



Corporate Responsibility 2013

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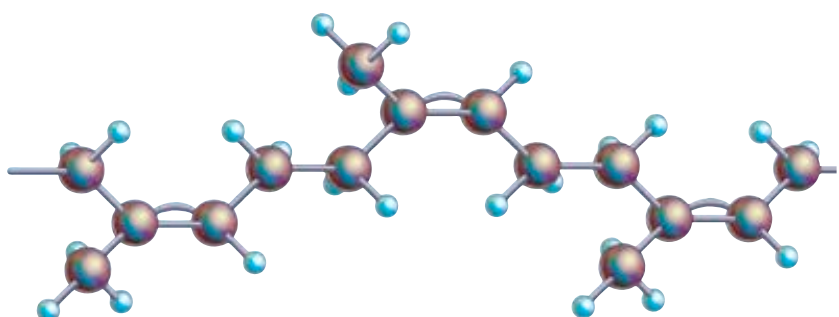
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Introduction to Trelleborg and the values we create

Trelleborg seals, damps and protects critical applications in demanding environments

Trelleborg uses its technical leading-edge expertise and applications knowledge to engineer polymers, mainly rubber, composites and plastics. Our applications expertise is based on custom-designed polymer solutions that seal, damp and protect critical applications by being durable, elastic and robust. *Learn more about rubber and its fields of application by scanning the beside QR code.*



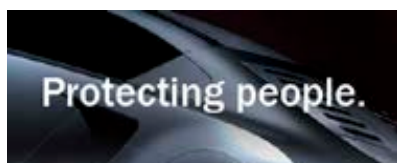
Blue Dimension™ in action

Trelleborg and its Blue Dimension™: Solutions protecting people, the environment and infrastructure



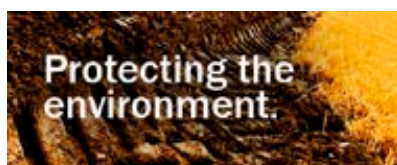
As a world leader in engineered polymer solutions, we strive to make our customers successful by supplying smart solutions to challenges from space to seabed. We provide solutions for Better Function and Better Business. However, there is an additional benefit to what we do: our solutions protect people, the environment and 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 developing 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.

Long-term value for all stakeholders. No business should underestimate the importance of adopting a long-term perspective. At Trelleborg, this means ensuring that the company's performance and activities are deemed acceptable not only by its customers, shareholders and employees, but also by society in general.

Companies that are able to contribute to social development will be the ultimate survivors. Trelleborg is such a company: through our business concept – to seal, damp and protect critical applications – we help our customers and society to protect people, the environment and infrastructure.

In other words, we create shared value by offering solutions that simultaneously improve function, business and sustainability. However, we must also balance this with a healthy dose of realism. For example, while we are well aware that the offshore oil & gas sector is based on the extraction of non-renewable resources, it is also clear that Trelleborg and its solutions provide vital safety and protection of infrastructure and thus the environment. As long as the world needs oil and gas resources to complement its sources of renewable energy, Trelleborg's solutions for this sector will remain pivotal and in demand.

Corporate Responsibility

Like most industrial companies, we have prioritized the impact that our production operations have on our work environment and the environment for many years now. However, we know that our operations also have an effect upstream (suppliers) and downstream (customers). We must focus not only on reducing our risks and impact, but also on finding positive ways to encourage our suppliers, customers and society to become more sustainable. We will continue to tackle this work in the future. Allow me to summarize the past year:

On the plus side: Solvents have historically represented a challenge, particularly in the production of printing blankets, so I am thrilled to announce that we now have a new solventless roller head line in Lodi Vecchio, Italy. Furthermore, the U.S. legislation pertaining to conflict minerals has resulted in new internal procedures for customer communication.

On the negative side: As we add new units, it is only natural that they are not as efficient as the others from the outset. Consequently, acquisitions may result in negative changes in, for example, energy consumption and climate impact compared with earlier years; an effect that can also be observed in 2013. While this is to be expected when acquisitions are made, our determined focus on Energy Excellence in all production units will ultimately help counterbalance any temporary discrepancies.

I firmly believe that a comprehensive approach to corporate responsibility in both the short and long term and throughout our supply chain is a necessary prerequisite for generating long-term value. In this year's report, we provide an even clearer description of how our approach to corporate responsibility helps ensure that our current and potential shareholders, the general public and other stakeholders remain satisfied with the value created within Trelleborg.



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.



GRI introduces new guidelines

A new version of the Global Reporting Initiative guidelines for sustainability reporting was introduced in 2013. The new guidelines, known as GRI G4, are to be applied to reports starting in 2015. Trelleborg is preparing to apply GRI G4 starting in the 2014 reporting year. One of the main features of the new guidelines involves a materiality analysis of sustainability aspects, which is described on page 9.

External audit

PricewaterhouseCoopers conducted a review of the entire report on Trelleborg's Corporate Responsibility activities in 2013, with a focus on the most significant CR issues. See the assurance report on page 18 or visit www.trelleborg.com/cr.

Trelleborg reports in accordance with GRI G3 Level B+ and PricewaterhouseCoopers has reviewed and verified the application level. Complete information and the GRI index can be viewed at www.trelleborg.com/cr.



Trelleborg seals, damps and protects critical applications in demanding environments. Our innovative solutions accelerate performance for customers in a sustainable way.

What we strive for

We will be the customers' first choice in our selected market segments, creating value through high-performance solutions.

Business concept

We seal, damp and protect critical applications in demanding environments. Our customers can rely on engineered solutions based on leading polymer technology and unique applications knowledge.

How we build value generation

Polymer engineering. For more than a century, and into the future, we are pioneering applied polymer engineering and materials technology in our chosen sectors.

Local presence, global reach. Working globally through our local teams, we are leveraging our global strength and capabilities when needed, acting as a local partner where we conduct business.

Application expertise. We have leading-edge technology and in-depth understanding of the challenges our customers must overcome to seal, damp and protect critical applications.

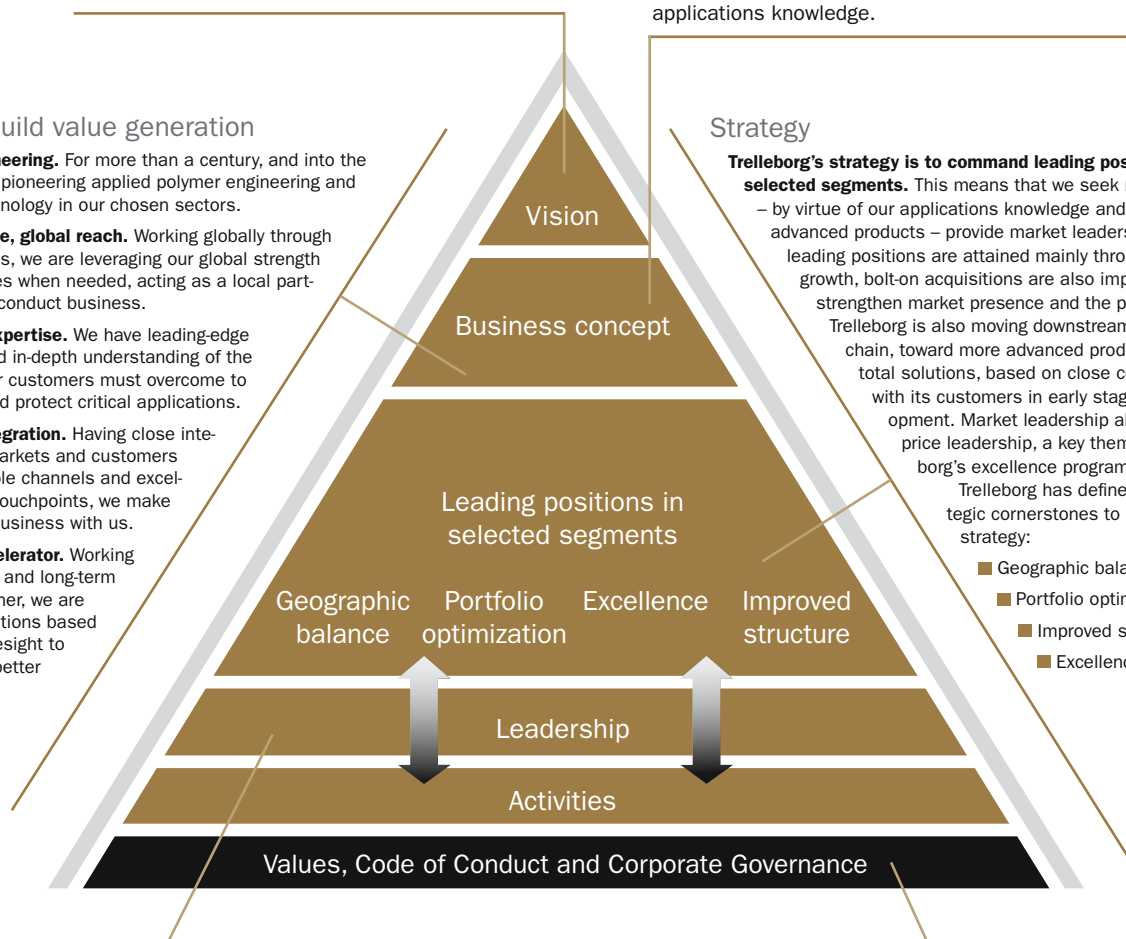
Customer integration. Having close integration with markets and customers through multiple channels and excellence across touchpoints, we make it easy to do business with us.

Business accelerator. Working as a proactive and long-term business partner, we are delivering solutions based on market foresight to contribute to better business.

