

**We seal, damp  
and protect**  
critical applications  
in demanding environments

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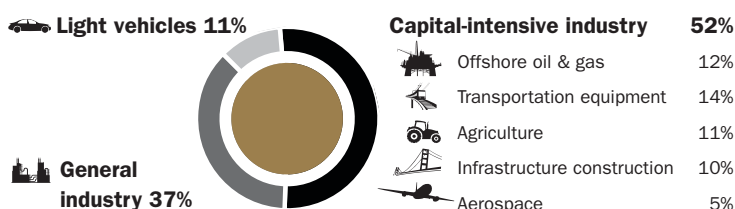
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# 2014 – a good year for the Trelleborg Group

Trelleborg is a world leader in engineered polymer solutions that seal, damp and protect critical applications in demanding environments. Our innovative solutions accelerate performance for customers in a sustainable way.

- Founded: 1905
- Sales in 2014: SEK 22,515 M
- Number of employees at year-end: 16,552
- Operations in 44 countries
- Listed on the stock exchange since 1964, Nasdaq Stockholm, Large Cap
- Head office in Trelleborg

## Share of the Trelleborg Group's sales in 2014



Key figures, continuing operations, SEK M	2014	2013
Net sales	22,515	21,473
Organic sales, %	-1	1
Operating profit, excluding participations in TrelleborgVibracoustic and items affecting comparability	3,001	2,613
Operating margin, %	13.3	12.2
Participations in TrelleborgVibracoustic	298	237
Items affecting comparability	-226	-410
Operating profit	3,073	2,440
Operating cash flow	2,836	2,162
Cash conversion ratio, % <sup>1)</sup>	90	83
Return on shareholders' equity, %	13.7	11.4
Average number of employees	15,425	14,827

<sup>1)</sup> Excluding dividend from TrelleborgVibracoustic.

Trelleborg AB is a public limited liability company. Corporate Registration Number: 556006-3421. The Group's headquarters are in Trelleborg, Sweden. All values are expressed in Swedish kronor. Kronor is abbreviated to SEK and millions of kronor to SEK M. Unless otherwise stated, figures in parentheses relate to the preceding fiscal year, 2013. All figures in the section "Trelleborg Group in 2014" and "Business areas" relate to continuing operations, unless otherwise stated.

This report contains forward-looking statements that are based on the current expectations of the management of Trelleborg. Although management believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove correct. Accordingly, results could differ materially from those implied in the forward-looking statements as a result of, among other factors, changes in economic, market and competitive conditions, changes in the regulatory environment and other government actions, fluctuations in exchange rates and other factors.

**Index with reference to Global Reporting Initiative (GRI):** An indicator with an asterisk\* signifies an indicator with comments regarding aspects that have been omitted (these can be found in the GRI index on pages 19-21 in this report). Indicator categories: EC=Economic, EN=Environmental, LA=Labor Practices and Decent Work, HR=Human Rights, SO=Society.

This Corporate Responsibility Report was produced in collaboration with RHR/CC in Malmö.

# A clear platform of responsibility

In 2014, I and the other members of Group Management devoted our time and energy to prioritizing and planning our current and future activities in the field of corporate responsibility. The aim was to further develop our shared platform for long-term value creation. This platform focuses on the responsibility that Trelleborg assumes toward its stakeholders, the most important of which include customers, employees and shareholders.



The preparation of our expanded CR platform is based on our long-term value creation, core values and Code of Conduct, and is intended to provide clear guidance on the direction in which we want to develop. I have summarized the fundamental elements below:

**1 First and foremost, the basis of our CR work must be that we continue to be a good corporate citizen that follows rules,** meaning that we meet the requirements laid down in law and ordinances wherever we conduct operations, and those adopted in international agreements, for example, on human rights. Consequently, we have decided that our highest priority is to continue to further develop our work on training and information in these areas. Preventing corruption and violations of competition laws and environmental legislation is entirely fundamental. During the year, we also prioritized special measures to prevent child labor in our supply chain, which is something we will continue to focus on.

**2 Another key area for us is ensuring safe and efficient resource management.** Our employees and their expertise are the core of our daily achievements, and their health and safety are naturally high priorities for us. Of course, it is also a matter of economizing on material and energy resources. We want to minimize all forms of waste and wastefulness, and continuously raise the bar of our efficiency so that instead we can use these resources to shape our common future. This focus area also includes responsible handling of chemicals and plans for phasing out those that are considered to be hazardous.

**3 A third area that I would particularly like to highlight is diversity.** It is an honor for us to be a global company that values knowledge wherever it is found, with no other criteria than the fundamental view that all people are equal and have the same rights. We always recruit locally since the composition of our managers and employees should reflect what our markets are like. Besides this ethnicity factor, diversity for us is having a balanced mix of ages and genders for our operation, and we will continue to work decisively and systematically with this issue.

**4 The fourth area is our local community involvement.** The basis of this area is that we want to nurture good local relationships in all locations in the world in which we conduct business. This is expressed in different ways, for example, in different projects in which we support local development, sometimes focusing on children and young people – our ongoing projects in Sri Lanka and Brazil are excellent examples here – and sometimes focusing on other issues, such as diversity. We will present our commitments and involvement on our websites and via social media.

In conclusion, we will remain open about where we stand with regard to sustainability. This means that Trelleborg's CR communication, with the clear focus areas that I have outlined here, will remain transparent. Our stakeholders must be able to assess how well we meet and fulfill the responsibilities that we have. We promise to do our very best to respond to all types of questions about this important work. We are confident that we have a clear overview of our operations and that we pursue systematic work processes for continuously raising the bar in everything that we do.

Peter Nilsson, President and CEO

## Trelleborg and the Global Compact

Since 2007, Trelleborg has been affiliated with the UN Global Compact network, an initiative that promotes responsible corporate practices in the areas of the environment, labor, human rights and anti-corruption. This Corporate Responsibility Report is also the 2014 Communication on Progress to the UN Global Compact.



## GRI G4 guidelines and external audit

Trelleborg reports CR for 2014 in accordance with the most recent version of the Global Reporting Initiative guidelines for sustainability reporting: GRI G4. The reporting is in accordance with the Core option.

PricewaterhouseCoopers conducted a review and assured this application level, with a focus on the most significant CR issues. See the assurance report on page 22. An overview of the GRI index can be found on pages 19-21.

# Targets and outcomes for the Trelleborg Group

## Toward continued stable profitability and sustainable growth

Trelleborg's financial targets reflect the Group's ambition to increase value generation and be a world leader in selected market segments and geographic markets, in addition to an assessment of global growth and adequate financial security.

The Trelleborg Group strengthened its positions and operating margins during the year, despite a challenging market situation in several geographic markets and segments. Net sales rose and the operating profit and margin were the highest to date for the Group. The operating margin surpassed the long-term profitability targets.

Trelleborg's Corporate Responsibility initiatives focus on responding to the expectations of customers, shareholders, employees and other stakeholders for long-term value creation with clear accountability. These initiatives reflect the desire to comply with legislation and regulations, to provide a safe and secure workplace with resource-efficient production and to make Trelleborg an attractive employer characterized by diversity and local community engagement.

### Regulatory Compliance

#### Anti-corruption and human rights

**Target:** Zero tolerance applies to:

- Bribery, corruption or cartel behavior
- Child labor
- The occurrence of discrimination cases, reported and reviewed

**Outcome:** No cases of child labor, or significant fines due to breaches of laws or permits, were reported. One case of discrimination was reported and is under investigation.

#### Suppliers

**Target:** To only work with suppliers who adhere to all applicable sections of Trelleborg's Code of Conduct. Audit in the form of self-assessment to be completed with suppliers corresponding to 80 percent of the relevant global purchasing value in the production units, as defined by Trelleborg.

**Outcome:** In 2014, Trelleborg met the target level. Suppliers corresponding to 84 percent (81.4) of the value defined by Trelleborg were audited.

### Diversity

**Focus:** Trelleborg is of the opinion that diversity is positive, and works actively to raise awareness of this.

**Outcome:** In addition to the basic rules against inequality and discrimination, Trelleborg aims to achieve a balanced mix in terms of ethnicity and gender, especially at management levels, and to attract, develop and retain talented young people.

Organic growth <sup>1)</sup>

Operating margin <sup>1)</sup>

Return on shareholders' equity <sup>2)</sup>

Financial

Regulatory compliance

Diversity

Target ori

<sup>1)</sup> Continuing operations, excluding participation in the TrelleborgVibracoustic joint venture and items affecting comparability.

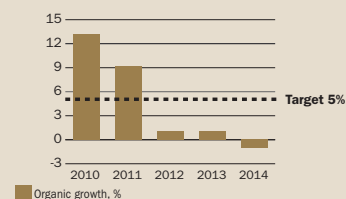
<sup>2)</sup> Continuing operations, including participation in the TrelleborgVibracoustic joint venture and items affecting comparability.

# ≥5%

**Target:** Average annual organic growth over an economic cycle should be at least 5 percent. In addition, further growth will occur through bolt-on acquisitions.

**Outcome:** In 2014, organic sales growth was -1 percent (1), reflecting the sluggish nature of the global economic recovery, particularly in Europe. At the same time, the Group strengthened its positions during the year, despite a challenging market situation in several geographic markets and segments.

Organic growth, %

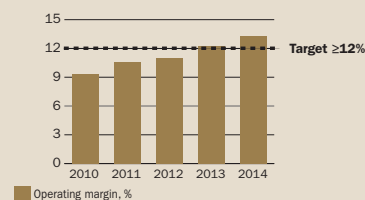


# ≥12%

**Target:** The operating margin should be at least 12 percent.

**Outcome:** In 2014, the operating margin rose to 13.3 percent (12.2), mainly resulting from continued high efficiency and cost control.

Operating margin, %

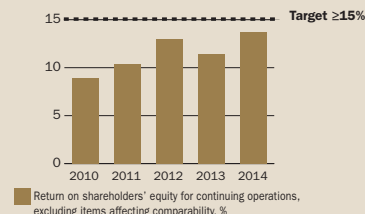


# ≥15%

**Target:** The long-term return on equity should be at least 15 percent.

**Outcome:** In 2014, return on equity was 13.7 percent (11.4), a result of Trelleborg's long-term efforts to streamline and rationalize production, sales and capital utilization.

Return on shareholders' equity, %



## Resources

### Health and safety

**Target:** At each individual production site, occupational injuries and illnesses, defined as Lost Work Cases (LWC) per 100 full-time employees per year, should be less than 3.0. The average number of working days lost due to occupational injuries and illnesses should be less than 50 per 100 full-time employees per year at each individual site.

**Outcome:** In 2014, the average outcome was 2.0 LWCs (2.0) per 100 employees. Some 78 percent (75) of the sites had a value of less than 3.0.

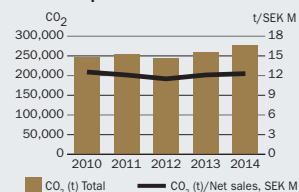
The average number of days lost per injury was 29.3 (29). Some 72 percent (75) of the sites had a value of less than 50.

### Climate

**Target:** To reduce direct and indirect CO<sub>2</sub> emissions (Scope 1 and 2) by at least 15 percent relative to sales by 2015 (base year 2008).

