

chances

The magazine that creates perspectives.

Creating Spaces

Issue 2019

Antje von Dewitz,
CEO of VAUDE,
on her sustainable vision
page 6



“We want to dare more democracy.
We want a society which offers
more freedom and requires more
shared responsibility.”

Willy Brandt
(October 1969 in the German Bundestag)

creating spaces 2019



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We create spaces.

Doka sees its raison d'être in the growing need for living, working and public spaces. umdasch The Store Makers has the mission of making successful stores. And Umdasch Group Ventures pursues the vision of looking at these two business models from a completely new perspective under sustainable, eco-social and socio-political criteria.

As the parent company, the Umdasch Group does not simply support this. It makes it possible by providing the resources and the opportunities. That is our mission and the reason for our existence:

to create space in the form of free space in which potential can unfold, people can grow and we as an organization can develop.

We foster the entrepreneurial spirit

by motivating people to use this free space to develop new ideas, and to use these ideas to inspire other people to contribute their strengths.

We have formulated this in basic principles in order to make the promise binding and valid.

We take responsibility. We build trust. Our word counts.

We dare to innovate. We improve every day.

So you can take the Umdasch Group at its word. State your demands: for the free space you need in order to create a flexible organisation and a company that will continue to remain fit in future.

Every contribution counts.

“My employees need the strength and the belief that it is worthwhile taking a stand for something.”

Antje von Dewitz

Today VAUDE is dedicated entirely to the aim of ensuring that its business activities are pursued at the expense neither of people nor of the environment. Can you explain your philosophy to us in simple words?

It is our conviction that companies should accept full responsibility for the effects of their activities. We set great store by operating in harmony with both humankind and nature. In doing so we pursue a holistic sustainability strategy which we do not simply implement in individual projects or products, but which is anchored in the company as a whole. For over ten years now we have consistently accepted social and ecological responsibility within our company. We see this responsibility as lying not only within our corporate headquarters but also within our global supply chains, in which we are committed to high ecological and social standards. Both our corporate headquarters and the products we produce there are 100 percent climate neutral. We have innovative mobility concepts, a canteen serving organic food and corporate headquarters which have been renovated according to ecological criteria and which operate with a high degree of energy efficiency. Moreover we are committed to offering our staff a good work-life balance. On the product side, VAUDE has set up not only the entire supply chain but also the life cycle of a product systematically according to ecological and fair aspects. With “Green Shape” we have created our own rigorous assessment system for products that have been manufactured according to ecological and fair principles. 98 percent of our clothing collection currently fulfils the Green Shape criteria. For many years we have campaigned with independent partners like, for example, the Fair Wear Foundation, to ensure that our suppliers and producers maintain high ecological and social standards. To this end we also train our material suppliers in Asia on a voluntary basis. We are pleased if we can prove that it is possible for a company to act ecologically and socially and at the same time to achieve economic success.

Antje von Dewitz

Antje von Dewitz has been the CEO of the family-owned outdoor equipment supplier VAUDE in Tett nang near Lake Constance since 2009. She gained her first practical experience in the family firm immediately after completing her studies, and a short while later she got fully involved in the company. Her vision: sustainability as an integral part of the business model. We invited her to tell us more about it as we are following a very similar path.

The products of VAUDE are developed and produced under conditions that are ecologically and socially fair. In this context you speak of a “sustainable design language”. What does that mean?

With our Green Shape Label we offer functional, environmentally friendly products made from sustainable materials on the basis of rigorous criteria which take into account the entire life cycle of a product – from the design to the production and even to the care, repair and recycling. Even in the product development and the design we pay attention to keeping the consumption of materials to a minimum. We attempt to avoid waste and to design products that are timeless, durable and repairable. We use or develop the most sustainable materials that are available. Design, materials and processing aim to ensure that products can be used for as long as possible and that they give pleasure. Our products stand for functionality and innovation and express our close links with nature.

Companies often claim that they cannot afford to be sustainable. Their argument is that customers are not prepared to pay for it! VAUDE proves that this is not the case. Is that because your customers are so loyal? Or is society in general ready for sustainability?

It's really not easy. As pioneers we are seeking solutions which will make it possible. The fact is, however, that sustainable business increases both the costs and the effort involved. As a result, margins are smaller, but we compensate for that with more rapid growth. Because as a sustainable brand we increasingly address customers who want to shop in an aware manner. This awareness has increased noticeably during recent years and has been encouraged even more by Greta Thunberg. But at the same time, as a result of our commitment to sustainability we cannot afford large marketing budgets. And so we support the approach of the Economy for the Common Good, which assesses companies not only on the basis of their economic success, but also according to how far they take into account their responsibility towards people and the environment and the true costs of their products. However, because business performance in our economic system is measured on the basis of economic key figures, most companies have no incentive to take social and ecological factors into account. And so I consider legal regulation for compliance with duty of care throughout the global supply chain to be meaningful and necessary, so that sustainable business no longer remains a voluntary policy on the part of individual companies that are then at a direct competitive disadvantage as a result of the costs.

It is the mission of the Umdasch Group to create spaces in which our employees can assume responsibility but also make decisions. In another interview you once spoke of the “Herculean task of sustainable business” and the many conflicting targets – also, or especially, for employees. How do you get them to commit to the VAUDE way? How do you succeed in motivating them and firing their enthusiasm?



Firstly, we have a great vision which we pursue together: as the most sustainable outdoor supplier in Europe we want to contribute to a liveable world. This includes our firm commitment within the supply chains together with our producers and suppliers throughout the world. And then there are tangible measures which you can experience directly within the company, such as the organic food in the canteen, the bike pool, attractive, sustainable spaces etc. In my opinion it takes measures throughout the company in order to give a sense of purpose and to arouse the enthusiasm of our employees. We have accompanied this over the past years with a change in our corporate culture. We have built up a culture of trust in which the staff actively help to shape the company and in which their self-effectiveness is encouraged. The role of our executives has also changed, from being the decision-makers to being the ones who provide the framework. We consider it important to create a working environment in which each employee can develop individually and contribute actively.

In this context, one of your statements refers to the “Democratisation of the Dialogue”. What exactly do you mean by this? And how can it succeed?

We focus strongly on our culture of trust. It is not a question of having to exercise our authority, but rather of working through to find the best arguments together. People should encounter each other as equals. In order to support that, employees and executives alike are given training for self-efficacy and communication. And it works. We cannot allow a situation in which people are ignored because of their gender, age or origins. We need innovative new solutions for the complex challenges and target conflicts which we face because of our sustainable goals. We will only achieve them if they derive from a wide range of different experiences and points of view. The precondition for this, on the other hand, is that we succeed in encountering each other on equal terms within the company and systematically open up spaces in which such encounters can take place. That is why, in addition to the classic hierarchy, we also have numerous boards and steering committees etc. that operate interdepartmentally or across the hierarchical boundaries.