Strategy

Trelleborg's strategy is to command leading positions in selected segments. This means that we seek niches that – by virtue of our applications knowledge and range of advanced products – provide market leadership. While leading positions are attained mainly through organic growth, bolt-on acquisitions are also implemented to strengthen market presence and the product range. Trelleborg is also moving downstream in the value chain, toward more advanced products and total solutions, based on close collaboration with its customers in early stages of development. Market leadership also supports price leadership, a key theme in Trelleborg's excellence program. Trelleborg has defined four strategic cornerstones to support the strategy:

- Geographic balance
- Portfolio optimization
- Improved structure
- Excellence



Our internal culture

Trelleborg's employee and leadership culture is characterized by a customer focus, freedom with responsibility, knowledge development, leadership and a local base. This is combined with responsibility for the environment, ethical relationships with customers and suppliers and a positive interaction with society.

Adding value. In our supplier and production chain, we source and transform raw materials and components into finished solutions. The processes require additives, energy and water. Work is constantly ongoing to optimize resource efficiency and prevent and reduce risks.

Core values

Our core values, a joint Code of Conduct and a corporate governance charter provide the framework for operations and create a stable, responsible and sustainable Group that benefits all of Trelleborg's stakeholders. Sustainability is an integral part of the business strategy.

Targets for the Trelleborg Group

Toward continued increase in profitability and sustainable growth

Trelleborg has applied new, more ambitious financial targets from the 2013 fiscal year. These targets reflect the Group's ambition to increase value generation and become a world leader in selected market segments and geographic markets, in addition to an assessment of global growth and adequate financial security.

2013 was the most profitable year ever for the Trelleborg Group, despite the fact that the anticipated economic recovery did not materialize. The Group's market positions were strengthened and results were close to the long-term targets set for profitability.

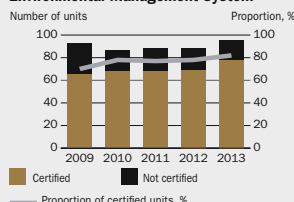
Trelleborg's sustainability initiatives focus on responding to the expectations of customers, owners and other stakeholders in relation to long-term responsibility for the operation's various activities and on products and solutions that contribute to sustainable societal development. These initiatives also reflect efforts to provide a safe and secure workplace as well as to make Trelleborg an attractive employer.

Environmental management

Target: Implement environmental management systems in 90 percent of production units, with ISO 14001 certification for 85 percent.

Outcome: 82 percent (78) of the units are certified; 78 units of a total of 95.

Environmental Management System

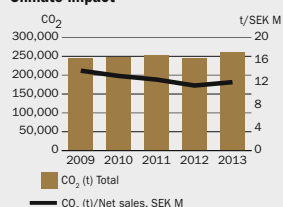


Climate

Target: Reduce direct and indirect CO₂ emissions by at least 15 percent relative to sales by 2015 (base year 2008).

Outcome: The base value was 14.1 tons/SEK M. In 2013, the value was 12.1 tons/SEK M (11.5), an improvement of 14 percent compared with 2008, but down 5 percent since the preceding year due to a different energy mix in added production facilities.

Climate impact



Safety@Work

Target: Occupational injuries and illnesses (defined as Lost Work Cases, LWC, per 100 employees) are to be lower than 3.0 at each production site. The average number of work days lost per injury per year is to be lower than 50 at each individual site.

Outcome: The average outcome in 2013 for these indicators was as follows: the number of LWCs per 100 employees was 2.0 (2.49). About 75 percent of the sites had a value of less than 3.0.

The average number of work days lost per injury per year was 29 (25). Some 75 percent of the sites had a value of less than 50.

Organic growth ¹⁾

≥5%

Operating margin ¹⁾

≥12%

Return on equity ²⁾

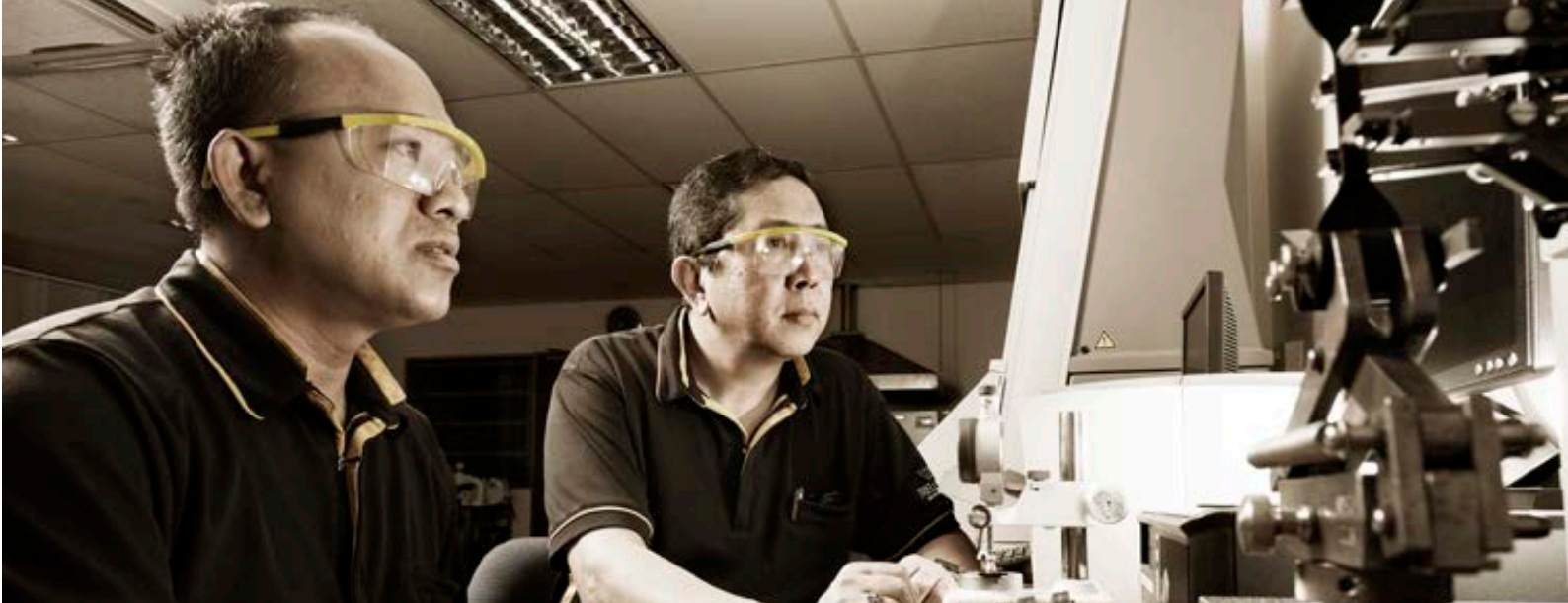
≥15%

Financial

Workplace and environment

Target ori

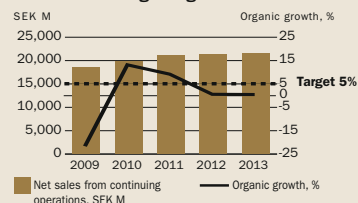
¹⁾ Continuing operations excluding participations in TrelleborgVibraacoustic and excluding items affecting comparability.
²⁾ Continuing operations, including participations in TrelleborgVibraacoustic and including items affecting comparability.



Target: The target for the average annual organic growth over an economic cycle is 5 percent or more. In addition, further growth will occur through bolt-on acquisitions.

Outcome: In 2013, organic growth increased 1 percent (1). The Group maintained or improved its market positions despite varied rates of growth in different parts of the world.

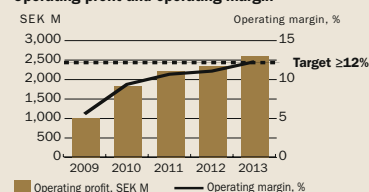
Net sales and organic growth



Target: The target for the operating margin is 12 percent ³⁾ or more.

Outcome: The operating margin in 2013 rose to 12.2 percent (11.0), due primarily to a relatively stable sales trend and continued favorable efficiency and cost control.

Operating profit and operating margin



Target: The long-term target for return on equity is 15 percent or more.

Outcome: In 2013, return on equity was 11.4 percent (13.0). The year-on-year decline was primarily a consequence of increased costs for items affecting comparability and higher income tax in 2013 combined with a higher average shareholders' equity.

Return on shareholders' equity



targets

Social
targets and
responsibility

entation

Suppliers

Target: Work with suppliers who support the applicable parts of Trelleborg's Code of Conduct; implementation of self-assessment of suppliers corresponding to 80 percent of the relevant global purchasing value of production units, as defined by Trelleborg.

Outcome: In 2013, Trelleborg met the target set: suppliers corresponding to 81.4 percent (79.5) of the value as defined by Trelleborg were assessed.

Transparency

Target: Continuously develop Trelleborg's CR reporting in accordance with Global Reporting Initiative guidelines, at a minimum of Level B+.

Outcome: Once again, the 2013 CR report is compliant with GRI Guidelines, version 3, and has been assessed by a third party (PwC) to fulfill the requirements for level B+.

Anti-corruption and human rights

Zero tolerance of the following applies:

- bribery, corruption or cartel behavior
- the occurrence of child or forced labor
- the occurrence of discrimination, reported and reviewed.

The trend is generally moving in a positive direction for the selected sustainability targets, although improvement potential exists in the next few years by modifying processes and improving the performance of acquired units. For further details, refer to pages 4, 9-13 and 15-16.

³⁾ Corresponds to an EBITDA margin of about 15 percent.

Code of Conduct: the basis for 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. The process for

submitting whistleblower messages has gradually been improved to strengthen employees' integrity and safety, and enable use of their own languages, by telephone or online. The Code of Conduct provides a basis for the internal CR process, and training in the Code of Conduct is mandatory for all employees. The CR process is largely based on self-assessment and internal audits, such as *Safety@Work*, strengthened by external audits in selected areas, such as ISO 14001 audits in the environ-

tal sphere. In 2013, one audit of compliance with the Code of Conduct was carried out at two units in Brazil.