**Outcome:** In 2008, the base value was 14.1 metric tons/SEK M. In 2014, the value was 12.3 metric tons/SEK M (12.1), an improvement of 13 percent compared with 2008, but a deterioration of about 1 percent year-on-year due to an increased footprint in countries with higher CO<sub>2</sub> emissions per unit of energy used.

Climate impact



## Society

**Focus:** Trelleborg supports the local communities in which it operates by participating in a variety of social activities, and at selected locations, by providing support for teaching and educational activities for young people.

**Outcome:** In many of the places where Trelleborg operates, the company has partnerships with, for example, schools, universities and interest groups. With regard to sports sponsorship, youth activities are prioritized, while the company is also involved in a number of special programs that support child and youth development in such countries as Sri Lanka and Brazil.

targets

Resources

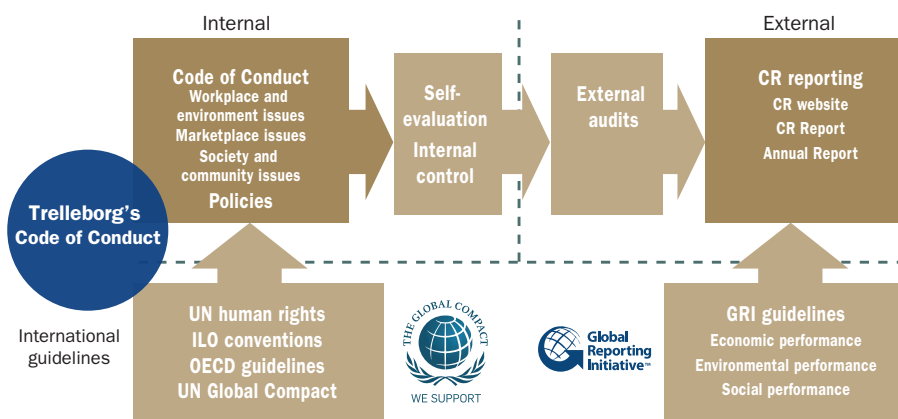
Society

entation

# Corporate Responsibility framework

## The framework for the governance of Corporate Responsibility at Trelleborg is as follows:

- A basic pillar of the internal CR work is Trelleborg's Code of Conduct (see page 11) in the areas of the environment, health and safety and ethics, that applies to all employees, without exception. The Code is based on internationally recognized conventions and guidelines, such as UN Human Rights conventions, ILO conventions, OECD guidelines and the UN Global Compact. Training in the Code of Conduct is mandatory for all employees.
- As support for its framework, Trelleborg has a whistleblower policy that allows all employees, without repercussions, to report suspicions of legal or regulatory violations. The process for this policy is based on maintaining high requirements for integrity and safety. Reports can be made either by telephone or online in the employee's own language.
- The internal monitoring of key performance indicators takes place within the framework of both Trelleborg Excellence (see page 12) and specific CR follow-ups and reporting. Self-assessments and internal audits also



take place, for instance, within the scope of Safety@Work. CR governance is also supported by external audits, such as local ISO 14001 audits (environmental management), and specific efforts in monitoring compliance with the Code of Conduct. Such a follow-up was performed by PwC at two Trelleborg units in China in December 2014.

- The external reporting of Corporate Responsibility issues found in the Trelleborg Annual Report complies with version G4 of the Global Reporting Initiative (GRI) guidelines. In addition,

CR pages can be found under the *About us* section of the Trelleborg website ([www.trelleborg.com](http://www.trelleborg.com)), where you can also download this annual Corporate Responsibility Report, which is more detailed and also the report for the UN Global Compact (signed by Trelleborg in 2007). This report contains detailed descriptions of the sustainability governance and an index illustrating exactly how CR reporting complies with GRI guidelines (see pages 19-21).

## How Trelleborg's CR work is governed

At Board level, the Audit Committee has been assigned to monitor the Group's work with CR issues. The work in the operating organization is led by a steering committee comprising the managers of the Legal Department, Group Corporate Communications and HR staff functions.

The daily activities take place, in part, in the Corporate Responsibility Forum, which is a group comprising representatives from the Group Corporate Communications, Legal Department, Environment, HR, Purchasing and Group Finance/Treasury staff functions, and from the Manufacturing Excellence Program and, in part, out in all of the operational units.

The direct responsibility for environmental and health and safety issues is delegated locally – each production plant has an environmental coordinator and a health and safety officer.





# Reporting scope and principles

**Scope.** This is Trelleborg Group's Corporate Responsibility Report 2014. The Report is published annually (previous release was in March 2013), integrated into the Annual Report and as an extended standalone Report in pdf format. The latter version also serves as Communication on Progress to the UN Global Compact. It covers Trelleborg performance and commitments related to environment, health, safety and social issues, including business ethics. The aim is that the report shall give an accurate overview of the Group's status and activities in the above areas. The intended target group is everyone concerned about Trelleborg: shareholders, investors, employees, customers and suppliers, authorities, the media, students and researchers, and local stakeholders/neighbors.

Unless otherwise stated, the data presented refer to calendar year 2014. The figures for the preceding year (2013) are shown in parentheses. The report covers all Trelleborg's legal entities where ownership exceeds 50 percent, including all production and non-production units, except where otherwise stated. This means that the 50/50 joint venture TrelleborgVibracoustic is not reported here. It is a standalone body with its own corporate responsibilities, where Trelleborg acts as an owner, on board level.

**Significant changes from previous report.** The basis of this CR Report 2014 is the updated Materiality Analysis made by Trelleborg in 2014. Four focus areas comprise the most important sustainability aspects and indicators from internal and external stakeholder perspectives. Compared to previous reports, less focus has been put on descriptions without indicators and areas such as training and talent management.

**Reporting principles.** Each unit supplies data in accordance with the Group's standard for Corporate Responsibility reporting and Manufacturing Excellence reporting, for acquired or sold units covering the period of the year it has been part of the Trelleborg Group. The responsible manager for each unit carries ultimate responsibility for the corporate responsibility data provided, while the reporting itself, including data correctness and quality assurance, is carried out under the management of each unit's financial controller/director, also involving environmental, HR, purchasing and other specialists. In addition, quality controls are performed by relevant Group functions, whereby data is compared with figures from prior years and data from similar facilities, and verified through random sampling against other

available information before the information is finally compiled.

- The reporting of indirect emissions complies with CDP's recommendations, which means that the latest available national conversion factors from the IEA were applied. Formerly, factors from Greenhouse Gas Protocol were used.
- Safety@Work is a production facility program exclusively, which affects the Health and Safety reporting of LWC and connected indicators.

**External assurance.** This report is externally assured by PwC: it is a limited review of the entire report on Trelleborg's Corporate Responsibility work in 2014. The assurance report is to be found on page 22.

The report is made in accordance with the Global Reporting Initiative's GRI G4, Core level guidelines for sustainability reporting.

An overview of Trelleborg's CR work is also found at [www.trelleborg.com](http://www.trelleborg.com) under About us/ Corporate Responsibility. The environmental, sustainability and CR reports from prior years are also available from this website.

## Production facilities included in Trelleborg's Corporate Responsibility Report 2014

Australia	Brisbane
	East Bentleigh
Brazil	São José dos Campos
	Macaé
	Santana do Parnaíba
	São Paulo, Barueri
China	Pudong
	Qingdao
	Zhongtong
	Xinzhuan
	Hebei
	Xingtai
	Wuxi, Ximei Road
Czech Republic	Mladá Boleslav
	Lesina
Denmark	Helsingør
Estonia	Kuressaare
Finland	Kiikka
France	Mirambeau
	Prodyn
	Cernay
	Sancheville
	Clermont-Ferrand
Germany	Condé-sur-Noireau
	Grossheubach
	Lathen
India	Bangaluru, Husur
Italy	Lodi Vecchio
	Modena
	Livorno
	Torino
	Tivoli
Latvia	Liepāja
Lithuania	Tauragė

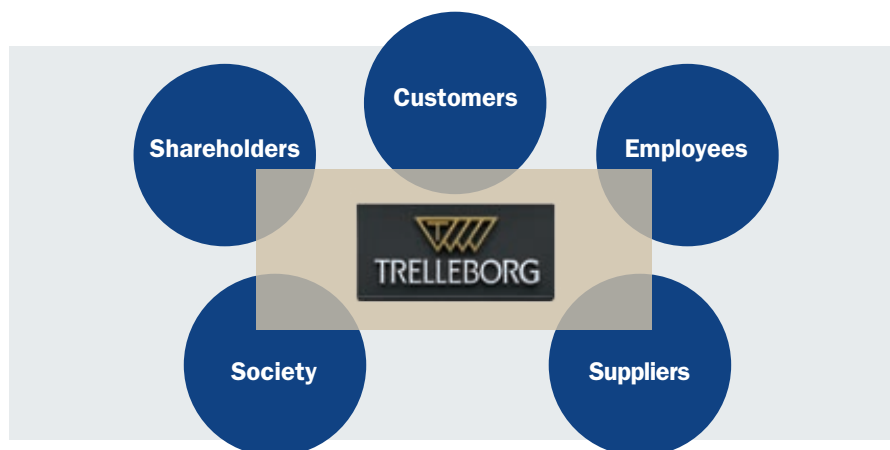
Malta	Hal Far
Mexico	Tijuana
Netherlands	Ede
	Ridderkerk
Norway	Mjøndalen
Poland	Skoczów
	Bielsko-Biała
	Czechowice-Dziedzice
Singapore	Singapore
Spain	Pamplona
	Izarra
	Santander
Sri Lanka	Kelaniya (Trelleborg Lanka)
	Kelaniya (Trelleborg Tyres Lanka)
	Malwana
Sweden	Trelleborg (Industrial Solutions)
	Trelleborg (EF/Mixing)
	Trelleborg (Agri)
	Ersmark
	Forsheda
	Havdhem
	Örebro
	Forsheda
	Värnamo
	Gävle
	Kalmar
	Sävsjö
Switzerland	Stein am Rhein
Turkey	Gebze 1
	Gebze 2
	Duzce
	Tokat

UK	Manchester
	Knaresborough
	Leicester
	Skelmersdale
	Coventry
	Retford
	Rochdale
	Bridgwater
	Cadley Hill
	Rotherham
USA	Tewkesbury
	Red Lion
	Salisbury
	Morristown
	Rutherfordton
	Spartanburg
	Clearbrook
	Randolph
	West Hardy
	Rankin Road
	Milford
	Park Hills
	Aurora
	Bristol
	Streetsboro
	Broomfield
	Fort Wayne
	Northborough (Life Science)
	Northborough (Aerospace)
	Streamwood

# Focusing on the material aspects

Trelleborg's 2014 CR reporting is the first prepared in accordance with the Global Reporting Initiative's new G4 guidelines. The focus of the reporting remains targeted to the sustainability aspects deemed most essential by both external and internal stakeholders.

Due to the reciprocity in the relationship, the most important stakeholder groups for Trelleborg are *Customers*, *Employees* and *Shareholders*, which also encompasses investors. Other stakeholder groups include *Suppliers* and *Society*, including for instance, neighbors, the media, students and researchers, representing the social groups with which Trelleborg maintains the closest dialog.