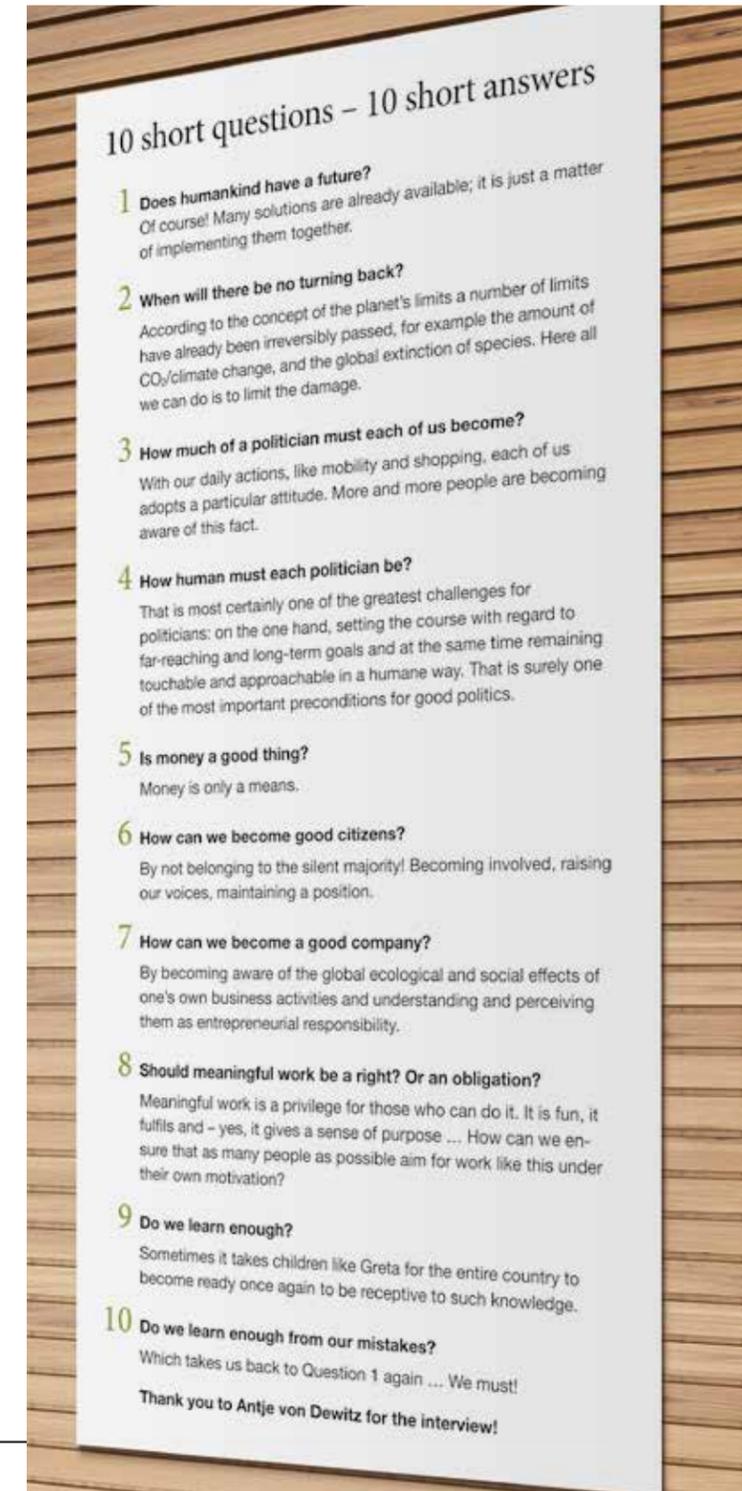
With its 17 development goals the world community has embarked on a path which can also serve as a guideline for companies. How essential does VAUDE consider the SDGs? How are they integrated? And how are they pursued?

We regard ourselves as part of the global community and understand the Sustainable Development Goals of the United Nations as an enriching perspective for the further development and assessment of our corporate activities. In our opinion all goals are interconnected and play a role in our activities. And so we regard all goals equally and have integrated them into our corporate strategy. In our sector we consider it our responsibility to move forward actively as pioneers of sustainability in our

implementation of environmental and social standards and in passing on our specialist knowledge to others as multipliers. We pursue a multi-stakeholder approach and are active members of a large number of initiatives and associations in the field of sustainability. These include the Association for Sustainable Textiles, the Common Good Economy and the German Sustainability Code. We have our social and ecological sustainability confirmed by external partners. These include, for example, audits by the Fair Wear Foundation, the Common Good Balance, the EMAS and the certification of our clothing according to the latest down standard RDS 2.0. In order to be able to measure the environmental effects of our products within the entire value-added chain, we have been cooperating together with many others within the sector on the development of the Higg Index ever since it was “invented”. We conduct a sustainability dialogue with all interested parties. All feedback from suppliers, customers and organisations is of value to us. Within our supply chain we pursue a multi-actor approach in order to support our producers and material suppliers in their ecologically and socially sustainable

business activities. Examples of this include our membership in the Fair Wear Foundation and our cooperation with the German Investment and Development Society. As lecturers we take an active part within the framework of company tours, events and conferences for sustainable business and the achievement of global sustainable development goals.

We are currently investigating other formats in order to share our knowledge and our experiences with others. We are also thinking about the ways in which we can become politically involved and position ourselves more effectively.



On sustainable thinking and sustainable acting

The sustainability strategy of the Umdasch Group.
And what that has to do with space.



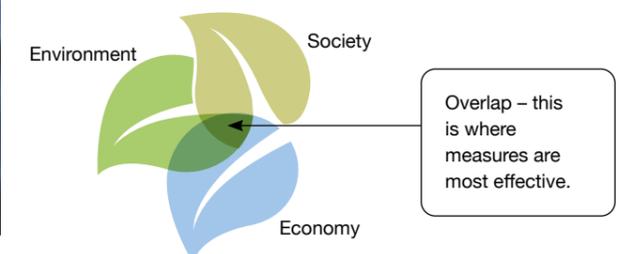
“That’s all very well,” you will think. “Now we also have one”. Yes indeed. The Umdasch Group has imposed a sustainability strategy on itself. Or has prescribed it for itself. Because firstly we are doing it of our own free will, and secondly it is a mammoth undertaking. Antje von Dewitz speaks of a “Herculean task” in the introductory article. So why are we doing it?

For Umdasch Group CEO Andreas J. Ludwig the answer lies nearer than you might think. “As a family-owned company in the fourth generation we have always acted sustainably. We have invested in people, in markets, in our future viability. This philosophy was passed on as a legacy within the company.” What is new is that we are now making this visible. “We are growing strongly and we must therefore ensure that this philosophy lives on as part of the corporate culture. And what is also new is that today many more people outside the company are interested in how we as a company act. How we treat our employees. How honest we are with our customers. How we handle nature. What our attitude is to important socio-political topics. And last but not least, what we are doing in order to ensure the future viability of the company.”

We are part of a global network in which not only people are linked together. So, too, are processes and procedures. Want an example? When we buy a banana in the supermarket today, it has travelled a very long way, and that has an effect on the environment. But also on the economy, because the transport sector is big business. And then the banana was grown and picked by someone on the spot – for example in Costa Rica. That means that people earn a living from it. And so in this case we have ecological, economical and social aspects. That means we have to weigh things up: if we stop buying bananas, the environment will be better off. But the economy and the employment situation in Costa Rica won’t be.

As a company we are part of this system and its mechanism. Everyone who participates in the system – and that means each and every one of us – must be aware of this fact. And so it is important to see and to treat sustainability as one of the underlying factors – also against the background of modern lifestyles.

