



**Innovations. They are the motives for advancement.**

## **TRIMO's STATEMENT FOR THE CONTINUED SUPPORT FOR THE UN GLOBAL COMPACT**



**Trimo' mission is provision of original and complete solutions in the field of steel buildings.**

The accomplishment of solutions enables increased effectiveness to our customers, a financially sound company has been built for our owners, potentials of each employee have been developed, clean environment has been preserved for our successors and an environmentally-friendly relation has been established by the support of various activities.

Sustainable development and social responsibility are the fundamental principles of business excellence that is the philosophy of Trimo's operation. We are striving to implement core Global Compact principles in all aspects of our business.

Business excellence has been understood as the achievement of excellent results - e.g. financial, satisfaction of customers, employees and results of social responsibility that are consequences of excellence in leadership, policies, strategies, development and involvement of employees, development of partnership and constant improvement of management of all resources and processes. We are well aware of the fact that our future depends on new creations and innovations. Thereby expectations and requirements of people, the nature and our plant will have to be considered.

**Trimo strongly supports knowledge, innovations, life-long learning and constant improvements.**

We and our shareholders constantly improve our processes, relations and competences. All these have been developed on the basis of our mutually adopted Trimo values in the molecular organisational culture. In co-operation with our customers, architects and design engineers we jointly search for innovative solutions in the field of complete solutions and the best ones are granted architectural awards.

The Trimo innovation process includes all employees through different research and development projects and projects such as a crazy idea, a basket of ideas and Trimo improvement of processes / products. Involving different external sources supports open innovation. A yearly invitation to win Trimo international research awards encourages creation of new opportunities in various fields of sustainable development.

We actively participate in the EFQM Pact for constant improvement of business excellence. The EFQM model of business excellence and RADAR serve as the framework for the integration of innovation design and improvement of our operation.

**We actively participate in the international associations of Planet Positive and UN Global Compact.** These organisations are committed to the maximum environmental-protection awareness of economy and least possible impact of companies on the natural environment.

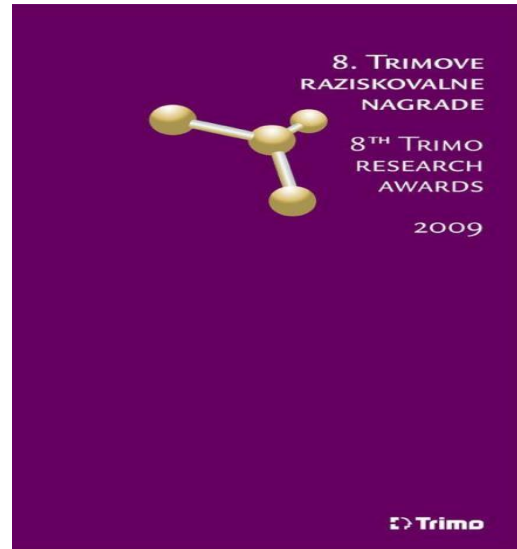
We face challenges of providing constant sustainable development in times when the business world has to meet completely new »assignments«. We believe and trust that only new knowledge and its integration can lead to the encouragement of innovative thinking and making progress for the future, for us and our successors.

Tatjana Fink, MBA  
General Manager

## Support of core Global Compact Principles:



Trimo Urban Crash 2007



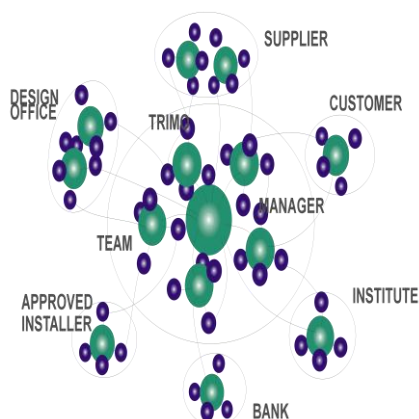
Trimo Research Awards 2009

**Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights**

**Principle 2: Make sure that they are not complicit in human rights abuses.**

Trimo promotes consideration for human rights through different activities, projects, learnings involving all our stakeholders, including employees, customers, suppliers, partners and owners.

### MOLECULAR ORGANIZATIONAL STRUCTUR



Molecular Organizational Structure



Trimo Leadership Team

**Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;**

Trimo supports membership of our employee in different association, interest groups, including trade unions to develop discussions of benefits of labor rights.

**Principle 4: The elimination of all forms of forced and compulsory labour;**

**Principle 5: The effective abolition of child labour**

Trimo doesn't employ children nor cooperates with companies that do so. Trimo does not import any sources from countries or areas where compulsory labour is implemented.



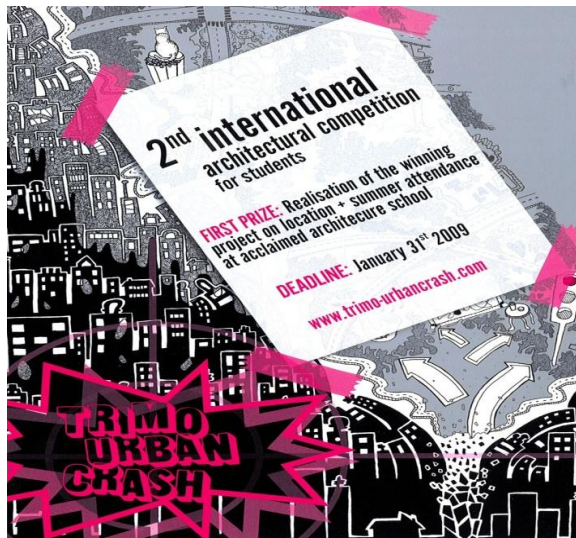
Participation on Trimo Environmental Day



Workshop with children - InJo

**Principle 6: The elimination of discrimination in respect of employment and occupation.**

Trimo promotes diversity in business, because we are aware that diversity could be a benefit of business as competitive advantage. We promote respect for all employees, regardless of age, religious, sexual orientation or any other dimensions.



Trimo Urban Crash 2008



Boldest Idea Award

**Principle 7: Businesses should support a precautionary approach to environmental challenges;**

**Principle 8: Undertake initiatives to promote greater environmental responsibility; and**

**Principle 9: Encourage the development and diffusion of environmentally friendly technologies.**

Trimo's commitment to sustainable development has been a conscious decision from the beginning of Trimo operations and has been one of the main foundations of Trimo's organizational structure and mission. By being socially, environmentally and economically conscious, we contribute to economic and social development. By living our values, such as responsibility, partnership, innovation, passion, reliability and trust, we fulfil our business, personal, community and environmental goals, which are consistent with sustainable development.

Sustainable development brings positive effects to the natural environment, to people - be it employees, business partners or the local and broader community, to economic operation of our company, our suppliers and our customers. By participating in sustainable development, we preserve the balance between social responsibility, environmental responsibility and economic competitiveness.



Trimo EcoSolutions



Trimo is a member of Planet Positive

**Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.**

Trimo does not accept bribery as a method of work, neither cooperates with companies and people who accept such practices.

## SUSTAINABILITY REPORT

Our commitment to sustainable development has been a conscious decision from the beginning of Trimo operations and has been one of the main foundations of Trimo's organizational structure and mission. By being socially, environmentally and economically conscious, we contribute to economic and social development. By living our values,<sup>1</sup> such as responsibility, partnership, innovation, passion, reliability and trust, we fulfil our business, personal, community and environmental goals, which are consistent with sustainable development.

Sustainable development brings positive effects to the natural environment, to people - be it employees, business partners or the local and broader community, to economic operation of our company, our suppliers and our customers. By participating in sustainable development, we preserve the balance between social responsibility, environmental responsibility and economic competitiveness.

**Trimo is the only Slovene company to bear the Planet Positive sign**

By joining the initiative to reduce CO<sub>2</sub> in the complete business chain of "Planet positive"<sup>2</sup> (the initiative comes from the United Kingdom), we actively participate and perform activities and projects to reduce emissions of greenhouse gases and contribute to environmental protection. Planet Positive is important in that it shows knowledge of the

<sup>1</sup>More in the section Vision, mission, and values

<sup>2</sup>For more information, see: <http://www.planet-positive.org/>.

CO<sub>2</sub> footprint and a commitment to reduce emissions and continuing to develop environmentally friendly products and business systems.

Based on a snapshot of greenhouse gas emissions from the raw material to finished products, the company was awarded the Planet Positive sign for our fire-proof Trimoterm façade panel. By supplying 3000 m<sup>2</sup> of fireproof façade panels, the company participated in constructing the world's first CO<sub>2</sub> neutral building in England and by producing a CO<sub>2</sub> positive balance, we contributed to projects for increased social rights and projects for alternative energy sources.<sup>3</sup>

Trimo is the first Slovenian company to receive the Planet Positive sign.

### **Trimo develops and produces ecological products**

The modern guidelines require higher energy efficiency of buildings and use of alternative energy sources. Trimo is working intensely in these areas. In 2008 two new products were added to the Trimo EcoSolutions family,<sup>4</sup> which offer solutions for modern sustainable building and the architecture of buildings - the self-cleaning Trimo EcoClean and Trimo EcoEnergy - which reduces overheating of buildings due to its reflectivity, reducing the air conditioning costs.

### **Sustainable development is facilitated by interconnecting all of the company's operation cells**

We at Trimo are aware that sustainable development is facilitated by connecting, informing, innovating and spreading good practice. We develop strategic partnerships with institutes, suppliers, customers, trade institutions and other business partners, with the intention to develop sustainable products, technologies and solutions. Through various events and projects, we are connected to the local and global community, we promote awareness among our employees, students, pupils and other groups. Environmental and other content of sustainable development are a key component of our discussion panels, training, presentations, various projects and publications. Elements of sustainable development are being ingrained in all of Trimo's operating cells and in the broader society.

Trimo is also a member of the United Nations 'Global Compact' network<sup>5</sup>, formed eight years ago by the United Nations. We are one of the 16 founding members of the Slovenian chapter of UN Global Compact. The members are bound to adhere to principles on human rights, labour standards, environmental protection, transparency and prevention of corruption. The membership also allows us to access the best global practices for socially responsible companies and organizations.

### **Awards and recognitions for sustainable development:**

- **Environmental award, 2008, for international partnership for the project of building the first carbon neutral building in the world (the first CO<sub>2</sub> footprint in Slovenia for Trimoterm panels)<sup>6</sup>**

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<sup>3</sup>For more, see our website: <http://www.trimo.org.uk/index.php?id=129&lang=en>.

<sup>4</sup>For more, see section Development projects and the publication Informa No. 17, year 2009, published on [www.trimo.si](http://www.trimo.si)

<sup>5</sup>Abbreviated: UN Global Contract For more information, see <http://www.ungc-slovenia.si/slo/o/>

<sup>6</sup>We also received the Slovene Environmental award in the field of International Environmental Partnership. As recipients of the award, we will compete for European environmental awards in 2010, which will be awarded by the Environmental directorate of the European Commission. We also received an award for our partnership in Planet Positive for the project of the first CO<sub>2</sub> footprint in Slovenia for Trimoterm panels.

Within the Planet Positive association, we were involved with constructing the world's first CO<sub>2</sub> neutral building in the world, in the United Kingdom, by supplying 3000 m<sup>2</sup> of panels. Trimo is also collaborating well with partners dCarbon8 (Planet Positive) and Prologis (Sainsburys).

Trimoterm panel was the first in Slovenia to gain the Planet positive sign based on CO<sub>2</sub> footprint measurements for the panel.

- Award of the Slovenian Innovation Forum for Trimo EcoSolar PV (part of the Trimo EcoSolutions group)<sup>7</sup>
- Trimo was rated as a finalist for the best employers in the Golden thread project and was also awarded for the innovative approach to the employer-employee relationship.

### **We take care of the environment with our suppliers as well**

Trimo fosters partnerships with its suppliers. Such partnerships include joint development, which together with Trimo's strategy, leads to environmentally friendly materials and technologies. In addition, suppliers perform joint actions and tasks in the field of environmental protection and sustainable development. These include returning waste materials to the supplier's primary processes (e.g. mineral wool) and reducing packaging costs (returnable packaging, re-usable packaging).