Trelleborg performed materiality analyses back in 2007, 2009 and 2012 to ensure that the content of the company's CR work and CR communication created long-term value and lived up to the expectations of the most important stakeholders.

A number of central environmental aspects for industry were deemed by both external and internal participants in these analyses to be the most essential elements, for example, *Use of hazardous chemicals*, *Energy consumption* and *Emissions to air and water*.

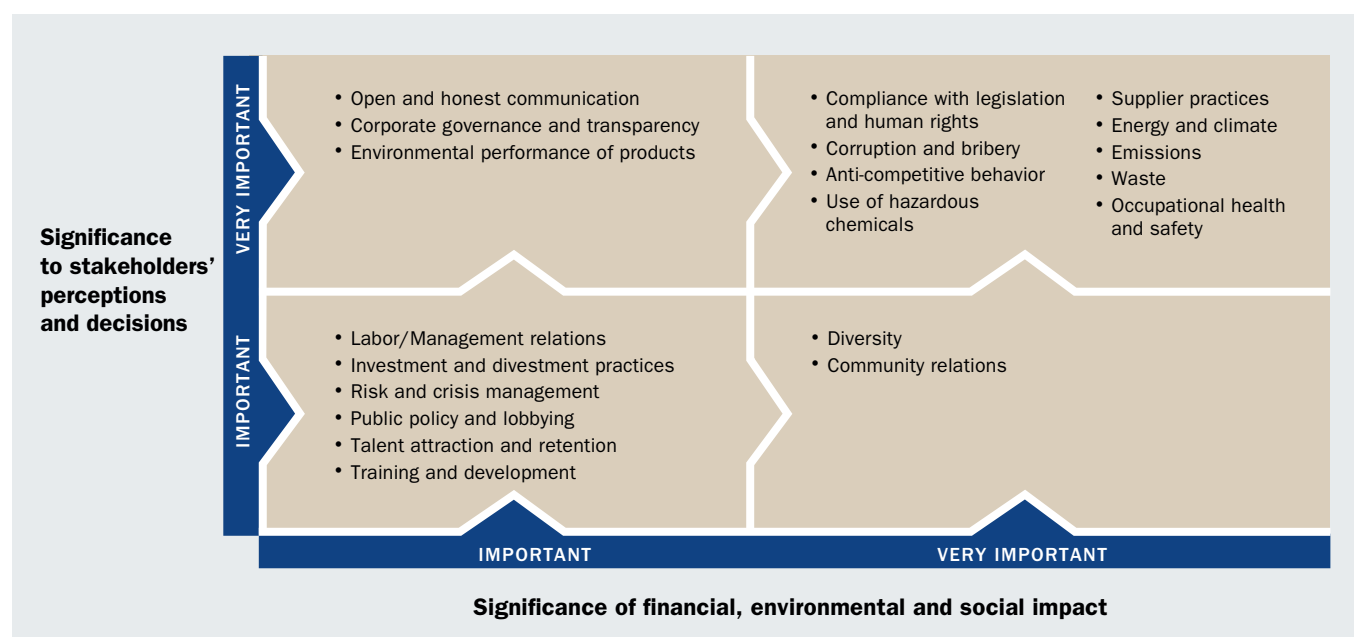
The surveys also highlighted *Open communication* and *Community relations* as central aspects. In February 2014, the previous analyses were supple-

mented with an evaluation performed by Trelleborg's management and guided by the company's strategy and future plans, including an analysis of the external business environment.

This time, the sustainability approach was broader than before, highlighting the company's value chain and the manner in which human rights are respected in the chain (see *page 3* and the example on *page 9*).

The material aspects in the overall analysis were converted into four focus areas during the year. Organization, action plans and key performance indicators were then established for each area. The analysis will be re-evaluated by the stakeholder groups in 2015-2016.

## Materiality analysis 2014





## Four focus areas

The compiled results of the systematic analyses described on page 8 highlight a number of essential strategic CR areas for Trelleborg that can be summarized as follows:

### ■ Compliance with laws and codes

- Compliance with legislation and human rights
- Supplier reviews

### ■ Safe and efficient use of resources

- Health and safety
- Chemicals
- Energy/climate
- Emissions to air (mainly VOCs)
- Waste

In addition to these high priority areas, the 2014 materiality analysis revealed that the following aspects are important to the company:

- Diversity
- Community involvement

The structure and content of the 2014 reporting was formed according to these priorities and values.

## Focus areas for Corporate Responsibility

1

### Compliance with laws and codes

*Correct is correct* – wherever Trelleborg conducts operations, we respect laws, rules and human rights, and stand for a high level of business ethics. This is expressly stated in our Code of Conduct, which we strongly encourage our suppliers to follow in these areas.

2

### Safe and efficient use of resources

*Raising the bar* – At Trelleborg, we work systematically with our core processes to ensure efficiency and value for the customer. We strive to minimize all wastefulness and to provide a safe and secure workplace. Responsibility for monitoring and improving central resource indicators, such as safety, energy, climate, waste, emissions and water, falls under the framework of the *Manufacturing Excellence program*.

3

### Diversity

*Your difference makes the difference* – Trelleborg believes that diversity is positive. We work actively on manifesting this belief and three of the distinct dimensions are *ethnicity, age and gender*.

4

### Community involvement

*We contribute to a better society* – Trelleborg supports local communities where we conduct operations by participating in a variety of social activities, and at selected locations we provide support for teaching and educational activities for young people.



## Examples of stakeholder dialogs in 2014

### January 2014:

Start of the Star for Life project at Kelani College, Colombo, Sri Lanka, financed by Trelleborg. Refer to page 53.

Workshop organized by LUSIC (Lund University's Social Innovation Center), CSES (the Center for Social Entrepreneurship Sweden) and Malmö University on the theme of "Developing a Social Innovation Infrastructure in Sweden."

### April 2014:

World Values Day, a full day for students and professionals on the theme of

"How can increased awareness of values contribute to a more meaningful work and private life?"

### July-September 2014:

Trelleborg suppliers of natural rubber in Sri Lanka, a total of more than 1,000 people, came together at a series of meetings where information was provided about the company's Code of Conduct, particularly regarding harmful child labor. All participants received a copy of Trelleborg's Code of Conduct in Sinhalese. Read more on page 15.

### October 2014:

Students from the two Master's Program at the International Institute for Industrial Environmental Economics (IIIEE) at Lund University in Sweden once again reviewed Trelleborg's Corporate Responsibility work in a workshop form from a stakeholder standpoint, focusing this time on the materiality analysis and sustainability products/solutions.

# Compliance with laws and codes

Trelleborg's extensive regulatory compliance activities include prevention of corruption, restrictive practices and breaches of human rights and environmental legislation.

## Anti-corruption and competition law.

Trelleborg's Group-wide *Compliance Program* was launched in 2008 and originally focused on competition law. The program is continuously developed and now includes issues related to anti-corruption, export control, professional conduct and ethics, managing bonuses and discounts and handling distribution and agent issues.

The program also includes extensive activities related to relevant applicable legislation, for example, U.K. and U.S. anti-corruption legislation, and specific legislation in the U.S., such as the Dodd-Frank Wall Street Reform and Consumer Protection Act (conflict minerals) and legislation pertaining to the regulation of technology transfer.

*Trelleborg's Compliance Program* is a continuous and long-term effort. All individuals who represent Trelleborg as a global leader in engineered polymer solutions must understand that the Trelleborg brand is affected by the actions of the Group's employees.

Trelleborg takes a zero-tolerance approach to all forms of corruption, which encompasses zero tolerance of all types of bribery, blackmail, nepotism, protection rackets and embezzlement.

The Group's Compliance Program is intended to provide greater detail on the content and implications of the Group-wide Code of Conduct (see box on the next page) and thereby clarify exactly what is required. The program applies to the highest level of management and middle managers, as well as employees working in the field and on the shop floor.

All employees are obligated to comply with applicable policies and internal steering documents, which is strengthened by all employees in the upper management levels in the company signing letters of acceptance every year. The Group's whistleblower policy also entitles each employee, without repercussions, to report suspicions of any legal or regulatory violations.

**Compliance with laws and permits.** No significant breaches of laws or permits in general were reported in 2014.

**Human rights** comprises fundamental rights defined by various conventions and declarations in respect of child labor, forced labor, freedom of association and collective agreements, discrimination/diversity issues and gender equality. All of these areas are addressed in Trelleborg's Code of Conduct.

Within the scope of Trelleborg's ERM process for risk identification and evaluation, none of the Group's units have deemed the risk of human rights violations to be significant. Various conceivable risks were evaluated in connection with the 2014 review of the

supply chain. The only one of these resulting in action being taken was the risk of child labor at rubber plantation level, see the box below.

**Child and forced labor.** Trelleborg has collaborated with Save the Children for a number of years – a project that is consistent with the company's support for activities for children and young people all over the world and also strengthens expertise in the area of child labor. In 2014, zero child or forced labor violations (0) were reported.

**Freedom of association.** Trelleborg's policy is to acknowledge trade unions and the right to collective agreements. No units are deemed to be exposed to any significant risk of violations in this area. A total of 48.1 percent (51.5) of Trelleborg's employees at the Group's production units are represented by a trade union through collective agreements.

**Diversity and gender equality.** No discrimination of employees on the grounds of gender, religion, age, disability, sexual orientation, nationality, political views, social background or ethnicity is permitted. In 2014, 1 case (1) of discrimination was reported and reviewed. The case is under investigation.

Read more about Trelleborg's diversity work on page 11.

**The environmental area** in terms of regulatory compliance comprises local environmental laws and permits, and certified environmental management systems according to the ISO 14001 environmental management standard.

## Sri Lanka 2014: More than 1,000 suppliers met to discuss Trelleborg's Code of Conduct

Both direct and indirect suppliers of natural rubber to Trelleborg in Sri Lanka met in 2014 for a series of information and training meetings aimed at strengthening knowledge of Trelleborg's Code of Conduct in general and child labor in particular. These meetings will continue in 2015.

The first information meeting was held on May 7 for direct suppliers of Trelleborg in Sri Lanka. Focus was directed to child labor and ways in which suppliers can best support Trelleborg's Code of Conduct. Child labor that is psychologically, physically or in another way harmful or that disrupts school attendance of younger

children is strictly prohibited under Sri Lankan law.

Trelleborg arranged meetings with more than 1,000 representatives from natural rubber producers at about ten different locations. The largest meeting

had more than 400 representatives and was held in Kegalle on September 9, 2014. In addition to presentations and discussions, each participant received their own copy of Trelleborg's Code of Conduct in Sinhalese.



## Code of Conduct – basis for regulatory compliance and CR

Trelleborg's Code of Conduct in the areas of the environment, health and safety and ethics applies to all employees, without exception. The Code of Conduct is based on internationally recognized conventions and guidelines, such as UN Human Rights conventions, ILO conventions, OECD guidelines and the UN Global Compact. Trelleborg's whistleblower policy implies that each employee is entitled, without repercussions, to report suspicions of legal or regulatory violations.



**Environmental laws and codes.** 3 cases (1) involving fines or sanctions for non-compliance with environmental or health and safety-related legislation or regulations were reported for 2014. The total amount was SEK 174,000.

**Environmental management.** A cornerstone of the Group's major production facilities, according to the Group policy, is that they must be ISO 14001 certified. Facilities that are added as a result of acquisitions are given a certain amount of time to become certified.