“People are individuals who are highly reluctant to have restrictions placed on their personal freedom. I don’t think much of giving orders as to what we should eat or whether we should take the bus or the car in the morning in order to get to work,” observed Andreas J. Ludwig. He continues: “We need holistic models that have a multi-dimensional effect – on the environment, society and the economy equally. A price for a unit of CO₂, for example, would be an economic approach to an ecological problem. A higher price would reduce the demand – in this case the production of environmentally harmful CO₂.”





The forms of capital

In line with these considerations, we as a company have drawn on a model for sustainability which should help us to see things in relation and to examine their effects on each other: The forms of capital, also known as the “IIRC” method. This model assumes that the company has various types of resources at its disposal which have a value.

Not only do we create value in the sense of euros (*FINANCIAL CAPITAL*) with our entrepreneurial activities. We also develop new ideas in the form of new business models (Umdasch Group Ventures) or products and services – our *INTELLECTUAL CAPITAL*. “It is the task of the Umdasch Group to create space in which these ideas can arise and prosper – thereby enabling the intellectual Capital to grow,” explains Andreas J. Ludwig, thus establishing the connection with the mission of the company.

Another example: the *HUMAN CAPITAL*. If we invest in people we are building up a storage which we call Human Capital, but which in reality represents a vast resource of knowledge, expertise, talents and skills. We cannot put a figure on this value in euros, but it is a fact that human capital creates value for the company – and therefore secures our future.

Andreas J. Ludwig: “That is not a thinking model, but a re-thinking model. We must first of all absorb the awareness that resources represent a storage which can be emptied or filled. If financial key figures are the only criterion for our decision-making, this is often at the expense of other capital types. That is seeing things too short-sightedly.”

To return to the overlap again: in the long term we should therefore only choose those measures which have a positive effect on as many of the six types of capital as possible, in other words by paying into them. “That should become the motto of our management decisions, as well as the pattern for the activities of all of us,” continues our CEO.

Of thinking – and acting

And so we have arrived at “acting”. It is one thing to define a strategy, but it is a very different matter to put it into practice. And so we have developed six reference projects (see next page) which are not only exemplary for our types of capital. They also affect the core processes of the company, whereby they will also have a positive effect on the economic success in the medium term.

“We”, these are the members of a workgroup of 14 employees from all three subsidiary companies. Over the course of a year we developed the strategy and as the Sustainability Steering Board we will now pursue its implementation and execution (see pages 14 – 17). The six part-projects have been initiated and will be im-

plemented during the course of next year. The participation of everyone is called for and desired in the last one in particular – a group-wide international competition to establish outstanding ideas in the environmental sector. You will find the details on page 58 of this magazine.

And since we are on the subject: sustainability affects us all! And so Sustainability@UmdaschGroup is not just a programme. It demands that we all become involved and participate. You can send your ideas, information and feedback to sustainability@umdaschgroup.com, to the members of the Steering Board or to Anna Högn-Reichertzeder.



Andreas J. Ludwig provides information about the strategy and the first projects to be implemented. We shall gradually introduce both into our organisation during the next years. Here, too, we invite you to become a multiplier: support the concern of our owners and the management and help to establish Sustainability@UmdaschGroup.

Sustainable Development Goals (SDGs)

In 2015 the member states of the United Nations decided on 17 global goals for sustainable development. These so-called SDGs cover a broad spectrum of themes relating to sustainability, such as the war against poverty, the provision of education and health, the future viability of the economy and society as well as climate and environmental protection. They serve the Umdasch Group as guidelines in order to focus their targets and activities on sustainable development.

personally engaged

Our Sustainability Steering Board

Once a quarter the fourteen members of our Sustainability Steering Board come together for a meeting. They come from all the main areas of the company and work together on the group-wide sustainability strategy.

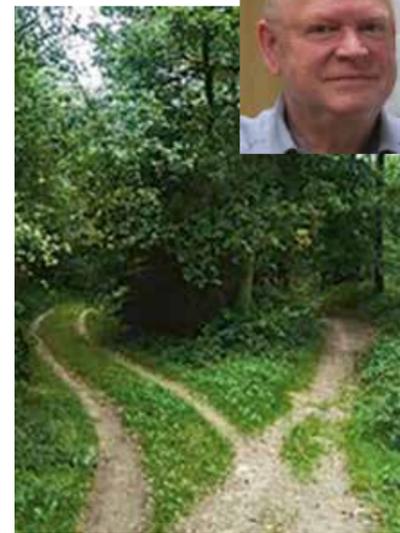
Six main projects have been drawn up, in which they participate actively according to their particular area of expertise. And they are also ambassadors for our projects within the company.

We asked them why they decided to become active members of the core team and what their personal motivation was for their commitment to the subject of sustainability.

6 main projects

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|---|---|---|--|--|--|
|  <p>Doka</p> <p>Transport: ecological and economical improvement of footprint</p> |  <p>umdasch The Store Makers</p> <p>Where are the main levers for a holistic and sustainable approach to resources?</p> |  <p>Umdasch Group Ventures</p> <p>Measurement of the social, ecological and economic impact by means of NEULANDT 3P</p> |  <p>Umdasch Group Foundation</p> <p>Measurement of social impact</p> |  <p>Group-wide</p> <p>Human capital – employee satisfaction</p> |  <p>Group-wide</p> <p>Awareness theme at international level</p> |
|---|---|---|--|--|--|

We present some initiatives from these six main projects on the following pages. Look for the green "project bookmark"!



“All of life is chemistry’ – the laws of chemistry apply even in inanimate nature. ‘We humans are a part of nature’ – say some, while others don’t agree. What is ‘natural’? – Only the untouched rainforest? Is everything else ‘artificial’ because it has been changed by humans? Do we humans see our surroundings as nature or the environment or part of our world ...? Questions, questions – and we are in the midst of it all and have no final answers.”

Franz Kashofer, Doka
Chemistry & Environment

Left – right ? – Always these decisions



“I have seen all too often that sustainability exists only on paper and in brochures produced for marketing purposes. I find it important that we should do what we say, should live our sustainability and that the measurement and improvement of sustainability should become part of our day-to-day business.”

David Mayrhofer,
umdasch The Store Makers
Director Group Operations

“Why? Because sustainability is our only chance and will soon be the last opportunity to provide a liveable future for our children and our grandchildren. It is up to us.”

Maria Tagwerker-Sturm, Umdasch Group Ventures
Innovation Management & Communication



“Sustainability makes me think of the next generation, in other words my children, and the previous generation, which means my parents. What did they leave behind for my generation after the years of reconstruction and the economic miracle? Prosperity, above all, but also a fast pace of life, a degree of superficiality and unfortunately also the exploitation of resources, which I find very distressing. And so I am trying to find answers for myself and my children. And that is why I am a member of the Sustainability Team.”

Christoph Haring, Doka
Director Sales & Operations



“While writing my Master’s dissertation I made an intensive study of the subject of sustainability for the first time. My work was published with the title ‘Green Supply Chain Management in China’. In my private life I also try to show consideration for the environment and respect for all its resources. I find it highly motivating to have an employer who really cares about the subject of sustainability.”

