diploma dissertation.

The practical connection is an important aspect of training. The Umdasch Group takes an active part in numerous school projects and awards and supervises several Master's and Diploma dissertations every year.

THE JOSEF UMDASCH  
RESEARCH PRIZE

On the occasion of the opening of the Research and Development Centre in 1990 Hilde Umdasch and Alfred Umdasch announced that in memory of their father, Kommerzialrat Josef Umdasch, the founder of the company, they would make the sum of approx. € 50,000 available for outstanding achievements in the field of science. Originally concentrated on the field of wood and wood research, in 2013 the Josef Umdasch Research Prize was awarded by the Umdasch Shopfitting Group for pioneering shopfitting concepts. The prize was awarded in a total of four categories, three of which went to the University of Applied Sciences at Kuchl near Salzburg. This was a further contribution to the major educational campaign by the Umdasch Group – and a fine example of meaningful CSR.

Responsibility for  
Global Development

For the Umdasch Group, assuming responsibility for sustainable corporate development, environment and society also means taking up a position with regard to the major changes in the macro-environment of the company. These include:

- Rapidly changing conditions through faster product cycles, volatile sales markets, cut-throat competition or changes within the sectors
- The necessity for a flexible approach to work, thought and action
- New communication technologies
- Dealing with Generation Y
- Paradigm change in the way people are led

The Umdasch Group therefore participates in organisations, think tanks and discussions relating to the major trends which in the not-too-distant future will redefine the business and working worlds:

CORPORAID

The Austrian Initiative for Business, Development and Global Responsibility focuses on the relationship between European companies and developing and emerging countries and encourages an increased awareness of the global dimension of responsible business policies. The Umdasch Group supports this approach and the organisation financially and with regard to content.

AGENDA AUSTRIA

The think tank was established with the aim of opening Austria in social and economic matters and of supplying new answers to the major challenges. The Umdasch Group supports its agenda of encouraging business philosophy, ensuring social harmony and guaranteeing the prosperity of the population at large.

*“We do not claim to be perfect. We neither want to present ourselves as better than we are, nor to award ourselves a laurel wreath. But we do try to improve every day and in doing so to make a contribution to a liveable future.”*

ANDREAS J. LUDWIG *CEO Umdasch Group*