



Through our polymer **solutions** that seal, damp and protect, Trelleborg contributes to the development of society in the environment and health and safety areas. At the same time, we work to prevent and minimize the environmental impact of our operations. This makes us **different** and well equipped to meet future challenges.





Natural power in motion

The rotor blades of a wind turbine turn slowly, but at the hub is a gear that increases speed to the generator by 20 to 30 times. Massive seals from Trelleborg protect the gear's cogwheels from rain, dirt and saltwater, and at the same time prevent the lubricating oil from leaking out - a **different** solution.

Contents

Corporate Responsibility

Foreword by the President and CEO	4
Independent assurance 2008/2008 GRI level	4
Strategy, governance and dialog	4
CR reporting on the Internet.	5
Systematic corporate responsibility work at Trelleborg	5
Key ratios for Trelleborg's corporate responsibility work in 2008	5
Active stakeholder dialog	6
Materiality analysis shows the way	6
Corporate Responsibility, organization.	6
Trelleborg's solutions protect the environment and people	7
Trelleborg and the climate: opportunities and risks	7
Sustainability work with results	7
Responsibility for the environment.	8
Environmental management.	8
Energy	8
Climate impact	8
Emissions to air	8
Raw materials	9
Water	9
Waste.	9
Permits and non-compliance	10
Environmental risks and debts	10
Responsibility for the workplace	11
Work environment – Health and safety	11
Workplace relationships.	11
Diversity and equality.	11
Average number of employees 2008 – 2007	11
Human rights	12
Training and development	12
Performance reviews	12
Talent management.	12
Leadership training	12
Compensation and Benefits	12
Trelleborg's values	12
Trelleborg's Code of Conduct	12
Responsibility to customers and suppliers	13
Competition	13
Suppliers	13
Transports	13
Products.	13
Action program in the area of competition	13
Responsibility to society and the community	14
Social commitment	14
Communication	14
Created and distributed direct economic value	14
Environment and health and safety-related costs and investments	14
Assurance report	15
GRI and verification	16
Risks in Corporate Responsibility area	17
Goals and outcomes 2008	19
GRI Index	20

About this Corporate Responsibility Summary/Communication on Progress 2008

Pages 4–15 are an excerpt from the Trelleborg Annual Report 2008 (pages 56-69).

Pages 15–23 are from Trelleborg's complete Corporate Responsibility Report 2008 at www.trelleborg.com/cr. This pdf version does not contain active web page links.

Continuous improvement leads to positive development for people and the environment



The Trelleborg Group takes responsibility for issues relating to the work environment, environmental impact, business ethics and social responsibility in a variety of ways. Through our polymer solutions that seal, damp and protect, our business has many positive effects and contributes to the development of society in the environment and work environment areas. You can read more about this on page 7. At the same time, we are systematically working to prevent and minimize the environmental impact of our operations. In recent years, we have taken clear steps to increase the efficiency of the Group's energy use. These efforts continue and at the same time, we are reducing the climate impact of our operations.

The circumstances in 2008 involved challenges in the form of necessary restructuring of our organization. This was essential as a result of the market situation that prevailed, but it is not something we take lightly and we are endeavoring to complete the task in the most responsible manner possible.

We account for all of our corporate responsibility work in accordance with the Global Reporting Initiative guidelines to provide our stakeholders with the most transparent information possible regarding Trelleborg's operations.

Our Code of Conduct, which is the most important comprehensive document for our employees in terms of corporate responsibility, is based on international conventions and agreements. We participate in the UN Global Compact initiative for responsible business practice, and we encourage our suppliers to work in accordance with these principles.

With the help of the principle of continuous improvement, we are constantly developing our corporate responsibility and the reporting on how we manage that responsibility. On the following pages, we sum up the year's corporate responsibility work. In-depth information is available at www.trelleborg.com/cr.

I hope you will find the report interesting.

Peter Nilsson

President and CEO

Independent assurance 2008

In this report on Trelleborg's Corporate Responsibility work in 2008, PricewaterhouseCoopers has reviewed selected performance indicators. The assurance report can be found on page 15.

2008 GRI level

The application level for the 2008 report with assurance from PricewaterhouseCoopers as specified by the Global Reporting Initiative can be viewed at www.trelleborg.com/cr. In accordance with GRI's criteria, Trelleborg's 2007 Corporate Responsibility Report was assigned application level B+. This level was audited and assured by PricewaterhouseCoopers.



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

Strategy, governance and dialog

With its basis in Trelleborg's business concept, the Group's corporate responsibility (CR) work spans the entire area of sustainability, in other words environment, health and safety issues as well as ethical relationships with employees, the market and society.

Through Trelleborg's business concept – polymer solutions that seal, damp and protect – the operations make a positive and innovative contribution in many ways through products and solutions for the development of society in the environment, health and safety areas. Trelleborg's solutions provide protection for both the environment and people - see page 7 for further information

Trelleborg's annual reporting on these corporate responsibility issues takes place in accordance with the most established international guidelines in the area: the Global Reporting Initiative guidelines.

Since 2007, Trelleborg has participated in the UN Global Compact network, an initiative for responsible business practices, focusing on the environment, working conditions, human rights and anti-corruption.

Trelleborg's Code of Conduct is the company's central policy in the areas of the environment, work environment and ethics. The Code applies to all employees without exception, and is based on internationally recognized guidelines, such as the UN conventions on human rights, the ILO's conventions, the OECD's guidelines and the UN Global Compact.

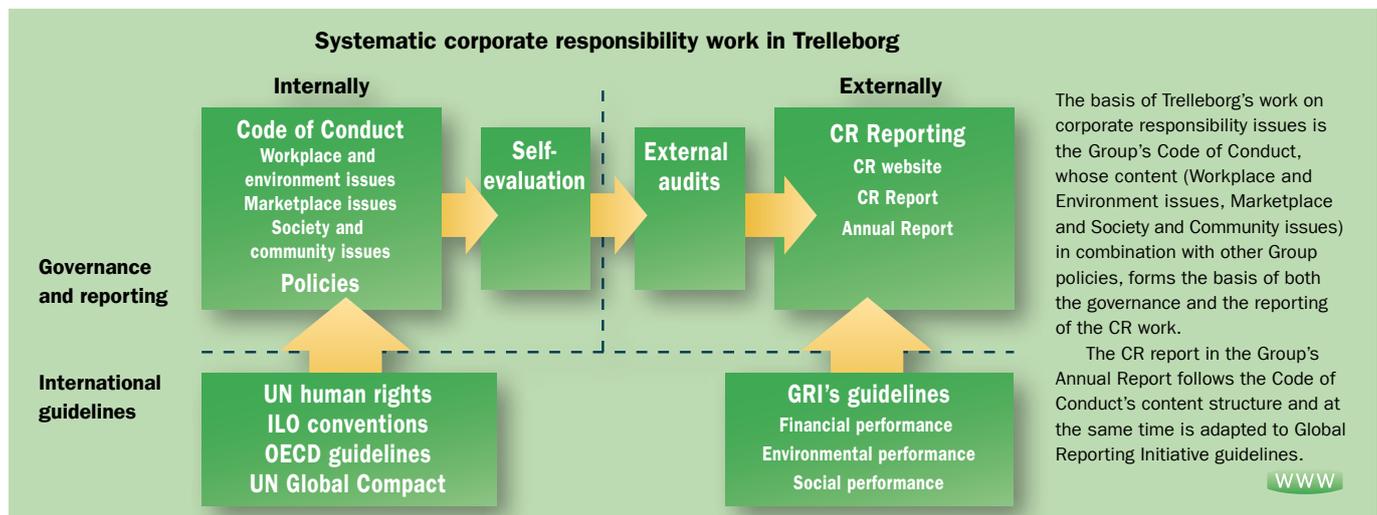
Training in the Code of Conduct is mandatory for all employees, and self-evaluation based on the guidelines is the basis for our work with CR issues (see figure below). Within certain areas of the Code, self-evaluation is reinforced by external audits, such as ISO 14001 environmental audits.



Key ratios in 2008

- Proportion of facilities with ISO 14001 certification: 70 percent (74), due to additional, but as yet not certified facilities, and the closure of a number of certified facilities.
- Total energy consumption: 1,521 GWh (1,519)
- Direct carbon dioxide emissions: 132,000 tons (146,200)
- Indirect carbon dioxide emissions: 134,800 tons (123,400)
- Total amount of waste: 75,500 tons (76,600)
- Proportion of recycled raw materials used: 2.8 percent (3.2)
- Work-related injuries/illnesses (resulting in more than one day's absence from work): 768 (854), a decline of 10 percent

The Group has a whistle-blower policy, which means that every employee has the right to report suspicions of serious breaches of laws or regulations without any repercussions whatsoever.