Anna Lasselsberger, Doka
Business Development Overseas



“In addition to the positive effects on our environment I find that it is particularly important for the success of Doka that we should take into account the sustainable development of staff and the organisation.”

Sonja Haring, Doka
Business Development Overseas





“For me, sustainability would be the striving of each and every one of us to maintain our Planet Earth for as long as possible as a basis for living for us humans. Humankind will not outlive the Earth – it will definitely be the other way round. And so it is not our Planet Earth that we must save, but ourselves.”

Christian Wagner, Doka
Corporate Accounting

The photo shows me during one of my typical holidays – cycling – which involves the smallest possible ecological footprint. So far in my private life I have not consumed a single flight mile ...



“Climate change and the unspeakable pollution of the world’s oceans are challenges which concern me greatly. I have become involved in the subject of sustainability because I am convinced that it is our duty to treat the world’s resources with the greatest care, because we all have a responsibility which we must accept towards the generations who will come after us. If we all appreciate this responsibility and change the little things, then together we can achieve something great for a liveable future.”

Michaela Drage, umdasch The Store Makers
Director Engineering

“It is a very special privilege to be able to work together with determined people, to be part of an impulse for change which will have positive effects in the long term beyond our national borders and outside the Umdasch Group. To be able to help to shape a better tomorrow on a small scale and in the larger picture with our focussed energy, for people that we possibly do not know, gives me a profound feeling of fellowship and represents my fundamental motivation for becoming involved in the subject of sustainability.”

Michaela Zeilinger, umdasch The Store Makers
Group Human Resources & Legal Affairs



“I find environmental protection incredibly important! As long as I don’t have to change anything!” This bold advertising slogan sums it all up for me. Why am I actively involved in sustainability? Because there is no alternative. Not a single one. I am convinced that in addition to profound changes in politics and the economy it is also my own personal responsibility and duty to change my customary (consumer) behaviour in all spheres of life, and to adopt a different attitude.”

Anna Högn-Reichartzeder, Umdasch Group
Corporate Sustainability



“For me, sustainability means thinking in the long term, continuity and consistency over the generations. For the benefit of all – the company, society, the individual and the environment. We as the Umdasch Group proved this impressively on the occasion of our 150th anniversary. My task, together with my team, is to create the framework conditions in which the people within our company can GROW, so that they can continue to make a MEANINGFUL contribution to the success of the company. If we succeed in that, our Umdasch Group will continue to survive sustainably and successfully, and will still be there in another 150 years’ time. We shall make our contribution to that!”

Kurt König, Doka
Director Global HR



“My favourite place in June is in my cherry tree – which is also my personal symbol for sustainability. It stands for growth and life, for stability and the future. It matters a great deal to me to be able to work actively for sustainability within the company. I am able to work to make our company a place like my cherry tree which is in harmony with human and nature and that radiates vitality and continues to develop further. In all directions and in every respect.”

Evi Roseneder, Umdasch Group
Corporate Communication & Sustainability



“As an enthusiastic skier it pains me to hear that the first glaciers are already the victims of climate change and are simply disappearing. News like this strengthens still further my belief and my motivation that we millennials in particular must continue to push for the subject of sustainability throughout the world.”

Christina Schoder, Doka
Corporate Engineering



“For me, living sustainably means acting in a responsible manner. Because everything we do has a direct effect. Locally and globally. Today and tomorrow. We often live at the expense of both humankind and nature. Personally I always become especially aware of that when I travel and see the bigger picture. We are not just responsible for ourselves and we should therefore always examine our actions critically. Sustainability begins with our own actions.”

Andrea Windpassinger, Umdasch Group
Umdasch Group Foundation





space for
something
new



Africa – we're coming!

According to the opinion of Christine Fasching, Africa is one of the most fascinating continents. It is characterized by its unique wildlife and flora combined with warm-hearted people, but sadly, with a lot of poverty. As Head of Sales and Business Development of the Umdasch Group NewCon Christine Fasching has been travelling through West and East Africa since the beginning of this year with the aim of finding potential partners in the sector of affordable housing in order to position NEULANDT 3P successfully on the market.

One of the destinations during my numerous trips to Africa was Abidjan, the largest urban agglomeration of Côte d'Ivoire with a population of almost 4.4 million. People with budget restrictions live on the streets or in desolate wooden huts, exposed to heat, rain and floods with no decent access to sanitary facilities. The lack and hence demand of affordable housing is universal. It is expected that by 2050 the population of Abidjan will increase to 10.7 million as a result of migration from rural areas. This poses an enormous challenge for the development of infrastructure in combination with a huge financial burden for the country. The NEULANDT Portable Precast Plant (N3P) was developed to cope with precisely these problems. Not only does the N3P succeed in producing precast concrete elements for highly standardized mass housing rapidly

“I am proud to work in a company which combines social responsibility with economic success.”



Christine Fasching
Head of Sales
and Business Development
Umdasch Group NewCon

and economically; it creates added value for the country and its local workforce. I am proud to work in a company which combines social responsibility with economic success.

A typical working day in Abidjan is usually quite an adventure. Abidjan is a city which has grown fast and “chaotically”. It is rather common that an address, a location where we have agreed to meet a potential partner, exists more than once within the city. That means that checking your route is an arduous procedure involving numerous telephone calls. At first sight that may not seem as if it would be much of a problem – were it not for the French language barrier. My French starts with “s’il vous plaît” and ends with “merci”!

Once you have found the right address, you will find yourself in a very old building with tiny offices and conference rooms – if indeed there are any at all. Here you are not likely to have the advantage of being able to use projection surfaces, beamers, whiteboards or other presentation aids. Sales talks and the art of persuasion assume a different dimension. On the other hand, all these things make my work here so unique. And in the evening, when I look back to reflect on the day, I realise how many good people I have met, who are all pursuing the same goal as we are – to help the people who live here.

At the same time, caution is called for. The essential thing for us as a company is to find the right partner in order to achieve long-term success and therefore rule out things like corruption. I am pleased to be able to report that after numerous meetings with architects, construction companies and local authorities, we as a European company and our NEULANDT 3P have both been welcomed with open arms.

The African challenge

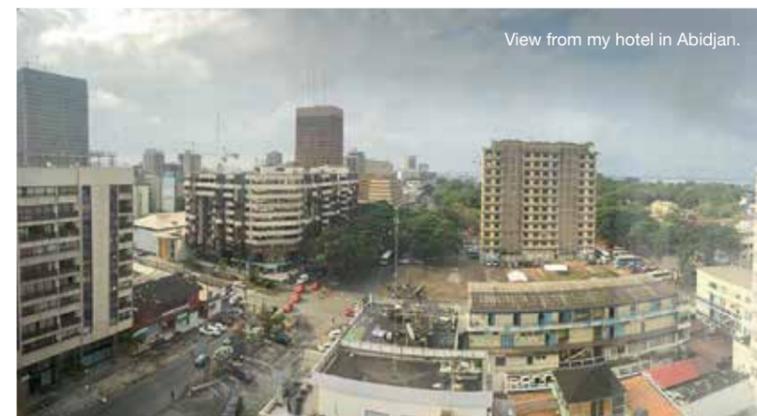
By the year 2100 there will be 4.4 billion people living in Africa. Most of the future so-called “megacities” will be concentrated on this continent. There is an enormous need for infrastructure and housing projects. 400,000 flats and houses will be needed alone in Côte d'Ivoire in the near future, as well as 500,000 in Kenya and 300,000 in Ghana. Governments are very interested in meeting these needs, but financing them poses an equally big problem. With NEULANDT 3P, Umdasch Group Ventures has the

right solution for this situation: new and patented prefabricated component technology combined with knowledge transfer and local job creation.