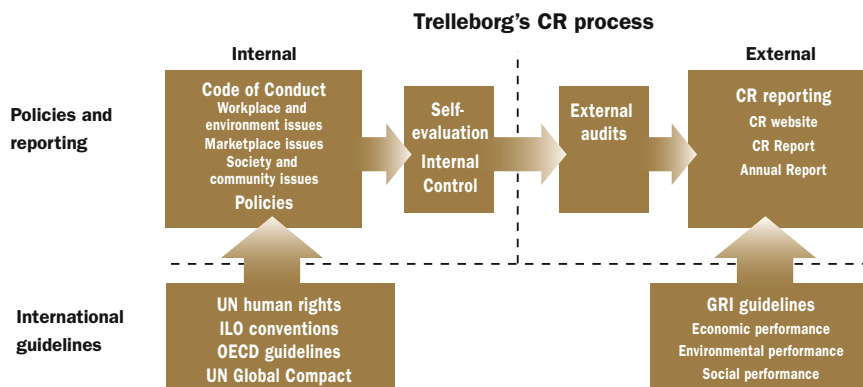
CR organization and reporting

Principles for the company's CR reporting are described to the right and in detail at www.trelleborg.com/cr. Both there, and on pages 24-27 in this annual report to the UN Global Compact, there is also a complete index showing exactly how CR reporting complies with GRI guidelines. At Board level, the Audit Committee has been assigned to monitor the Group's work with CR issues.

CR reporting is managed by a group comprising representatives from the Group Corporate Communications, Legal Department, Environment, HR and Purchasing staff functions and from the Manufacturing Excellence Program, with the Corporate Communications staff function acting as the coordinator. Direct responsibility for issues relating to the environment, and health and safety rests locally with each business unit. Each production plant has an environmental coordinator and a health and safety officer. The central Group function, Environment, a part of the Group Legal Department, is responsible for governance and coordination in environmental issues.

Trelleborg, February 13, 2014

The Board of Directors of Trelleborg



Scope and reporting principles

Scope. The Trelleborg Group's Corporate Responsibility Report is published annually, integrated into the Annual Report and as a standalone Report in pdf format, which also serves as Communication on Progress to the UN Global Compact. It covers company performance and commitments related to the 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 groups are shareholders, investors, employees, customers and suppliers, authorities, the media, students and researchers, and local stakeholders.

Unless stated otherwise, the data presented refers to calendar year 2013. The figures for the preceding year (2012) are shown in parentheses. The report covers all Trelleborg's legal entities where ownership exceeds 50 percent, including all production units, except where otherwise stated.

Reporting principles. Each unit supplies data in accordance with the Group's standard for Corporate Responsibility reporting, and Manufacturing Excellence reporting. The responsible manager for each unit carries ultimate responsibility for the corporate responsibility data provided, while the reporting itself, including data correctness and quality assur-

ance, 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 national conversion factors from the Greenhouse Gas Protocol were applied.

This report is externally assured by PwC, which conducted a limited review of the entire report on Trelleborg's Corporate Responsibility work in 2013. The assurance report is to be found on page 18 in this report.

The report complies with the GRI (Global Reporting Initiative) G3 guidelines for sustainability reporting. PwC confirms the self-assessment that places Trelleborg on level B+. Further information regarding the review for 2013 is available at www.trelleborg.com/CR. The environmental, sustainability and CR reports from prior years are also available from this website. For the 2014 report Trelleborg is preparing to apply GRI G4 guidelines. One of the main features of the new guidelines involves a materiality analysis of sustainability aspects.

Sustainability indexes

In 2013, Trelleborg was included in the following sustainability indexes:

- OMX GES Sustainability Sweden
- OMX GES Ethical Nordic
- OMX GES Ethical Sweden
- OMX GES Sustainability Sweden Ethical
- SEB Ethical Cap GI



An active dialog with stakeholders

Stakeholders. The most important stakeholder groups for Trelleborg are: *Customers, Suppliers and Partners, Shareholders and Investors, Employees and Society* (for instance, the media, students and researchers). Representatives of these groups can regularly specify the sustainability aspects they consider most important for Trelleborg in a *materiality analysis*. Such assessments were conducted in 2007, 2009 and 2012.

In February 2014, this analysis was supplemented with a corresponding assessment of the sustainability initiatives carried out by Trelleborg's management, with a focus on the company's strategy and future plans. Together, these analyses will provide a foundation for assessing the content of future Corporate Responsibility reporting in accordance with the new guidelines stipulated in GRI G4.

Channels for stakeholder dialog. A key form of communication for all of Trelleborg's stakeholders is the company's online presence, which it maintains through its website www.trelleborg.com – and its 110 associated websites in different languages – its digital showroom *World of Trelleborg* (launched in 2013), its interactions via social media such as Facebook and YouTube, and the blogs/forums *Marine Insights* and *Printing Insights*.

Customers: Face-to-face and digital meetings between Trelleborg's representatives and customers. The Group's customer and stakeholder magazine *T-Time*.

Suppliers and Partners: In-person supplier visits and meetings, as well as supplier audits through dialogs and surveys.

Shareholders and Investors: Shareholder service (telephone and e-mail channels), Annual General Meetings, share analyst meetings, meetings with share investors, and special meetings for ethical investors.

Employees: Internal communication channels, such as *T-Talk* (intranet for internal knowledge exchange), *E-Connect* (digital newsletter) and *Connect* (internal magazine), internal training, trade union cooperation and events.

Society: Local *Open House Days*, family and sponsorship activities, media conferences, press contacts, and collaboration with universities and colleges. Dialog with local public authorities and regulatory authorities about specific issues. Trelleborg also works through trade organizations at national and European levels. Sharing of best practice in the area of sustainability with representatives of other businesses, as well as through Swedish and international networks, takes place on a continuous basis.

Examples of stakeholder meetings in 2013

■ May and October 2013: Meetings with the Global Compact Nordic Network in Copenhagen and Helsinki. Discussions with Global Compact Executive Director Georg Kell about the growth, financing and future of the Global

Compact initiative. Presentation of Trelleborg's focus on products for improved sustainability.

- October 2013: Students in the Master's Program at the International Institute for Industrial Environmental Economics (IIIEE) at Lund University in Sweden once again reviewed Trelleborg's Corporate Responsibility report – in workshop form – from a stakeholder perspective and presented large and small improvement suggestions.
- October 2013: Trelleborg held a lecture on "The Social Dimension of Sustainability" at Lund University's Faculty of Engineering.
- June and October 2013: Presentations on Trelleborg's sustainability work for visiting representatives of the Tianjin Economic-Technological Development Area and China Rubber Industry Association.
- Participation in a number of networking meetings, such as the Sustainable Business Hub, CSR Skåne and the Swedish Association of Environmental Managers.

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 2013 and 2012. In 2013, the Group generated SEK 21,868 M (21,727), of which SEK 20,211 M (19,850) was distributed among various groups of stakeholders, as shown in the diagram and specification below.

Distributed value 2013

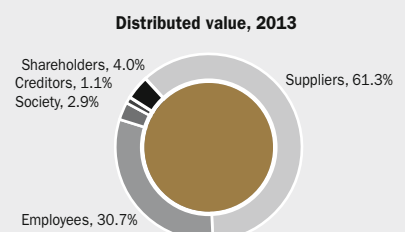
Suppliers: Payment for material and services: SEK 12,386 M (12,460)

Employees: Salaries and benefits: SEK 6,196 M (6,049).

Shareholders: Dividend in 2013: SEK 813 M (678). Long-term dividend policy: 30-50 percent of net profit for the year.

Creditors: Interest expenses: SEK 229 M (203).

Society: Taxes paid: SEK 587 M (460).





Employee culture based on knowledge development and security

Trelleborg represents an employee and leadership culture characterized by a customer focus, freedom with responsibility, knowledge development, leadership and a local base.

Employee motivation and security is based on clear goals, job satisfaction and further development opportunities. The framework is provided by the principles in Trelleborg's Code of Conduct concerning secure working conditions, responsibility for the environment, ethical relationships with customers and suppliers, and positive interactions with the society in which Trelleborg operates.

Trelleborg's decentralized structure and culture are based on the Group's close proximity to customers and solutions with a high technology and knowledge content. A key component of Trelleborg's efforts to provide greater opportunities for best-practice sharing and communication between the company's highly qualified employees – today and in the future – is the Group's intranet *T-Talk*, featuring functions that enable collaboration around business opportunities and customer solutions.

Another important step for knowledge development is the *Trelleborg Group University*, launched in 2013, which gathers all programs and courses conducted at Group level, in such areas as leadership, production, purchasing and sales.

Work environment – health and safety. Trelleborg's long-standing *Safety@Work* program aims to promote a shared safety culture by implementing improvement programs with preventive and corrective measures at all production units. The program strengthens the Group's endeavors to attract, develop and retain talented employees. The program is monitored using selected indicators that aim to reduce the number of work-related injuries, illnesses and absenteeism.

Trelleborg's facilities continue to

demonstrate a positive trend in cases of work-related injuries/illnesses. In 2013, 209 cases (255) 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 (2.49), while the average number of working days lost per injury was 29 (25).

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 2013, about 75 percent of Trelleborg's facilities met this target. The average number of working days lost per injury per year should be lower than 50 at each individual site. This target was also met by approximately 75 percent of the sites in 2013.

In 2013, the average number of points in the *Safety@Work* risk model (the points received by a facility based on the model) in audits and self-assessments was 855 (882).

The goal is for all of Trelleborg's facilities to have a well-functioning safety committee. In 2013, such committees – with representation from plant management – were in place at 93 percent (93) of the facilities.

Absenteeism in Sweden. In 2013, total absenteeism at the Group's units in Sweden amounted to 3.5 percent (3.9) of normal working hours.

Workplace relationships. Continuous change processes take place in Trelleborg in connection with acquisitions, divestments and rationalizations. Accordingly, a primary task is to provide conditions for change and, with respect for each employee, reduce the level of uncertainty and insecurity, while also

ensuring the company's continued competitiveness. Trelleborg always complies with local legislation or collective agreements in relation to lay-off notices.