At the end of 2014, approximately 80 percent (82) of all facilities were certified. Ongoing efforts have shown significant advantages in having joint certification.

**Unforeseen emissions.** A total of 3 cases (1) of unforeseen emissions were reported in 2014, corresponding to 25 m<sup>3</sup> (1.3). The entire volume comprised ethyl acetate, a solvent that is at the lower end of the risk spectrum.

**Contaminated soil.** Historically, the handling of oil and solvents has given rise to soil and groundwater contamination. Remediation of contaminated soil is currently under way at 8 plants (11). Another 12 facilities (10) are expected to require remediation, although the extent of the remediation has not yet been determined. In addition, Trelleborg is participating as one of several formal parties in another 6 cases (5) of remediation (3 in Sweden and 3 in the U.S.), although with a marginal cost responsibility. The Group's provisions for environmental commitments amounted to SEK 62 M (61) at year-end.

**Environmental studies.** When conducting acquisitions and divestments, Trelleborg performs environmental studies of the companies to assess and outline their environmental impact and to identify potential environmental liabilities.

In 2014, studies were performed at 17 sites in conjunction with acquisitions or divestments.

**Suppliers.** Trelleborg's objective is to work solely with suppliers who adopt its business principles. The evaluation of suppliers primarily takes place through Group-wide questionnaires containing questions relating to health and safety, environmental management and social responsibility. Unsatisfactory responses

will be investigated and underperforming suppliers are given a deadline for taking corrective measures. Each production unit is to complete an evaluation of its suppliers at a level corresponding to at least 80 percent of the relevant purchasing value as defined by Trelleborg.

At year-end 2014, suppliers corre-

sponding to about 84 percent (81.4) of the relative purchasing value in production units had been reviewed. In 2014, 1 supplier relationship (0) in Germany was terminated for reasons related to the Code of Conduct. Investigations and dialogs are ongoing with a total of 2 suppliers (4).

## Diversity – a natural part of international operations

A significant factor of Trelleborg's value generation is the employees' competence and diversity. Alongside the fundamental rules on special treatment and discrimination (see page 10), the company values knowledge wherever it is found, with no other criteria than the fundamental view that all people are equal and have the same rights. Trelleborg works to achieve a balanced mix of ethnicities, ages and genders for its operations.

**Ethnicity.** A basic rule is that the company's management and managers are to have local representation, which in a company that operates in more than 40 countries, leads to natural ethnic diversity in company management. This diversity can be clearly seen in the business operations. At year-end 2014, management levels 1–4 in the company comprised a total of 36 different nationalities.

**Age.** A core issue for all knowledge-based companies, including Trelleborg, is the ability to recruit young talent. Attracting younger people to salaried-employee positions is also relevant due to expected retirement levels over the next ten years.

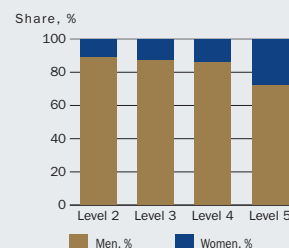
As a result, Trelleborg is focusing on Generation Y, employees born in the 1980s, starting with a survey completed by 79 percent of employees in this age group. The subsequent workshops looked at issues highlighted by this age group: feedback on work performed, knowledge sharing, personal development, new technology, community involvement and social events. Trelleborg has

started to arrange training courses for managers on leading employees from different generations.

**Gender.** In an engineering-dominated company like Trelleborg, efforts to bring about a more balanced gender distribution for the operation present challenges that require work at all levels. More senior business area and Group levels remain dominated by men, but gender distribution is decidedly more even in the business operations.

Work on achieving a more balanced gender distribution for the operation is manifested in, for example, efforts to actively seek out women candidates for all executive and managerial positions, and for all of the Group's training and development programs, particularly its manager programs.

### Gender distribution of senior management



This diagram shows the gender distribution of middle managers at management levels 2–5 in Trelleborg's units. Level 3 corresponds to employees who report to the business area president.

The proportion of women is highest at level 5.

The proportion of women in executive management positions is 28 percent (0) and the proportion of women on the Board of Directors is 29 percent (29).



# Safe and efficient use of resources

Manufacturing Excellence, which develops Trelleborg's core processes, and Safety@Work, the Group's program for a shared health and safety culture, comprise two pillars of the company's work to ensure safe and efficient resource management.

It was decided during the year that, in the future, resource efficiency would comprise one of the sub-areas in *Manufacturing Excellence*, thereby generating coordination, proximity and reporting advantages.

Manufacturing Excellence encompasses the areas of safety, quality, delivery and efficiency, and is based on systematic change efforts.

## Work environment – health and safety.

Trelleborg's *Safety@Work* program aims to create a shared safety culture by implementing improvement programs with preventive and corrective measures at all production units. The program is monitored by performing annual audits and by using selected indicators to measure the number of work-related injuries, illnesses and absenteeism.

Trelleborg's facilities continue to demonstrate a long-term positive trend in cases of work-related injuries/illnesses.

In 2014, 223 cases (209) resulting in at least one day's absence (Lost Work Cases, LWC) were reported. The number of LWC per 100 employees per year was 2.0 (2.0), while the average number

of working days lost per injury was 29.3 (29).

Work-related injuries and illnesses defined as LWC per 100 full-time employees per year should be lower than 3.0 at each individual production site. In 2014, about 78 percent (75) of Trelleborg's facilities met this target.

The average number of working days lost due to work-related illnesses and diseases should be lower than 50 per 100 full-time employees per year at each individual site. The outcome for 2014 was that about 72 percent (75) of the sites met this target.

The goal is for all of Trelleborg's facilities to have a well-functioning safety committee. In 2014, such committees – with representation from plant management – were in place at 87 percent (93) of the facilities.

*Absenteeism in Sweden.* In 2014, total absenteeism at the Group's units in Sweden amounted to 4.6 percent (3.5) of normal working hours.

**Raw materials and chemicals.** The Group's principal raw materials are polymers (rubber, composites and plastics) and metal components, as well as additives comprising softening agents (oils), fillers such as carbon black, and vulcanizing agents (sulfur, peroxides). Trelleborg's environmental policy stipulates that hazardous substances and materials are, to the greatest extent possible, to be reduced and replaced in products and processes, and as a chemical user, Trelleborg is affected by the EU REACH regulation. In addition to the work on REACH compliance, central chemical activities carried out in 2014

primarily involved initiating a *Chemical Reference Forum*, a Group-level forum that assists the business units in phasing out substances that are deemed to be hazardous.

**Energy and climate impact.** A significant portion of the Group's energy consumption – and thus its climate impact – is connected to fossil fuel combustion (direct energy and emissions) and purchased electricity, steam and district heating (indirect energy and emissions).

Trelleborg's initiative for systematic energy optimization is part of *Manufacturing Excellence* and has been introduced at all production units and resulted in lower energy consumption. Between 2010 and 2014, the Group's energy use has decreased relative to sales.

The energy initiative is based on a self-assessment tool linked to guiding documents specifying methods to gradually reduce energy consumption through optimization processes in various areas, such as buildings, heating/ventilation, compressed air, lighting and cooling systems. The initiative is gradually being built out by adding modules, most recently with motors, presses, autoclaves and furnaces.

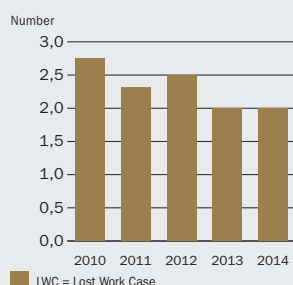
The Group's total energy use in 2014 was 903 GWh (873), which reflects a higher level of production compared with 2013.

Despite higher total use, the relative energy consumption per SEK M was lower, 0.040 GWh (0.041).

Direct energy use was 407 GWh (383).

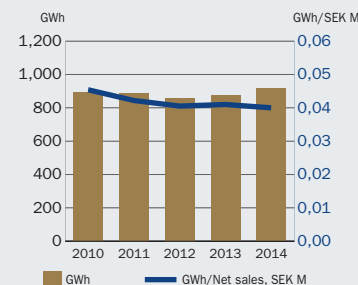
The Group's total energy costs for 2014 amounted to SEK 540 M (517).

## Health and Safety



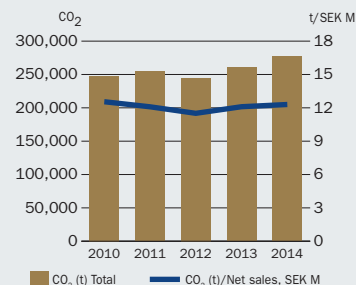
Number of work-related injuries/illnesses per 100 employees resulting in more than one day of absence is declining over time.

## Energy



Over time, the *Energy Excellence* program has enhanced energy efficiency.

## Climate impact



The relative climate impact has, over time, improved through higher energy efficiency. However, this higher energy efficiency is being neutralized by a growing share of production in countries with a less favorable national energy mix.



**Climate.** Due to the higher production level compared with the preceding year, total CO<sub>2</sub> emissions in 2014 were 276,900 tons (260,800), of which direct CO<sub>2</sub> emissions amounted to 87,200 tons (81,800). Total CO<sub>2</sub> emissions per SEK M were 12.3 tons (12.1).

Trelleborg's climate targets (see page 14), adopted in 2009, address intensity, that is, the extent of emissions in relation to the size of the operation, as well as work to achieve an optimal CO<sub>2</sub> energy mix for the operation in the respective country.

It is worth noting that the relative CO<sub>2</sub> emissions are increasing despite the fact that the relative energy consumption has improved slightly. The positive effects in CO<sub>2</sub> emissions that have arisen as a result of Trelleborg's energy-saving measures are being neutralized over time by the company's shift toward countries where the national energy mix in this respect is less favorable. This is because calculations of CO<sub>2</sub> emissions from purchased electricity are based on national conversion factors from the IEA. These factors reflect the respective country's total energy mix: hydropower and nuclear

power generate lower emissions, while coal and oil generate higher emissions.

**Water.** Water consumption is part of the new area under Manufacturing Excellence that aims to achieve resource efficiency. The focus of water consumption is directed to the site where water is scarce at a regional or local level.

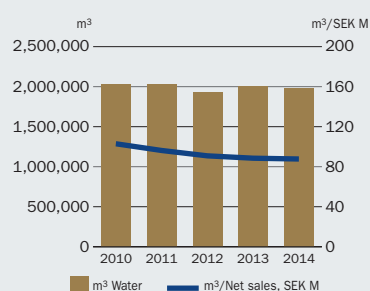
Water consumption in 2014 was 1.98 million m<sup>3</sup> (2.0). In terms of the amount of water extracted per source, 44 percent was extracted from drinking water, 26 percent from the company's own wells and 29 percent from surface water. Water in production is mainly used for cooling and cleaning. Major savings have been made since 2008 by using, for example, recycling systems.

Emissions to water are limited but mainly comprise organic matter.