In Abidjan we are well underway in finding the right partner, showcasing together with us the technology and its productivity. We expect to set up our first plant in Abidjan by quarter 1, 2020. So why Côte d'Ivoire, of all places? Here there is not only political stability but also healthy economic growth, also neighbouring countries are happy to adopt the trends of Côte d'Ivoire.



A shop with a lodging hut right on the street.



View from my hotel in Abidjan.



Group picture with potential partners.

The three unique selling points of NEULANDT 3P (N3P)

Mobility – The plant, all packed into 40 standard sea freight containers is delivered to and set up directly at the desired large project location and provides temporary production capacities even to remote areas. Once construction works are completed, the N3P will be dismantled, packed and relocated to the next construction site.

Local added value – The plant is assembled and operated with the local workforce and the required production materials are sourced locally. The positive effect is that the regional economy is stimulated, thereby securing additional jobs.

Productivity – The N3P enables cost-efficient, fast production with large-scale standardised housing projects of the kind needed in Africa.

Measurement of the impact begins immediately after the project is launched.



Umdasch Group
Ventures

Measurement
of the social,
ecological and
economic impact
by means of
NEULANDT 3P

“I love to get people
excited about my
ideas!”

The task for the Josef Umdasch Research Prize 2019 came from Doka and was as follows: “Future Workplace – What will the workplace of the future look like in times of digital change?” The winner was Tal Schwartz. He lives in Toronto, Canada, and according to the jury his answer showed the greatest vision.

For Tal Schwartz the Josef Umdasch Research Prize is a unique award. Not only because his idea was the winner out of 157 entries from all over the world, but above all because it will now provide him with the opportunity to realise his proposal in partnership with Doka.

Tal Schwartz was always a man of action. He is now 26 years old, but he founded his first company while he was still a student at McGill University in Montreal – an online platform for all important print media in Canada. Since then he has been firmly established in the digital world and constantly in search of new ideas. His software firm Thinkwire Inc. develops digital solutions for work teams in companies.

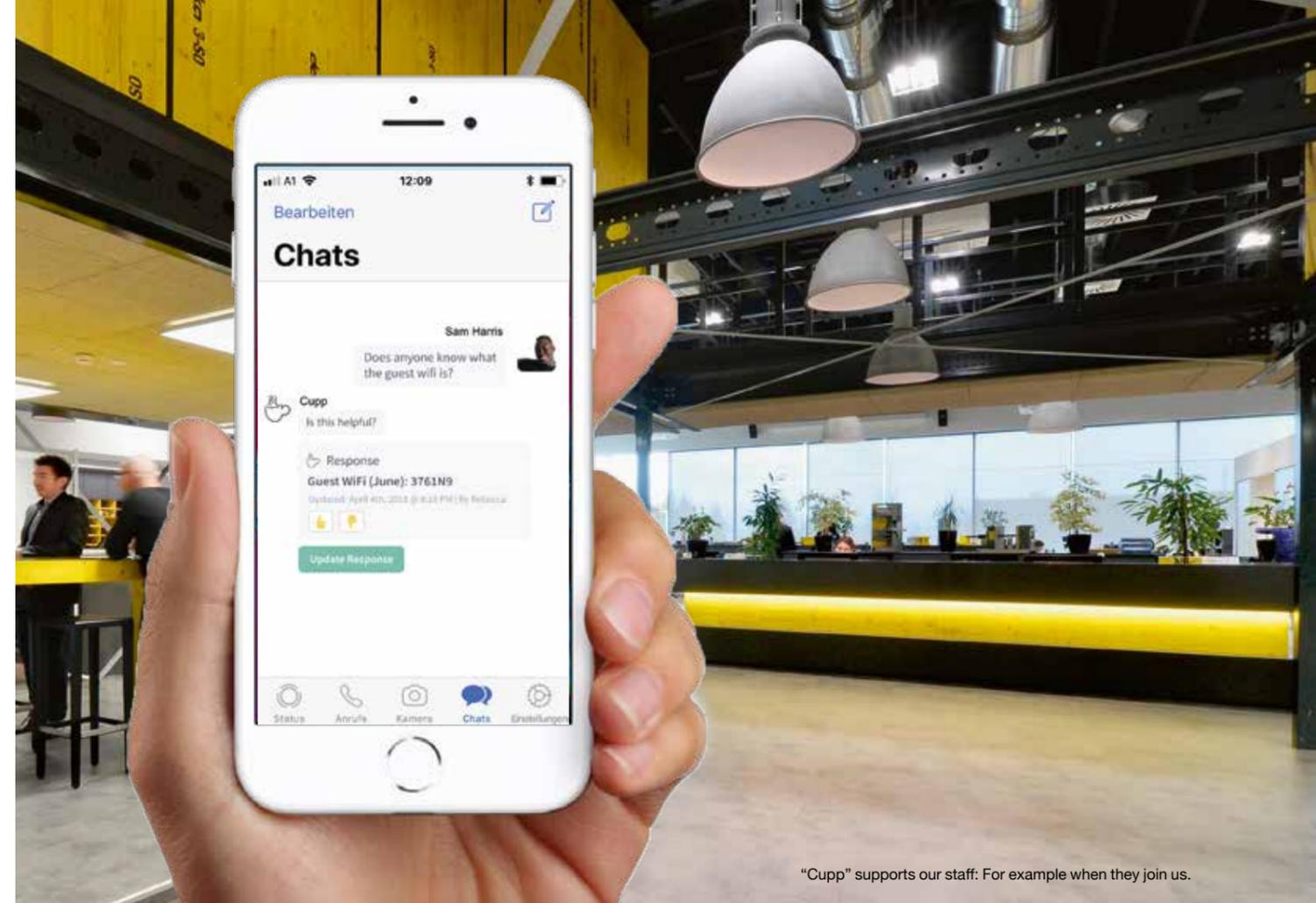
Tal Schwartz sees information management as one of the greatest challenges facing global companies. Large organisations have their features and their data and knowledge scattered throughout the entire company. And so he asked himself the question: How can new employees in particular find the necessary basic information about the company? And Tal Schwartz discovered that it can be decidedly tricky to find the answers to even the simplest questions. “It’s incredibly frustrating and time consuming to read through long corporate documents to find answers on your own. It’s also annoying to bug your co-workers with your questions constantly.”

“It took a few seconds before I realised that I had won. But then I couldn’t help walking around with a permanent grin on my face.”

The solution is called “Cupp” and is a digital information-management tool.

“Cupp” is a chatbot which uses artificial intelligence in order to filter the required information out of all the data stored somewhere within the company. And it does so simply and quickly. The management of Doka confirms that employee competence, knowledge management and the quality of information and communication are becoming increasingly important competitive factors. That is why “Cupp” snapped up this year’s research prize.