In 2013, Trelleborg divested one operation (2).

Human rights comprise fundamental rights defined by various conventions and declarations in respect of child labor, forced labor, freedom of association and collective agreements, diversity issues and gender equality. All of these areas are addressed in Trelleborg's Code of Conduct. The Group's whistleblower policy entitles each employee, without repercussions, to report suspicions of any legal or regulatory violations. 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. The Folksam Corporate Responsibility Index is conducted every second year and shows the progress made by Swedish listed companies in the area of sustainability. In 2013, Trelleborg received four out of seven stars for its human rights work, the same result as in the 2011 index.

No cases involving fines or sanctions for non-compliance with legislation or regulations occurred in 2013.

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 (see page 16) and also strengthens expertise in the area of child labor. In 2013, there were zero child or forced labor violations (0).

Freedom of association. Trelleborg's policy is to acknowledge trade unions

Preventive anticorruption measures

Trelleborg's long-standing Group-wide *Compliance Program* is continuously developed. The program was launched in 2008 and was initially intended to address issues pertaining to competition law. Since then, the program has been expanded and new countries, subsidiaries and subject areas have continuously been added. The program now encompasses issues pertaining to competition law, anticorruption, trade in products or with countries that are subject to trade restrictions or international sanctions, and behavioral and ethical issues (such as discrimination and whistleblower

issues). The program also includes extensive activities related to U.K. and U.S. anti-corruption legislation, as well as 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.

Critical for Trelleborg's credibility. Trelleborg's *Compliance Program* is a 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.

Zero tolerance of corruption. Trelleborg takes a zero-tolerance approach to all forms of corruption. Each and every employee is obligated to comply with the Group's policies, and the *Compliance Program* has been designed to 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.

and the right to collective agreements. A total 51.5 percent (43.5) 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 2013, one case (8) of discrimination was reported and reviewed. The case is still under investigation.

A new initiative was launched in 2013 focusing on younger employees – "Generation Y" – born in 1980 and later with the aim of analyzing their needs and expectations in the workplace. The survey (completed by 778 people, corresponding to a response rate of 79 percent) and subsequent workshops conducted under this program represent part of Trelleborg's work in the area of employee development, which reflects the Group's ambition of being an attractive employer.

Talent Management within the Group is aimed at having the right person in the right place and creating competitive advantages, matching talents to suitable assignments. The process is designed so that the company's recruitment requirements reflect individual career development plans.

Talent Review Process. The main purpose of the Talent Review Process is to identify employees with the potential to advance, on the basis of their employee performance reviews, thus ensuring that the company's leadership recruitment needs are met. Unit and HR managers meet regularly to discuss potential candidates in their own business areas

and units. Where necessary, *Development Centers* are engaged to verify potential and determine development requirements. Employees who are selected receive a personal development plan that follows them along their career path. The talent base and leadership recruitment plan are presented to Trelleborg's Board. Trelleborg aims to nurture internal talents in the best possible manner. The number of management or specialist vacancies advertised on the Internet/Intranet internally in 2013 was 197 (165).

Performance appraisals take the form of coaching to encourage motivation, performance and development, and follow a common Group-wide structure. If an employee demonstrates leadership potential, a career development plan will be established. A new system for coordinating and archiving the reviews was implemented in 2013.

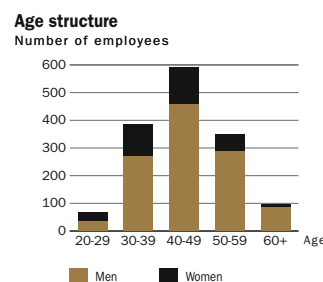
In 2012/2013, a total of 96 percent (2011/2012: 80) of salaried employees at levels 1-7 (where level 1 is the CEO, level 2 comprises those reporting to the CEO, etc.) participated in performance appraisals.

Training and development. Trelleborg's fundamental principle for employee development is to offer training that not only increases proficiency, but also strengthens the social and financial opportunities of the Group's employees. Under the *Trelleborg Group University*, which was launched in 2013, this development will be further strengthened at Group level by introducing an overall concept and new training courses. A wide variety of training options is offered in each business area, as well as locally.

In 2013, the average number of training hours per employee was 17 (17).

Salary and rewards. A key factor for ensuring the Group's long-term success is a reward system that recognizes employees performance. The framework for this is outlined in the global Compensation and Benefits Policy.

Age and gender at management levels 3-5



This diagram shows the age structure and gender distribution of middle managers at management levels 3-5 in Trelleborg's units. Level 3 corresponds to employees who report to the business area president. The largest age category is the 40-49 age bracket.

The proportion of women is highest in the youngest age categories: 51 percent in the 20-29 age bracket and 30 percent in the 30-39 age bracket. The proportion of women in executive management positions is 0 percent (0) and the proportion of women on the Board of Directors is 29 percent (29).



Increasingly efficient resource utilization

In Trelleborg's production process, raw materials and components are transformed into finished solutions using additives, energy and water. Continuous efforts are made to optimize the Group's resource efficiency and prevent risks.

Having displayed an extremely positive trend for a number of years, a number of environmental key performance indicators moved in the wrong direction in 2013. In terms of carbon emissions, this is primarily due to Trelleborg's geographic shift toward markets with less favorable energy mixes items of carbon dioxide. In relation to VOC emissions, the change partially reflects a new business mix for printing blankets. All negative changes are always the subject of active analysis and measures by Group Management.

For several years now, Trelleborg has conducted its successful Group-wide *Manufacturing Excellence* program at all of its production facilities. The program is based on systematic work toward continuous improvements to achieve world-class status as a manufacturer, with joint indicators linked to the four areas of efficiency, quality, safety and delivery.

The Folksam Corporate Responsibility Index measures the progress made by Swedish listed companies in the area of sustainability. In 2013, Trelleborg received four out of seven stars for its environmental work, the same result as in the most recent survey year 2011.

Environmental management. A cornerstone of the Group's production facilities is the ISO 14001 environmental management standard. According to the Group policy, all major units must have ISO

14001 certification. At the end of 2013, 78 facilities (69) were certified, corresponding to approximately 82 percent (78) of all facilities. The target level is certification of 85 percent of facilities.

Raw materials. 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). Of the raw rubber consumed, approximately 43 percent (41) is natural rubber and 57 percent is synthetic rubber.

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. As a chemical user, Trelleborg is affected by the EU REACH regulation. Activities carried out in 2013 to adapt the Group's operations to REACH continued to focus on communication with suppliers and customers regarding REACH-related issues to ensure compliance.

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). Non-production units were

also included in the calculations of total energy use in 2013, which amounted to 873 GWh (859).

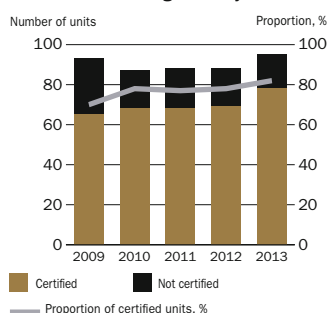
The total energy use per SEK M amounted to 0.041 GWh (0.040). Direct energy use was 383 GWh (391).

In 2013, total CO₂ emissions amounted to 260,800 tons (244,600), of which direct CO₂ emissions amounted to 81,800 tons (84,600), representing a decrease. Trelleborg's "15 by 15" climate target, adopted in 2009, addresses direct and indirect carbon emissions (see page 14).

Total CO₂ emissions per SEK M were 12.1 tons (11.5), corresponding to a 5-percent deterioration. This is largely attributable to recently added facilities, where the energy mix from a CO₂ perspective is less favourable than for the average site (reporting of indirect emissions applies national conversion factors from the *Greenhouse Gas Protocol*).

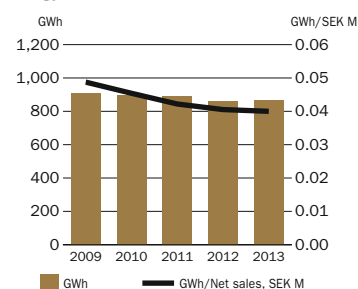
Trelleborg's initiative for systematic energy optimization, *Energy Excellence*, (part of the *Manufacturing Excellence* Program) has been introduced at all production units and resulted in lower energy consumption, costs and CO₂ emissions. Over the past five-year period (2009-2013), the Group's energy use has decreased by 19 percent relative to sales. *Energy Excellence* is based on a self-assessment tool linked to guiding documents specifying methods to gradually reduce energy consumption through opti-

Environmental Management System



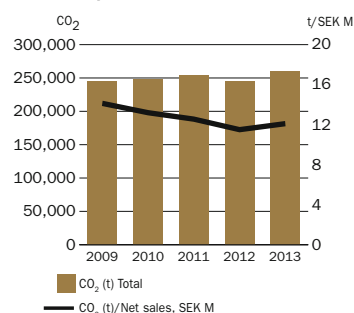
The proportion of certified units was 82 percent, representing an improvement on the preceding year.

Energy



While the *Energy Excellence* program improves energy efficiency over time, development was flat in 2013.

Climate impact



In 2013, total CO₂ emissions increased in absolute terms and relative to sales due to less favorable national energy mixes in acquired facilities.

Environmental risks

A total of 1 case (2) of unforeseen emissions were reported in 2013, corresponding to 0.3 m³ (8). The entire volume comprised hydrocarbons. Historically, the handling of oil and solvents has given rise to soil and groundwater contamination. Remediation of contaminated soil is currently under way at 11 plants (11). Another 10 facilities (12) 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 5 cases (5) of remediation (3 in Sweden and 2 in the U.S.), although with a marginal cost responsibility.