CR reporting on the Internet

Visit www.trelleborg.com/cr for access to Trelleborg's corporate responsibility reporting on the Internet. CR-related information for 2008 was obtained from the Group's production plants and from other available statistics in accordance with the Group's standard for CR reporting. The reporting principles are explained in detail at www.trelleborg.com/cr, where an index that clarifies how the reporting relates to Global Reporting Initiative (GRI) guidelines is also available.

WWW



Active stakeholder dialog

Trelleborg's stakeholder communication shall be characterized by open relationships, regular dialog, clarity and a high level of ethics. The dialog with Trelleborg's various stakeholder groups intensified further during the year, involving ethical funds, students, independent organizations and authorities, among others.

The most important stakeholders for Trelleborg are *customers, suppliers and partners, shareholders and investors, employees, authorities and society*. Selected stakeholders evaluated which aspects of corporate responsibility they viewed as the most significant for Trelleborg, which provided support for prioritization in CR work and CR reporting (see results in box below).

In several countries, Trelleborg is a member of national industry organizations, which also includes cooperation on environmental and health and safety issues. At the European level, Trelleborg is a member of ETRMA, the European trade association for the rubber industry, through a subsidiary. The company participates in working groups focusing on environmental, work-environment and chemical issues, among others. In Sweden, Trelleborg is a member of the Swedish Plastics and Chemicals Federation.

Channels for regular stakeholder dialog:

A main channel for all of Trelleborg's stakeholders is the company's website, www.trelleborg.com, with about 60 associated websites.



- Customers: Meetings between Trelleborg's representatives and customers. The customer magazine T-Time.
- Suppliers and partners: Supplier visits and supplier audits.
- Shareholders and investors: Shareholder service (telephone and e-mail channels), Annual General Meetings, analysts' meetings, meetings with ethical investors.
- Employees: Internal communications channels, such as TrellNet (intranet), Connect (internal magazine), trade union cooperation and events.
- Society: Local Open House and sponsorship activities, cooperation with universities and colleges.
- Authorities: Dialog with local supervisory authorities about specific issues. Trelleborg also works through trade organizations on national and European levels.

Some examples of stakeholder meetings from 2008:

- In February and October 2008, seminars were held at which students at the International Institute for Industrial Environmental Economics in Lund provided feedback on Trelleborg's CR reporting.
- An active dialog with ethical funds and investors continued during the year, including meetings with Robur, Banco and Folksam.

Corporate responsibility organization

Direct responsibility for issues relating to the environment, health and safety rests with each facility. Every plant has an environmental coordinator and a person responsible for health and safety. The central Group function, Environment, which is a part of the Group Legal Department, is responsible for control and coordination of environmental issues based on the Group's environmental policy and the central environmental objectives. The Group's Environment Forum, a group that meets four times a year and consists of environmental managers from the four business areas, functions as an aid to the central Environment Group function.

At Board level, it is the Audit Committee that has the task of monitoring follow-up and reporting of issues within the framework of Corporate Responsibility.

CR reporting is managed by a group comprising representatives from the Group Corporate Communications, Legal Department, Environment, HR and Purchasing staff functions. The Corporate Communications staff function is responsible for coordinating the reporting.

References to GRI (Global Reporting Initiative)

1.1, 1.2, 2.10, 3.5, 4.9, 4.13, 4.14, 4.15, 4.16, 4.17, EC2

Materiality analysis shows the way

In 2007, an analysis was carried out based on the views of both external and internal stakeholders to determine which aspects of CR or sustainability were most central to Trelleborg. About 20 aspects were initially identified through the review of such documents as Trelleborg's Code of Conduct, the Global Compact, Global Reporting Initiative's guidelines and the Dow Jones Sustainability Index. A selection of external and internal stakeholders was asked for their opinions on the importance of these aspects for Trelleborg.

The results of the survey are presented in the figure to the right. Such environmental aspects as *Energy and raw material consumption, Use of chemicals in manufacturing, and Emissions to air and water* were assigned a high priority, both from an external and an internal perspective. The result provides support for prioritization in CR work and CR reporting and for more in-depth stakeholder dialogs. The analysis will be updated on a regular basis.

The stakeholders' view of Trelleborg's corporate responsibility

Significance to external stakeholders	Very important	Environmental performance of products Waste recovery Investment and supplier practices Climate strategy	Use of hazardous chemicals in manufacturing Energy and raw material consumption Emissions to air and water Occupational health and safety Corruption and bribery Risk and crisis management Corporate governance and transparency Open and honest communication
	Important	Management/employee relations Diversity and non-discrimination Community relations Public policy and lobbying	Competitor issues Training and development Product quality and safety Talent attraction and retention
		Important	Very important
		Significance to the company internally	

Trelleborg's solutions protect the environment and people

Protecting buildings and people

Separate layers insulate buildings from vibrations and minimize the risk of damage from earthquakes, for example.



Sealing hydraulics

Seals for hydraulic applications prevent hazardous chemicals from leaking out into the ambient environment.



Sealing buildings

Window and door seals improve indoor climates and reduce energy consumption.



Damping vibration in vehicles

Antivibration solutions in cars, trucks and other vehicles provide an improved work environment for both drivers and passengers.



Alternative energy solutions

Seals for wind turbines, biofuel applications and solar cell applications help to protect the environment and climate.



Protecting valuable agricultural land

Broad, specially designed tractor tires minimize soil compaction and the impact on yield.



Trelleborg and the climate: opportunities and risks

Opportunities

Stricter environmental requirements resulting from climate change are highly likely to increase the demand for solutions in the Group's main areas: sealing, damping and protecting in demanding industrial environments.

For example, Trelleborg is developing sealing solutions for equipment used in the area of renewable energy sources. Global expansion initiatives for the company have been initiated in wind power and biofuel to ensure higher than average growth. Other examples of such sealing solutions are those developed for solar cells and heat pumps. Trelleborg is also far ahead in terms of seals for such environmentally positive solutions as vehicles that run on hydrogen gas.

Another area is flood prevention. Trelleborg's tunnel seals are used in such levee projects as those on the river Neva in St. Petersburg, Russia. Another example is in Hamburg, Germany, where rubber membranes from Trelleborg protect roads and infrastructure when the river Elbe floods.

Trelleborg is a leading manufacturer of insulating sealing profiles for windows and doors, which reduce energy consumption and improve indoor climates by keeping warmth inside in winter and keeping cool air inside in summer. An uninsulated building can leak up to 15 percent of its total annual energy consumption.

Agricultural tires from Trelleborg are developed to prevent soil compaction, which increases yield per unit area and responds to the increasing global need for agricultural land.

Risks

Trelleborg's own contributions to society's carbon dioxide emissions originate mainly from direct energy sources (combustion of fossil fuels, primarily in steam boilers), and indirect sources (primarily electricity, but also externally produced steam and district heating).

Business and property risks related to extreme weather conditions are evaluated regularly in cooperation with our insurance providers. Preventive measures are taken to reduce the level of risk. Weather-related risks and the risk of natural disaster are always taken into account when new production sites are developed. Trelleborg's exposure to such risks is low.

Trelleborg purchases large volumes of polymer materials, aggregates and prefabricated metal components. Exposure to rising prices is reduced through improved resource management, including reduced quantities of production waste, increased recycling and mandatory energy savings plans. Taxes and fees implemented in the energy and transport sector to reduce carbon dioxide emissions or in relation to climate change could impact negatively on manufacturing and distribution costs.



Sustainability work with results

For the second consecutive year, Trelleborg was included as one of the selected index components of the 2008 Dow Jones STOXX Sustainability Index. The index identifies leading companies in the area of sustainability and comprises the top 20 percent of Europe's corporations. A total of six Swedish companies are included in the index.

Trelleborg is also included in the OMX GES Sustainability Index, a series of comparisons for responsible investors. The index is calculated by NASDAQ OMX in cooperation with GES Investment Services. It comprises the leading

companies in sustainability in the Nordic region and is based on how well they address issues related to the environment, society and corporate governance.

Trelleborg also maintained its status in the Dutch company Kempen/SNS's "SRI Universe", which comprises European companies that fulfill or exceed ethical, social and environmental standards.

In its review of 123 corporate governance reports from 2007, PricewaterhouseCoopers designated Trelleborg as the best reporting company on the Swedish stock exchange. The reason was "Trelleborg's corporate governance report shows a clear approach to corporate governance as important and as creating value for the company. The Board of Directors and CEO convey involvement, motivation and a coordinated way of thinking about the characteristics of good governance. The Chairman of the Board sets the tone in a guiding manner and shows that 'good governance and control support good business'."