Tal Schwartz advises anyone hoping to found a start-up that they should first speak with and listen to their customers or potential customers in order to find out what they really want or need. Only business ideas that solve problems, excite people and create real value for individuals and organisations have a chance of being successful.



“Cupp” supports our staff. For example when they join us.

And he advises them all to take advantage of the Josef Umdasch Research Prize: “It was one of the top highlights of my young career to pit my wits against so many talented young companies that aspire to change the business world.”

With regard to his winning idea “Cupp”, investigations are currently going ahead with the Doka HR and Doka IT teams in order to decide how best to employ the chatbot within the company. That takes a lot of thought and of course patience, because direct access to data obviously raises questions of protection and safety. But here Tal Schwartz agrees with Vincent van Gogh and his comment: “Great things are not only done by impulse, but by a series of small things coming together.” Which means that change always happens gradually, but as long as you are heading in the right direction, you will win in the end.

And for Doka the answer is: “With the Josef Umdasch Research Prize we are looking for completely new solutions. And so the idea which won was not the one that would be easiest to implement within the company, but the one which approached the task in question in the most innovative way,” confirmed Harald Ziebula, CEO of Doka.

josef umdasch research prize

The Josef Umdasch Research Prize is staged in partnership with the World Summit Awards (WSA). This enables start-ups throughout the world to participate with their ideas.

Within the framework of the **Josef Umdasch Research Prize 2020**, umdasch The Store Makers is searching for new ideas and fresh impulses to make increased use of the possibilities that digitalisation offers as a tool for greater efficiency in the use of resources. The terms of reference are therefore: “Responsible consumption through digitalisation”. They are derived in particular from Goal 12 of the so-called Sustainable Development Goals (SDGs): “Responsible Consumption & Production”. All details and information can be found under:

umdaschgroup.com/researchprize

Regionalism is everywhere

In September of this year, Doka opened its new production facility in Russia. It was a major step for a company that had previously manufactured its formwork almost entirely in Austria. Christian Mayr, in charge of Production at Doka, tells us why this has now changed, and what it has to do with sustainability. The interview took place not entirely by chance in the Future Zone – the Ideas Lab of the Production.



“We create jobs locally, which means that we contribute to the increase in prosperity in the regions concerned.”

Christian Mayr, let us start first of all with a personal question: We are here in the Future Zone at Doka, where people are thinking about the production of the future. Will it be digital?

It will certainly be digital, and we have our sights set firmly on that. But in line with our strategy the Future Zone is not only there to be manned by robots. On the contrary: it is designed by people, with people in mind. Here we have created a space in which our employees can think about new ideas away from their workplace. There is an enormous amount of knowledge available within our company, knowledge that is absolutely essential if we are to remain competitive. It needs to be brought to the surface, taken care of, shared and then used in the appropriate manner. In our day-to-day work there is often too little time to be able to do that. In the Future Zone lateral thinking of all descriptions is not only allowed: it is encouraged.

Was it here that the idea of decentralising the production was born?

No, that subject is a strategic one that has less to do with the strategy of production, and more to do with our competitive strategy. In the past few years we have come to realise that if we want to continue to grow, we shall need to serve our markets with the right products in the appropriate quality and at a competitive price. For many markets – Europe or North America, for example – products that are “Made in Austria” are exactly right. But for many – such as markets like China, India or Russia, for example – they are not. But those are precisely the world regions in which the greatest growth will take place in future. If we want a piece of that particular cake we actually have no choice but to further expand our production network worldwide in the future.

And why Russia in particular?

The reason lies in the vast potential that the Russian market can offer Doka. The government is initiating massive programmes to improve the infrastructure. Hospitals, schools and daycare facilities are for example being built, and until now Doka was not able to participate to any great extent because we could not deliver enough attractive solutions. Our product designs were not suitable – and then in recent years they have also been subject to high import duties.

Mr Mayr, in that context we often hear the term “sustainability”. So what is sustainable about producing goods in “cheaper” countries?

Sustainability means taking social, ecological and economic factors into account and pursuing measures which produce the best overlap when it comes to serving all three aspects. Let us just look at ecology, in other words the environmental aspects. The CO₂ effect is huge if we no longer have to ship goods all over the world or deliver them by lorry from a single location. Through decentralisation we also arrive at a transfer of knowledge: in this case, expertise with regard to production, logistics, purchasing and also new technologies. That is precisely what we understand by globalisation. We create jobs locally, and that means that we contribute to the increase in prosperity in the regions concerned. And of course in the best case this also leads to growth for us as a company, so that the economic aspect is covered too. So nobody loses, do they?

The Production in Amstetten, perhaps?

That is the wrong conclusion. Because the product made in Russia is not competing with the formwork “Made in Austria”. With it we can do business which we were previously unable to do and that we would never be able to do without the new production facility. Because, as I have already pointed out, we were not in a



Doka

Transport: ecological and economical improvement of footprint

Doka-like: Our Russian colleagues at work at the new production facility.



position to offer the right products in the appropriate quality and at an acceptable price. So nobody here needs to be afraid that the production facility in Russia will cost jobs in Amstetten.

And conversely: Was Doka actually welcomed in Russia?

Oh yes. We didn't set up our production facility somewhere in the sticks, but in one of the industrial parks which has strong government support. There we have excellent support not only for the facilities, but also support when it comes to approval procedures. And we were given 6 hectares of land more or less free of charge. Russia does not want to sell land; it wants to invite expertise, jobs and added value into the country. Doka is not only creating jobs, but is also endeavouring to source all the raw materials locally too, in other words the profiles, plywood and lacquers.

I can only emphasise yet again: For our Amstetten location the new production facility is not a threat. The products which we manufacture are not even produced in Austria.

Does Doka plan to develop further production locations?

Yes, in our opinion it is absolutely essential to think about additional locations. One main area of focus is certainly Asia, for example India. Here conditions are similar to those in Russia as there are industrial parks where overseas firms can settle. We are also thinking about the American continent. As a whole, though, we are still in the fact-finding phase with regard to Asia, India and America.

“We have to transfer our know-how to the countries and not transport products across the world.”

So how does the construction of a new production facility function across a distance of over 2,000 km?

A core group from Amstetten has investigated the situation in Russia and decided in favour of the Lipetsk site. Then we set up a “tandem”, in other words a local team which took the requirements on site into account. A strong network with Doka Russia was and still is important. We also had an exchange programme, so that Russian employees came to Amstetten and in turn some of our employees in Amstetten who could speak Russian also volunteered. That was an enormous help in establishing a relationship. It led to esteem and solidarity, not a threat, but mutual enrichment.

What does the subject of sustainability mean to you personally?

Sustainability is not just about the environment, but is also a question of responsibility. We have a responsibility towards future generations who will be joining our company. What sort of environment shall we leave behind for those who come after us? What specialist knowledge, what mental attitude? I always ask myself: What is my contribution in all this? How can I succeed in maintaining stability with regard to our values and our enthusiasm?

Thank you for the conversation.





space to
develop

In Balance

Sustainability does not mean
that profits are spent socially, but even
more that they are earned socially.



Does the future of business enterprise resemble a social organisation? If it means that the striving for growth and profit is linked with the necessity of incorporating the environment and social aspects into business decisions, then the answer must be: Yes – with conviction and from the bottom of our hearts.