The Group's provisions for environmental commitments amounted to SEK 61 M (55) at year-end. When conducting

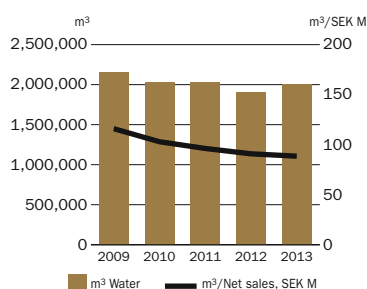
acquisitions and divestments, Trelleborg performs environmental studies of the companies to assess and outline their environmental impact and to identify potential environmental liabilities. In 2013, studies were performed at 15 sites in conjunction with acquisitions and divestments.

mization processes in various areas, such as buildings, heating/ventilation, compressed air, lighting and cooling systems. *Energy Excellence* is gradually being built out by adding modules, the most recent of which address such items as motors, presses, autoclaves and furnaces. The Group's total energy costs for 2013 amounted to SEK 517 M (495).

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 2013, Trelleborg received a score of 75 B, compared with 74 C in 2012. The figure of 75 indicates the level of detail and comprehensiveness in the company's climate information, while the letter B reflects the company's CO₂ performance score, with high-performing companies receiving a score of A or B. It is worth noting that Trelleborg has improved its performance score from a C in 2012 to a B in 2013.

Water. Water consumption in 2013 was 2.0 million m³ (1.9). In terms of the amount of water extracted per source, 44 percent was extracted from drinking water, 27 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.

Water



Total water consumption includes water used in production and, for example, sanitary water.

Waste. The total amount of waste in 2013 was 45,350 tons (43,400). The amount of waste per SEK M was 2.1 tons (2.0). 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 2013, the Group's total waste management cost amounted to SEK 34 M (35) and was distributed as follows: 3 percent to internal recycling, 46 percent to external recycling, 12 percent to energy recovery, 31 percent to landfill and 8 percent to other waste management services. Of the total waste, rubber accounted for slightly more than 27 percent (27). The volume of environmentally-hazardous or health-endangering waste requiring special treatment amounted to 5,500 tons (3,900).

Emissions to air. In addition to energy-related emissions – such as carbon dioxide (see page 12); sulfur dioxide, 189 tons (263); and nitrogen oxides, 38 tons (42) – the company's emissions to air primarily comprise volatile organic compounds (VOC). VOC emissions in 2013 totaled 1,049 tons (854). Emissions per SEK M amounted to 0.049 tons (0.040). VOC emissions mainly originate from the use

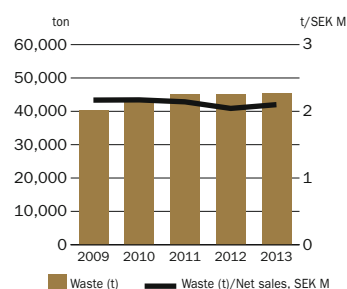
of adhesive agents containing solvents and the manufacturing of printing blankets. Developments in 2013 focused on ongoing projects aimed at reducing emissions, for example, through the introduction of the *Solventless Roller Head Line* for the production of printing blankets in Italy. However, the autumn 2012 acquisition of the Brazilian manufacturer of printing blankets had a negative impact on the Group's overall performance for the year due to a type of manufacturing process for smaller series that will require structural improvement measures.

Permits and breaches. Of the companies with manufacturing facilities, 60 percent (55) are required to hold permits under local law. All companies with manufacturing facilities in Sweden, 21 in total, are required to hold permits or report their activities. Renewal applications for environmental permits are currently being processed for 51 companies, of which 1 is in Sweden. All of these are expected to receive the permits requested. During the year, the terms of permits or local health and safety legislation were breached at 1 facility (2). This case resulted in zero fines (2).

Indicators

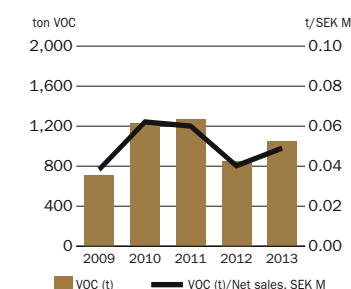
	Related to net sales, SEK M			
	2013	2012	2013	2012
Energy (GWh)	873	859	0.041	0.040
Climate impact (ton CO ₂)	260,800	244,600	12.1	11.5
Water (m ³)	2,000,000	1,900,000	88.5	90.9
Waste (ton)	45,350	43,400	2.1	2.0
Emissions to air (ton VOC)	1,049	854	0.049	0.040

Waste



The amount of waste increased in absolute terms, while there was also a slight increase relative to sales.

Emissions to air



Total emissions of volatile organic compounds rose in absolute terms and relative to sales.

Corporate Responsibility

TrelleborgVibracoustic

Environmental responsibility comprises a major part of TrelleborgVibracoustic's CSR policy and is one of the company's six core values. These core values require all employees to be committed to reducing the company's impact on the environment by using natural resources in a responsible manner and acting as good corporate ambassadors in their regions.

The focus is to continuously improve sustainable production processes. One example of this in 2013 was a production facility in Hamburg, Germany, where ground nutshells were used to clean vulcanization molds instead of synthetic granules. This generates less dust and costs significantly less than conventional cleaning.

Products: Reducing weight is one of the keys to cutting emissions and Trelleborg-

Vibracoustic is setting the standard for lightweight design of antivibration solutions. The world's most fuel efficient vehicle, Volkswagen's XL1, features weight-optimized engine mounts and torsional vibration dampers from TrelleborgVibracoustic. The R&D team in Nantes, France, developed a lightweight engine mount made from synthetic material, weighing 500 grams less and with the capacity to withstand loads many times higher than its predecessor made from aluminum.

Global HSE management: TrelleborgVibracoustic has established a uniform management system to ensure high quality and compliance with health, safety and environment (HSE) standards. At present, the ISO 14001 environmental management system has been introduced

at almost all global production sites. Nearly 40 percent of the sites also have OHSAS 18001 accreditation.

Preventing accidents in production is paramount for TrelleborgVibracoustic and has been assigned top priority by management. A global health and safety reporting system has been established, which includes a detailed overview of accidents and enables improvements to be initiated wherever necessary. In 2013, the number of accidents was reduced by 56 percent compared with 2012. In parallel, an initiative was launched to raise awareness among all employees of the accident risks in all work areas.

For further information, visit www.tbvc.com.

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

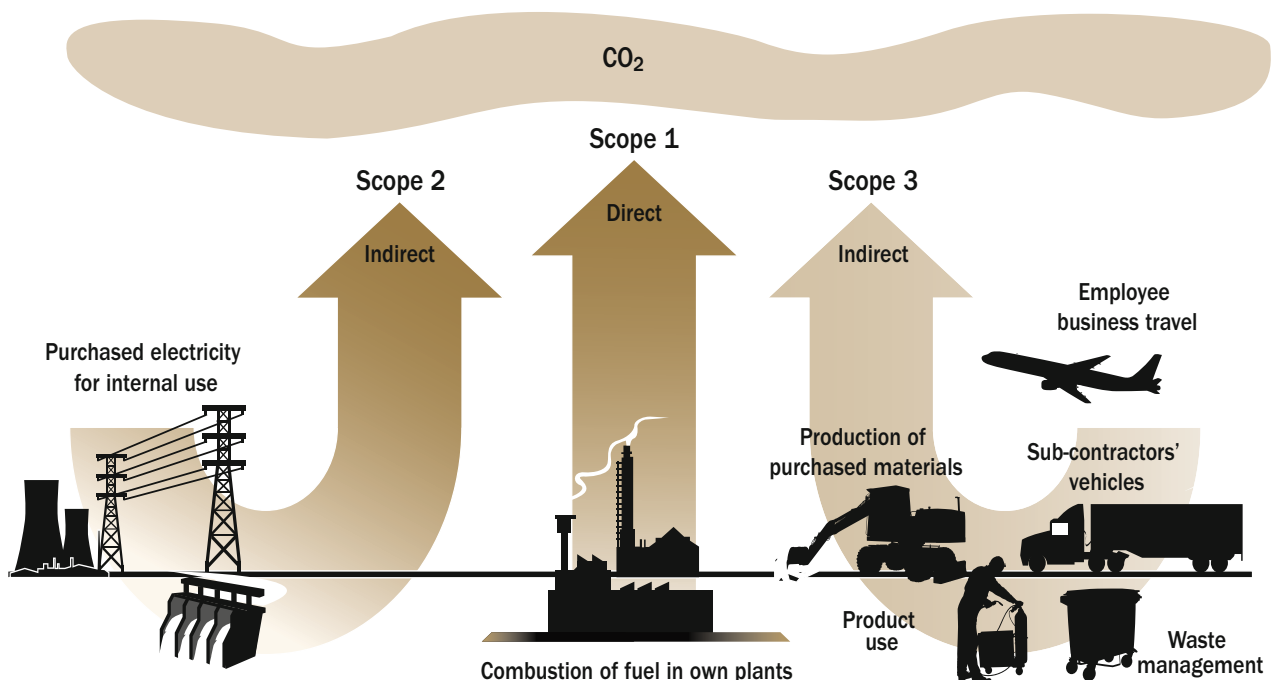
Trelleborg's goal is to reduce its direct and indirect carbon dioxide emissions by at least 15 percent, relative to sales, by the end of 2015 – "15 by 15", based on 2008 as the reference year. The emissions in question are caused by energy produced internally and are included in **Scope 1** of the *Greenhouse 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 page 12) have reduced energy consumption in Trelleborg's production since 2009, and simultaneously led to an overall

reduction in carbon dioxide emissions. Compared with 2008, a 14-percent improvement has occurred, although compared with last year, there was a 5-percent deterioration due to a different energy mix in the acquired units.

Scope 3 includes indirect emissions from transport, travel, purchased materials, product use and waste management. Focus on reducing these types of indirect emissions is gradually increasing in Scope 3.

Read more about climate-related opportunities and risks at www.trelleborg.com/cr.