In 2007 and 2008, the company performed a total analysis of CO<sub>2</sub> emissions for Trimo products in the whole supply chain. The project included more than 50 suppliers and partners, and the result was the first CO<sub>2</sub> footprint for a complete supply chain of a product, in this region.

### **Trimo gives back to the environment in which it operates**

At Trimo we listen to the environmental concerns by supporting various organizations and projects. We contribute to sports development, cultural activities, educational institutions, societies for increasing the general quality of life, health institutions and hospitals. The amount of resources devoted to particular projects are defined in annual business plans

Within the traditional environmental day, in 2008, Trimo donated 19.200 Euros to local organizations, while distributing an educational eco colouring book to all attendees in the form of a brochure with the title *'Assembling the mosaic' for the present and the future*. In addition, authors of the three best photographs with an environmental theme were awarded a photography course.



General Manager, Tatjana Fink, with the recipients of donations at the Trimo environmental day.

In 2008, together with Vibacom, Trimo organized innovative workshops for pupils of five primary schools from the vicinity of Trebnje.

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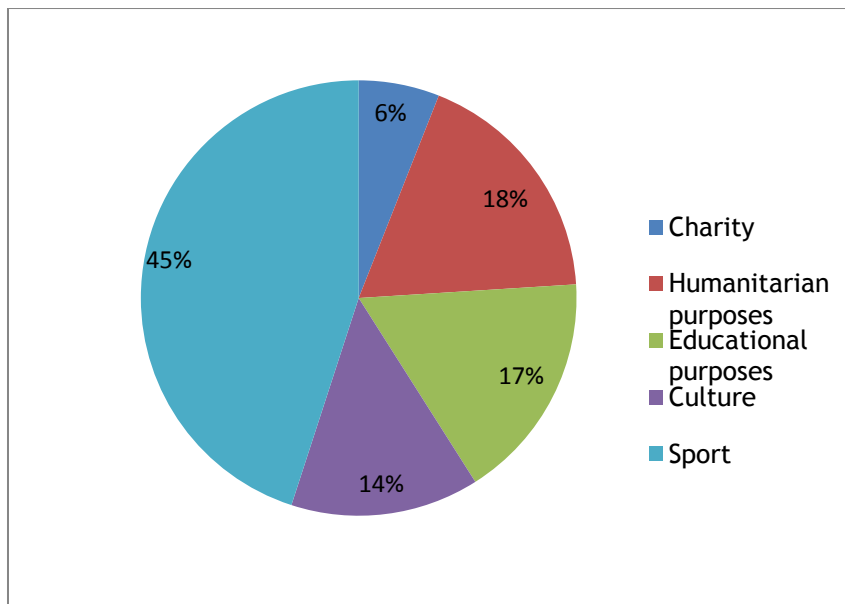
The projects were evaluated by a commission of six representatives from the Slovenian Chamber of Commerce, Consensus, Eco Fund - Slovenian Environmental Public Fund, the Occupational Safety Institute, the Environmental agency of the Republic of Slovenia, and the University

<sup>7</sup>With the Innovation forum, Trimo and the Trimo EcoSolar panel were rated among the 10 most innovative companies by the expert panel and were presented at the innovations trade-fair in Cankarjev dom, Ljubljana.

The Trimo EcoSolar PV Panel received an award by the Slovene Innovation forum and was presented at an exhibition of the best Slovene innovations and innovative companies. The award was awarded together with the Hevrecka institute, JAPTI public agency, and the Centre for research of new technologies, Maribor.

In 2008 Trimo donated 380,917 Euros as sponsorships and donations, an increase of 27 percent compared to the year before. This represents 0,26 percent of total income (compared to 0,18 percent in 2007).

Graph 25: Structure of sponsorship and donor funds in 2008



## Environmental activities of Trimo

*In the introduction to Trimo's management manual, the employees have committed to the following policy: "As a socially responsible company, Trimo is committed to products, manufacturing programs and technological processes that are friendly to the people and the environment. We offer an orderly, safe working and natural environment to our dependents, customers, contractors performing services for Trimo and visitors. We fulfil our commitments through our environmental management system and the occupational health and safety system, which is an integral part of the unified Trimo management system."*

According to ISO 14001<sup>8</sup> which was introduced in 2000, the company is taking a systematic approach to integrating enhanced environmental management into our integrated system.

Environmental management was successful in all key areas in 2008. The company successfully managed waste, as the quantities of communal waste was markedly decreased; the share of sorted waste in the form of secondary raw materials was increased; water and electricity consumption was decreased; and emissions of VOC and packaging materials were reduced. For waste mineral wool<sup>9</sup>, the company started increasing the share which is returned to the supplier's primary process, and consequently reduced its share as communal waste.

<sup>8</sup> In 2003, in accordance with ISO 14001, management nominated Danijel Zupančič, MSc the representative for environmental management and occupational health and safety. Danijel Zupančič is otherwise the general manager's deputy for engineering. An environmental protection team was also assembled to provide technical and operational support, consisting of experts from individual areas, such as occupational safety, hazardous materials, human resources, natural resources, energy etc.

<sup>9</sup>Abbreviated: MW

### **Emissions of CO<sub>2e</sub>**

For the first time the company calculated emissions of CO<sub>2e</sub> per product unit for the Trimoterm product family. The calculation includes the complete supply chain, from amassing raw materials to transportation to the construction site.<sup>10</sup>



Editor-in-Chief of Finance awarding the environmental award to Danijel Zupančič, MSc, Trimo representative for environmental management.

### **Sanation of noise pollution**

After performing a corrective action of reducing noise emissions on the western side of the company (the external suction unit for production of steel structures), noise emissions for the whole company were reduced. These show that the company does not exceed the regulatory requirements.



The noise barrier for attenuating local background noise, consisting of noise prevention panels, is a Trimo product.

### **Efficient lightning**

In the new packaging workshop, energy efficient lighting was installed, which requires 50 percent less energy than previous lighting (lamps with shades). This investment should save about 34.000 kWh of electricity per year. The lifespan of the efficient lighting is also 50 to 100 percent longer than the previous system, positively affecting waste.

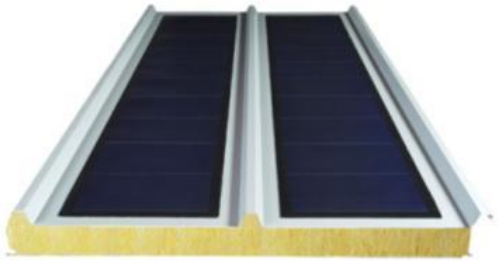
### **Solar power plant**

Trimo developed the SNV 3L panel with integrated installation of photovoltaic PV modules in order to receive solar energy. This type of panel was used to produce a photovoltaic power plant on the roof of the manufacturing facility, which will produce about 40.000

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<sup>10</sup> For more, see introduction to Sustainability report.

kWh of renewable electrical energy. In 2008 the company started marketing the product, resulting in construction of three further solar power plants in Slovenia.



Trimo EcoSolar PV panel

### Other important activities

An overview of important achievements:

- The 9th traditional "*Trimo environmental day*" was organized<sup>11</sup>
- Communal waste was reduced
- amount of sorted waste in the form of secondary raw materials was increased - "*introducing the project for collecting waste plastics and glass*"
- use of packaging materials per product unit was decreased
- electrical energy use compared to previous year was decreased
- In order to ensure rational water consumption, the company used less than before and less than the target set for 2008
- the company managed the use of volatile organic compounds<sup>12</sup> achieving a value that is within the requirements set by the European legislature
- 773 hours of internal training and 24 hours of external training for occupational health and safety, fire prevention and environmental management were held
- On 1 January 2008 a company-wide smoking ban was introduced
- training consisting of practical exercises for initial fire extinguishing and leading evacuations from buildings



Exercise in initial fire fighting.

The costs of performing the program of environmental management, occupational health and safety and fire safety, for 2008, were lower than planned and by successfully executing the program and performing high quality work, the company achieved less

<sup>11</sup>For more, see "Trimo gives back to the environment in which it operates"

<sup>12</sup> Abbreviated: VOC

material and energy usage and, considering the resources invested, a positive economic balance.

### Exceptional events

In 2008 no exceptional events occurred that would affect the environment.

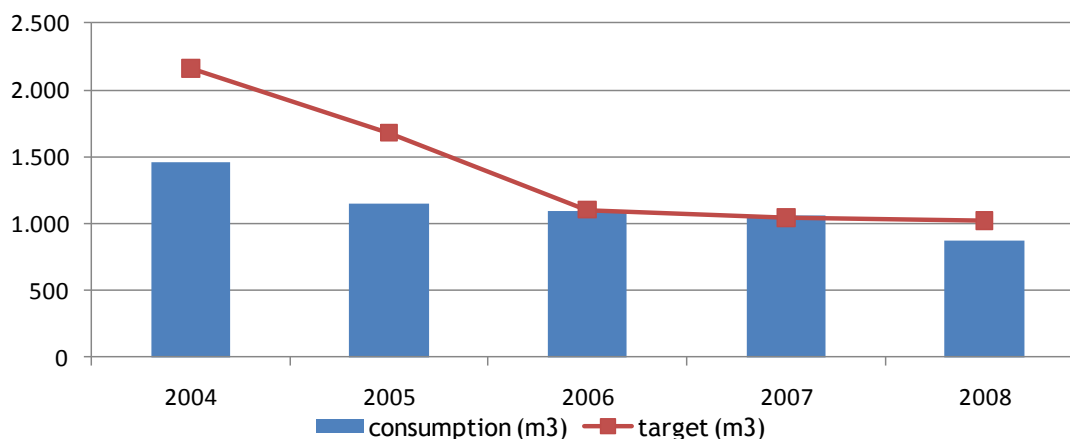
### Waste management

#### Communal waste

The dynamics of communal waste production are decreasing in 2008, the share of communal waste was the lowest in the period observed.

**In 2008, the amount of communal waste, in m<sup>3</sup>, was decreased by 17,1%, compared to 2007.**

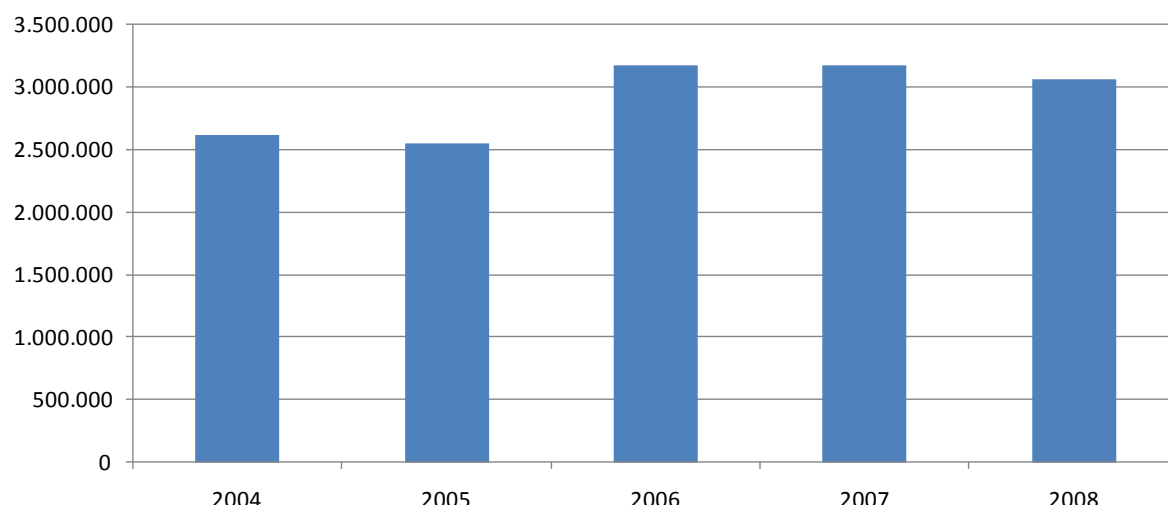
Graph 26: Quantity of municipal waste (m<sup>3</sup>) in the period from 2004 to 2008