Responsibility for the environment

Trelleborg has extensive production operations in about 30 countries. Therefore, environment, health and safety issues constitute a central element of the company's responsibility work. The most significant environmental aspects include energy and raw materials consumption, emissions to air and water, and waste. Operations also generate extensive transports. The environmental impact of individual facilities varies widely, depending on their size and processes. In 2008, production was conducted at 135 facilities, of which 87 were in Europe, 36 in North and South America, ten in Asia and two in Australia.

In the Group, a proactive endeavor is underway to reduce the environmental impact and environmental risks, and to increase resource efficiency. This work is conducted on both central and local levels. The priority areas, which are also emphasized in the Group's Environmental Policy, are environmental management, energy and material efficiency, and environmentally adapted product and process development. The climate issue is also clearly in focus (see box on page 7).

Trelleborg's internal environmental handbook includes recommendations that address the ten most central issues with regard to policy and risk. These are being implemented globally within the entire organization. *Environmental Blue Grading*, a model for environmental risk assessment, is also being implemented globally. The model is based on the environmental handbook and provides support for the description and elimination of environmental risks linked to the company's operations.

Despite the expansion of operations, both through acquisitions and organic growth, the environmental impact has declined in relation to the operation's size, but also in absolute terms. Relative to growth, most key data indicates a positive trend, a development that is supported by continued efficiency enhancements of operations and resource consumption.

Environmental management

Proportion of facilities with ISO 14001 certification: 70 percent (74)

An important cornerstone in the environmental work is the environmental management standard ISO 14001, an obligatory requirement for all production plants in the Group. At the end of 2008, a total of 95 (92) facilities were certified, equivalent to about 70 percent of all plants. In accordance with Group policy, newly acquired plants will introduce the system within three years. The large proportion of new acquisitions in relation to the total number of plants currently has a negative impact on the key data percentage figure.

Energy

Total energy consumption: 1,521 GWh (1,519)

Energy savings is a focus area in Trelleborg's environmental policy, and the objective is for all production plants to develop an energy savings

plan. More than 70 percent of facilities currently have such a plan. In addition, in 2008, a Group-wide project was initiated for systematic energy-efficiency enhancements, Energy Excellence, which is incorporated in the Manufacturing Excellence program that was launched at all production units and will continue in 2009. Energy Excellence, which is based on self-assessment in the identification/implementation of improvement projects, is expected to yield distinct savings.

Even if there is an increase in the number of units and total consumption remains at the same level, increased energy awareness will have more positive environmental effects and reduce the impact of higher energy costs. In 2008, the Group's total energy costs amounted to SEK 713 M (660).

The proportion of renewable energy amounted to 15 percent.

Climate impact

Direct carbon dioxide emissions: 132,000 tons (146,200)

Indirect carbon dioxide emissions: 134,800 tons (123,400)

Trelleborg has taken clear steps to prevent and reduce the climate-related effects of its operations, in part through energy-efficiency enhancements and evaluations according to the guidelines of the UK's Carbon Trust. Since 2007, Trelleborg has participated in voluntary accounting in accordance with the Carbon Disclosure Project (CDP). On behalf of global investors, the CDP gathers information on industrial emissions of greenhouse gases and on measures that companies can take to prevent negative climate impacts. The CDP has the world's most comprehensive database of emissions data at www.cdproject.net.

The Group's climate impact is primarily due to carbon dioxide emissions from the burning of fossil fuels and indirectly from the use of electricity and steam. Only three plants are covered to a limited extent by the EU directive on the emissions trading scheme. Reduced emissions in Breuberg and in Trelleborg meant that they received no allocation of emission rights in 2008.

During the year, several of Trelleborg's operations in the UK participated in a program focusing on climate impact and energy-efficiency enhancements whose results will be pursued further and on a larger scale in 2009 (see above under the heading *Energy and Trelleborg and the climate* on page 7).

Emissions to air

Volatile organic compounds, 1,375 tons (1,556)

In addition to such energy-related emissions as carbon dioxide, sulfur dioxide (298 tons) and nitrogen oxides (64 tons) emissions to air primarily comprise volatile organic compounds (VOC).

Emissions of VOC primarily originate from the use of adhesive agents containing solvents and the manufacture of printing blankets.

Elimination of hazardous chemicals

Trelleborg's project to register chemicals in accordance with the EU's REACH regulation (Registration, Evaluation and Authorization of Chemicals) has now been in progress for a year. The EU's objective is to only permit the use of substances within the EU and the EEA that are registered with the European Chemicals Bureau.

The physical inventory phase has involved establishing exactly which chemicals are used in Trelleborg's processes: designations, volumes, the degree of hazard, etc. José Luis Losa, who works in the Group's Environmental Department with the coordination of REACH activities, describes the development: "Since we informed the Purchasing Department of the requirements, we have performed two physical inventories of chemicals. The first of these related to our European plants and the second was performed on a global scale." Trelleborg

could benefit from the work that was conducted within the framework of ETRMA, the European Tyre and Rubber Manufacturers' Association, which has listed all chemicals that may be included in this type of manufacturing.

Obtaining results from all production plants is the first step. In Trelleborg, a number of compounds have come to the forefront as substitute candidates, since they are on the Substances of Very High Concern candidate list.

In 2008, the business areas appointed a team of experts with know-how in the area of chemicals, the REACH forum, which will advise Trelleborg units regarding the alternatives that exist to these substances. "During 2009, this will be our area of focus so that we can phase out all unwanted chemicals from Trelleborg's products," says José Luis. Communication with suppliers and customers regarding these issues is in progress.

Multiple projects are under way to replace solvent-based products in several areas, with positive effects on both the environment and the work environment.

Raw materials

Raw rubber consumed: 147,200 tons (183,100)

Other polymers: 71,300 tons (34,700)

The most important raw materials are polymers and metal components, as well as such additives as softening agents (oils), fillers, such as carbon black, and vulcanizing agents (sulfur, peroxides). Of the raw rubber used, approximately 34 percent is natural rubber and 66 percent is synthetic rubber.

As a chemical user, Trelleborg is affected by the EU chemical legislation, REACH.

Work with REACH continued in 2008 with the establishment of a Group forum to coordinate all REACH activities. Important points during the year included the replacement of Substances of Very High Concern, training of coordinators, and the initiation of communication with suppliers and customers regarding REACH-related issues (see box on page 8).

Water

Water use in production: 3.9 million cubic meters (4.6)

Water is used in production primarily for cooling and cleaning.

Emissions to water are limited and mainly comprise organic material measured in Chemical Oxygen Demand (COD), 466 tons, and nutrient substances, 10 tons.

Waste

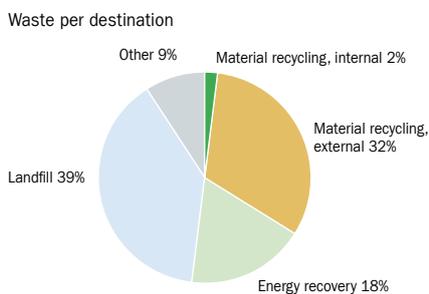
Total amount of waste: 75,500 tons (76,600)

Degree of recycling: 52 percent (52)

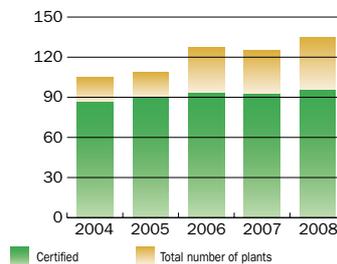
Continuous work is under way in the local operations to find waste disposal alternatives with a higher degree of recycling and at a lower cost.

In 2008, the Group's total waste management cost amounted to SEK 60 M (55). Of the total waste, rubber waste constituted slightly more than 35 percent.

The volume of hazardous waste amounted to 4,500 tons (4,600).



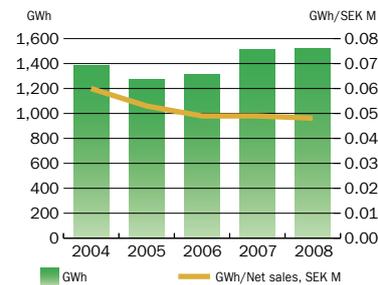
Number of ISO 14001 certified facilities



Environmental management:

The number of certified plants rose compared with 2007, but the proportion declined as a result of acquisitions made in 2008 and the closure of a number of certified plants. A total of two units were certified in 2008.

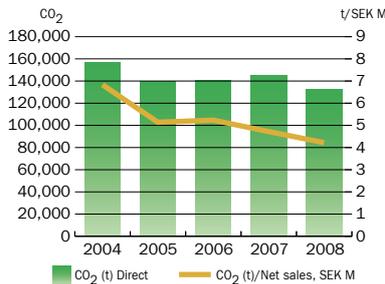
Energy consumption



Energy:

Total energy consumption was on a par with 2007. The value includes consumption of purchased steam and district heating amounting to approximately 210 GWh.