The Global Human Capital Trend study for 2019 has just been published. It bears the title “Leading the social enterprise: Reinvent with a human focus”. What does that mean? In the past companies that are responsible have been characterised by social initiatives and charitable projects. Part of the profits was used to support the disadvantaged or endangered.

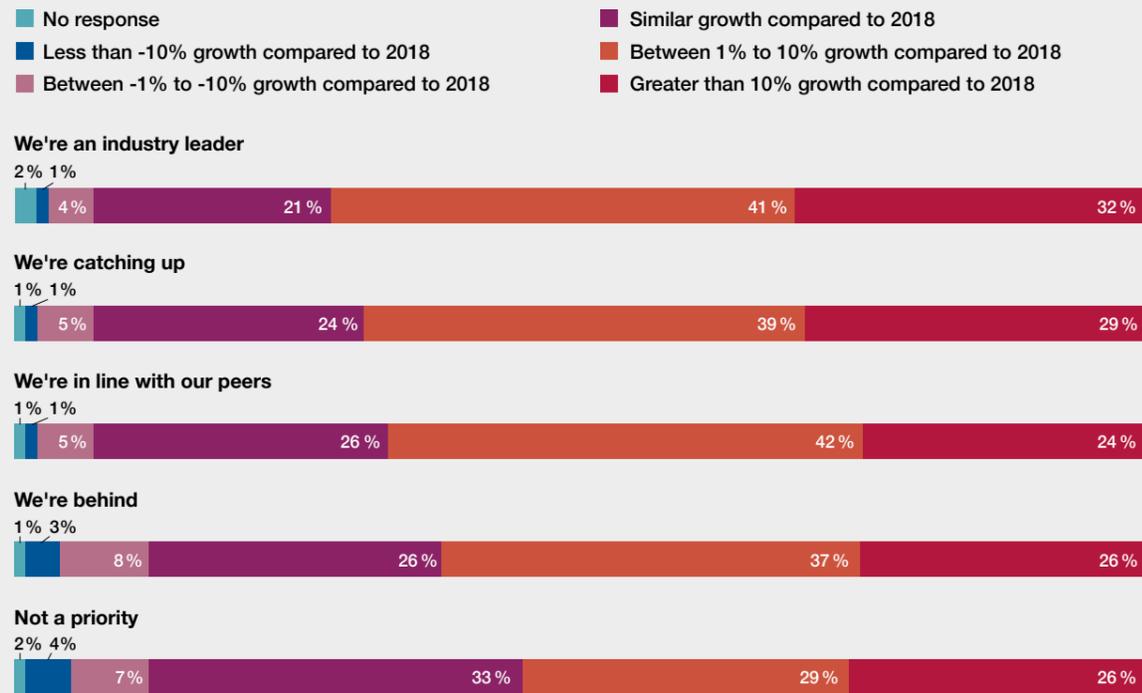
That is social – but does that also make it sustainable? No, because sustainability also contains the aspect of the future. If there are no profits, then no more social goodies can be distributed. Sustainability, on the other hand, assumes that profits are not only distributed socially, but even more that they are earned socially – the concept of the social organisation.

The conditions are human – and humans are condition.

People are our most important resource. They must be strengthened, because that is the only way that corporate goals can be implemented. The social organisation makes people its main focus. It is round these people that the organisation is renewed. This

concept plays an important role especially with regard to the productivity of a firm. Thus the Deloitte study mentioned at the beginning demonstrates a clear connection between the increasing maturity of a company as a social organisation and its expected positive growth.

Companies that are socially more mature expect increased growth during the next year:



Note: Percentages may not total 100 percent due to rounding. Source: Deloitte Global Trend Survey, 2019.

Management in the age of social organisation

New management skills represent a very important aspect of this. Kurt König, Director of Global HR at Doka, comments: “The new leadership means mastering completely new tasks. But at the same time the traditional challenges must be mastered too. Finding and keeping a balance is like walking a tightrope, and it makes considerable demands on executives.” Can he quote an example? “Today a young manager must lead teams through highly complex projects which are multi-dimensional and have diverse interfaces. Often across large geographical distances. He needs to proceed not only collaboratively but also in a participatory manner, always communicating the right amount

at the right time, and keeping all the parallel developments constantly in focus. And he must ensure that the team works well together and that the ‘spirit of success’ prevails. Which is not always easy in view of the diversity found in a global company like ours,” continues the Human Resources Manager. And then there are the traditional tasks, which consist of far more than just doing one’s homework: Prioritising investments, drawing up budgets, monitoring them and defending them, controlling results and managing the day-to-day business. According to Kurt König “The social organisation combines managing with leading – which sounds easy but is the major challenge that we face every day.”

Global versus central? From “or” to “and”

For this reason Doka is re-positioning its HR department, which has already been gradually approaching this major challenge in recent years. During the summer of this year a comprehensive reinvention and restructuring took place. “It is not decisive whether we have a central or a decentral HR strategy. What is decisive is that our employees throughout the world can develop in such a way that they can lead the company into the future”, is how Kurt König explains their task. “That applies to the central specialist departments in Amstetten, and equally to our people in the various markets. In future the regions should be supported more intensively than in the past.”

“We want to be a good employer, for whom people throughout the world are happy to work under fair conditions. And who make us successful with their expertise and their enthusiasm,” was how Doka Global Head of HR Kurt König summarises the situation.

A project that is to be tackled in 2020 focuses on this idea of “being happy to work for us”. It is a model for the global measurement of employee satisfaction within the company.

It aims to show our maturity as a social organisation, and our successes, but also to reveal the areas where we still need to improve or to take action.