#### Secondary waste

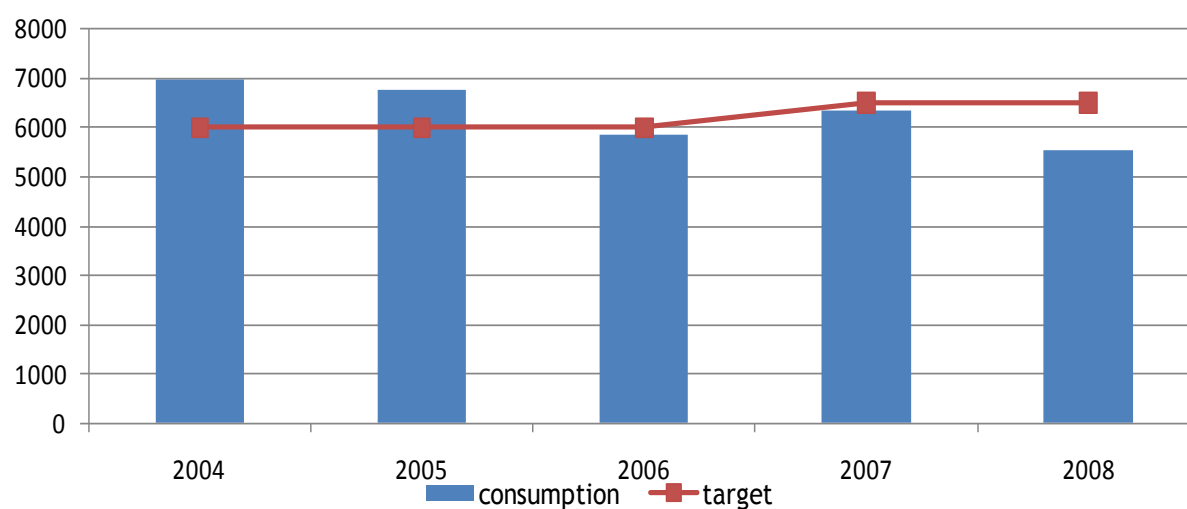
The chart below shows that the amount of secondary waste in 2008 was reduced compared to 2007, due to a decrease in manufacturing.

Graph 27: Quantity of secondary waste in the period from 2004 to 2008



### Water consumption

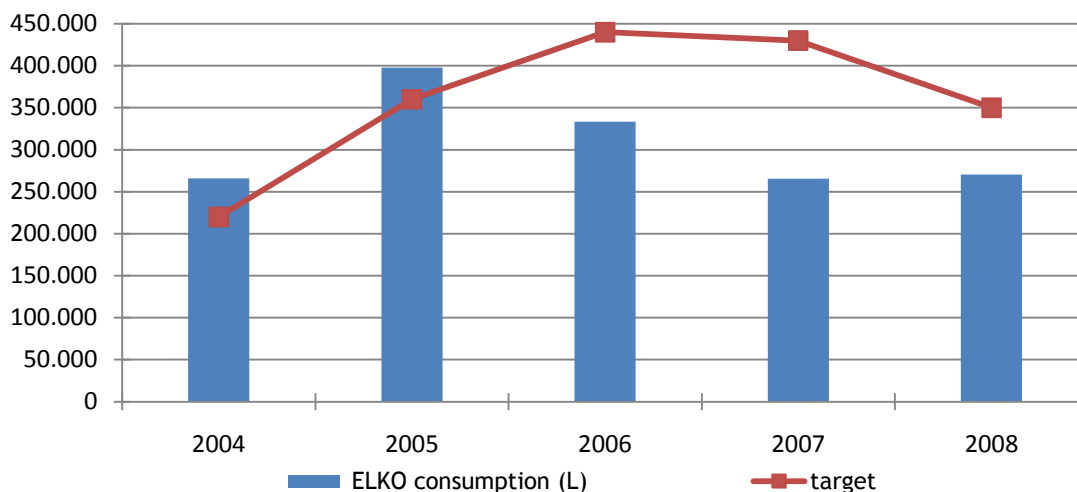
Graph 28: The comparison between the planned and the actual sanitary water consumption in the period 2004-2008



### Use of heating gas-oil (HGO)

The use of HGO over the period observed decreased, although it is somewhat higher in 2008 compared to 2007.

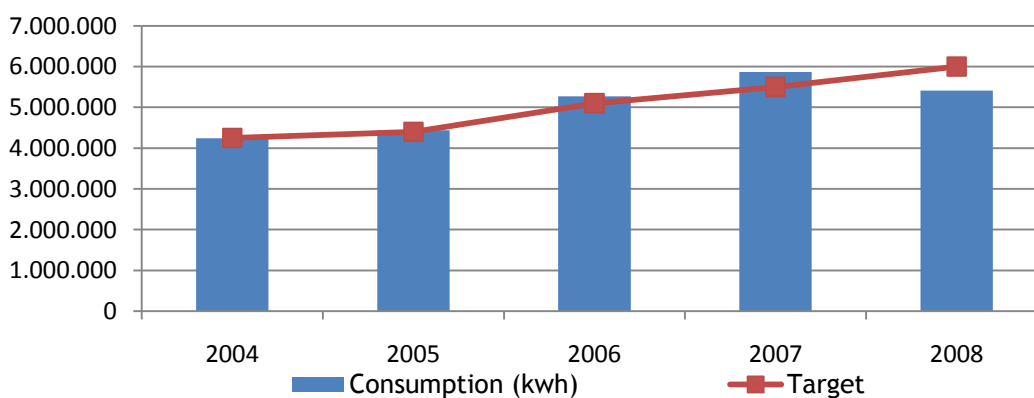
Graph 29: Comparison of planned and actual ELKO consumption in period from 2004 to 2008



### Electricity use

The requirements for electricity are increasing with an increase in production and the annual investments in new and additional technology. In 2008 consumption was less due to the decreased production compared to the previous year and the plan.

Graph 30: Comparison of planned and actual electricity consumption in period from 2004 to 2008



### Emissions of harmful substances into the natural environment

Emissions of harmful substances and energy into the natural environment are classified into two categories at Trimo:

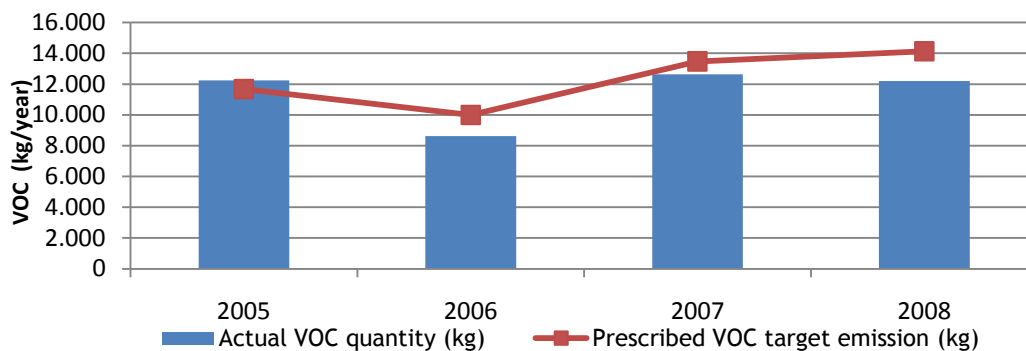
- emissions of solid particles (paint particles, fibres of mineral wool and wood dust) and vapours of hazardous substances (smoke from burning appliances; vapours of PUR components, VOC<sup>13</sup>, formaldehyde and phenol)
- noise emissions into the natural environment.

#### Emissions of solid and vapour particles

The emissions are measured at three year intervals at all static pollution sources. In 2008 emissions into the environment did not have to be measured. The results of all measurements were below the regulatory threshold.

VOC emissions are calculated by the daily records of paint and varnish use. With this, emission concentrations can be calculated.

Graph 31: Comparison of actual and prescribed VOC target emission into the environment



The amount of VOC emissions into the environment is below the target permissible emission for the past three years.

#### Emission of noise into the natural environment

Emissions of noise for the whole company are measured regularly at three year intervals. The latest measurements were performed in 2008. The results of these measurements are below regulatory thresholds for day, evening and night periods.

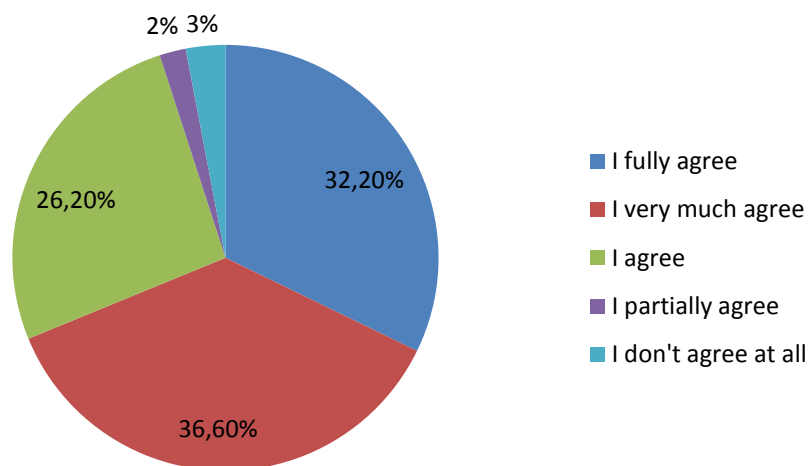
#### Measurement of environmental effect of the company

While measuring recognition of Trimo in the local community, each year, public opinion on the effect of Trimo's activity into the environment and the company's attitude towards the environment.

**In 2008 residents evaluated Trimo as an environmentally friendly company.** On a scale of one to five, with five being the top mark, residents gave an average of 4,0 to environmentally friendly products and 3,9 for environmental protection.

Graph 32: How did respondents answer the question: »Does Trimo express their concern for the protection of the environment?«

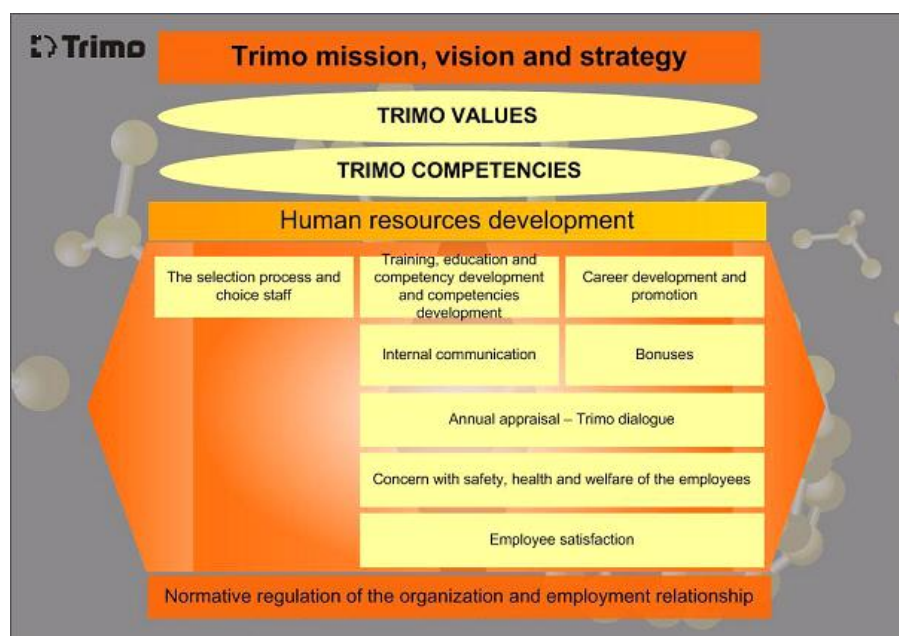
<sup>13</sup>VOC = volatile organic compounds



Source: Measuring Trimo's name recognition in the local environment in 2008.

## Employees

Scheme 3: Trimo's HR processes



The main guideline when creating human resource processes are our mission, vision and strategy of Trimo. The company keeps on growing and developing new areas of operations, by which it develops new products and technologies, according to the latest findings in its field. With its high environmental awareness and social responsibility for employees, the company is driven towards development activities for products and engineering and other processes that are friendly to the people and the environment. Using this plan in Trimo we are driven towards long term development of the company and, with this, providing employment and career opportunities.