**Waste.** The total amount of waste in 2014 was 44,700 tons (45,350). The amount of waste per SEK M was 2.0 tons (2.1). Continuous efforts to identify waste disposal alternatives with a higher degree of recycling and lower cost are ongoing in the local operations. Recycling is carried out by external partners and internally. In 2014, the Group's total waste management cost amounted to SEK 39 M (34) and was distributed as follows: 3 percent to internal recycling, 48 percent to external recycling, 11 percent to energy recovery, 30 percent to landfill and 8 percent to other waste management services. Of the total

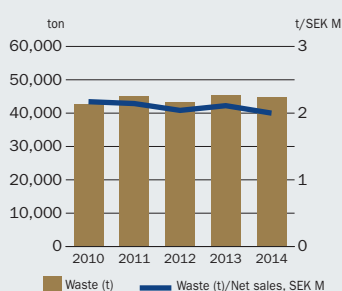
Indicators	Related to net sales, SEK M			
	2014	2013	2014	2013
Energy (GWh)	903	873	0.040	0.041
Climate impact (tons CO <sub>2</sub> )	276,900	260,800	12.3	12.1
Water (m <sup>3</sup> )	1,975,500	2,000,000	87.7	88.5
Waste (ton)	44,700	45,350	2.0	2.1
Emissions to air (ton VOC)	1,195	1,049	0.053	0.049

#### Water



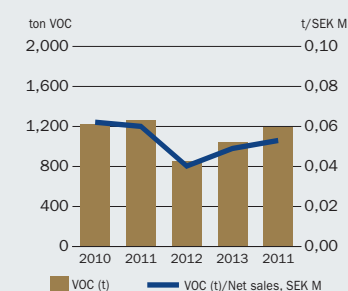
Total water consumption, water used in production and, for example, sanitary water, declined in 2014, both in absolute terms and relative to sales.

#### Waste



The amount of waste has declined in absolute terms and has continued this trend relative to sales.

#### Emissions to air



Total emissions of volatile organic compounds has increased in absolute terms and relative to sales due to the performance of units added.

waste, rubber accounted for slightly more than 25 percent (27). The volume of environmentally-hazardous or health-endangering waste requiring special treatment amounted to 5,300 tons (5,500).

**Emissions to air.** In addition to energy-related emissions – such as carbon dioxide (see pages 12-13); sulfur dioxide, 216 tons (189); and nitrogen oxides, 41 tons (38) – the company's emissions

to air primarily comprise volatile organic compounds (VOC). VOC emissions mainly originate from the use of adhesive agents containing solvents, which are critical for a small number of production units, depending on their production mix. The Group works continuously to reduce the use of solvents, which is exemplified in its deployment of the Solventless Roller Head Line for the production of printing blankets in Italy.

VOC emissions in 2014 totaled

1,195 tons (1,049). Emissions per SEK M amounted to 0.053 tons (0.049). For units added, primarily for printing blankets in Brazil, structural measures including recycling have been initiated.

## Trelleborg's global presence

Trelleborg has operations in 44 countries. Of the total number of employees, 92 percent work outside Sweden.

### Number of employees at year-end\*

Distributions by country	2014	2013	Change, number
U.S.	2,569	2,190	379
U.K.	1,681	1,659	22
China	1,606	1,577	29
Sweden	1,311	1,383	-72
Italy	1,243	1,343	-100
France	1,052	1,088	-36
Sri Lanka	871	845	26
Germany	731	728	3
Poland	554	508	46
Malta	502	561	-59
<b>Total ten largest countries</b>	<b>12,120</b>	<b>11,882</b>	<b>238</b>

\*) Including insourced and temporary employees.

The number of employees in the Group at year-end, including insourced and temporary employees, was 16,552 (15,825), an increase of 4.6 percent. In 2014, the average number of employees in the Group's operations increased to 15,425 (14,827), of whom women accounted for 24 percent (25). Refer to Note 3, pages 92-93, in the Annual Report 2015.

Salaries and other benefits for the average number of employees (excluding insourced employees) in the Group's operations amounted to SEK 5,171 M (4,842). Personnel turnover (not taking terminations and retirements into consideration) varies between countries and facilities, and usually reflects the local labor situation.

### Climate reporting in accordance with the CDP

Since 2007, Trelleborg has participated in the voluntary reporting process of the CDP (formerly the Carbon Disclosure Project), where it openly reports all relevant performance indicators and data pertaining to greenhouse gas emissions, as well as the measures being taken to prevent a negative climate impact. In the CDP Annual Report for 2014, Trelleborg received a score of 71 C (75 B). The figure of 71 out of a maximum of 100 indicates the level of detail and comprehensiveness in the company's climate information. The letter C reflects the company's CO<sub>2</sub> performance score, with high-performing companies receiving a score of A or B.

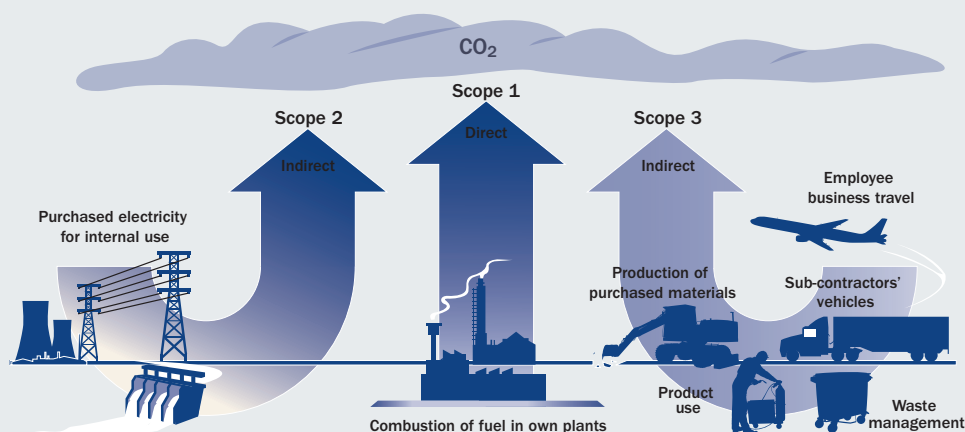
## Trelleborg's "15 by 15" climate-change strategy

Trelleborg's goal is to reduce its direct and indirect carbon dioxide emissions by at least 15 percent, relative to sales, by the end of 2015 – "15 by 15", based on 2008 as the reference year. The emissions in question are caused by energy produced internally and are included in **Scope 1** of the **Greenhouse Gas Protocol** (see diagram below), as well as those caused by energy purchased for internal use, which corresponds to **Scope 2**.

Ongoing Energy Excellence activities (see pages 12-13) have reduced energy consumption in Trelleborg's production since 2009, and simultaneously led to improvements in terms of carbon dioxide emissions, the extent

of which differed in the various countries (see page 13). In total, there was a 13-percent improvement in emissions relative to sales compared with 2008.

**Scope 3** includes indirect emissions primarily from purchased transport, but also, for example, travel, purchased materials, product use and waste management. Approximately 80 percent of Trelleborg's raw materials and finished products are transported by truck. Carbon emissions caused by transport activities will be analyzed more closely in 2015 in order to compare levels with other emissions from indirect energy sources and energy produced internally.





# Community involvement

Trelleborg has a number of ongoing programs that support the development of children and young people, and local partnerships with sports clubs that prioritize activities with young people. In addition, Trelleborg has partnerships with, for example, schools, universities and interest groups.

In 2014, 20 percent of Trelleborg's reporting units indicated CR-related partnerships (support or sponsorship) with organizations working in the fields of environment, health or society. Some of the major initiatives are described here.

**Sri Lanka.** Since 2012, a school program has been conducted at Kelani College, Colombo, Sri Lanka, together with Star for Life to support and inspire young people to believe in their future and their dreams, refer to page 9. The three-year program is based on regular coaching and sports and music activities.

In Sri Lanka, Trelleborg has also run a preschool under the name Antonio Bianchi's House in partnership with Child Action Lanka since 2010. The school has daily activities for children with some form of functional disability. Both of the schools are close to Trelleborg's industrial and agricultural tire facilities in Kelaniya.

**Brazil.** Trelleborg supports more than 6,000 children in preschool operations in the São Paulo region of Brazil through Save the Children and its partner Fundação Abrinq, via a project that

improves educational environments by training teachers and better equipping premises and playing areas.

**Trelleborg promotes diversity in Swedish business.** Rosengård Invest, based in Malmö, is an investment company that was founded in 2009 by Trelleborg AB in partnership with E.ON, Swedbank and Folksam. The company has successfully distributed venture capital to entrepreneurs who do not have a Swedish background in both new and existing companies in the Swedish market.



**Created and distributed value.** Trelleborg's operations generate a financial value that is largely distributed among various stakeholders, such as suppliers of goods and services, employees, shareholders, banks and other creditors, and to society in the form of taxes. The figures below relate to continuing operations for both 2014 and 2013.

In 2014, the Group generated SEK 22,979 M (21,868), of which SEK 20,808 M (20,211) was distributed among various groups of stakeholders, as shown in the diagram and specification below.

#### Distributed value 2014

**Suppliers:** Payment for materials and services: SEK 12,432 M (12,386).

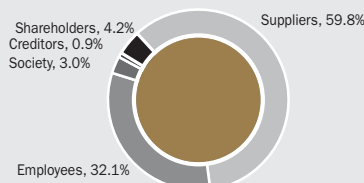
**Employees:** Salaries and benefits: SEK 6,687 M (6,196).

**Shareholders:** Dividend in 2014: SEK 881 M (813). Long-term dividend policy: 30-50 percent of net profit for the year.

**Creditors:** Interest expenses: SEK 184 M (229).

**Society:** Taxes paid: SEK 627 M (587).

#### Distributed value, 2014



# Focus Areas in Corporate Responsibility

The table below describes Trelleborg's CR Focus Areas, the various aspects within each area, their boundaries and how they are approached by the company/organization. The final column contains omissions or other limitations, and comments on the management approach.

Focus areas/ Material aspects	Internal/ external limitation	Why material?	How is this area governed?	Other limitations (see also omissions in GRI Index on page 19-21)
<b>1. Compliance</b>				
Anti-corruption	Internal, all units.	A vital issue of confidence for all stakeholder groups, both external and internal. Anti-corruption is one of the main areas in the UN Global Compact's principles, which the company signed in 2007.	Knowledge of the Code of Conduct's requirements in this area is both a central and local requirement applicable to all employees at all levels. The Code is owned by Group Human Resources. The Compliance Program is owned by the Group Legal Department. <i>Policy documents:</i> Code of Conduct, Anti-Corruption Policy, Acceptance Letter	Primarily, preventive training, including knowledge of the Code of Conduct's requirements, as well as specific training (see page 11). Potential conflicts of interest are addressed in detail in the Code.
Anti-competitive behavior	Internal, all units.	A vital issue of confidence for all stakeholder groups, both external and internal.	Knowledge of the Code of Conduct's requirements in this area is both a central and local requirement applicable to all employees at all levels. The Code is owned by Group Human Resources. The Compliance Program is owned by the Group Legal Department. <i>Policy documents:</i> Code of Conduct, Competition Law Policy	Primarily, preventive training, such as knowledge of the Code of Conduct's requirements, but also specific training in the Compliance Program (see page 11).
Compliance (social)	Internal, all units.	A vital issue of confidence for all stakeholder groups, both external and internal.	The Group Legal Department has insight into all major cases of fines or other sanctions. Only these material cases are included in reporting. <i>Policy document:</i> Code of Conduct	
Compliance (environmental)	Internal, production units.	A vital issue of confidence for all stakeholder groups, both external and internal.	Any fines or other sanctions for environmental infringement are reported to the Group Legal Department via CR reporting procedures. <i>Policy document:</i> Environmental Policy	
Non-discrimination	Internal, all units.	A vital issue of confidence for all stakeholder groups, both external and internal.	Notified cases are dealt with by local management, and also reported centrally via CR reporting procedures. <i>Policy document:</i> Code of Conduct	Refers to reported cases.
Freedom of association and collective bargaining	Internal, all units.	A vital issue of confidence for all stakeholder groups, both external and internal.	The right to freedom of association, representation by trade unions or other representatives and collective bargaining are highlighted in the Code of Conduct. <i>Policy document:</i> Code of Conduct	
Child labor	No internal risk, the assessment is that risk prevails only in the supplier stage for natural rubber.	A vital issue of confidence for all stakeholder groups, both external and internal.	Primarily a supplier audit with the help of self-assessment; the work is pursued by the Purchasing function. Personal monitoring of all suppliers with any warranted question marks is done at the local level. Efforts in Sri Lanka 2014-2015 were directed at upstream suppliers (rubber plantations and staff), see page 10. <i>Policy documents:</i> Code of Conduct, Self-assessment CR for suppliers	Incidence among suppliers in other stages and even further back in the chain is difficult to regulate, even if Trelleborg conducts preventive measures at these points, see the examples on page 10.