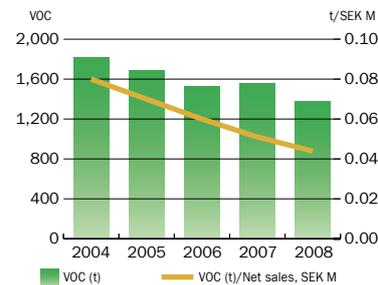
Carbon dioxide emissions



Climate impact:

In 2008, direct carbon dioxide emissions declined in total terms and relative to sales.

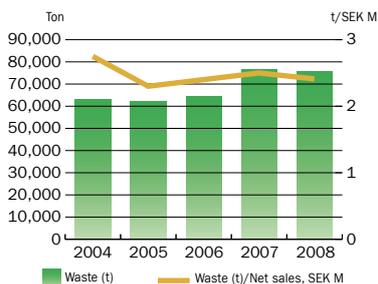
VOC emissions



Emissions to air:

Despite the acquisition of solvent-intensive production of printing blankets, emissions of volatile organic compounds declined, which is a result of better equipment. Emissions decreased significantly relative to sales.

Total waste



Waste:

The volume of waste declined, both in total and relative figures.

Permits and non-compliance

80 percent of the plants are required to hold permits under local law. All 17 facilities in Sweden are required to hold permits and register their activities. Applications to renew environmental permits are currently being processed for 44 facilities (three in Sweden), of which all are expected to receive the permits requested.

During the year, some form of violation against the terms of the permit or local environmental, health and safety legislation occurred at 17 (17) facilities. Of these, six cases resulted in fines. The total cost for fines amounted to approximately SEK 0.53 M, of which SEK 0.4 M related to the plant in Spartanburg, in the US. Other causes of violations were noise and emissions to air. Complaints from neighbors and others concerned were directed at seven (four) facilities. The most common reasons were noise and odor.

Environmental risks and debts

Only 2 (3) unforeseen emissions took place during 2008, corresponding to about 2.5 m³.

The handling of oil and solvents has historically often given rise to soil and groundwater pollution. Cleaning of polluted soil is currently underway at ten plants. Another 12 facilities are assessed to be required to be decontaminated to an extent not yet established. In addition, Trelleborg is active as one of several formal parties in another six cases of decontamination (three in Sweden and three in the US), although with a marginal cost responsibility. The Group's provisions for environmental commitments amounted to SEK 84 M (71) at year-end.

References to GRI (Global Reporting Initiative)

EN1, EN2, EN3, EN4, EN8, EN16, EN18, EN20, EN21, EN22, EN23, EN28, S08

Performance and responsibility go hand in hand for Trelleborg employees

Companies that seek skilled new employees must clearly specify their values, both in terms of core business and the companies' social responsibility. Trelleborg's employer brand is an extension of its internal values – Customer focus, Performance, Innovation and Responsibility.

Trelleborg employees are expected to assume considerable responsibility at an early stage, which results in substantial scope for development. A positive effect connected to this method is that the Group develops dedicated corporate managers – a training ground both within and outside the Trelleborg Group.

"Our shared value 'responsibility' entails that we not only fulfill requirements for financial results, but also take clear environmental and social responsibility. Our employer brand is a way to show what Trelleborg stands for, now and in the future," says Patrik Romberg, who coordinates the Group's employer branding efforts.

A project is under way to further strengthen Trelleborg as an attractive employer. With the aim of attracting, developing and retaining employees, a range of activities are being conducted within all three of these areas. These include a trainee program that will take place in 2009/2010, participation in labor market days and direct cooperation with universities and colleges.



Responsibility for the workplace

Work environment – Health and safety

Trelleborg's Code of Conduct emphasizes the objective of preventing work-related injuries and illnesses at all of the Group's workplaces globally. Trelleborg's Safety@Work program supports the organizational change that is required to create a culture of safety and strengthens the Group's ability to attract, develop and retain good employees in all its units.

In 2008, all active production units underwent Safety@Work training, conducted self-assessments and developed a plan for preventive and corrective measures. More than 50 trained internal auditors performed audits at more than half of the plants. The combined result of these activities was the development of an improvement program that aims to reduce the risks at these units.

Accordingly, the Safety@Work program has been introduced globally at all active production units from 2008. The progress of the Safety@Work program is monitored by the company's CR reporting structure.

To date, injuries and illness have decreased in all of the countries in which the program was applied.

Average number of employees 2008 – 2007

Distribution by country	2008	2007	Change
USA	3,501	3,606	
France	2,850	3,079	
Sweden	2,243	2,322	
UK	1,787	2,128	
Italy	1,528	1,523	
Spain	1,302	1,519	
Poland	1,285	1,304	
Germany	1,266	1,342	
China	1,103	1,090	
Brazil	1,065	942	
Sri Lanka	762	706	
Czech Republic	727	670	
Malta	588	621	
Denmark	515	554	
Mexico	502	616	
India	437	464	
South Korea	381	430	
Norway	328	342	
Turkey	314	283	
The Netherlands	254	278	
Singapore	243	233	
Romania	193	119	
Lithuania	163	111	
Australia	162	118	
Finland	135	145	
Rest of Europe	404	301	
Rest of North and South America	111	135	
Other markets	198	177	
Total	24,347	25,158	-3.2 %
Men	18,053	18,727	-3.6 %
Women	6,294	6,431	-2.1 %

Trelleborg has operations in more than 40 countries. About 90 percent of the employees work outside Sweden.

The average number of employees declined during the year to 24,347 (25,158), of which 26 percent (26) were women. The number of employees at year-end, including insourced staff and temporary employees, amounted to 23,202, (25,869).

Salaries and other benefits amounted to SEK 6,437 M (6,662).

Personnel turnover (not taking terminations and retirements into consideration) varies among countries and facilities, and often reflects the local labor situation. Personnel turnover was 8 percent (9.5) during 2008. The majority of plants indicate a personnel turnover below 5 percent.

Trelleborg's facilities continue to demonstrate a falling trend in terms of cases of work-related injuries/illnesses. In 2008, 768 (854) cases resulting in more than one day's absence were reported, corresponding to a reduction of 10 percent compared with 2007. About 34 percent involved injuries in connection with the handling of materials, 25 percent were a result of contact with machines or other equipment, while 20 percent were due to injuries from a fall or slip.

New key performance indicators have been introduced for 2009 that aim to reduce the number of injuries and the number of days lost due to absenteeism.

Total absenteeism for 2008 at the Group's production units was 4 percent of normal working hours.

Trelleborg's goal is that all facilities should have a well-functioning safety committee. In 2008, such committees with representation from plant management were in place at 131 out of 135 facilities.

Workplace relationships

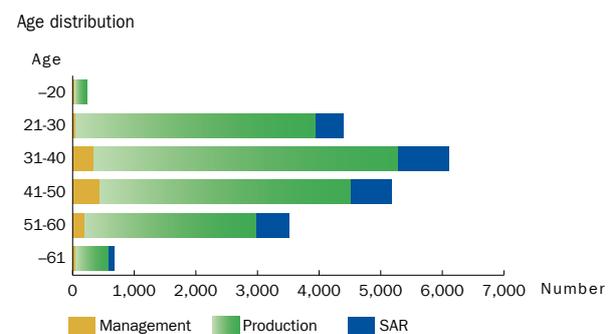
Trelleborg's policy is to recognize local union clubs and the right to a collective agreement where so desired by the employees. More than 80 percent of Trelleborg's employees at the Group's production plants are represented by unions through collective agreements.

Within Trelleborg, continuous change processes are under way in connection with acquisitions, divestments and rationalizations. Accordingly, a primary task is to provide the conditions for change and, with respect for each employee, reduce uncertainty and insecurity, while at the same time ensuring the company's continued competitiveness. Trelleborg always follows local legislation or collective agreements in terms of time required for warnings of lay-offs. The market situation in 2008 was exceptional and led to major personnel reductions. The workforce was reduced by 2,700 employees during the year, mainly in the US, the UK, Germany, France, Spain and Sweden.

Diversity and equality

Trelleborg's Code of Conduct states that Trelleborg shall not apply special treatment to employees in regard to employment or work assignments on the basis of gender, religion, age, disability, sexual orientation, nationality, political opinions or social or ethnic origin. In 2008, no cases (1) of discrimination were reported or reviewed.

Age distribution and personnel categories in production plants



In the diagram, the age categories of Trelleborg employees in the production plants are subdivided into *Management*, comprising managers and supervisors, *Production employees*, and *SAR*, consisting of sales, administration and research staff.

Human rights

Human rights, such as child labor, forced labor and the right to union representation, are addressed in Trelleborg's Code of Conduct. With regard to human rights, in 2008, Trelleborg joined the Amnesty Business Group's rating that measures the risk of human rights violations. Trelleborg's result, 4.1 on a five-point scale, was clearly better than the average for Swedish industrial companies, that was 2.9.