At the same time Trimo is growing geographically as it expands its network of sales and manufacturing companies across all Europe and further on. In the field of development Trimo collaborates with experts worldwide creating new business opportunities.

The sales, development and engineering strategies and activities dictate that support processes, such as the human resources process, produce suitable resources and infrastructure for the planned development.

The main source of human resources is therefore competent employees, motivated and capable of establishing themselves in a global environment, possessing world class knowledge. The engine driving us and the glue binding us together are our common values<sup>14</sup>, based on high ethical standards.

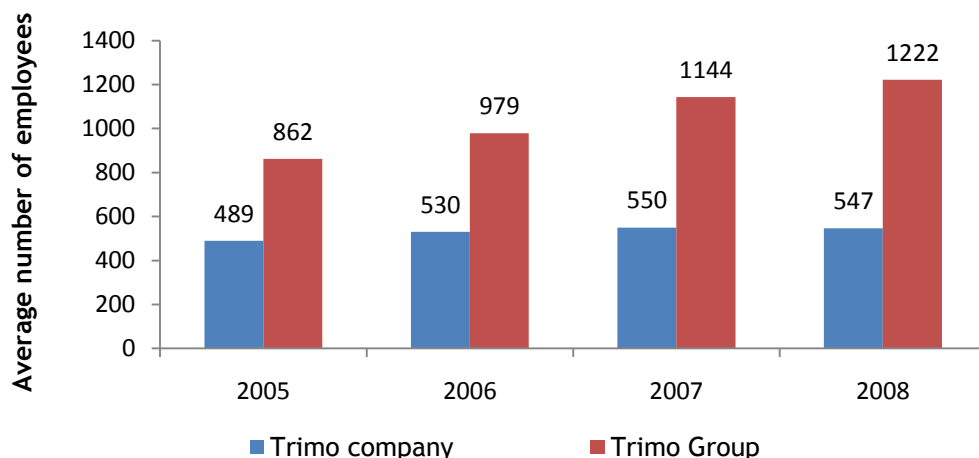
Our vision in human resources is becoming a company that combines personal career dreams with company goals. We want to develop the company together with motivated individuals who see the company as their personal opportunity for personal growth and career development, along with developing the company. This is the main guideline, helping us to develop our employees.

### Personnel structure

The personnel structure adapts to the strategic direction of the company. Considering that our products, technologies and associated processes from sales to finished buildings are technically demanding, and the fact that sales of our products is increasing abroad, the qualification structure and the number of employees in the parent company and associated companies at home and abroad reflect that.

The number of employees in the parent company is decreasing, while the number of group employees is increasing. The average number of employees at Trimo in 2008 was 547, which is 2,5 percent less than in 2007. Trimo Group employed an average of 1.222 employees in 2008, 12 percent more than in 2007.

Graph 33: Average annual number of employees for Trimo Company and Trimo Group



In 2008, 31 percent of Trimo employees were female and 69 percent were male, with an average age of 39 years.

<sup>14</sup>More in the section Vision, mission and values

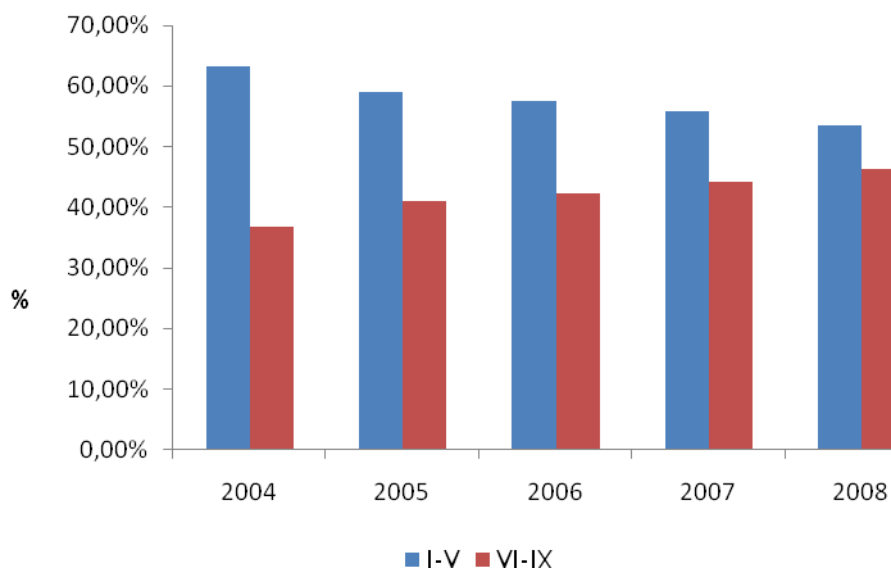
## Employment areas

**Employment is increasing in the area of international sales, development, and management of engineering projects.** Due to the company's activities, the company wishes to attract technical personnel with high education standards (engineers, civil engineers, architects, electrical engineers, IT), with additional economic and management skills and the ambition of working in an international environment. Our manufacturing processes are becoming high tech, enabling the company to reduce the number of manufacturing employees. To manage automated processes, technicians with level 5 education are employed.

## Qualification structure

The qualification structure of employees with level 6 education or more is increasing steadily in Trimo. As of 31 December 2008, 54 percent of employees had level 1-5 education, while the other 46 had level 6 or higher.

Graph 34: Educational structure in Trimo company in period from 2004 to 2008



## Attracting and selecting suitable employees

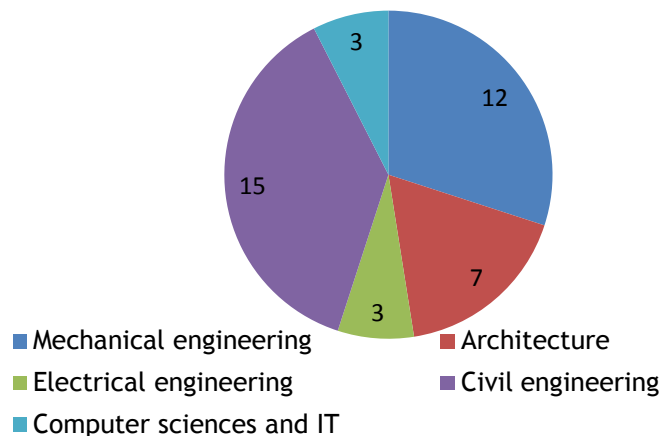
In order to attract new employees, the company performs both long- and short-term activities.

### Scholarships

A long-term activity for attracting the technical staff we require is by awarding scholarships.

In 2008 the company awarded scholarships to 40 students in undergraduate and graduate programmes, mostly for civil engineering (15) and mechanical engineering (12), with scholarships also awarded for architecture (7), electrical engineering (3) and computer sciences and IT (3).

Graph 35: Scholarships by area



In 2008 the company employed four scholarship recipients and awarded eight new scholarships. We also provide the scholarship recipients and other students work placements for their mandatory practical work and help them with papers and degree theses. By doing this, we are providing familiarization that allows for faster inclusion of new employees into the working environment.

#### **Trimo research awards**

The company also establishes and fosters relationships with students by providing annual Trimo research awards. In the last seven years, the company awarded more than 220 awards, and almost one quarter of the award winners collaborated with the company afterwards.<sup>15</sup>

#### **The company also attracts new employees with a video advertisement**

Potential employees are familiarized with our requirements through advertisements, employment portals and agencies. Career opportunities are also published on the company's website. This year the company produced a video presentation in both Slovene and English language to improve recognition of the company.<sup>16</sup>

#### **New employees through a three level procedure**

In the selection process, there are at least three stages. This means that each candidate is interviewed at least three times in various combinations. First, they meet the HR specialist, later the manager looking for new employees and their future co-workers or experts from individual areas and for key employees, the final stage is an interview with the managing director. When selecting new employees, the company pays particular attention to our common values which bind us together throughout our cooperation.

#### **Training, education and development of competencies**

The competencies of employees are upgraded systematically by providing training and education for all employees. The starting point for preparing educational activities are the company's strategic directions and the annual motto, which guides us to certain activities. For 2008, the motto is "Excellent execution accelerates our development".

Managers and employees are included in designing the annual educational plan by participating in annual interviews - Trimo dialogues - and establishing which competencies they must develop based on their personal and career goals to successfully achieve such goals. Throughout the year we include our employees in other training, which they attend in order to be familiar with changed legislative and other regulations.

<sup>15</sup>For more on this, see Activities in Research and Development

<sup>16</sup>The video advertisement was published on YouTube: <http://www.youtube.com/watch?v=bwKQOG7mkDU>

## Training

The employees are trained in job-related knowledge, as well as in personal growth, emotional and spiritual intelligence, teamwork and communication, responsibility, developing creative thinking, innovation, etc.

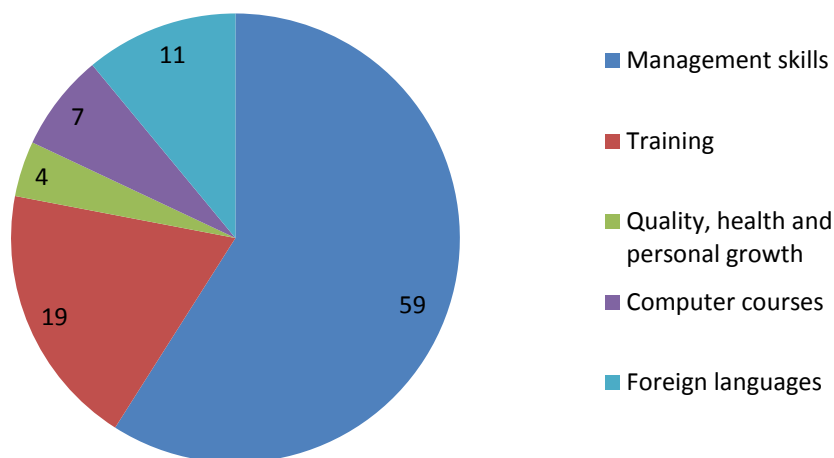
Most training, over 90 percent, is organized internally, with internal or external trainers. Other training is external, at home or abroad. These include seminars, conferences and symposiums, where our employees are frequently tasked as lecturers.

At the beginning of each year, a traditional two day training is organized where General Manager, Tatjana Fink and members of senior management, present the strategic goals to the staff. The goal of this training is a unified presentation of strategic goals, which is the basis for easier understanding and cascading communication of these goals to smaller organizational units, down to personal goals.

Other education is targeted at smaller groups and individuals, adjusted to their needs and mainly performed by external educational organizations.

**Trimo employees received an average of 65 hours of training in 2008 per person, which is an hour more than in 2007.** The average cost of education per employee in this time is 1.500 Euros. The greatest share of education and training, namely 59 percent hours was directed at management skills, followed by expert training with 19 percent and foreign languages with 11 percent. Other areas in which employees received additional knowledge included quality, health and personal growth

Graph 36: Training by area



We found that to facilitate key shifts in all processes, managers at all levels must be trained. The company decided to use an extensive two year leadership program for fifty key employees from the parent company and the group. It is performed by the 'Five Steps' company from Germany. The program is designed in such a way that it develops management, leadership and *coaching* skills at the same time.

Project management<sup>17</sup> is the next key area that has been systematically developed over the last four years. This started with the programmes that introduced the employees to the basics of project management, continuing with further training provided by foreign and domestic experts. The company also prepared a complete programme for a project

<sup>17</sup>More on this in Business Excellence, Trimo in the best company

management school, which will be performed with internal and external experts. The training will be designed in such a way that most employees will have the opportunity to use e-training.

#### **Part- time studies**

Trimo employees are encouraged to achieve higher education levels and specializations. In 2008 24 employees were enrolled in study programs with Trimo support, 17 of these in graduate programs.

In 2008 we received, for the 3rd time in a row, the TOP 10 training management award, which is granted to companies in recognition of systematic investment into the training and qualification development of their staff, by the organisations 'GV Training' and the Sofos Institute.

#### **Good practices in staffing processes are shared with the Trimo Group**

For new staff in the marketing network, we have developed a training programme involving moving around departments in order to learn processes in individual organisational units and hearing specialist lectures, mainly on sales skills and product knowledge. The programme ends with a final exam.