Focus areas/ Material aspects	Internal/ external limitation	Why material?	How is this area governed?	Other limitations (see also omissions in GRI Index on page 19-21)
Supplier Human Rights Assessment	Only suppliers.	A vital issue of confidence for all stakeholder groups, both external and internal.	Primarily a supplier audit with the help of self-assessment; the work is pursued by the Purchasing function and coordinated by the Group Purchasing Department. <i>Policy documents:</i> Code of Conduct, Self-assessment CR for Suppliers	Systematic screening of first-line suppliers. Incidence among suppliers in other stages and further back is more difficult to regulate, but is conducted in some cases.
<b>2. Resources</b>				
Health and safety	Internal, all production units.	Work-related injuries or illnesses among employees may arise, for example, via work activities, heavy lifting, repetitive work and the handling of chemicals.	The Safety@Work program aims to establish a shared safety culture via improvement programs with preventive and remedial measures at all production units. Monitoring takes place annually through self-assessment, supplemented by internal and external audits. <i>Policy documents:</i> Code of Conduct, Safety@Work Policy	Good overview and improvement through the Safety@Work program for employees in production units.
Energy	Internal, and estimated for purchased energy used in production. Energy consumption for transport is probably significant in other value chains.	Energy for the company's production processes derive in many case from non-sustainable sources, meaning that a substantial share of consumption is connected with the combustion of fossil fuels in the case of direct and purchased power, steam and district heating (indirect energy).	Energy has long been a priority area for Trelleborg, as shown by the Energy Excellence initiative, which is conducted close to the units, with energy savings as explicit goals. Local energy coordinators are trained, and a comprehensive toolkit developed to support the initiative. Monthly follow-up is done using the main KPIs via Manufacturing Excellence. <i>Policy document:</i> Environmental Policy	Good overview of internal direct consumption and indirect (purchased) energy.  Energy consumption outside Trelleborg's proprietary operations is not included in reporting.  An analysis in 2015 will indicate the extent of energy consumption for transport.
Climate	Internal (Scope 1), and estimated CO <sub>2</sub> emissions caused by purchased energy (Scope 2).  Scope 3, which focuses on upstream emissions and downstream activities, may definitely be significant, and also the subject of analysis.	Global climate impact via the greenhouse effect is primarily linked to CO <sub>2</sub> emissions of fossil fuels, and with purchased power, steam and district heating.	For Trelleborg, Energy Excellence (part of the Manufacturing Excellence, strategic initiative) has been the main approach to reducing the carbon footprint.  A special climate strategy ("15 by 15") that expires in 2015 (see page 14) has been established to ensure extra attention for the necessary reduction of CO <sub>2</sub> emissions. <i>Policy document:</i> Environmental Policy	CO <sub>2</sub> emissions from electricity consumption depend on the mix of energy sources in the country where they occur, with countries with a higher proportion of hydro and/or nuclear power reporting lower emissions (via national conversion factors).  An analysis in 2015 will indicate the extent of CO <sub>2</sub> emissions from transport.
Water	Internal, mainly units in water-stressed zones.	Even though water is a major global problem, it is not a critical resource in all of Trelleborg's units, but primarily in units located in water-stressed zones.	Although the water consumption of all units is monitored regularly, it is mainly in units located in water-stressed zones that may need special measures, thus efforts focus on reaching these units. This is the responsibility of Manufacturing Excellence. <i>Policy document:</i> Environmental Policy	Water-stressed zones remain somewhat undefined geographically.  In 2015, a survey will be conducted of the priority sites in terms of water resource issues.
Emissions	Internal, primarily units whose products contain solvents.	Volatile organic compounds (VOCs), such as solvents, are hazardous to health. These are included in certain rubber compounds to make them softer, bendable or adherent.	It is primarily in operations in which manufactured products include VOCs, such as certain types of printing blankets, which require special measures; hence, future efforts will focus on these. This is the responsibility of Manufacturing Excellence. <i>Policy document:</i> Environmental Policy	
Waste	Internal, all production units, and certain waste management suppliers.	To avoid resource wastage. The capacity for landfill is exceeded in many countries. Safe management of environmentally or health-hazardous waste.	Waste minimization is an explicit goal in the Group-wide Manufacturing Excellence initiative undertaken in all manufacturing units and monitored on a monthly basis. <i>Policy document:</i> Environmental Policy	

Focus areas/ Material aspects	Internal/ external limitation	Why material?	How is this area governed?	Other limitations (see also omissions in GRI Index on page 19-21)
Chemicals	Internal, all production units, and certain suppliers.	Due to environmental or health hazards associated with toxic or lowly degradable chemicals.	The Chemical Reference Forum is a newly created entity at the Group level (with the Legal/Environment and Purchasing departments as the main driving forces in charge) that works with Trelleborg's Restricted Chemicals list, and supports the work of phasing out and offering alternatives among the units. <i>Policy document: Environmental Policy</i>	Work in line with the REACH Regulation (see page 12), which has been ongoing for a number of years; and because it is EU Legislation, has been most intensive in European units.
<b>3. Diversity</b>				
Diversity	Internal, all units.	For Trelleborg as a global company, organizational diversity is a positive approach to strengthening the correct market perspective and competence.	Ethnicity, age and gender are the primary dimensions for Trelleborg. Main responsibility for work in the strengthening of diversity rests with the central and local HR managers.	The management/manager perspective has priority, with the focus on ethnicity and gender.
<b>4. Local community development</b>				
Economic Performance	Internal.	Trelleborg wishes to contribute a distinct value to society.	Trelleborg's overall value creation for the surrounding community and its various groups are described in the Annual Report in monetary terms, and through clear sustainability reporting. It is also highlighted through Blue Dimension™, which is Trelleborg's designation for products that contribute to the sustainability of society.	
Local community development	Internal, all units.	Trelleborg endeavors to assume responsibility for good relations with the community as a whole wherever the company is active.	Good relations with the surrounding community is a responsibility that lies with each local unit and its management. More extensive programs for local development, for example, in Sri Lanka and Brazil, are supported at the Group level, with the primary responsibility resting with Group Corporate Communications. <i>Policy documents: Code of Conduct, Sponsorship Recommendations</i>	Mapping of ongoing local community initiatives is being developed.

# GRI Content Index for 'In accordance' – Core

Trelleborg's Corporate Responsibility Report for 2014 complies with Global Reporting Initiative guidelines GRI G4. The following index shows where information can be found with page references to the printed version of the Annual Report, and to this CR Report 2014. The index lists the GRI indicators on which Trelleborg has selected to report. All listed indicators have been subject to review by PWC, see p.22.

G4	Indicators	Omissions	Pages in this Report	Pages in the Annual Report
<b>General standard disclosures</b>				
<b>Strategy and analysis</b>				
1	Foreword: President and CEO Peter Nilsson on corporate responsibility		3	2-3, 44
<b>Organizational profile</b>				
3	Name of the organization		2	Cover
4	Primary brands, products, and services		2	Cover, 13, 15, 17, 19, 21, 26-27, 33-39, 42
5	Location of the organization's headquarters		2	Cover
6	Countries where the Group operates		2, 14	Cover, 28, 52
7	Nature of ownership		2	Cover, 4-5, 63-69
8	Markets served		2	Cover, 13, 15, 17, 19, 21, 23, 28-30, 32-41
9	Scale of the organization		2, 4-5	Cover, 4-7, 10-24, 28-29, 41
10	Total workforce by employment type, employment contract, and region, broken down by gender		2, 14	Cover, 52, 92
11	Percentage of total employees covered by collective bargaining agreements		10	48
12	Supply chain		11, 25	49
13	Significant changes during the reporting period			8-9, 12, 14, 16, 18, 20, 23, 29-30
14	Explanation of how the Group addresses the precautionary approach		12, 26	50
15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the Group subscribes or endorses		3, 6, 8, 10, 14, 23-24	44-45, 47-48, 52
16	Memberships of associations (such as industry associations) and national or international advocacy organizations		3, 6, 23-24	44, 47
<b>Identified material aspects and boundaries</b>				
17	All entities included in the organization's consolidated financial statements or equivalent documents		7	98
18	The process for defining the report content and the Aspect Boundaries		7-9	45-46
19	All the material Aspects identified in the process for defining report content		3, 8-9, 16-18	44-46
20	Aspect Boundary for each material Aspect within the organization		16-18	
21	Aspect Boundary for each material Aspect outside the organization		16-18	
22	Restatements of information provided in previous reports		7	
23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries		7-9	45-46

G4	Indicators	Omissions	Pages in this Report	Pages in the Annual Report
<b>Stakeholder engagement</b>				
24	List of stakeholder groups engaged by the organization		3, 8	44-45
25	The basis for identification and selection of stakeholders with whom to engage		8	45
26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group		8-9	45-46
27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to these		8, 10	45, 48
<b>Report profile</b>				
28	Reporting period for information provided		2, 7	Cover
29	Date of most recent previous report		7	
30	Reporting cycle		2, 7	Cover
31	Contact point for questions regarding the report or its contents		28	117
32	GRI Content Index and the External Assurance Report		19-22	54, 112
33	Policy and current practice regarding external verification		3, 7	44
<b>Governance</b>				
34	Governance structure of the organization		6	47
<b>Ethics and integrity</b>				
56	The Group's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics		3-4, 6, 9-12, 14, 25-26	6, 27, 31, 44, 46-50, 52
<b>Specific standard disclosures</b>				
<b>Economic</b>				
<b>Economic performance</b>				
EC1	Direct economic value generated and distributed		15	53
<b>Environmental</b>				
<b>Energy</b>				
EN3	Energy consumption within the organization	Energy consumption outside Trelleborg is not included to the report.	12-13	50-51
EN5	Energy intensity		12-13	50-51
<b>Water</b>				
EN8	Total water withdrawal by source		13-14	51-52
<b>Emissions</b>				
EN15	Direct greenhouse gas (GHG) emissions (Scope 1)		12-13	50-51
EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)		13	51
EN18	Greenhouse gas (GHG) emissions intensity		5, 13	7, 51
EN21	NOx, SOx, and other significant air emissions		13-14	51-52
<b>Waste</b>				
EN23	Total weight of waste by type and disposal method		13-14	51-52
EN24	Total number and volume of significant spills		11	49
<b>Compliance</b>				
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		11	49
<b>Employment</b>				
<b>Health and safety</b>				
LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees		12	50