Responsibility for customers and suppliers

Trelleborg's responsibility along the value chain is based on good business ethics: monitoring suppliers, and ensuring the quality and safety of the solutions the Group delivers.

Suppliers. Trelleborg's objective is to work solely with suppliers who adopt its quality requirements and 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. The target for the Group is for each production unit to complete a CR evaluation of its suppliers at a level corresponding to 80 percent of the relevant purchasing value as defined by Trelleborg.

At year-end 2013, suppliers corresponding to about 81.4 percent (79.5) of the relative purchasing value in production units had been reviewed. Investigations and dialogs pertaining to CR evaluations are being carried out with a total of four suppliers.

In 2013, zero supplier relations were terminated for environmental or social reasons (0).

One issue that resulted in a new Group-wide initiative in 2013 was the subject of conflict minerals. U.S. companies are now required to report all products containing minerals that could contribute to the funding of armed conflicts in the Democratic Republic of the Congo (DRC) and bordering countries. Companies thus require their suppliers to review their input goods and components with this in mind. In response to such customer demands, Trelleborg developed Group-wide templates during the year for assessing the presence of conflict minerals upstream in the supply chain.

Products. The designation Blue Dimension™ describes the way Trelleborg's products and solutions – in addition to the fundamental value their function

offers customers – also contribute to a sustainable society. For further information and examples, refer to *page 14*.

When developing new products, consideration is always given to legal and customer requirements, such as product liability, and environmental, health and safety aspects during the manufacturing and product use phases where relevant. Trelleborg's Environmental Policy also states that the precautionary principle should be taken into account and that the company should, as far as possible, reduce and replace hazardous substances and materials in products and processes. This is in line with work currently in progress in consultation with customers to replace particularly hazardous substances in existing product specifications in accordance with the EU REACH regulation (see also *page 12*).

Product development is usually conducted in close collaboration with the customer. Trelleborg provides product information in the form of labeling, safety data sheets, IMDS declarations and environmental declarations corresponding to the requirements set by each customer or market.

Many customers, such as the automotive and construction industries, have specific requirements for the products'

environmental properties and input parts. Industry or customer-specific limitation lists also exist for chemicals.

Transportation. More than 90 percent of Trelleborg's raw materials and finished products are transported by truck. The Group engages transport companies that can handle freight in an effective and safe manner. The most significant environmental impact of transport activities is carbon dioxide emissions arising from the use of fossil fuels.

Recycling. In Trelleborg's production processes, a significant proportion of the rubber waste that is produced before the material has been vulcanized is recycled, while vulcanized rubber cannot be re-used as a raw material.

When it comes to the recycling of tires, progress has been made at the European level. About ten years ago, only half of all worn tires were collected and the majority went to landfill. According to the Swedish tire industry's jointly owned company, the Swedish Tyre Recycling Organisation (SDAB), where Trelleborg has a seat on the Board, 95 percent of all worn tires in Europe are now recycled to produce material or energy.





Responsibility for society and the community

Trelleborg's ambition for its social involvement is to contribute to global development by supporting the local community in which it conducts operations.

Community involvement. Trelleborg participates in numerous community activities. At a local level, these involve cooperation with neighbors, interest groups, authorities and sports clubs.

A special place has been reserved in Trelleborg's community involvement program for supporting young people and their education and tutoring activities, for example, via collaboration with Star for Life in Sri Lanka and Save the Children in Brazil (see below) and locally by providing support to handicapped children, scouts and preschools.

In the area of education, Trelleborg collaborates with several universities and schools, which requires regular contact with researchers and students. Trelleborg's collaborative partners include LUISS and Tor Vergata in Italy, Malta University and MCAST (Malta College of Arts, Science and Technology) in Malta and the International Institute for Industrial Environmental Economics (IIIEE) in Sweden.

Over the years, many research and degree projects have been carried out at Trelleborg's plants, specializing in such areas as the environment. Trelleborg also has a "learning partnership" with the Lund University School of Economics and Management in Sweden, involving the sponsorship of two postgraduate appointments.

Trelleborg does not sponsor political or religious organizations. Trelleborg's sponsorship guidelines state that the company is to prioritize sponsorship commitments that benefit society and the regions in which the Group operates. Sponsorship must support Trelleborg's values and strengthen the company's relationships with customers and other partners.

Communication. One of the central communication goals is to contribute to Trelleborg acting as a good corporate citizen and, in line with this, communicate a relevant image of the company's

operations. Trelleborg's communication is regulated by the company's Communication Policy, which contains communication rules for the entire organization, including communication with the stock market. The company's communication must comply with applicable legislation, regulations and standards, be characterized by a close relationship with the company's stakeholders and be founded on regular contact, clarity and good ethics.

Trelleborg's policy for employee participation in social media, based on the same fundamental values as other communication, contains regulations concerning ethical behavior for all employees representing the company in such channels as blogs and social networks.



Save the Children
Sweden

Trelleborg and Save the Children. The Group's long-standing cooperation with Save the Children comprises yearly support, and forms part of Trelleborg's ambition to assume greater global social responsibility by contributing to children's development and education. As of 2014, the collaboration will focus on providing support for preschools in Brazil.

Strengthening prospects of young people. Since 2013,

Trelleborg has cooperated with Star for Life as part of the Kelani Maha Vidyalaya school program in Colombo, Sri Lanka. The idea behind the initiative is to inspire young people to believe in their future and their dreams. The program is conducted in periods spanning three years in selected schools. The head coach and other staff train school personnel to continue the work once the program has been completed.



STAR FOR LIFE™

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 Scandinavian Cap AB. The company focuses on raising venture capital for entrepreneurs who do not have a Swedish background and invests in new and existing companies in the Swedish market.

**ROSEN
G>RD
INVEST**

Index

The overview below illustrates how GRI's guidelines, version G3, correspond to the various sections of Trelleborg's CR report. A more complete GRI index is available at the Group's CR website www.trelleborg.com/cr.

Text in bold denotes Core Indicators. Parentheses denote partially reported indicators. In addition, the table gives a general overview of the link to the UN Global Compact, to which Trelleborg is a signatory, and the CDP (Carbon Disclosure Project).

	GRI indicators	Pages in this report	Pages in the Annual Report	Connection to principles in UN Global Compact	Connection to CDP
Governance and reporting					
CEO's comments	1.1	4	2-3, 62		
Key sustainability-related impacts, risks and opportunities	1.2	6-7, 13, 19-21	6-7, 24-25, 43-47, online		2.1, 5.1
Profile of organization	2.1, 2.4, 2.6, 2.10	8, 10, 12-13	1, 4-5, 40, 42-43, 51		
Primary brands, products and/or services	2.2	2	Cover, 13, 15, 17, 19, 21-22, 24-25, 27, 29, 31, 33, 38-39		
Markets	2.5, 2.7	2	Cover, 1, 13, 15, 17, 19, 21, 25, 27, 29, 31, 33, 35-37		
Scale and operational structure of the reporting organisation	2.3, 2.8	2	Cover, 1, 4-5, 10-23, 36-37, 51		
Significant changes during the reporting period	2.9		8-9, 12, 14, 16, 18, 20, 22, 36-37		
Report parameters, scope and boundary of the report	3.1-3.4, 3.6-3.8, 3.11	8, 28	1, 106-107, 109, online		
Report content, definition and date-measurement techniques	3.5, 3.9-3.10	8-9	63, online		
Index	3.12	17, 22-27	104		
Assurance	3.13	4, 7-8, 18	7, 62, 105		8.6
Corporate Governance	4.1-4.5, (4.7)	8	51-54, 56, 58-61	1-10	1.1, 2.1, 2.2
Commitments and engagement	4.6, 4.8-4.10	3, 5-8, 10-12, 14	6-7, 34-35, 37, 39-42, 53, 55-57	1-10	1.1, 2.1, 2.2
External initiatives and commitments	4.12-4.13	4, 7-8, 15-17	7, 57, 62, 64-65, 104	1-10	
Stakeholder engagement	4.14, (4.15), 4.16- 4.17	9, 16	63, 65		
CR governance	Governance (EC), EN, LA, HR, SO, PR	5-7	6-7, 34-35, 51, 55-56		
Workplace and society					
Working conditions and whistleblower policy	(LA1), LA4, LA5	10-11	36, 40-41, 83-84	1, 3, 6	
Health and safety	LA6, LA7, (LA8)	6, 10, 14	6, 23, 40, online	1	
Talent management	LA11, (LA12)	10-11	40-41	6	
Training and development	(HR3), LA10	8, 11	41, 57	6	
Diversity and gender equality	HR4, (LA13)	11	41	1, 6	
Anticorruption and competition issues	(S02), (S03), (S04), S07, S08	8, 10-11	9, 40-41, 47, 57, 70, 86	10	
Suppliers	(HR2), HR6, HR7	7, 10, 15	7, 40, 64, online	1-6	
Social commitment and public policy positions	S05	16	65	1-10	
Environment					
Material	(EN1)	12	42	8-9	
Energy	EN3, EN4, EN5, EN6	12	37, 42	8	12.2, 12.3
Water	EN8	13	43	8	
Biological diversity	(EN11), (EN12)		Online	8	
Climate impact	EN16, (EN18)	6, 12, 14	6, 39, 42	7-9	3.3, 7.2-7.4, 8.2-8.3, 8.5
Emissions and waste	EN20, EN22, EN23	13	43	8	
Products	(EN26), (PR1), (PR3)	3, 14-15	23, 39, 64	1, 7-9	3.2
Transports	(EN29)	15	64	8	
Economics					
Fines and sanctions for noncompliance	EN28	13	43	8	
Economic performance	EC1, EC3, EC4	9	1, 4-5, 7, 10-11, 36-37, 51, 63, 71, 81, 86, 94		

Assurance Report

Auditor's Report on review of Sustainability Report

To the readers of Trelleborg Annual Report 2013

Introduction

We have been engaged by the management of Trelleborg AB (publ) to undertake a limited assurance engagement of the Trelleborg "Corporate Responsibility" Report (Sustainability Report) 2013. The company has defined the scope of the Sustainability Report in the table of contents.