For the sales staff in our companies, representative offices and agents, the programme is organised at the parent company headquarters. The staff from production plants in Serbia and Russia first participated in the department circulation process in their own company and afterwards they were additionally trained in the processes of the Trimo Group, within the parent company.

Processes and knowledge are shared with all Trimo group staff through various internal and external lectures, round-tables, the web-portal 'Trimonet' and publications.

For sales personnel we organise a marketing network meeting. In the same way, we arrange meetings for designers and construction-site managers. The meetings are intended as an inter-personal exchange of experiences, sharing good practices and an opportunity to learn and develop partner relationships.

In 2008 the marketing network personnel received 26 hours of training, on average. The largest part of training is intended for our sales colleagues, who represent the largest proportion of structure within the Trimo marketing network.

One of the tools to motivate and acknowledge the work of the marketing network personnel is also the internal competition, 'Gazelles', where individuals and teams are presented with awards for successful sales growth in particular markets.

#### **Competence Model and Knowledge Map**

In order to recognize and develop required competencies, the company developed a model of competencies and skills that is being upgraded with a complete knowledge map. Trimo's competence model is based on five key success-of-the-company factors (focus on buyers, agility of the organisation, employee competency, innovativeness, constant growth, and sustainable development) supported by 37 selected employee competences.

The competence model is used to define a range of necessary employee competencies which are a condition for the company's success and the development of a long-term competitive edge. **We develop new approaches to upgrade employee competences at all levels by intertwining rational, emotional and spiritual intelligence;** in this manner we can ensure constant acquisition of new knowledge and we can develop the necessary skills

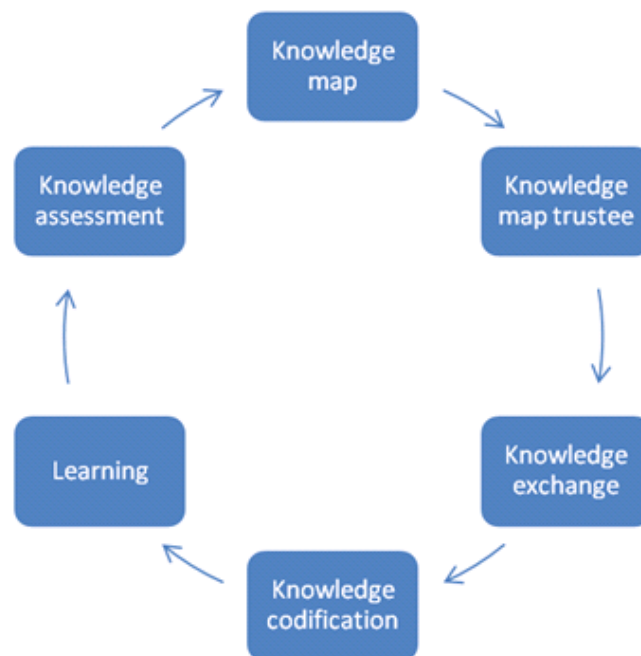
to allow us to time a proper rhythm in a dynamically changing business environment. Growth and development of the Trimo Group are directed by a specific range of key competencies at the level of subsidiary companies.

At the end of 2007 the first evaluation of employee competencies was carried out; the results were used for planning individual learning paths, through 2008, in order to increase competencies.

#### **New steps in 2009**

Next year the company will again measure the results to establish whether these activities did increase employee competencies. The Trimo knowledge map will be developed, which will detail knowledge, skills and values that need to be developed to facilitate our long-term development. For individual areas, knowledge administrators will be assigned. In order to activate silent knowledge in the company, an internal knowledge exchange will be organized, which will look for the knowledge we have and knowledge we need inside the company.

Scheme 4: Trimo knowledge map



#### **Career development and promotions**

Employees can promote and develop their careers based on their results. Employees with potential and ambition that want to develop their skills and are required by Trimo are supported through education, coaching and in the field of gaining business opportunities, on which they can test and upgrade their knowledge, thereby acquiring the experience necessary to take over more responsible positions.

The basis for employee rewards and promotion is increased gross added value per employee and an individual's contribution to achieving the company's targets. Based on criteria for promotions 142 employees received promotions in 2008, representing 25.5 percent of employees.

### Remuneration of the Trimo staff

The average gross salary in Trimo company in 2008 was 1,820 EUR, a 20-percent increase compared to the previous year. Employees received pay for holiday leave and a Christmas bonus. Rewards were also paid out to employees who had never taken sick leave in 2008.

### Care for health, safety and well-being of the employees

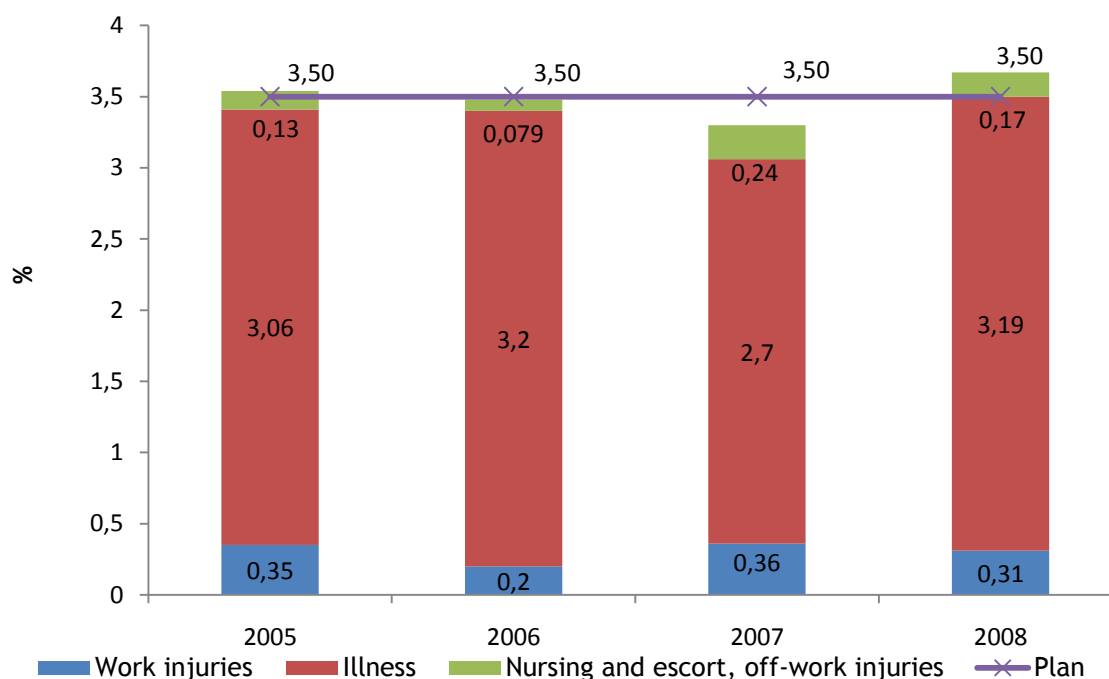
Trimo takes care of health and safety in the workplace through continual improvement of working conditions and by organizing sports and social activities.<sup>18</sup>

#### Sick leaves

Sick leaves are monitored weekly, causes determined and employees are asked about their health. In case of disability or permanent injury, a suitable job is found. For sick leave of three months or more, a solidarity bonus of 250 Euros is paid out.

In 2008 the total sick leave was 3.67 percent, an increase of 0.37 percentage points compared to last year. The goal is 3.5 percent of all employee hours.

Graph 37: Sick leave in Trimo company by year according to cause



Important activities used, to improve employee satisfaction and employee care, in 2008, are:

<sup>18</sup> In accordance with ISO 14001, the management designated a representative for environmental protection, occupational safety and fire prevention, Danijel Zupančič, MSc, who is otherwise the General Manager's deputy for engineering. An environmental protection team was also assembled to provide technical and operative support, consisting of experts from individual areas, such as occupational safety, hazardous materials, human resources, natural resources, energy etc).

- Since 2004, Trimo is paying 20 Euros per individual per month into the third pension fund, when employees decide to participate.
- Improving the working environment: The kitchen area has been refurbished, container brochure for incoming control and a noise barrier was added at the steel structure manufacturing facility.
- Employees have a chance to go on holiday in Trimo's holiday homes.
- A traditional sports day was organized, as well as an environmental day and a ceremony at the end of the year to award 'Employee of the Year' for various workplace achievements, as well as 'Promoter of the Year' and 'IPC<sup>19</sup> group of the Year'.
- At a cultural event, employees were given awards for ten, twenty and thirty years of employment.
- The children of staff were given presents at New Year.
- A New Year get-together for Trimo pensioners was organized.

The company's management has good dialogue and regular meetings with the labour union and the Employee Board, where they are briefed on the business at hand and any measures affecting employees.

### **Health and safety of the employees**

A healthy working environment motivates employees to perform well. Therefore, in accordance with OHSAS 18001<sup>20</sup>, which was introduced in 2003, the company is taking a systematic approach to integrating workplace health and safety into our integrated system.

As far as workplace health and safety, sick leave due to workplace accidents was lower in 2008 than it was in 2007. **The number of accidents was the lowest for the last seven years.**

In 2008 the company focused on reducing risks and revising the risk assessment, as well as performing risk assessment audits on all work places. The fifth review of risk assessments, with a statement of safety, was performed (05/07).

The costs of implementing the workplace health and safety were within defined margins.

The most important activities were the following:

- a revision of the Fire code
- revision of Fire risk assessment
- Performing all periodic activities
- Renewal of floor markings on the north side of the company
- on the roof of the new packaging workshop, the Qbiss by trimo production line and the plumbing workshop, anchor points for prevention of falls were installed

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<sup>19</sup>IPC stands for integral property care

<sup>20</sup>Trimo has been compliant with ISO 14001 since the year 2000, with HACCAP since 2002 and with OHSAS 18001 since 2003.

- In December 2008 the company hosted the Inter-municipality association of safety engineers, Novo mesto. Specialist consultation with a general meeting and a celebratory academy for the 20th anniversary of the association, were held.



Anchor points for prevention of falls attached to Trimo EcoSolar panels

## Safety indicators

Table 6: Goals and achievements for 2008 by three safety indicators

	2008	TARGET	ACTUAL
<b>injury frequency</b> <sup>21</sup>	[injuries/million working hours]	< 15	<b>14.83</b>
<b>seriousness of injury</b>	[lost days/injury]	< 15	<b>23.59</b>
<b>sick leave</b> <sup>22</sup>	[lost hours/working hours]	< 0,25%	<b>0.28</b> <sup>23</sup>

## *Benchmarking - Comparison of workplace injuries with the average for the Republic of Slovenia*

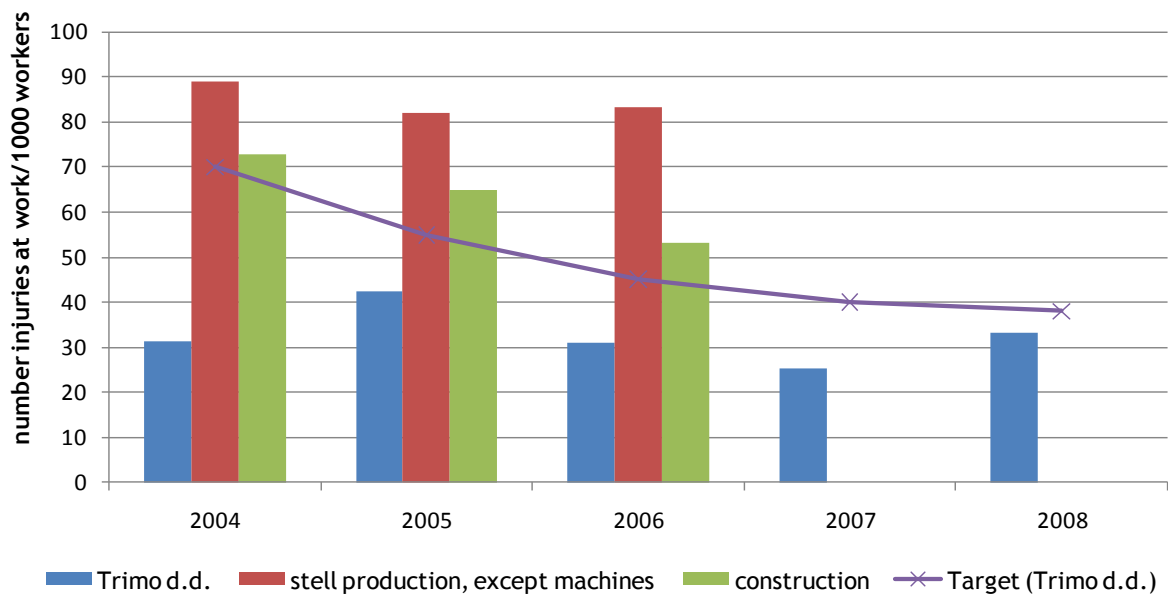
Comparing Trimo to "manufacturing of metal products" and "construction" in Slovenia shows that Trimo safety indicators out-perform those of the two industries.