G4	Indicators	Omissions	Pages in this Report	Pages in the Annual Report
LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Trelleborg does not report global absentee rate 2014. In some countries where Trelleborg operates, absenteeism is measured very differently and mainly for production purposes, which currently causes too large risks of errors to a global figure. Will be incorporated in reporter training, for possible inclusion in 2015 reporting.	5, 12	7, 50
<b>Diversity and equal opportunity</b>				
LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Compared to ethnicity and gender, age is deemed less significant in the current Trelleborg context and is therefore omitted 2014. Will be up for new trial before the 2015 report.	11	49
<b>Human Rights</b>				
<b>Non-discrimination</b>				
HR3	Total number of incidents of discrimination and corrective actions taken		4, 10	6, 48
<b>Freedom of Association and Collective Bargaining</b>				
HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights		10	48
<b>Child labor</b>				
HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor		10	48
<b>Supplier Human Rights Assessment</b>				
HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken		10	48
<b>Society</b>				
<b>Local communities</b>				
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs		5, 15	7, 53
<b>Anti-corruption</b>				
S04	Communication and training on anti-corruption policies and procedures	The most significant quantitative data non-available for 2014 and omitted. This will be improved in 2015.	10, 25	48
<b>Anti-competitive behavior</b>				
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes		10	48
<b>Compliance</b>				
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		4, 10	6, 48

# Assurance Report

## Auditor's Limited Assurance Report on Trelleborg's Sustainability Report

To Trelleborg AB (publ)

### Introduction

We have been engaged by the management of Trelleborg AB (publ) ("Trelleborg") to undertake an examination of Trelleborg's Corporate Responsibility (CR) Report ("Sustainability Report") for the year 2014.

### Responsibilities of the Board and Management for the Sustainability Report

The Board of Directors and the Group Management are responsible for the preparation of the Sustainability Report in accordance with the applicable criteria, as explained on page 44 in the Sustainability Report, and are the parts of the Sustainability Reporting Guidelines (published by The Global Reporting Initiative, GRI) which are applicable to the Sustainability Report, as well as the accounting and calculation principles that the Company has developed. This responsibility includes the internal control relevant to the preparation of a Sustainability Report that is free from material misstatements, whether due to fraud or error.

### Responsibilities of the auditor

Our responsibility is to express a conclusion on the Sustainability Report based on the limited assurance procedures we have performed.

We conducted our limited assurance engagement in accordance with RevR 6 Assurance of Sustainability Reports issued by FAR. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the Sustainability Report, and applying analytical and other limited assurance procedures. The procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement conducted in accordance with IAASB's Standards on Auditing and Quality Control and other generally accepted auditing standards in Sweden. The procedures performed consequently do not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance conclusion.

Our procedures are based on the criteria defined by the Board of Directors and the Group Management as described above. We consider these criteria suitable for the preparation of the Sustainability Report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion below.

### Conclusion

Based on the limited assurance procedures we have performed, nothing has come to our attention that causes us to believe that the Sustainability Report is not prepared, in all material respects, in accordance with the criteria defined by the Board of Directors and Group Management.

Trelleborg, 12th February 2015  
PricewaterhouseCoopers AB

  
Eric Salander  
Authorised Public Accountant

  
Fredrik Ljungdahl  
Expert Member of FAR

# UN Global Compact Principles

Trelleborg is a signatory to the United Nations Global Compact, a platform for encouraging and promoting good corporate principles and learning experiences in the areas of human rights, labor, environment and anti-corruption. Trelleborg's Code of Conduct serves as an important tool in the Group's Corporate Responsibility work and implementation of UN Global Compact principles 1-10. The Group's whistle-blower policy ensures every employee the right to report suspicions of serious breaches of laws or regulations without any repercussions (see page 6 in this report).

## Human rights: Principles 1-2

Principle	Examples of initiatives that actively promote human rights are:
<b>1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> <li>■ Targets and outcomes for the Trelleborg Group (see pages 4-5)</li> <li>■ Four focus areas (see page 9)</li> </ul>
<b>2:</b> Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> <li>■ Human Rights (see page 10)</li> <li>■ Diversity - a natural part of international operations (see page 11)</li> <li>■ Risks in the Corporate Responsibility area (see pages 25-26)</li> </ul>

## Labour: Principles 3-6

Principle	Examples of initiatives that actively promote labour standards are:
<b>3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>■ Targets and outcomes for the Trelleborg Group (see pages 4-5)</li> <li>■ Examples of stakeholder dialogs in 2014 (see page 9)</li> </ul>
<b>4:</b> Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> <li>■ Child and forced labour (see page 10)</li> <li>■ Freedom of association (see page 10)</li> </ul>
<b>5:</b> Businesses should uphold the effective abolition of child labour.	<ul style="list-style-type: none"> <li>■ Diversity and gender equality (see pages 10-11)</li> </ul>
<b>6:</b> Business should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>■ Suppliers (see page 11)</li> <li>■ Risks in the Corporate Responsibility area (see pages 25-26)</li> </ul>

## Environment: Principles 7-9

Principle	Examples of initiatives that actively promote environmental responsibility are:
<b>7:</b> Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>■ Targets and outcomes for the Trelleborg Group (see pages 4-5)</li> <li>■ Safe and efficient use of resources (see pages 12-14)</li> </ul>
<b>8:</b> Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>■ Trelleborg's "15 by 15" climate-change strategy (see page 14)</li> <li>■ Risks in the Corporate Responsibility area (see pages 25-26)</li> </ul>
<b>9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>■ Blue Dimension™ in action (see page 27)</li> </ul>

## Anti-corruption: Principle 10

Principle	Examples of initiatives that actively promote anti-corruption are:
<b>10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>■ Targets and outcomes for the Trelleborg Group (see pages 4-5)</li> <li>■ Anti-corruption and competition law (see page 10)</li> <li>■ Code of Conduct – basis for regulatory compliance and CR (see page 11)</li> <li>■ Suppliers (see page 11)</li> <li>■ Risks in the Corporate Responsibility area (see pages 25-26)</li> </ul>

# UN Global Compact Advanced Criteria

Trelleborg have been part of the UN Global Compact Programme since 2007. Trelleborg's intention is to continue the development of our Corporate Responsibility performance and disclosure with yearly Communication on Progress (COP) reports. Read more at our Corporate Responsibility Web pages: [www.trelleborg.com/About Us/Corporate responsibility](http://www.trelleborg.com/About Us/Corporate responsibility)

Trelleborg reports to UN Global Compact on the GC Advanced level. The GC Advanced level criteria aim to "create a higher standard for corporate sustainability performance and disclosure". This Communication on Progress report describes how Trelleborg meets the GC Advanced Criteria in the areas of corporate sustainability governance and leadership, how the ten principles of the UN Global Compact are implemented, and how the UN goals and issues are met.

## UN Global Compact Advanced level and how it correlates to the Corporate Responsibility work of Trelleborg in our 2014 reporting

**CRITERION 1:** The COP describes mainstreaming into corporate functions and business units

**Reference:**

COP: 3-7

Annual Report: 6-7, 44, 47

**CRITERION 2:** The COP describes value chain implementation

**Reference:**

COP: 3-5, 9-15

Annual Report: 6-7, 44, 46, 48-53

**CRITERIA 3, 6, 9, 12:** The COP describes robust commitments, strategies or policies in each of the four issue areas (human rights, labour, environment, anti-corruption)

**Reference:**

COP: 3-18

Annual Report: 6-7, 44-53

**CRITERIA 4, 7, 10, 13:** The COP describes effective management systems to integrate the principles in each of the four issue areas (human rights, labour, environment, anti-corruption)

**Reference:**

COP: 3, 6, 16-18

Annual Report: 44, 47

**CRITERION 5, 8, 11, 14:** The COP describes effective monitoring and evaluation mechanisms in each of the four issue areas (human rights, labor, environment, anti-corruption)

**Reference:**

COP: 3, 6, 8-9, 16-18, 25-26

Annual Report: 44-47

**CRITERION 15:** The COP describes core business contributions to UN goals and issues

**Reference:**

COP: 3-15

Annual Report: 6-7, 44-53

**CRITERION 16:** The COP describes strategic social investments and philanthropy

**Reference:**

COP: 15

Annual Report: 53

**CRITERION 17:** The COP describes advocacy and public policy engagement

**Reference:**

COP: 15

Annual Report: 53

**CRITERION 18:** The COP describes partnerships and collective action

**Reference:**

COP: 15

Annual Report: 53

**CRITERION 19:** The COP describes CEO commitment and leadership

**Reference:**

COP: 3, 6

Annual Report: 2-3, 44, 47

**CRITERION 20:** The COP describes Board adoption and oversight

**Reference:**

COP: 6

Annual Report: 47, 63-69

**CRITERION 21:** The COP describes engagement with all important stakeholders

**Reference:**

COP: 6, 8-12, 15

Annual Report: 45-50, 53

# Risks in the Corporate Responsibility area

The significant CR aspects in the overview below were identified and prioritized under the direction of our current and earlier materiality analyses, GRI principles, ISO 14001, laws and other requirements, internal and external expertise, and dialog with authorities and other stakeholders. For more information about risk assessment and processes, see the PDF version of the Annual Report 2014 at [www.trelleborg.com](http://www.trelleborg.com):

- Risk Management
- Internal Control
- Overview of governance in Trelleborg Group