Responsibility of the Board and Management

The Board of Directors and Executive Management are responsible for the ongoing activities regarding environment, health & safety, social responsibility, and sustainable development, and for the preparation and presentation of the Sustainability Report in accordance with applicable criteria.

Responsibility of the Auditor

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

We have 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 an audit. Accordingly, we do not express a reasonable assurance opinion.

The criteria on which our procedures are based are the parts of the Sustainability Reporting Guidelines G3, published by the Global Reporting Initiative (GRI), which are applicable to the Sustainability Report. 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 opinion below.

Conclusion

Based on the limited assurance procedures we have performed, nothing has come to our attention that causes us to believe that the Trelleborg "Corporate Responsibility" Report, is not prepared, in all material respects, in accordance with the above stated criteria.

Trelleborg 13 February, 2014
PricewaterhouseCoopers AB



Eric Salander
Authorised Public Accountant



Fredrik Ljungdahl
Expert Member of FAR

Risks in the Corporate Responsibility area

The significant CR aspects in the overview below were identified and prioritized under the direction of our materiality analyses (2007-2012), 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 2013 at 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 Corporation Enhanced Compliance and Training Program to further strengthen knowledge of competition legislation among Group employees in the US, particularly in respect of public procurement.	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 values and Code of Conduct that include E-learning program and "Acceptance Letters" from CEO are mandatory for all employees. Whistleblower system is accessible to all employees for raising integrity concerns. Telephone or Web access for messages are provided 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.	Trelleborg's goal is to cooperate solely with suppliers who support the Group's quality requirements and business principles. The assessment of suppliers will primarily be 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. Since 2011, self-evaluations have been mandatory for each local purchasing unit, through the integration of units in Trelleborg's mandatory "Procure to Pay" process.	Suppliers, Shareholders, Community

Risk area	Risks	Management	Primary stakeholders
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
Exposure to natural disasters	Natural disasters threaten production sites and can entail production stoppages	The action program produced as a result of the 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 now 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. The target is to implement environment management systems in 90 percent of production units and to obtain ISO 14001 certification for 85 percent of them.	Community, Employees, Shareholders

Risk area	Risks	Management	Primary stakeholders
Operation-critical facilities	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. The ERM (Enterprise Risk Management) Board produced a list of critical facilities. In 2013, specific action plans to significantly raise the level of protection were produced and implementation of the measures commenced at 29 sites. Of these, two facilities were designated at the Highly Protected Risk level, which is the highest risk classification. The aim is to raise a further five sites to this level in the future.	Shareholders, Employees, Customers, Community
Raw materials and energy consumption	Increased production costs in pace with rising energy and rawmaterial 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, was introduced at all units and is focused on the following areas: heating/ventilation, energy production, lighting, compressed air, general energy control and follow-up. The program has been particularly successfully regarding energy conservation (see below). Energy Excellence entered a new phase from 2013, addressing further equipment, machines and processes in the facilities.	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. The Group's total volume of CO2 emissions has been reduced since 2008.	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.	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. 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 assess occupational risks. Follow-up is conducted annually through self-assessments and audits. From 2014, this project will be integrated and 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 early 2013. In 2012/2013, a total of 96 percent (2011/2012: 80) of salaried employees at levels 1-7 (where level 1 is the CEO, level 2 comprises those reporting to the CEO, etc.) participated in performance appraisals.	Employees, Community

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 whistleblower policy ensures every employee the right to report suspicions of serious breaches of laws or regulations without any repercussions (see page 8 in this report).

Human rights: Principles 1-2

Principle	Reference to GRI G3 performance indicators	Examples of initiatives that actively promote human rights are:
1: Businesses should support and respect the protection of internationally proclaimed human rights.	(HR2), (HR3), HR4, HR6, HR7, LA4, LA6, LA7, (LA8), (LA13), SO5, (PR1)	<ul style="list-style-type: none"> ■ Targets for the Trelleborg Group (see page 6-7) ■ Human Rights (see page 10)
2: Businesses should make sure that they are not complicit in human rights abuses.	(HR2), (HR3), HR4, HR6, HR7, SO5	<ul style="list-style-type: none"> ■ Child and forced labor (see page 10) ■ Diversity and gender equality (see page 11) ■ Responsibility for customers and suppliers (see page 15)

Labour: Principles 3-6

Principle	Reference to GRI G3 performance indicators	Examples of initiatives that actively promote labor standards are:
3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	LA4, LA5, (HR2), (HR3), SO5	<ul style="list-style-type: none"> ■ Targets for the Trelleborg Group (see page 6-7) ■ Workplace relationships (see page 10)
4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	(HR2), (HR3), HR7, SO5	<ul style="list-style-type: none"> ■ Child and forced labor (see page 10) ■ Diversity and gender equality (see page 11)
5: Businesses should uphold the effective abolition of child labour.	(HR2), (HR3), HR6, SO5	<ul style="list-style-type: none"> ■ Responsibility for customers and suppliers (see page 15)
6: Business should uphold the elimination of discrimination in respect of employment and occupation.	(LA2), (LA13), (HR2), (HR3), HR4, SO5	

Environment: Principles 7-9

Principle	Reference to GRI G3 performance indicators	Examples of initiatives that actively promote environmental responsibility are:
7: Businesses should support a precautionary approach to environmental challenges.	(EN18), (EN26), SO5	<ul style="list-style-type: none"> ■ Blue Dimension™ in action (see page 3) ■ Targets for the Trelleborg Group (see page 6-7)
8: Businesses should undertake initiatives to promote greater environmental responsibility.	(EN1), EN3, EN4, EN8, (EN11), (EN12), EN16, (EN18), EN20, EN22, EN23, (EN26), EN28, (EN29), (EN30), SO5, (PR3)	<ul style="list-style-type: none"> ■ CR organization and reporting (see page 8) ■ Energy Excellence (see page 12-13) ■ Increasingly efficient resource utilization (see page 12-13)
9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	(EN18), (EN26), SO5	<ul style="list-style-type: none"> ■ Climate-change strategy (see page 14) ■ Responsibility for customers and suppliers (see page 15)

Anti-corruption: Principle 10

Principle	Reference to GRI G3 performance indicators	Examples of initiatives that actively promote anti-corruption are:
10: Businesses should work against corruption in all its forms, including extortion and bribery.	(SO2), (SO3), (SO4), SO5	<ul style="list-style-type: none"> ■ Targets for the Trelleborg Group (see page 6-7) ■ Code of Conduct: the basis for CR (see page 8) ■ Preventive anticorruption measures (see page 11) ■ Responsibility for customers and suppliers (see page 15)

UN Global Compact Advanced Criteria

Trelleborg has been part of the UN Global Compact Programme since 2007. Our Communication on progress for 2013 and 2012 qualified for the Global Compact Advanced Level. Trelleborg's intention is to continue the development of our Corporate Responsibility performance and disclosure. Read more on our CR Web: www.trelleborg.com/cr

The Global Compact Differentiation Programme categorizes business participants based on their level of disclosure on progress made in integrating the Global Compact principles and contributing to broader UN goals. The Global Compact Advanced level aims to create a higher standard for corporate sustainability performance and disclosure.

Global Compact Advanced level and how it correlates to the Corporate Responsibility work of Trelleborg

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

Reference: COP: 3-18

Annual Report: 2-3, 5, 6-7, 23, 25, 34, 38-43, 51, 56-57, 62-65, 104-105

CR Web: CR Strategy (CEO's comments; Risks in Corporate Responsibility area); Performance 2013, Our Report (GRI Index, Assurance Report)

CRITERION 2: The COP describes value chain implementation

Reference: COP: 3, 6-9, 15-16

Annual Report: 6-7, 38-39, 56-57, 63-65

CR Web: CR Strategy (Materiality analysis; Blue Dimension™); Performance 2013 (Customers & suppliers; Society)

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: 5-18

Annual Report: 6-7, 40-43, 51-57, 63-65, 104-105

CR Web: CR Strategy, Managing our impacts (Trelleborg's Code of Conduct and policies; Trelleborg's values; Sound business ethics and competition), Our Report (GRI Index, Assurance Report)

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: 8-16, 19-21

Annual Report: 40-49, 51-57, 63-65

CR Web: CR Strategy, Managing our impacts (Trelleborg's Code of Conduct and policies); Risks in Corporate Responsibility area

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: 8-16, 18

Annual Report: 40-43, 56-57, 63-65

CR Web: CR Strategy, Assurance Report

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

Reference: COP: 3-16

Annual Report: 6-7, 23, 38-43, 51, 56-57, 62-65

CR Web: Performance 2013

CRITERION 16: The COP describes strategic social investments and philanthropy

Reference: COP: 16

Annual Report: 65

CR Web: Performance 2013 (Society)

CRITERION 17: The COP describes advocacy and public policy engagement

Reference: COP: 9, 16

Annual Report: 63, 65

CR Web: CR Strategy (Initiatives and networks); Performance 2013 (Society)

CRITERION 18: The COP describes partnerships and collective action

Reference: COP: 9, 16

Annual Report: 63, 65

CR Web: Performance 2013 (Society)

CRITERION 19: The COP describes CEO commitment and leadership

Reference: COP: 4, 8

Annual Report: 2-3, 56-57, 62

CR Web: CR Strategy (CEO's comments; Managing our impacts)

CRITERION 20: The COP describes Board adoption and oversight

Reference: COP: 4, 8

Annual Report: 51, 56-57, 62

CR Web: CR Strategy (CEO's comments; Managing our impacts)

CRITERION 21: The COP describes engagement with all important stakeholders

Reference:

COP: 9-11, 16

Annual Report: 40-41, 63, 65

CR Web: CR Strategy (Stakeholder dialog; Materiality analysis); Performance 2013 (Case stories); Stakeholder room

GRI Index

Trelleborg's Corporate Responsibility Report for 2013 complies with the Global Reporting Initiative guidelines (version G3).