<sup>21</sup> Frequency of injuries is calculated on the basis of all hours.

<sup>22</sup> Sick leave is calculated on the basis of all hours.

<sup>23</sup> Considering only the absenteeism incurred from on-the-job accidents, without accidents on the way to/from work.

Graph 38: Comparison of injuries with industries in RS in period 2004 to 2008



A comparison was made with other industries in the Republic of Slovenia and includes men and women injured at the workplace (WP), coming to/from work, on business trips and outside work. For 2007 and 2008 data was unavailable for related industries.

## Employee satisfaction

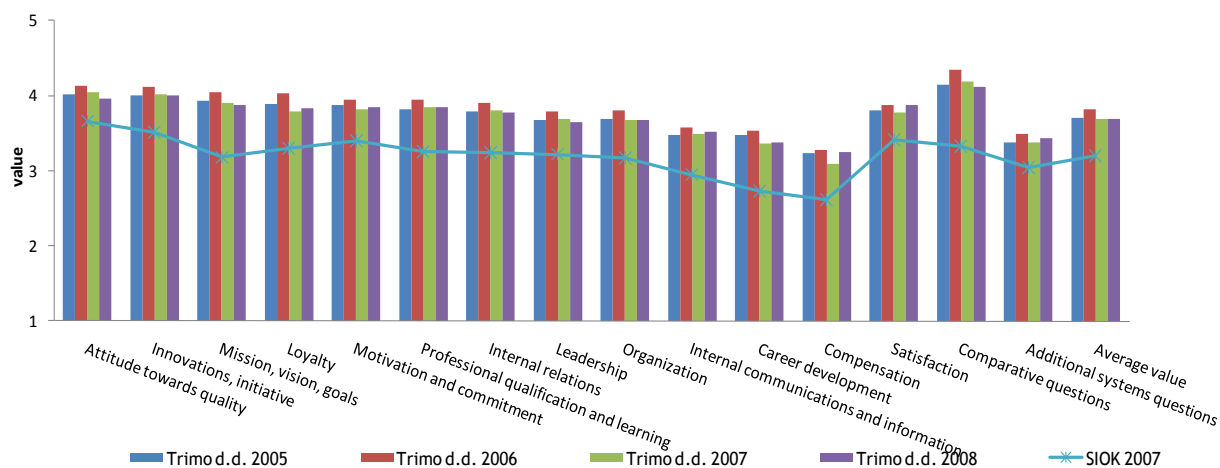
### Organisational Climate

In 2008 we measured the satisfaction of our employees and organisational climate of Trimod for the ninth time within the scope of the SiOK (Slovenian Organisational Climate) project under the auspices of the Chamber of Commerce and Industry of Slovenia (CCIS).

The survey shows that employees mark the organisational climate and their satisfaction much higher than the Slovenian average. Employee satisfaction results for 2008 are the same as the previous year.

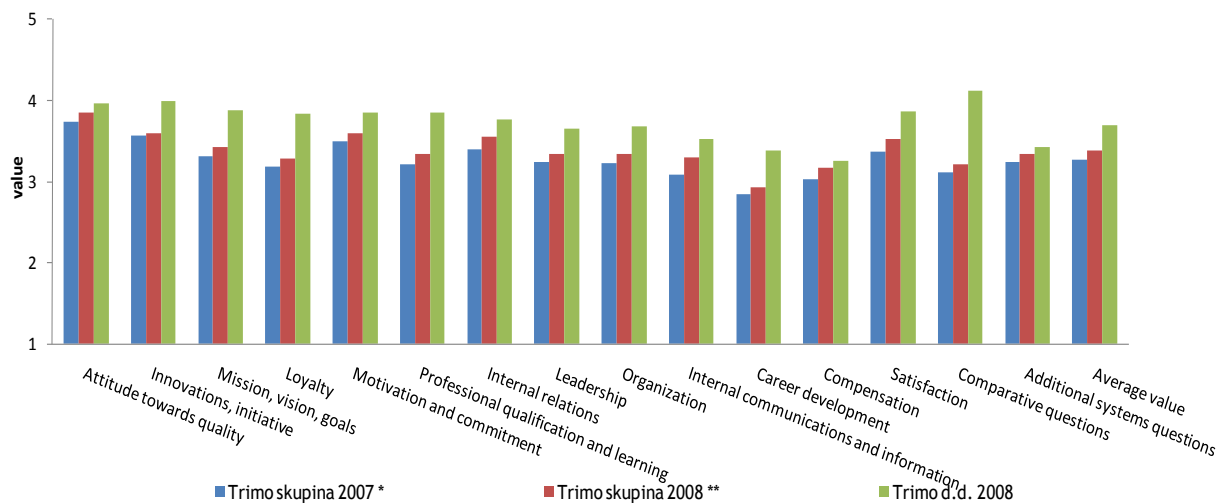
The results are monitored on the company level as a whole and also separately by individual sectors and departments. Results on the company level are presented to all employees via the TrimodInformer and the intranet while departmental results are presented to all departmental staff by management who together with co-workers prepare an activity plan for improving attained results following a review.

Graph 39: Results of the organisational climate for Trimo Company



Organizational climate and satisfaction has been measured since 2006 in the parent company and in some dependent companies in the Trimo Group. In 2008 they were measured in Trimo Građenje and Trimo Inženjering for the third time, for the second time in Trimo VSK, Akripol, Trimo Polska and Trimo Mađarska and for the first time in Trimo Czech Republic office and in Trimo Romania. The average results for the Trimo Group show improvements in organizational climate and employee satisfaction. A comparison with the results of Trimo shows opportunities for improvement in all areas.

Graph 40: Results of the organisational climate for Trimo Group



## Communications

In 2008 the company established a long-term public relations goal of developing awareness of Trimo's key public regarding global presence and sustainable development activities. It is our belief that our employees are the first promoters for our brand and, therefore, we focused our communication on them - both in the parent company and the Trimo group. This is evident from the fact that internal communication accounted for 42 percent of the total spending of the public relations department<sup>24</sup> budget.

Media and employee relations has started as a strategic project in Trimo Inženjering, in Serbia, while the first steps towards a systematic implementation of internal communication have been taken in Russia, at Trimo VSK.

Relations with key publics will be systematically upgraded in the future.

### Communications with Employees

Based on the results of the employee satisfaction survey regarding communication, we systematically developed and upgraded various communication tools in 2008.

#### Corporate journal 'Trimotim'

To enhance the awareness of Trimo's global presence and connect all Trimo staff within the Trimo Group, we updated the corporate journal 'Trimotim', in terms of design and content, which was ranked 2<sup>nd</sup> in the competition for the 'Papyrus' award (compared to 10<sup>th</sup> in 2007), presented by the Slovenian Association for Public Relations. We started publishing the journal in a hard-copy version in Slovenian, English, Russian and Serbian.

#### Bulletins 'Trimolnformator' and 'Trimolnformer'

In February the bulletin 'Trimolnformator', mainly featuring articles produced by members of the Trimo Senior Management Team, commenced publication on a weekly basis. The most important corporate articles in the bulletin are also translated into English and shared with the Trimo staff abroad through the bulletin 'Trimolnformer'. The bulletin 'Trimolnformator' also commenced publication on a monthly basis, in Russian and Serbian, and is prepared by local contributors or the Senior Management Team.

#### Bulletin 'TrimoWorld'

Because the results of the internal communication survey showed that staff wish to have more information on Trimo's activities abroad, we commenced publishing a monthly bulletin 'TrimoWorld', typically featuring articles by the CEO's of Trimo's foreign companies and representative offices.

#### LCD screen

To improve internal communication in the parent company, we upgraded the current tools with new ones. On the LCD screen in the parent company canteen we display the communication feature 'Hello, hello, this is Jana', each week inviting staff to answer all manner of questions, such as 'Which achievement of the previous month are you most proud of?', 'What are you going to change in your operations in response to new work conditions and new market conditions?'

For staff it is a way of learning about each other, while certain answers can motivate others to start thinking about a particular issue.

#### Intranet

On the intranet we published the feature 'Ask me', which allows staff to ask questions about Trimo's operations of any Senior Management Team member. The questions can be public or private.

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<sup>24</sup> The public relations department in Trimo is tasked with communicating with the media, shareholders, and employees.

## **Trimonet**

In 2008 we completed certain key features on 'Trimonet' - the extranet portal intended mainly for the marketing network staff. Some are Trimo references and business opportunities. We also completed and updated the database of our references so the extranet portal now provides about 400 Trimo references with detailed descriptions and photos, mainly intended for sales personnel. In 2008, more than 300 features about various business opportunities were published on 'Trimonet'. We also improved two-way communication with the marketing network users, especially for reporting on markets.

Our objectives for this year are to further improve communication with the marketing network staff through this medium, adjust certain features to be even more user-friendly, encourage as many users as possible to make use of 'Trimonet', connect certain 'Trimonet' contents with the intranet and simplify access to the portal for marketing network staff.

## **Communications with Suppliers<sup>25</sup>**

### **Communications with Customers**

Targeted marketing communication considerably contributes to achieving the company's business objectives, establishes and improves the brand-name's reputation, supports sales and other activities and ensures more rapid penetration of new products and services into the market.

In 2008 we carried out the following activities:

- We organised business and expert presentations and education for target audiences on all markets: architects and designers, investors and approved installers.
- We exhibited at 28 specialised construction trade fairs in 21 countries.
- We published professional articles and advertisements in 21 countries across 103 specialised journals in the fields of architecture and construction.
- We published 3 issues of the magazine Informa, present on our key markets for eight years. In the magazines we inform key target customers of new products and services and present solutions implemented using Trimo products.
- The company web-site, [www.trimo.si](http://www.trimo.si), [www.trimo-urbancrash.com](http://www.trimo-urbancrash.com), [www.trimoform.com](http://www.trimoform.com) and all localized variants of the corporate website were regularly updated. New web sites were added for our sales network: [www.trimo.ba](http://www.trimo.ba) and [www.trimo.com.ua](http://www.trimo.com.ua).
- We notified customer target groups of innovation regarding the production programme by direct mail.

### **Communications with Environment**

Trimo is aware of the need for good relations with neighbours. We wish to be a good neighbour who is open for communication and the exchange of ideas. Therefore, at the 9th Trimo Environmental day, we opened the doors of our production facilities to our friends and neighbours and invited them to participate in sports and cultural activities. Our neighbours surprised us with an overwhelming response to Trimo's contest for the best environmental photography.

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<sup>25</sup> See »Communication with Suppliers«.

### **Media Communications**

The Trimo Group monitors media contributions in the Slovene media, and since 2008, in the Croatian, Russian and Serbian media. Most contributions were neutral. This is due to open, clear and up-to-date communication with media representatives.

In addition, in Slovenia, where a public relations department has been operating since 2008, we have communicated environmental themes to the media in addition to business results, such as Trimo's participation in Planet Positive, collaborating on the first CO<sub>2</sub> neutral building in the world, the new product Trimo EcoSolar and the modular sports building. The media were also enthusiastic about the internal project, Boldest Idea, and about the 'Best Innovator', 2008 award.