During the year, no violations (0) related to forced labor or child labor occurred.

Training and development

Trelleborg's fundamental principle for human resource development is to provide suitable training to increase proficiency. At the same time, the Group strengthens its employees' social and financial opportunities. In 2008, the average number of training hours per employee at the Group's production plants was 15.5 (15.2). The proportion of employees who have now undergone training in relation to the Group's Code of Conduct (our responsibility for the environment, work environment, ethics and social issues) is 77 percent. Training was carried out both in e-learning form (primarily for salaried employees) and as conventional classroom training.

Performance reviews

In performance reviews in the Trelleborg Group, focus is placed on setting goals that are then followed up. Achievements and career goals are discussed, and individual development plans are prepared.

A skills portal was developed to support the Group's managers in the preparation and implementation of performance reviews with employees. Preparation for performance reviews can take place in the portal, and the reviews can be stored online. In 2008, a pilot trial was carried out in selected business units. The overriding goal is to offer all salaried employees documented career development talks in 2010.

Talent management

Trelleborg has an extensive and structured talent management program whose goal is to secure a strong talent base for managers in the Group. The process focuses on analyzing performance and potential. Additionally, future succession is planned for. The process is obligatory and is carried out in the same way throughout the organization. In 2008, about 550 people participated.

An important part of the process is to increase the number of internal work changes between the business areas. Trelleborg wants to increase the Group's opportunities to free the potential of employees and use internal talent in the best way possible. The process is summarized by the Group holding talent review meetings with the respective business areas. The results are then presented to Trelleborg's Board. The objective is to have a degree of internal recruitment of 75 percent for the four highest levels of management. This figure currently varies from business area to business area, but is approximately 65 percent in total.

Job Market is a web-based tool in which all available positions are advertised on Trelleborg's intranet. In 2008, 192 positions were advertised on Job Market. The tool is a part of efforts to increase dynamics in the form of internal recruitment and work rotation within the Group.

In 2008, some 20 managers from the four top levels of management were invited to participate in an assessment center, held by external consultants. The managers were interviewed, underwent personality analyses and conducted various exercises. The results were summarized in development plans, which established how to best plan for the managers' future.

Leadership training

In 2007, the Group introduced a new obligatory development program for senior executives called the Senior Executive Program (SEP). In 2008, 48 managers, of whom three were women, participated in the program. The ambition is to develop executives' ability to think strategically and to implement chosen measures.

Trelleborg International Management Program (TIMP) is a well-established training program for middle managers in Trelleborg. The program was revised for 2008. The objective is for participants to gain an insight into all general managerial duties, such as strategy, finance, marketing, operations, leadership and personnel issues. In 2008, 47 managers (43 men and 4 women) completed the program.

An internal mentor program to support leadership development, mainly of female managers, was initiated and will commence in 2009.

In 2008, 64 participants took part in a customized Trelleborg training course in project management. To date, 93 individuals (80 men and 13 women) have taken the course.

Compensation and Benefits

An important factor to ensure the Group's long-term success is to have a system of rewards that takes employees' performance into account. The scope of this is outlined in the global and Group-wide Compensation and Benefits Policy. The basis of the policy is that the compensation structure is based on a systematic evaluation system for work content and performance.

References to GRI (Global Reporting Initiative)

EC7, LA1, LA2, LA4, LA5, LA6, LA7, LA10, LA11, LA12, LA13, HR4, HR5, HR6, HR7, S03

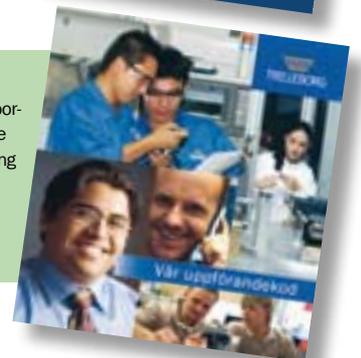
Trelleborg's values

Trelleborg's four fundamental values – customer focus, performance, innovation and responsibility – constitute continuity in the Group's activities to develop managers and employees. During the year, the company continued the work initiated in 2007 to integrate the values in each of its units using presentations and printed materials.



Trelleborg's Code of Conduct

Trelleborg's Code of Conduct is the most important policy document in the area of Corporate Responsibility for all Group employees. Training in the content of the Code is mandatory and has been completed by 77 percent of the employees at the production plants and by 85-90 percent of salaried employees.



Responsibility to customers and suppliers

Competition

Since 2007, one of Trelleborg's subsidiaries in France has been the subject of investigations by competition authorities in the EU, the US and Brazil. The authorities in Japan have completed their investigation without taking any measures against Trelleborg. The European Commission announced its decision on the matter in January 2009. According to the announcement, one of the Trelleborg Group's French subsidiaries participated in illegal price cooperation for certain types of marine oil hoses. The European Commission has set the fine for the subsidiary at EUR 24.5 M.

Since 2005, one of Trelleborg's subsidiaries in the US is also the subject of investigations by the US Department of Justice relating to certain types of marine oil hoses and certain types of marine fenders. However, the European Commission's decision is completely independent of that of the US authorities. Trelleborg has continuously assisted the US authorities in its investigations, and awaits their decision on the matter.

The Group has clear and well-communicated rules governing compliance with prevailing competition regulations, which were strongly reinforced (see box below) to further increase knowledge of current competition legislation and strengthen the Group's internal processes and control systems.

Suppliers

Trelleborg's objective is to only work with suppliers who support our quality requirements and business principles. Many of the Group's units examine the environmental/sustainability performance of suppliers, usually through locally designed procedures and surveys. Beginning in 2009, suppliers' compliance with relevant parts of Trelleborg's Code of Conduct will be reviewed through self-evaluation focusing on the work environment, environment and social responsibility. Suppliers deemed to risk serious breaches of the Code's regulations will be reviewed through supplier audits. These are planned so that the areas at greatest risk will have the initial priority. Training of Trelleborg purchasing managers in this area began in 2008.

During the year, relationships with suppliers at seven units in various countries were discontinued due to environmental or social reasons.

Transports

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

Based in Sweden, through one of its Swedish subsidiaries, Trelleborg Industri AB, Trelleborg has participated since 2006 in the cooperative project Forum for Sustainable Transports, in which the players work to establish transports based on companies' sustainability agenda. In 2008, the project reached its goal of providing purchasers of heavy road transports with Systole, a tool for more sustainable transports based on five grounds for assessment: economy, transport requirements, the environment, safety and degree of effectiveness. On the website, www.transport-upphandling.se, which includes an English version, transport purchasers can exchange experiences of their assessments and transport suppliers can declare their sustainability achievements.

Products

For information on the positive effects of Trelleborg products and solutions on the environment and work environment, see pages 4 and 61. When developing new products, consideration is always taken of legal and customer requirements, environmental, health and safety aspects in the manufacturing phase as well as the use phase where relevant. In cooperation with suppliers, work is under way to replace particularly hazardous substances in existing product formulations in accordance with the EU chemical legislation REACH (refer also to page 62).

Development work is usually conducted in close cooperation with the customer. Trelleborg provides product information in the form of labeling, safety data sheets, IMDS declarations and environmental declarations that meet the requirements set by the respective customer or market. Many customers, such as the automotive and construction industries, have specific requirements with regard to the products' environmental characteristics and input parts. Industry or customer-specific limitation lists also exist for chemicals.

Under the EU directive on the end life of vehicles (the ELV directive), requirements are placed on the recyclability of input parts in cars. Therefore, Trelleborg supplies, in accordance with requirements from world-leading car makers, environmental declarations as per the Global Automotive Declarable Substances List (GADSL) in the shared International Material Data System (IMDS) for all products supplied in this segment.

References to GRI (Global Reporting Initiative)

S04, S07, HR2, EN26, PR1, PR3

Action program in the area of competition

Trelleborg's Code of Conduct and training in the Code for all employees contain separate sections about competition issues. The Group also has a specific program addressing competition issues (the Trelleborg Competition Law Compliance Program), which covers the communication of the Group's clearly formulated policies, training, e-learning on the intranet and a newsletter. The company also has a whistle-blower policy, which can be used by all employees upon suspicion of impropriety.

The Group's General Counsel also functions as Compliance Officer, responsible for implementing, supporting and developing the Group's action program in the area of competition. The program, which is monitored and reported back to the Board, includes a review of agreements in particularly vulnerable environments, legal reviews of subsidiaries and a

review of trade organizations. In addition, the program focuses on ensuring that everyone in the organization understands how competition law works, what is legal/illegal and that cartel behavior is entirely unacceptable in the Trelleborg Group.