Risk area	Risks	Management	Primary stakeholders
Competition legislation	Infringements damage the company, its reputation and brand. Customers and the company risk being affected financially, and the community may incur additional costs.	Trelleborg's Code of Conduct with associated training for all employees comprises sections that raise the issue of competition in particular. The Group has a special program that concerns competition legislation and revised the whistleblower policy, reporting structure and process that may be used by all employees in the event of suspected irregularities. Trelleborg has implemented the Trelleborg Compliance Program to further strengthen knowledge of competition legislation among Group employees.	Customers, Suppliers, Employees, Community, Authorities
Corruption	Infringements damage the company, its reputation and brand. Customers and the company risk being affected financially, and the community may incur additional costs.	Zero tolerance. Work on implementing the Code of Conduct continued by focusing more intensely on certain specific sections and by maintaining a high standard in the continuous implementation of activities. Procedures for "Acceptance Letters" issued by the Group's President, whereby employees sign a letter each year to confirm that they will adhere to the Group's steering instruments, have been established.	Customers, Community, Employees
Values and Code of Conduct	Infringements damage the company, its reputation and brand. Customers and the company risk being affected financially and the community may incur additional costs. Clear and positive values and a Code of Conduct provide competitiveness and reduce risks.	Communication, training and monitoring of the Group's Core Values and Code of Conduct. Mandatory for all employees. E-learning program and "Acceptance Letters" from CEO. Whistleblower system accessible to all employees for raising integrity concerns. Telephone or Web access for messages in all company languages.	Employees, Customers, Suppliers, Community, Shareholders, Authorities
Assessment of suppliers	Significant CR-related risks that Trelleborg can influence by imposing requirements in connection with procurement.	Risks in the supply chain have been assessed in 2014, leading to special actions such as supply chain meetings in Sri Lanka. Trelleborg's goal is to cooperate solely with suppliers who support the Group's quality requirements and business principles. The assessment of suppliers is implemented through joint Group self-evaluations. Unsatisfactory responses are investigated. Underachieving suppliers are given a deadline to take remedial measures. An inventory of the Group's large suppliers, from an environmental and social responsibility perspective, has been ongoing since 2009. A new dimension has been added in the form of an evaluation of overall risks, such as credit risks and the risk for production disruptions arising from natural disasters.	Suppliers, Shareholders, Community
Products and applications	In environments with an increased level of risk, products and applications may potentially entail risks for the company.	In the development of new products, consideration is always given to legal and customer requirements, such as product liability, environmental and occupational health and safety aspects. In certain business areas, risks in the product portfolios have been identified and evaluated. Various criteria were assessed, including the product's vulnerability, the size of contracts and the launch of new products and technologies. In the business units for offshore oil/gas, marine oil and gas hoses, life sciences and aerospace, a risk management process – Contract Risk Pack – has been in place since 2009. This highlights the risks associated with the product, application or manufacturing process, and links them to the contractual risks. In the future, these processes will be implemented in other business units in the Group. In line with this, auditors from the company's insurance company have carried out risk analyses on several units with a focus on product-related risks.	Community, Customers, Suppliers
Products and applications	Market opportunities: Increased interest in cleantech provides new opportunities for products in the areas of "sealing, damping and protecting." In many contexts, Trelleborg's products and applications ensure the protection of people and the environment.	Through Trelleborg's primary task – to seal, damp and protect in demanding industrial environments – the operation's products and solutions contribute to the company's own development and to the development of society by protecting people, environment and infrastructure – Blue Dimension™.	Community, Customers, Shareholders
Legal suitability and quality of supplier agreements	Ensuring the legal suitability and quality of the Group's agreements.	Several processes were initiated to ensure enhanced legal suitability and quality of the Group's contracts. The initiative is supported by the Group Legal Department but is being implemented onsite in the business units. Examples include the production of standard forms, the use of checklists for risk assessments, policies governing liability caps and signing procedures for contracts. The Contract Risk Pack is utilized to ensure the suitability of contracts. The structure supporting the examination of contracts has been further strengthened through the implementation of a comprehensive examination process that ensures that the majority of contracts are examined in accordance with central guidelines. The guidelines, known as The Eleven Commandments, concern fundamental and prioritized contract issues.	Suppliers, Shareholders

Risk area	Risks	Management	Primary stakeholders
Exposure to natural disasters	Natural disasters threaten production sites and can entail production stoppages	The action program produced as a result of an analysis conducted in 2012 has largely been implemented. The action program has been designed to reduce risks by increasing the protection of production sites, raising the awareness of local management and creating of risks among procedures for being prepared in the event of a natural disaster. Examples of implemented actions are preparedness plans, the overhaul of roof installations and installations of automatic shut-offs for incoming gas.	Shareholders, Employees, Customers
Environmental impact of accidents	If a site were to be affected by an accident, this could have environmental consequences in the form of ground, air and water pollution.	Valuable information about the various risks at our factories is found in different parts of the Group. An improved process that views risks at a general and accumulated level facilitates a better assessment of the impact on the Group. Risk analyses are being conducted at plants in conjunction with property insurance and certification in accordance with ISO 14000, the collection and analysis of chemicals in REACH work, for example, and evaluations of operations as performed by local authorities. After an evaluation, the sites that are considered to have a potential risk for environmental impact have been involved in the risk work, and an action program has been introduced. FM Global, the policy underwriter for assets and loss of production, has collaborated with the local environmental management team to identify existing important hazardous chemicals, how they are used, stored and protected.	Shareholders, Employees, Customers, Community, Authorities
Environmental impact	Inadequate procedures for the management of the operations' environmental aspects can potentially harm the environment and thus the company's reputation and community relationships.	ISO 14000 certified environment management systems are implemented in all major production units. Specific environmental risks are managed according to internal recommendations. External and internal environmental audits are carried out regularly.	Community, Employees, Shareholders
Operation-critical plants	A stoppage at a critical site could have financial and other consequences for customers and Trelleborg.	Two of the tools used are Business Impact Analysis (BIA), which studies the site's current risks, and the strategy plan that assesses future opportunities and benefits. The action plan to be applied depends on the results obtained. Sites of high strategic value can, for example, be equipped with water sprinklers or local sprinkler protection in particularly critical site areas to prevent disruptions to production. The process of improving implementation of continuity plans that enhance preparedness for the Group's operations continues.	Shareholders, Employees, Customers, Community
Raw materials and energy consumption	Increased production costs in pace with rising energy and raw-material prices. Certain raw materials require long-distance transportation.	More efficient use of resources via process and product development through the reduction of waste, waste recycling and energy conservation. Supported by the implementation of the Manufacturing Excellence program (includes Energy Excellence). The Group-wide energy-efficiency program, Energy Excellence, has been introduced at all production units.	Shareholders, Employees, Customers
Climate	Risk of extreme weather conditions and flooding. Possible property risks and disruption of energy supply, transportation, etc. Increased social requirements on the reduction of climate-impacting emissions.	In 2009, Trelleborg introduced a new climate-change strategy. In the period up to 2011, the Energy Excellence initiative led to substantial savings in the form of lower energy consumption and lower energy costs. New incentives and training modules have been added as of 2013 to provide a platform for further energy-efficiency enhancements.	Shareholders, Community
Chemical handling	Growing demands on product performance and product safety. Increased restrictions and disclosure requirements on input components. Occupational risks and stringent requirements on safety measures in conjunction with the management of hazardous substances. Future requirements on phasing out and substitution with alternatives.	Trelleborg's environmental policy stipulates that hazardous substances and materials are, to the greatest extent possible, to be reduced and replaced in products and processes. Mandatory evaluation of all chemicals with regard to the environment and health and safety. Recording of all risk chemicals. Fulfillment of requirements in EU REACH regulation. Identification and substitution of arduous chemicals. Internal company phase-out list under development. Chemical Reference Group established 2014 to support phase-out. The work on integrating REACH continued to focus on communication with suppliers and customers regarding REACH-related issues to ensure compliance.	Employees, Customers, Suppliers, Community, Authorities
Health and safety	Risk to the health and safety of the Group's employees. Injuries and illnesses are costly for the company and lead to losses in productivity.	The Group has its own program, Safety@Work, to reduce occupational risks. Follow-up is conducted annually through self-assessments and internal and external audits. From 2014, this project is coordinated with Manufacturing Excellence.	Employees, Community
Recruit, develop and retain employees	Motivated employees and strong leadership are needed for a long-term, successful business.	Talent management, a focus on internal and local recruitment, leadership training and performance reviews. A new system for coordinating and archiving the reviews was introduced in 2013.	Employees, Community



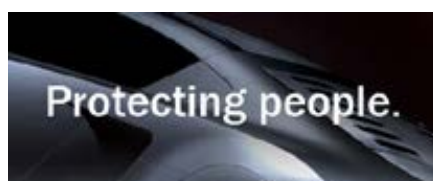
# Solutions protecting people, the environment and infrastructure

As a world leader in engineered polymer solutions, we strive to make our customers successful by supplying smart solutions to challenges from space to seabed. We provide solutions for Better Function and Better Business.

However, there is an additional benefit to what we do: our solutions protect people, the environment and investments in infrastructure. We increase safety and enable energy saving, as well as reduce noise and vibration. This is what we call Trelleborg's Blue Dimension™.

Blue Dimension™ is a commitment. It shows that we are dedicated to devel-

oping products and solutions that are good, not only for our customers but for society as well. Our ambition is to make the world as blue as possible through this innovation commitment.



## **We protect people.**

We do this for example by reducing noise in people's work environment, by a wide range of life-science products and by making bearings to protect buildings during earthquakes.



## **We protect the environment.**

We do this for example by helping to reduce energy consumption, minimize impact on soil and prolong low-maintenance product life for our customers.



## **We protect infrastructure.**

We deliver advanced solutions that protect our customers' investments in infrastructure such as bridges, tunnels, railways and wastewater systems by making them long-lasting and cost-efficient.



Trelleborg is a world leader in engineered polymer solutions that seal, damp and protect critical applications in demanding environments. Our innovative solutions accelerate performance for customers in a sustainable way. The Trelleborg Group has annual sales of just over SEK 22 billion in over 40 countries. The Group comprises five business areas: Trelleborg Coated Systems, Trelleborg Industrial Solutions, Trelleborg Offshore & Construction, Trelleborg Sealing Solutions and Trelleborg Wheel Systems. In addition, Trelleborg owns 50 percent of TrelleborgVibracoustic, a global leader in antivibration solutions for light and heavy vehicles, with annual sales of approximately SEK 16 billion in about 20 countries. The Trelleborg share has been quoted on the Stock Exchange since 1964 and is listed on Nasdaq Stockholm, Large Cap.

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

## Addresses

### Head offices

#### Trelleborg AB (publ)

PO Box 153, SE-231 22 Trelleborg,  
Sweden  
Visitors: Johan Kocksgatan 10  
Tel: +46 410 670 00  
Internet: [www.trelleborg.com](http://www.trelleborg.com)

#### Trelleborg Treasury

PO Box 7365, SE-103 90 Stockholm,  
Sweden  
Visitors: Jakobsbergsgatan 22  
Tel: +46 8 440 35 00

### Business areas

#### Trelleborg Coated Systems

Strada Provinciale 140  
IT-268 55 Lodi Vecchio, Italy  
Tel: +39 037 140 61  
e-mail:  
[coated.systems@trelleborg.com](mailto:coated.systems@trelleborg.com)

#### Trelleborg Industrial Solutions

SE-231 81 Trelleborg, Sweden  
Visitors: Johan Kocksgatan 10  
Tel: +46 410 510 00  
e-mail:  
[industrial-solutions@trelleborg.com](mailto:industrial-solutions@trelleborg.com)

#### Trelleborg Offshore & Construction

SE-231 81 Trelleborg, Sweden  
Visitors: Johan Kocksgatan 10  
Tel: +46 410 510 00  
e-mail:  
[offshore.construction@trelleborg.com](mailto:offshore.construction@trelleborg.com)

#### Trelleborg Sealing Solutions

Handwerkstrasse 5-7  
DE-70565 Stuttgart, Germany  
Tel: +49 711 7864 0  
e-mail:  
[sealing.solutions@trelleborg.com](mailto:sealing.solutions@trelleborg.com)

#### Trelleborg Wheel Systems

Via Naz, Tiburtina, 143  
IT-00010 Villa Adriana (Roma), Italy  
Tel: +39 0774 38 41  
e-mail:  
[wheel.systems@trelleborg.com](mailto:wheel.systems@trelleborg.com)



This is our Communication on Progress  
in implementing the principles of the  
United Nations Global Compact and  
supporting broader UN goals.

We welcome feedback on its contents.