Last year we began communicating with the Serbian media more proactively. Serbian media showed the most interest in photovoltaics and our Trimo EcoSolar PBV product, while they were also interested in our Trimo Research Awards<sup>26</sup> and Trimo Urban Crash<sup>27</sup>.

### **Communications with Shareholders**

For the shareholders an Annual Report for the company and the Trimo group was published in 2008, which was ranked, by the newspaper 'Finance', 4th out of 11 Annual Reports not required to use International standards of account reporting. The company also issued a brochure called 'Delničar' and published important business events on the Trimo website.

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<sup>26</sup> For more on this, see Activities in Research and Development

<sup>27</sup> For more on this, see Activities in Research and Development

## Research and Development

Our mission - providing original and complete solutions in the field of steel buildings, can only be achieved by expanding the culture of innovation in the company and strategic investment in development.

This process does not include only our employees, but other important dependants - customers, suppliers, licensing partners, universities and institutes, R&D departments of other companies and individuals. All employees are included in the innovation process, using multi-disciplinary competencies, which is being introduced into every nook and cranny of the business structure.

### **The company collaborated with 90 domestic and foreign partners**

We are intensively building the Open Innovation Model with the aim of facilitating our R&D activities and include the maximum number of outside development partners into the collaboration, as we believe that the future of responsible and balanced development requires inclusion of the wider community into the company's development activities. Our own R&D department actively collaborated in research with almost 90 domestic and foreign partners in 2008. These included 15 faculties, 8 institutes, 47 R&D departments of other companies and a large number of independent researchers. Of these, 40 percent were from abroad.

### **Sustainable development is a key component of the development strategy**

We are forming strategic partnerships with institutes, suppliers, customers, expert institutions and their business partners in order to facilitate the development process, especially in the field of sustainable products and solutions, as well as technologies contributing to sustainable constructions. Environmental themes, and other ingredients of sustainable development, are a key component of our development strategy, especially as an important addition to our product portfolio and commitment to producing complete solutions for our customers. By joining the Planet Positive<sup>28</sup> and UN Global Compact<sup>29</sup> associations, we demonstrated our clear commitment to realising sustainable construction of modern buildings and sustainable operations.

### **Products from the Trimo EcoSolutions family**

Development of new products, solutions and technologies is led in the direction of increasing energy efficiency of modern buildings. The company also started successfully developing and marketing the Trimo EcoSolutions family of products<sup>30</sup>, with which we offer sustainable solutions for modern sustainable construction and architecture.

By developing the photo-voltaic roof panel, **Trimo EcoSolar PV**, we provide a solution for a complete solar power plant system on roofs of business, representative, industrial or other buildings. The advantages offered by this modern product and complete solution were realized on the roof of our production facility in Trebnje, as green energy and the use of alternative sources is our strategic direction, as well as a direction of an increasing number of our customers and business partners. During the last adaptation of the manufacturing plant for the new technology and the new modular façade element, Qbiss by trimo, we also installed "smart", energy efficient lighting and an air heat-pump for heating of washing water. All these solutions are a part of our offer of energy efficient and modern technological solutions in buildings, contributing to lowering energy consumption and greenhouse gas emissions.

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<sup>28</sup> More on this in Sustainable development report. Trimo is the only Slovene company to bear the Planet Positive sign.

<sup>29</sup> More on this in Sustainable Development Report. Sustainable development is a key component of development strategy

<sup>30</sup> For more, see Development projects.

In January 2009 the company presented two new solutions in the **Trimo EcoSolutions** family at one of the largest international construction trade-fairs, Bau in Munich - **Trimo EcoEnergy** and **Trimo EcoClean**.<sup>31</sup>

In accordance with the recently adopted Slovenian Rules on efficient use of energy in buildings, which states that 25 percent of all energy used must come from renewable sources, this will further facilitate the offering of products and complete solution from the Trimo EcoSolutions family, especially if this trend goes EU-wide.

#### **We develop new products on a higher technological level**

In the past year we have directed our knowledge to the development of new (complex) products at a higher technological level. These include solutions in the field of new façade and roof systems and materials, which are suitable for the most demanding design solutions and the most representative building segments. These products, which will be offered to our customers at the beginning of next year in the form of a new high grade façade, which was developed from the successful TrimoRaster product.

#### **Trimo received awards for innovation**

In 2008 Trimo received two important innovation awards, one of the highest awards presented to Trimo for innovation - the '**Best Innovator 2008**' award, for Slovenia (A. T. Kearney) and with the product from the Trimo EcoSolutions family, Trimo EcoSolar PV, Trimo was ranked **among the 10 most innovative companies in Slovenia** at the 3rd Slovenian Innovation forum. This was in addition to the award by the newspaper, Finance, and the public Eco fund, for the first CO<sub>2</sub> footprint in Slovenia for our Trimoterm panels and the fact that we collaborated on constructing the first CO<sub>2</sub> neutral building in England<sup>32</sup>, clearly showing Trimo's direction to innovate and commitment to sustainable development.

Trimo was also awarded the silver award for the **Best e-Company** and the gold award for the **Best e-Solution** for developing the software package for designing Trimo façade panels TrimoDesigner ACAD, which was awarded by the **Public agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments (JAPTI)**, together with the **Slovenian Chamber of Commerce - Association for IT and telecommunications** and the **Ministry of Higher education, Science and Technology - Directorate for the information society**.

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<sup>31</sup>For more, see Development projects.

<sup>32</sup>More on this in Sustainable development report. Trimo is the only Slovene company to carry the Planet Positive logo.



### Patents, model protection and brands

Trimo has 10 patents in Slovenia, 2 model protections and 10 brands. Abroad, 5 patent families are protected in 10 countries, as well as 6 brands. In 2008 the company filed several patent claims from the development of new products, materials and technologies.

### Increased number of young researchers

In 2008 Trimo increased the number of young researchers and the educational structure of employees in R&D.

### Success with acquiring development funds

In addition, in 2008, the company successfully acquired state and European funding for development activities, as we managed to register a project for development of modular active systems of building coats (MAKSI), which is one of the largest co-financed Trimo R&D projects to-date.

### Development comes from environmental protection

Development of new products and technologies is based on sustainable development while taking into account environmental protection. Trimo therefore provides its clients with long-term, safe and comfortable use of complete solutions - steel prefabricated buildings. When planning our projects, **modern design trends are taken into account to ensure a high level of earthquake protection, fire, heat and sound proofing, and non-hazardous removal of products after the end of their useful life.** The safety and environmental starting points are used in development of products, systems and technologies. Using programs for continuous education and training of employees, we improve their knowledge and competencies in the development of new products, processes and technologies.

**Development of new products, technologies and processes is based on a project approach, targeted to provide complete solutions in individual areas.** The success of a development project of new products depends on shortening the time to market. With new approaches, new work methods, systematizing tasks and processes we are shortening the time of development projects.

Generally, in 2008, in the structure of development projects, the biggest emphasis was on the environmentally safe and energy efficient solutions and products, which are combined in the new, sustainable development oriented family of products - **Trimo EcoSolutions**. An important emphasis was given to development projects in the field of **active building coats, development of new materials and integration of our products with IT and e-technologies and solutions.**

## Encouraging innovation and generating new ideas

In 2008 Trimo encouraged an innovative climate and allowed for the generation of new ideas through several parallel channels, building long-term partnerships, forging relations with all target publics and upgrading collaboration with architects, designers, young researchers, employees and other various forms of collaborations.

### Trimo Research Awards

Trimo research awards are awards for best graduate, postgraduate and doctoral theses; The objective of the competition is to build good cooperation among young, ambitious researchers, their mentors, professors and academics on the one hand, and the company, which can beneficially use their knowledge, on the other hand. The competition is published in Slovenia and several other European countries geared towards scientific works who, in some manner, are involved with Trimo operations. The most represented areas are architecture, civil engineering, mechanical engineering, IT, economics, law, management, etc.<sup>33</sup>

### Trimo Architectural Awards

Trimo Architectural Awards is an International competition for the best architectural solution using Trimo products, which are an important source of information about modern trends and what the market demands.

Trimo organizes these awards biannually. In 2008, they were awarded for the fourth time.

### Trimo Urban Crash

**Trimo Urban Crash is the international architectural competition**, for the most innovative and creative ideas and solutions by young architects. The first tender, published by Trimo in 2007, was open to **students** of architecture from Ljubljana, Zagreb and Belgrade. As early as August 2007, a committee of experts chose two finalists from 29 applications whose conceptual solutions were executed, and by mid-October 2007 were displayed in Tivoli Park and Krakovski dyke in Ljubljana. The winner was Jelena Grujić from Serbia, who was awarded a scholarship for the summer school at the **AA School of Architecture** in London.

At the end of 2008 a tender was published to create an original urban installation using Trimo products that would be placed on **location in AKC Metelkova mesto in Ljubljana** and serve a public purpose. The response to the tender, which was open up to 31 January 2009, exceeded our expectations. At the website [www.trimo-urbancrash.com](http://www.trimo-urbancrash.com), more than 1,350 visitors from 37 countries were registered, including Afghanistan, Argentina, Bangladesh, Ghana, India, Korea, Mexico, Nigeria, New Zealand, Pakistan, and the United Kingdom, with the majority from Serbia, Italy, Poland and Slovenia. More than 140 works from 16 countries were submitted. In the spring of 2009. **The winning project will be announced** in Ljubljana, with the author of the winning solution receiving a scholarship for **a summer school** at the internationally renowned school of architecture

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<sup>33</sup> In 7 years more than 220 awards have been granted. Almost a quarter of the award winners have cooperated with Trimo in various ways after they received the awards.



Website [trimo-urbancrash.com](http://trimo-urbancrash.com)

### The Boldest Idea

**The Boldest Idea** is an internal award aimed at encouraging innovative, unconventional thinking by all Trimo employees, actively including them in thinking about work areas outside of their daily duties. Last year the internal award for the Boldest Idea was organised for the sixth time in a row. A total of 65 proposals were received, with a ride in a real Formula 1 racing car went to last year's winner, Maja Mudrica, for her proposal »an anti-corrosion implant«.

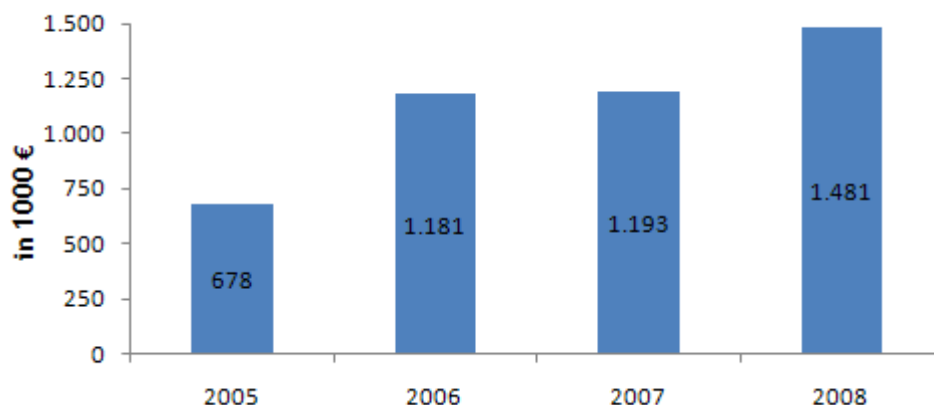


Maja Mudrica (to the right), was awarded a zero gravity flight for her Boldest Idea 2007 in 2008. With her bold idea, "Anticorrosive transplant", she won in 2008 as well.

### Trimo's improvements of processes and products

In 2008 the process TIP (Trimo improvements of processes and products) was upgraded with moderated workshops for all employees. At the beginning of the year 11 Trimo moderators were trained, helping the promoters and co-workers to develop good ideas for improvement. In 2008, 364 TIPs were finished, with the net effect of 1.481.381 Euros and with 417 or 77,7 percent of all employees participating.

Graph 42: Annual effect of TIP improvements



### **CBS Inštitut is a part of Trimo Group**

A part of the Trimo development story is also the Inštitut, complete construction solutions, d.o.o. Its primary activities are **research and development in the field of new building materials, elements and construction solutions**, which are not a part of the core competency focus of the development core of Trimo and those development solutions, for which the possibility of further marketing to **other interested companies and organizations** exists.