- The Group's senior executives (about 150) have received a separate presentation of these regulations.
- All relevant employees shall confirm in writing that they have read and understood the company's policy.
- All managers must participate in competition seminars and individual certificates will be issued. To date, more than 50 full-day seminars have been held and 1,100 managers in the primary target group have received training (December 2008).
- All new managers must participate within six months of employment.

Responsibility to society and the community

Social commitment

Trelleborg participates in numerous social activities, which are often based locally and involve cooperation with neighbors, interest groups, authorities and sport clubs. In the case of sports clubs, there are many examples of how the company supports youth work, which also takes the form of sponsorship of handicapped children, scouts, preschools and festivals.

Trelleborg does not sponsor political or religious organizations. Trelleborg's sponsorship guidelines state that we prioritize sponsorship measures that benefit society and the regions in which we operate are prioritized. Sponsorship shall support Trelleborg's values and strengthen its relationships with customers and other partners.

Within the education area, Trelleborg cooperates with several universities and schools, which involves regular contacts with researchers and students. Trelleborg's cooperative partners include Université de Nantes, France, Fachhochschule Koblenz, Germany, LUISS in Rome, Italy, Western Michigan University in the US, Malta University, Malta, the University of Derby and Trent Technical College in the UK, and the International Institute for Industrial Environmental Economics and Chalmers University of Technology in Sweden. Over the years, a large amount of research and many degree projects have been performed at Trelleborg's plants, with specializations in such areas as the environment. In addition, Trelleborg has a "learning partnership" with Lund University School of Economics and Management, involving the sponsorship of two postgraduate appointments.

Communication

One of the company's central communication goals is to contribute to Trelleborg acting as a good corporate citizen and, in line with this, mediate a relevant image of operations in this regard. Trelleborg's communication shall conform to 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. It shall be transparent and honest, planned and systematic.

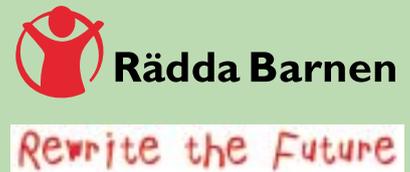
For marketing communication, the company complies with the ethical regulations of the Association of Swedish Advertisers, which extend beyond the business relationship between advertiser and agency. Advertising must be compatible with social, financial and environmental aspects.

References to GRI (Global Reporting Initiative)

EC1, EN30, SO5, PR6

Trelleborg and Save the Children

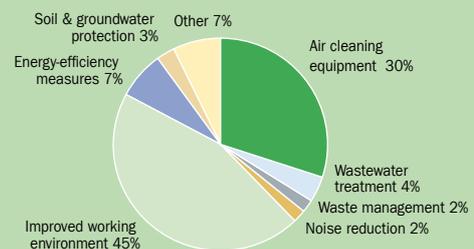
Cooperation extending over a number of years with Save the Children was initiated in 2006. This comprises yearly support for the charity organization and forms part of Trelleborg's ambition to assume an increased global social responsibility by contributing to children's development and education. Save the Children's program "Rewrite the future" is a five-year global initiative focused on securing education for children in conflict-affected countries.



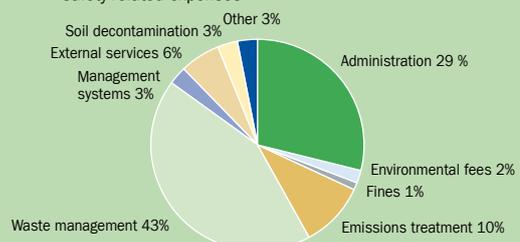
Environment and health and safety-related costs and investments

In 2008, a total of SEK 97 M (96) was invested in environmental, health and safety improvement measures. Environmental, health and safety costs amounted to SEK 144 M (133). At the same time, environmental improvement measures generated cost savings of SEK 34 M (21).

Distribution of environment, health and safety-related investments



Distribution of environment, health and safety-related expenses

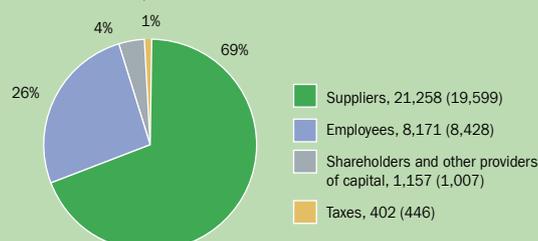


Created and distributed direct economic value

Trelleborg's operations generate a financial value that, to a great extent, is distributed among various groups of stakeholders, such as suppliers of goods and services, employees, shareholders, banks and other creditors, and to society in the form of taxes. In 2008, the Group generated SEK 31,311 M (30,848), of which SEK 30,998 M (29,480) was distributed among various groups of stakeholders, as shown in the diagram below. With the exception of suppliers of materials and services, the majority of the generated value benefits employees in the form of salaries and other benefits.

The Group's shareholder dividend policy entails that long-term dividends are to reach 30 to 50 percent of annual net profit.

Value distribution, SEK M



Assurance report

To the readers of the Trelleborg Annual Report 2008

At the request of the management of Trelleborg AB (publ), we have performed a limited review of the following performance indicators selected by us: CO₂ emissions (page 8), VOC emissions (page 8), Total waste (page 8), Work-related accidents (page 11), Training hours per employee (page 12), and Employees trained in the Code of Conduct (page 12), presented in the "Corporate Responsibility" section of the report.

The purpose of our limited review is to express whether we have found any indication that the information is not, in all material aspects, reported in accordance with the criteria developed and stated by Trelleborg. The limited review has been performed in accordance with the FAR SRS (the institute for the accountancy profession in Sweden) draft standard on independent limited reviews of voluntary separate sustainability reports.

Sustainability issues and any reporting thereon are the responsibility of Trelleborg group management. Our task is to express an opinion, based on our limited review, on the selected performance indicators on the above-mentioned pages of the Trelleborg Annual Report 2008.

The selected performance indicators have been prepared in accordance with Trelleborg's principles for calculation and disclosure, which also constitute the criteria upon which our limited review has been based.

The scope of our limited review procedures included the following activities:

- Discussions with management representatives to obtain information on material incidents and activities during the period to which the report pertains.
- Review of the principles for calculation and disclosure of the selected performance indicators, as well as systems and instructions for measurement and reporting of the indicators.
- Visits to two sites (Skelmersdale, UK and Tivoli, Italy) and to relevant departments at group level to review routines for reporting, consolidation, and internal control of the indicators.
- Review of underlying documentation, on a test basis, to assess whether the selected performance indicators, in all material aspects, are reported and aggregated in a standardised format and in accordance with Trelleborg's reporting principles.

We have reported the ongoing results of our review to Corporate Communications and to the Environment department within Group Legal.

Based on our limited review procedures, nothing has come to our attention that leads us to believe that the selected performance indicators on the above-mentioned pages in the "Corporate Responsibility" section have not, in all material aspects, been prepared in accordance with the above stated criteria.

Trelleborg, February 19, 2009
PricewaterhouseCoopers AB



Olov Karlsson
Authorised public accountant



Fredrik Ljungdahl
Expert member, FAR SRS

GRI and verification

The third party review of performance in 2008 pertains to selected indicators and is a step in the process to ensure continuous improvements in Trelleborg's CR reporting.

The review was performed by Pricewaterhouse Coopers, which also conducted an application level verification in relation to GRI criteria presented below, which confirms the final assessment that places Trelleborg on level B+. For further information regarding the 2008 review, see <http://www.trelleborg.com/en/CR/About-our-report/GRI-and-verification/Assurance-report/>



Report Application Levels

		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared							
	Third Party Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	GRI Checked							

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.			

*Sector supplement in final version

Risks in Corporate Responsibility area

The significant CR aspects in the overview below were identified and prioritized under the direction of the materiality analysis conducted in 2007, GRI principles, ISO 14001, laws and other requirements, internal and external expertise, and dialog with authorities and other stakeholders.