The following index shows where information can be found, with

- links to the CR report at www.trelleborg.com/cr
- the Annual Report 2013 at www.trelleborg.com, and
- page references to the printed version of the Annual Report.

The index mainly lists the GRI core and additional indicators on which Trelleborg has selected to report. Additional indicators in *italics*.

Indicators	Annual Report	Report status
1. STRATEGY AND ANALYSIS		
1.1 Foreword: President and CEO Peter Nilsson on corporate responsibility	2-3, 62	●
1.2 Sustainability-related impacts, risks and opportunities	6-7, 24-25, 43-47, online	●
2. ORGANIZATIONAL PROFILE		
2.1 Name of the organization	1	●
2.2 Primary brands, products and/or services	Cover, 13, 15, 17, 19, 21-22, 24-25, 27, 29, 31, 33, 38, 39	●
2.3 Operational structure	12-22	●
2.4 Location of headquarters	1	●
2.5 Countries where the Group operates	Cover, 36	●
2.6 Nature of ownership	1, 4-5, 51	●
2.7 Markets served	1, 13, 15, 17, 19, 21, 25, 27, 29, 31, 33, 35-37	●
2.8 Scale of the reporting organization	Cover, 1, 4-5, 10-11, 22-23, 36-37, 51	●
2.9 Significant changes during the reporting period	8-9, 12, 14, 16, 18, 20, 22, 36-37	●
2.10 Awards received during the reporting period	5, 40, 42-43	●
3. REPORT PARAMETERS		
3.1 Reporting period	1	●
3.2 Date of most recent report	1	●
3.3 Reporting cycle	1	●
3.4 Contact persons	106-107, 109	●
Scope and boundary of report		
3.5 Process for defining report content	63	●
3.6 Boundary of the report	1	●
3.7 Specific limitations on the scope or boundary of the report	Online	●
3.8 Reporting of entities that can affect comparability from period to period and/or between organizations	Online	●
3.9 Data-measurement techniques and the bases of calculation	Online	●
3.10 Explanation of the reasons for and effect of any restatements of information	Online	●
3.11 Significant changes in the scope, boundary or measurement methods	Online	●
Contents according to GRI		
3.12 GRI Index	104	●
3.13 Policy and current practice regarding external verification	7, 62, 105	●
4. GOVERNANCE, COMMITMENTS AND STAKEHOLDER RELATIONSHIPS		
4.1 Governance structure of the organization	51-54, 56	●
4.2 Chairman's position	52, 58	●
4.3 Number of independent, non-executive Board members	58-59	●
4.4 Mechanisms for shareholders and employees to provide recommendations or directions to the Board or management	51, 56	●

Indicators	Annual Report	Report status
4.5 Linkage between compensation to Board members, senior executives and managers and the organization's performance in terms of financial and non-financial targets	58-61	●
4.6 Processes in place for the Board to ensure that conflicts of interest are avoided	52-53	●
4.7 Processes for determining the qualifications and expertise of Board members	53	◐
4.8 Statement of mission, values, code of conduct and principles relevant to sustainability performance, and their status	6-7, 34-35, 37, 39-42, 56-57	●
4.9 The Board's procedures for overseeing how the Board addresses and handles financial, environmental and social issues, and how well these are implemented	55-56	●
4.10 Processes for evaluating the Board's performance, particularly with regard to financial, environmental and social issues	53	●
Commitments to external initiatives		
4.11 Explanation of how the Group addresses the precautionary approach		○
4.12 Externally developed economic, environmental and social charters, principles or other initiatives to which the Group subscribes or endorses	7, 57, 62, 65, 104	●
4.13 Memberships in associations (such as industry organizations) and/or international advocacy organizations	62, 64	●
Stakeholder engagement		
4.14 List of stakeholder groups engaged by the Group	63	●
4.15 Basis for identification and selection of stakeholders	63	◐
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	63, 65	●
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to these	63	●
5. MANAGEMENT APPROACH AND PERFORMANCE INDICATORS		
ECONOMIC PERFORMANCE INDICATORS		
Disclosure on Management Approach	6-7, 34-35, 51, 55-57, 62	◐
Economic Performance		
EC1 Direct economic value generated and distributed	1, 4-5, 7, 10-11, 36-37, 51, 63	●
EC2 Financial implications and other risks and opportunities due to climate change		○
EC3 Coverage of the organization's defined-benefit plan obligations	81, 94	●
EC4 Significant financial assistance received from government	86	●
EC5 Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation		○
Market presence		
EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation		○
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation		○
Indirect Economic Impacts		
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit		○
EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts		○
ENVIRONMENTAL PERFORMANCE INDICATORS		
Disclosure on Management Approach	6-7, 34-35, 51, 55-57, 62	◐
Material		
EN1 Materials used by weight or volume	42	◐
EN2 Percentage of materials used that are recycled input materials		◐
Energy		
EN3 Direct energy consumption by primary energy source	42	●
EN4 Indirect energy consumption by primary energy source	42	●
EN5 Energy saved due to conservation and efficiency improvements	42	●
EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives during the reporting period	37, 42	●
EN7 Initiatives to reduce indirect energy consumption and reductions achieved		○
Water		
EN8 Total water withdrawal by source	43	●
EN9 Water sources significantly affected by withdrawal of water		○
EN10 Percentage and total volume of water recycled and reused.		○

Indicators	Annual Report	Report status
Biodiversity		
EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Online	☹
EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Online	☹
EN13 Habitats protected or restored		○
EN14 Strategies, current actions, and future plans for managing impacts on biodiversity		○
EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		○
Emissions, Effluents and Waste		
EN16 Total direct and indirect greenhouse-gas emissions by weight	6, 39, 42	●
EN17 Other relevant indirect greenhouse-gas emissions by weight		○
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	39, 42	☹
EN19 Emissions of ozone-depleting substances by weight		○
EN20 NO, SO, and other significant air emissions by type and weight	43	●
EN21 Total water discharge by quality and destination		○
EN22 Total weight of waste by type and disposal method.	43	●
EN23 Total number and volume of significant spills	43	●
EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally		○
EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly		○
Products and Services		
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	23, 39, 64	☹
EN27 Percentage of products sold and their packaging materials that are reclaimed by category		○
Compliance with laws and regulations		
EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	43	●
Transport		
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	64	☹
Overall		
EN30 Total environmental protection expenditures and investments by type		○
PERFORMANCE INDICATORS FOR LABOR PRACTICES AND DECENT WORK		
Disclosure on Management Approach	6-7, 34-35, 51, 55-57, 62	☹
LA1 Total workforce by employment type, employment contract, and region, broken down by gender	36, 83-84	☹
LA2 Total number and rate of new employee hires and employee turnover by age group, gender, and region		○
LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations		○
Labor/management relations		
LA4 Percentage of employees covered by collective bargaining agreements	41	●
LA5 Minimum notice period(s) regarding significant operational changes	40	●
Occupational health and safety		
LA6 Percentage of workforce represented in formal work-environment committees	40	●
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	6, 23, 40	●
LA8 Action program relating to serious diseases	40	☹
LA9 Health and safety topics covered in formal agreements with trade unions		○
LA10 Average hours of training per year per employee by gender, and by employee category	41	●
LA11 Programs for skills management and lifelong learning	40-41	●
LA12 Percentage of employees receiving regular career development reviews	41	☹

Indicators	Annual Report	Report status
LA13 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	41	☹
LA14 Ratio of basic salary of men to women by employee category		○
PERFORMANCE INDICATORS FOR HUMAN RIGHTS		
Disclosure on Management Approach	6-7, 34-35, 51, 55-57, 62	☹
Investment and procurement practices		
HR1 Percentage and total number of significant investment agreements that have undergone human-rights screening		○
HR2 Percentage of significant suppliers that have undergone human-rights screening, and actions taken	7, 64	☹
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	57	☹
HR4 Total number of incidents of discrimination and corrective actions taken	41	●
Freedom of association and collective bargaining		
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk and actions taken		○
HR6 Operations identified as having significant risk for incidents of child labor and actions taken	40	●
HR7 Operations identified as having significant risk for incidents of forced labor and actions taken	40	●
HR8 Percentage of security personnel trained in the company's policies or procedures concerning aspects of human rights relevant to operations		○
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken		○
PERFORMANCE INDICATORS FOR SOCIETY		
Disclosure on Management Approach	6-7, 34-35, 51, 55-57, 62	☹
S01 Programs and practices that assess and manage the impacts of operations on society/communities		○
S02 Percentage and total number of business units analyzed for risks related to corruption	41, 57	☹
S03 Percentage of employees trained in anti-corruption policies and procedures	41, 47	●
S04 Actions taken in response to incidents of corruption	41, 47	●
S05 Public policy positions and participation in lobbying	65	●
S06 Total value of financial and in-kind contributions to political parties, politicians and related institutions by country		○
Anti-competitive behavior		
S07 Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcome	9, 70, 86	●
S08 Monetary value of fines and number of sanctions for noncompliance with laws and regulations	40, 70, 86	●
PERFORMANCE INDICATORS FOR PRODUCTS		
Disclosure on Management Approach	6-7, 34-35, 51, 55-57, 62	☹
PR1 Life-cycle stages in which health and safety impacts of products and services are assessed and the percentage of products and services subject to such procedures	64	☹
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes		○
Product and service labeling		
PR3 Type of product and service information required by procedures, and percentage of products and services subject to such information requirements	64	☹
PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		○
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction		○
PR6 Programs for adherence to standards and voluntary codes concerning market communications		○
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes		○
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		○
PR9 Monetary value of fines for noncompliance with laws and regulations concerning products and services		○

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