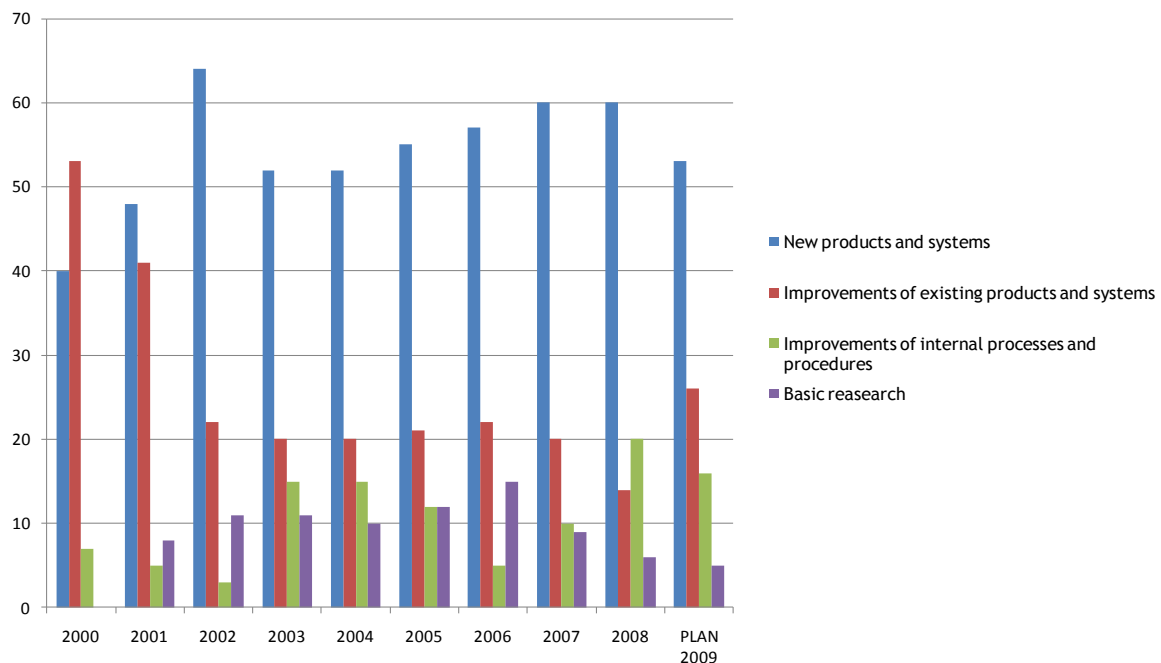
In 2008 the CBS Inštitut collaborated with Trimo and other knowledge institutions and development cores of other companies, primarily performing research and development activities regarding active building coats, new materials and coatings for systems and coating elements for low energy buildings. Additionally, it was involved in researching solutions for the even more optimal use and recycling of individual building materials, more efficient energy use and other environmentally friendly building solutions. One of the Concrete results **was a system of using spectral selective paints**, which contributed to placing two new products from the Trimo EcoSolutions family - **Trimo EcoEnergy** and **Trimo EcoClean**. Development of spectral selective paints went in two directions, one being the so-called warm paints, increasing the effect of solar radiation and used for solar collectors without covering glass or for hot air collectors, such as Trimo EcoSolar AIR; the other being cold colours, which reduce the overheating of buildings in the summer.

### **Development Projects**

New products contributed importantly to sales growth, gaining new clients and entering new markets. They also drive development and are a result of innovative solutions, approaches and concepts in Trimo.

We are still focusing on new products and services, as shown by the structure of development projects, and due to the changes in the market, the company increased the number of development projects in 2008, and in the plan for 2009, that are tasked with improvements of new products, optimization of material use, and improving technical characteristics of existing products and improving internal processes and procedures. At the same time, we did not abandon some key, long-term basic projects, allowing for sustained future development.

Graph 43: New products, systems, improvements, and basic research



In addition to new products, we also successfully developed and introduced individually tailored development solutions for specific customers.

### We are developing Trimo EcoSolutions products

In the field of sustainable development and associated energy conservation and using alternative energy sources, in 2008 Trimo developed a new **family of products - Trimo EcoSolutions** - which includes: roofs and façades with integrated thin-layer photovoltaic modules, **Trimo EcoSolar PV**, roof and façade hot air modules **Trimo EcoSolar Air**, and two new products, the self-cleaning panels **Trimo EcoClean** and the spectrally selective panels **Trimo EcoEnergy**, which use their reflectivity to reduce over-heating of buildings in the summer, reducing energy expenditure for cooling.

Using hot air, hot water, and photovoltaic systems as a base, Trimo developed a new energy efficient system, **Trimo EcoSolar AIR**, intended for heating air and **Trimo EcoSolarPV**, intended for harvesting solar energy. The complete system consists of modular elements, ready for direct installation and integrated into the façade coat of buildings, increasing their aesthetic value.

### We invested in manufacturing

In new product development, in 2008, Trimo invested primarily in the development of manufacturing technology for new products; the modular façade element, **Qbiss** by trimo, which utilises a new, high-tech and highly automated manufacturing line, proving to be an important factor in increasing quality regarding the technological development of the project.

### New products

New products that were developed in-house and development projects that marked the Trimo development story in 2008 are presented below.

### **Modular façade element, Qbiss by trimo**

The modular façade element, Qbiss by trimo, is one of the most demanding Trimo development projects in recent times, which resulted, in the beginning of 2009, in the opening of a new, high-tech and automated line for this new, highly attractive, multi-functional façade system, which is intended for the most representative buildings and the most demanding clients. It is a product that sets new standards in its field with a combination of aesthetic effect and outstanding technical characteristics.



Modulare façade element Qbiss by trimo

### **TrimoEcoSolar PV**

Trimo EcoSolar PV are panels, with integrated thin layer photovoltaic modules. The whole system consists of modular elements, ready for direct installation and is integrated in the façade, or roof coating, of a building, increasing its aesthetic value and reducing the number of critical points (breakthroughs) on the roof, and allowing for manufacturing in controlled conditions, independent of the weather at the site. Trimo equipped its own building in Trebnje with this product, producing its first own solar power plant.



TrimoEco Solar PV

### **Trimo EcoClean**

Trimo EcoClean are panels with a self-cleaning effect, which not only reduce the use of cleaning agents and water, thereby being environmentally friendly, but also increase the useful life of façades and roofs, especially in aggressive environments (at sea, near heavy industry ...).

### **Trimo EcoEnergy**

Trimo EcoEnergy is a development of selective cold paints that use reflectivity to reduce overheating of buildings in the summer and reducing the need for cooling.

### **TrimoEcoSolar AIR**

Trimo EcoSolar AIR is a roof and façade warm-air module intended for warming air and lowering of energy costs for air recuperation in buildings with forced ventilation, such as schools, gyms, business buildings etc.

### **E-construction**

The third phase of the research project e-construction, which in an integrated shape introduces a number of new technologies and results of current research projects in the area of building IT into the real environment of building projects in Trimo, is finished. Key areas of development are management, monitoring and distance control of construction sites and automatic recognition of a finished building supported by 3D-, 4D- in 5D-building models, file management, support for distance cooperation, identification and following material sources for construction, and last but not least, the introduction of project portals. The newly developed integrated multi-project environment will enable more coordinated, faster and more effective design and construction, subsequently also higher quality and competitiveness.

### **qSPAI**

The qSPAI project uses high technology and the method of indestructible buildings to provide new methods, tools and processes to improve the quality when producing light construction panels. Smoother and more effective production process management is enabled; the same applies to reducing the number of errors and rejections which affects enhancing efficiency. The development of new undisturbed methods of control of light building slabs represents elements of innovation; these methods do not exist on the market yet. The qSPAI project was co-financed within the Eureka program and was presented at the Eureka website, [www.eureka.be](http://www.eureka.be), as one of the success stories of Eureka.

### **Trimo Modular Sport centre**

As a completely new solution, we appended the set of solutions and continued research and development of Trimo's new modular concept of a sports centre for different needs and locations (smaller sports centres in rural areas and bigger sports centres in urban centres for primary and secondary schools as well as for the general public use and sale). Such a wide adjustment enables a modern approach to designing standard buildings, which do not offer fixed solutions anymore. They usually are not flexible enough to be used in different contexts. Hence, Trimo developed modular stowing of individual functional units which are optimised respectively; with a great number of possible stowing combinations, however, they allow better adjustment to real demands of the customer and location.

The layout arrangement offers maximum functionality, adjustment and utilization of the premises by not ignoring the EU ruled sports minimum. We followed all latest regulations and trends in the area of sport and sports legislation.

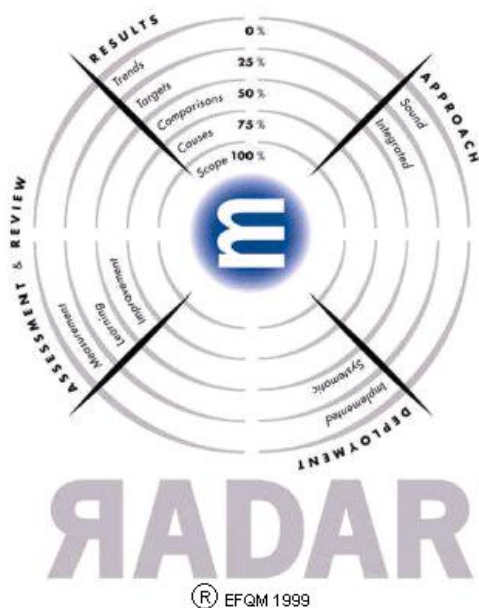
## Business Excellence

The improvement of business excellence is one of the strategic objectives of Trimo. Business excellence is developed by the integration of different approaches to the development of competency, motivation, creativity and innovation of all employees, including the improvement of all processes:

- employee development (Trimo – a learning company, Trimo dialogue, competency model)
- inclusion of all employees into the innovation system (Trimo innovative process – Trimo improvements of processes/products, boldest idea, ideas bin, CCP – Complete Care for Property)
- continuous improvement and creation of development ideas
- management of quality systems (standards ISO, OHSAS, HACCP)
- monitoring opinions and measuring satisfaction of all participants and
- assessments according to the European business excellence model (EFQM).

### Evaluation using EFQM model and the RADAR tool

In order to improve business excellence we implement assessments in accordance with the European model of business excellence EFQM and with the use of the RADAR tool, which enables us to recognise required improvements in results (key results, customers, employees and the company) and approaches in the areas of management, policies and strategies, personnel management, development of partnerships and other resources and management of processes.



### We are on the right path

The recognition by the Republic of Slovenia for business excellence received in 2002 and the recognition for Excellence award bestowed by the European Foundation for Quality Management (EFQM) to us in 2004. In 2005 and 2006, we carried out a self-assessment based on the EFQM model. In 2006 we performed a self-evaluation in the area of risk management in accordance with the EFQM model. In 2007 we performed self-assessment with respect to the European business excellence award. We qualified for the finals with a mark of 650 out 700 points and won a special leadership award (Prize Winner for Leadership).

**Self-evaluation also in the Trimo Group**

In 2008 systematic self-evaluation of dependent companies in the Trimo Group commenced. We performed self-evaluations in Trimo VSK, Akripol, Trimo Građenje, Trimo Inženjering and Trimo Polska. In 2009 the process of self-evaluation will be expanded and upgraded in the Trimo Group.

**Trimo in the best company**

Based on the invitation by EFQM, Trimo participated in the EFQM pact for the development of good practices across various fields of operations. Each member (BMW, Philips, Robert Bosch, Solvay, EDF, Grundfoss, TNT and Trimo) leads its own projects of developing good practices. In Trimo we decided to improve multi-project management. This is the key to the company's success. The project included collaboration with the internationally renowned project management expert, Chris Kindermans, PMP. Through various training programmes and the strategic conference 2008, we learned about good practices of project and multi-project work. As a part of this collaboration, we also hosted a meeting of PMI experts in Slovenia and the President of PMI EMEA, Alessandro Cortese.