Risk area	Risks	Management	Primary stakeholders	Links
Competition legislation	Infringements damage the company, its reputation and brand. Customers and the company risk being affected financially, and the community may be charged with additional costs.	Clear rules in the Code of Conduct and policies. A global training program. A detailed review and audit of distribution and agent agreements was partially performed in 2008 and will continue in 2009. The Group has introduced new procedures for approving memberships of organizations. Since 2006, more than 50 training seminars in competition legislation have been held for the Group's managers and selected functions. These courses, which also address combating corruption, will continue to the same extent in 2009.	Customers, Suppliers, Employees, Community, Authorities	Competition, Competition investigations
Corruption	Infringements damage the company, its reputation and brand. Customers and the company risk being affected financially, and the community may be charged with 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 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, were introduced.	Customers, Community, Employees	Anticorruption, Code of Conduct
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 be charged with additional costs. Clear and positive values and a Code of Conduct provide competitiveness and reduce risks.	Communication, training and follow-up of the Group's values and Code of Conduct. Mandatory for all employees. E-learning program and "Acceptance Letters" from President.	Employees, Customers, Suppliers, Community, Shareholders, Authorities	Core values, Code of Conduct, Training and development
Assessment of suppliers	Significant CR-related risks that Trelleborg can influence by imposing requirements in connection with procurement.	Designing of Group-wide tools for the assessment of suppliers with the aim of ensuring that suppliers comply with Trelleborg's Code of Conduct. Training of Trelleborg's purchasers was initiated in 2008. Assessment of suppliers will commence in 2009.	Suppliers, Shareholders, Community	Suppliers
Products and applications	In environments with an increased level of risk, products and applications may potentially entail risks for the company.	Growing demands on product performance and product safety. Increased restrictions and disclosure requirements placed on input components. Identification and evaluation of product portfolio risks was conducted by the Trelleborg Engineered Systems business area and parts of Trelleborg Sealing Solutions. A variety of criteria were assessed, including the exposure of products, the size of contracts and the launch of new products and technology. The methods utilized in this work will be refined in 2009 and subsequently applied to other business units within the Group.	Community, Customers, Suppliers	Products, Sustainable solutions
	Market opportunities: Increased interest for cleantech provides new opportunities for products in the areas of "sealing, damping, protecting." Trelleborg's products and applications often entail protection for 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 community development in the environmental and work environment areas.	Community, Customers, Shareholders	Sustainable solutions
Legal adequacy and quality of supplier agreements	Ensuring the legal adequacy and quality of the Group's agreements	Several processes were initiated to better ensure the legal adequacy and quality of the Group's agreements. The initiative is supported by the Group Legal Department but is being implemented on-site in the business units. Examples include the production of standard forms, the use of checklists for risk assessments and policies governing liability caps and signing procedures for agreements.	Suppliers, Shareholders	Risk management

Risks in Corporate Responsibility area

Risk area	Risks	Management	Primary stakeholders	Links
Exposure to natural disasters	Natural disasters threaten plants and can entail production stoppages.	A thorough analysis of the risks posed by natural disasters to operations was performed jointly with FM Global, the company's property and loss of production insurers. This work led to a number of action plans aimed at reducing risks, for example, increasing plant protection, raising awareness of the risks among local management and creating procedures to ensure a high level of preparedness if a natural disaster were to occur.	Shareholders, Employees, Customers	Risk management
Environmental impact of accidents	If a plant 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 plants 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 ISO 14000 certification, the collection and analysis of chemicals in REACH work, for example, and evaluations of operations as performed by local authorities.	Shareholders, Employees, Customers, Community, Authorities	Risk management
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.	The implementation of ISO 14000 certified environment management systems. Internal recommendations for the management of specific environment risks. External and internal environmental audits.	Community, Employees, Shareholders	Environment, Environmental management
Business-critical plants	A stoppage at a critical plant could have financial and other consequences for customers and Trelleborg.	Two of the tools used are Business Impact Analysis (BIA), which studies the plant's current risks, and the strategy plan that assesses future opportunities and benefits. The action plan to be applied depends on the results obtained. Plants of high strategic value can, for example, be equipped with water sprinklers or local sprinkler protection in particularly critical plant areas to prevent disruptions to production. The process of improving implementation of continuity plans that enhance preparedness for the Group's operations continues.	Shareholders, Employees, Customers, Community	Risk management
Raw materials and energy consumption	Increased production costs in pace with rising energy and raw-material prices. Certain raw materials require long-distance transportation	More efficient use of resources via process and product development through the reduction of waste, waste recycling and energy conservation. Implementation of the Energy Excellence program.	Shareholders, Employees, Customers	Raw materials, Energy
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 2008, Trelleborg participated in a Carbon Management program in the UK, which increased the knowledge of the Group's total climate impact. This led to the Group-wide initiative for energy efficiency enhancement, Energy Excellence. It is being implemented at all units and is focused on the following areas: heating/ventilation, energy production, lighting, compressed air, general energy governance and follow-up.	Shareholders, Community	Trelleborg and the climate, Climate impact
Chemical management	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 chemicals. 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. Company internal black list under development.	Employees, Customers, Suppliers, Community, Authorities	Raw materials
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.	Employees, Community	Health and safety
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.	Employees, Community	Talent Management

Goals and outcomes in 2008

Goal overview Corporate Responsibility 2008	Outcome in 2008 (2007 in parentheses)	Comments on 2008
Environment		
Recently acquired production or development units shall have implemented ISO 14001 within three years of acquisition.	Proportion of ISO 14001-certified plants: 70 percent (74), the decline was due to additional, not as yet certified plants and the closure of a number of certified ones.	Of the non-ISO 14001-certified units, 69 percent already have a plan for certification with the remaining plants in discussions regarding a plan.
We shall cooperate with selected certification bodies to ensure the highest quality and cost efficiency.	The group has agreements with two certification bodies.	
Each operational unit shall have a plan for reducing energy consumption.	Energy efficiency programs are implemented at 71 percent of the units. Total energy consumption: 1,521 GWh (1,519) Direct carbon emissions: 132,000 tons (146,200) Indirect carbon emissions: 134,800 tons (123,400)	A global Energy Excellence program will be implemented in 2009.
Each operational unit shall develop a plan for waste reduction and recycling with the goal of increasing the Group's waste recycling by 25 percent in three years.	All ISO 14001 certified units essentially have some form of waste plan. Waste recycling increased by 9 percent compared with 2006. Total amount of waste: 75,000 tons (76,600) Proportion of recycled material: 2.8 percent (3.2)	
To create joint criteria for the assessment of chemicals and a joint system for environmental and safety information.	The Group's environment handbook contains joint criteria and a chemical database is in development.	
To implement recurring environment and work environment-related assessments of the chemicals used in production with the aim of replacing them with alternatives that are more compatible with the environment and health.		A forum for this dialogue was created in 2008 in the form of Trelleborg's REACH Forum with representatives of all business areas.
Workplace		
To implement Code of Conduct training for all salaried employees.	Approximately 85 percent fulfilled.	
To implement the Safety@Work program at all plants.	Complete.	
To reduce the number of cases of lost work days due to work-related injuries/illness.	Work-related injuries/illness (which resulted in more than one days absence): 768 (854), a decline of 10 percent.	
To reduce the number of lost work days due to work-related injuries/illness.	20 per cent lower than last year.	
Zero tolerance for discrimination cases.	Zero (1)	
Zero tolerance for child or forced labor cases.	Zero (0)	
To conduct performance reviews down to personnel level five	Complete.	Performance reviews for all salaried employees applies from 2010 onward.
Customers and suppliers		
Zero tolerance for bribes, corruption and cartel behavior.	Competition investigations in progress for 2008 were reported in the Annual Report.	
To work with suppliers that comply with our business principles, including the Code of Conduct.		Work with designing supplier follow-ups and reviews commenced in 2008, with the implementation in phases from 2009 onward.
Society		
To continuously develop our sustainability reporting in accordance with the guidelines from the Global Reporting Initiative (GRI) at a minimum level of B+.	Reported at GRI level B+ in 2007 and 2008.	

GRI

Index

Trelleborg's Sustainability Report for 2008 complies with the Global Reporting Initiative guidelines (version G3). The following index shows where information can be found, with links to the CR report and the Annual Report at www.trelleborg.com and each page reference to the printed version of the Annual Report.

Only the GRI core indicators, and the additional indicators Trelleborg has selected to report on are listed. Additional indicators in italics.

Reported: ●
Partially reported: ○
Not reported: ■

Indicators	Links	Annual Report	Report status
1. STRATEGY AND ANALYSIS			
1.1 Foreword: President and CEO Peter Nilsson on corporate responsibility	Foreword CR report , Foreword Annual Report	58	●
1.2 Sustainability-related impacts, risks and opportunities	Risks, Climate-related opportunities and risks		●
2. ORGANIZATIONAL PROFILE			
2.1 Name of the organization	Introduction to the Annual Report	Cover	●
2.2 Primary brands, products and/or services	Market positions, trademarks TES, TSS and TWS	Cover	●
2.3 Operational structure	Management and structure	Cover, 50	●
2.4 Location of headquarters	Addresses and financial information	Cover	●
2.5 Countries where the Group operates	The world of Trelleborg	114-115	●
2.6 Nature of ownership	Addresses and financial information, the share	Cover, 108	●
2.7 Markets served	Markets	Cover, 13	●
2.8 Scale of the reporting organization	Sales, Average number of employees, Capitalization, Sales at the regional level, Owners	1, 13, 65, 79, 109	●
2.9 Significant changes during the reporting period	Acquisitions, Divestments/closures	17, 19	●
2.10 Awards received during the reporting period	Sustainability indexes and recognitions	61	●
3. REPORT PARAMETERS			
3.1 Reporting period	Scope of CR report		●
3.2 Date of most recent report	Scope of CR report		●
3.3 Reporting cycle	CR cycle at Trelleborg		●
3.4 Contact persons	Contacts		●
Scope and boundary of report			
3.5 Process for defining report content	Materiality analysis, Scope of CR report	59-60	●
3.6 Boundary of the report	Scope of CR report		●
3.7 Specific limitations on the scope or boundary of the report	Scope of CR report		●
3.8 Reporting of entities that can affect comparability from period to period and/or between organizations	Scope of CR report		●
3.9 Data-measurement techniques and the bases of calculation	Scope of CR report, Key figures		●
3.10 Explanation of the reasons for and effect of any restatements of information	Scope of CR report		●
3.11 Significant changes in the scope, boundary or measurement methods	Scope of CR report		●
Contents according to GRI			
3.12 GRI Index	GRI Index	60, 64, 66, 67, 68	●
3.13 Policy and practice regarding external verification	External review 2008, GRI level 2008, Verification of Trelleborg's CR report, Assurance report	58, 59, 71, 69	●

Indicators	Links	Annual Report	Report status
4. GOVERNANCE, COMMITMENTS AND STAKEHOLDER RELATIONSHIPS			
4.1 Governance structure of the organization	Corporate governance report	40-55	●
4.2 Chairman's position	Overview of governance at Trelleborg	48-49	●
4.3 Number of independent, non-executive Board members	Board of Directors	46-47	●
4.4 Mechanisms for shareholders and employees to provide recommendations or directions to the Board	Overview of governance at Trelleborg	48-49	●
4.5 Linkage between compensation to management and the organization's performance in terms of financial and non-financial targets	Corporate governance report	52-53	●
4.6 Processes in place for the Board to ensure that conflicts of interest are avoided	Corporate governance report, Dependents	45, 46 (table)	●
4.7 Processes for determining the qualifications and expertise of Board members	Corporate governance report	45	●
4.8 Statement of mission, values, code of conduct and principles relevant to sustainability performance, and their status	Business concept, Strategies, Governance values, Values	10-11, 49, 59, 66	●
4.9 The Board's procedures for overseeing sustainability performance	Audit Committee, The Corporate Responsibility organization	45, 48-49, 60	●
4.10 Processes for evaluating the Board's performance, particularly with regard to sustainability performance	Review of Board members	45	○
Commitments regarding external initiatives			
4.11 The Group's handling of the precautionary approach	Risks	36-37	●
4.12 Externally developed codes, principles or other initiatives to which the Group subscribes or endorses voluntarily	Global Compact	59	●
4.13 Membership in trade and industry organizations	ETRMA	60	●
Communication and stakeholders			
4.14 List of stakeholder groups engaged by the Group	Active stakeholder dialogue	60	●
4.15 Basis for the identification and selection of stakeholders	Active stakeholder dialogue, Materiality analysis	60	●
4.16 Approaches to stakeholder engagement and frequency of engagement	Channels for regular stakeholder dialogue	60	●
4.17 Key topics and concerns raised through stakeholder engagement	Channels for regular stakeholder dialogue	60	●
5. MANAGEMENT APPROACH AND PERFORMANCE INDICATORS			
ECONOMIC PERFORMANCE INDICATORS			
Disclosure on Management Approach	Sustainability governance, Governance (society), Dividend policy, Goals and outcomes 2008	59, 68	○
EC1 Economic value generated and distributed	Created and distributed direct economic value	68	●
EC2 Financial implications and other risks and opportunities due to climate change	Trelleborg and the climate: opportunities and risks	61	●
EC3 Coverage of the organization's defined-benefit plan obligations	Employee remuneration	87, 90	●
EC4 Significant financial assistance received from government	Government aid, Note 10	91	●
EC6 Policy and practice regarding locally based suppliers	Suppliers		●
EC7 Procedures for local hiring and proportion of senior management hired from the local community	Talent Management, Job Market	66	○
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit			■

Indicators	Links	Annual Report	Report status
ENVIRONMENTAL PERFORMANCE INDICATORS			
Disclosure on Management Approach	Sustainability governance, Governance (society), Goals and outcomes 2008	59	●
EN1 Materials used	Raw materials	63	●
EN2 Percentage of materials used that are recycled input materials	Raw materials	59	●
EN3 Direct energy consumption	Energy	62	●
EN4 Indirect energy consumption	Energy	62	●
EN8 Total water withdrawal by source	Water	63	●
EN10 Water recycled and reused	Water		●
EN11 Land at organization's disposal in areas of rich biodiversity	Land use and biological diversity		○
EN12 Impact on biodiversity	Land use and biological diversity		●
EN16 Direct and indirect greenhouse-gas emissions	Climate impact	62, 63	●
EN17 Other relevant indirect greenhouse-gas emissions			■
EN18 Initiative to reduce emissions of greenhouse gases and results	Trelleborg and the climate: opportunities and risks, Energy, Climate impact	61, 62	○
EN19 Emissions of ozone-depleting substances	Emissions to air		■
EN20 NOx, SOx and other significant air emissions	Emissions to air	63	●
EN21 Total water discharge	Water	63	●
EN22 Total weight of waste by type and disposal method	Waste	63	○
EN23 Unforeseen spills	Permits and environmental incidents	64	●
EN26 Initiatives to mitigate environmental impacts of products and results of these	Products, Product development	67	○
EN27 Percentage of products and their packaging materials that are reclaimed			■
Compliance with laws and regulations			
EN28 Fines and sanctions for noncompliance with environmental laws and legislation	Permits and environmental incidents	64	●
EN29 Environmental impact of transports	Transportation	67	○
EN30 Total environmental expenditures and investments	Environment and work-environment related investments and expenses	68	●

PERFORMANCE INDICATORS FOR LABOR PRACTICES AND DECENT WORK

Disclosure on Management Approach	Sustainability governance, Governance (society), Goals and outcomes 2008	59, 65	●
LA1 Workforce	Average number of employees	65	○
LA2 Employee turnover	Average number of employees	65	○
Labor/management relations			
LA4 Proportion of employees included in collective agreements	Trade union relationships	65	●
LA5 Minimum notice period(s) regarding significant operational changes	Trade union relationships	65	○
Occupational health and safety			
LA6 Percentage of workforce represented in formal work-environment committees	Work environment – Health and safety	65	●
LA7 Work-related accidents and diseases	Work environment – Health and safety	65	○
LA8 Action program relating to serious illnesses			■
LA10 Number of hours of training per employee	Training and development	66	●
LA11 Programs for skills management and lifelong learning	Talent Management, Leadership development	66	○
LA12 Percentage of employees receiving regular career development reviews	Performance reviews	66	○
LA13 Composition of the Board, management and employees by category	Average number of employees, Diversity and equality		○
LA14 Ratio of basic salary of men to women by category			■

Indicators	Links	Annual Report	Report status
PERFORMANCE INDICATORS FOR HUMAN RIGHTS			
Disclosure on Management Approach	Sustainability governance, Governance (society), Goals and outcomes 2008	59	●
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 screening on human rights and actions taken	Suppliers	67	○
HR4 Total number of incidents of discrimination and actions taken	Diversity and equality	65	●
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	Trade union relationships, Geographic analysis		●
HR6 Operations identified as having significant risk for incidents of child labor and actions taken	Geographic analysis	66	●
HR7 Operations identified as having significant risk for incidents of forced labor and actions taken	Geographic analysis	66	●
PERFORMANCE INDICATORS FOR SOCIETY			
Disclosure on Management Approach	Sustainability governance, Governance (society)), Goals and outcomes 2008	59	●
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	Training and development, Anticorruption, Competition	66	○
S03 Percentage of employees trained in anti-corruption policies and procedures	Training and development, Anticorruption, Competition, Acceptance letters, company's policies	66	●
S04 Actions taken in response to incidents of corruption	Competition reviews	67	○
S05 Public policy positions and participation in lobbying	Communication and lobbying		●
Anti-competitive behavior			
S07 Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcome	Competition reviews	67, 76-77	●
S08 Monetary value of fines and number of sanctions for noncompliance with laws and regulations	Competition reviews	76-77	○
PERFORMANCE INDICATORS FOR PRODUCTS			
Disclosure on Management Approach	Sustainability governance, Governance (society), Goals and outcomes 2008	59, 67	●
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	Products	67	○
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	Products	67	●
PR6 Programs for adherence to standards and voluntary codes concerning market communications	Communication	68	●
PR9 Monetary value of fines for noncompliance with laws and regulations concerning products and services			■



TRELLEBORG

Trelleborg AB (publ), PO Box 153, SE-231 22 Trelleborg, Sweden
Tel: +46 (0)410 670 00 www.trelleborg.com.