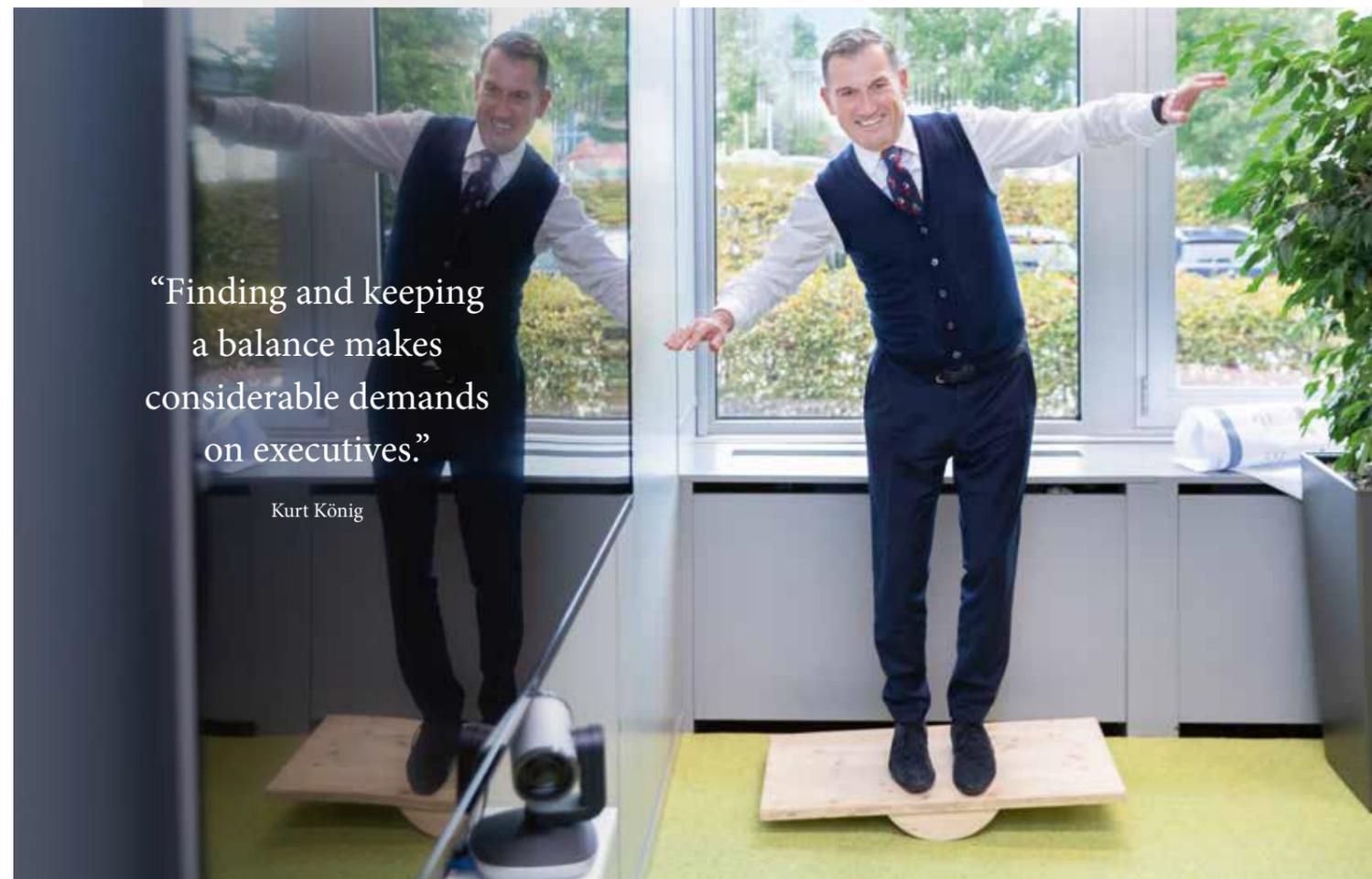
Future topics

During the course of the development of a sustainability strategy the main topics were addressed in the field of Human Capital:

- Leadership
- Diversity & Gender
- Corporate Culture
- Employee Development
- Succession Planning
- Employer Branding
- Health and Safety
- International Standards

Group-wide

Human capital – employee satisfaction



Learning from each other – Growing together

The subject of leadership is one of the biggest challenges of our time. How do we motivate ourselves and consequently other people for a job? Which framework conditions are helpful? How can we discover and best promote potential and talents? These questions are as topical in schools as they are in industry. Both organisations are dependent on executives who can inspire people and capture their imagination.



“My first project certainly gave me a better understanding of young people. Perhaps that will help me in future in my work as an apprenticeship supervisor.”

Michael Laaber,
Apprenticeship Supervisor, Doka Engineering

This gave our project partner “Schule im Aufbruch” the idea of bringing together the Umdasch Group and the New Middle Schools from the region in an exciting exchange project. Industry learns from the schools. And vice versa.

Exchange workplace for classroom!

So finally, at the beginning of 2019, everything was in place. Eleven Doka employees with management responsibility and ambitions met twelve teachers from three New Middle Schools in the Amstetten area. Tandems were formed and after a short introductory session (Speed Dating) they developed joint projects together and exchanged first experiences.

The programme unites independent work, planning and reflection within the team. Each tandem is given the space to develop its own project. Initially some of the Doka employees started out by going to the schools to give lessons and some of the teachers spent a day in the office. They discussed their experiences in regular meetings. And then recently, in October 2019, they met up in the Doka Future Zone for a feedback session. *chances* Magazine was also present. We shall continue to report on the projects and ideas that develop from this initial idea.



space to
create

PREWORK

A springboard for young people

It is 8.30 a.m. in Wöhlergasse, in the 10th district of Vienna. As on every other day, the young people from PreWork are sitting in their morning meeting, at which the tasks to be completed that day are allocated. Most involve carpentry, but one or two members of the group will be appointed to work in the kitchen. Because here everyone eats together. That is part of the Caritas Vienna social project “PreWork”, in which unemployed young people are prepared for their first apprenticeship position. We were allowed to observe the project for a morning.





“Often you don’t have much of a chance if you wear a headscarf,” was how seventeen-year-old Maret began her story. She attended the New Middle School and then completed the polytechnical training course. “I was looking for a position as an apprentice and went to the AMS (Job Centre). They sent me on various courses but no one offered me a place as an apprentice. Then I spent a year sitting around at home. But then I went to PreWork. Thank goodness, before I did anything stupid. PreWork saved me,” is how the young native of Chechnya summarised her position.

“Our young people find it very difficult to persevere with something; they have experienced disappointment far too frequently as a result of family, school or personal problems. Here we prepare them for work, and specifically for their first apprenticeship,” explained Isabella Baronyai, the manager of PreWork. Here they learn on the one hand to turn up on time for work, to fit into the community and to obey rules. And on the other their self-esteem is strengthened through their work at PreWork. “The young people really produce great things together – values, in fact. In this way the trainees can recognise their own value and discover their own talents.”

In the Design & Woodworking Workshop, remainders of solid wood and Doka formwork sheets are used to make dining tables, stools or boxes. Mostly the work is commissioned. At the same time the young PreWork employees also design and sell mirrors, picture frames, chopping boards, candlesticks and wooden animal figures. They also produce the product folder describing their

work. They take photographs and work on computer designs in the digital workshop. The job applications for future apprenticeships are also processed digitally here.

The young people are supported by a team of seven, consisting of educators, social workers, graphic artists, technical supervisors and outplacers. “The outplacing in particular is extremely important. Here contacts are established with possible training firms and the young people are prepared for their future careers according to their own specific strengths and interests. Which skills will be required? What does the career mean? And is the work carried out inside or out?” explains Isabella Baronyai. On the very day that we visited the workshop we could see how important that is: Maret had just been offered a place for an apprenticeship in a pharmacy.

“I really enjoy the work.
At the beginning I had difficulty
with the sanding machine. It was
so heavy I could hardly hold it.
Now I could spend
all day sanding things!”

Maret, Trainee at PreWork

PreWork

PreWork is an organisation run by Caritas Vienna which offers NEET* youths who are alienated from the world of work positive access to the subject of “work” through a first job as trainees. They work together to produce furniture and various accessories through upcycling and re-use processes. The aim is to make the young people fit for an apprenticeship or other training. The Umdasch Group Foundation supports the project by the free provision of formwork sheets.

*NEET stands for “Not in Education, Employment or Training”, and therefore refers to young people and young adults who are not attending school, have no job and are not undergoing professional training.



What am I carrying around with me?

Youth topics are subjects which could hardly be more urgent. And yet they are often ignored by society and politics because their size and complexity are frightening.

Young people have far more to say than adults give them credit for. Elisabeth Jäger is convinced of that. As a Teach For Austria Fellow she has been teaching at the New Middle School Amstetten since the autumn of 2018. Together with artist Erik Tannhäuser she has initiated an exciting project with the fourth-year pupils. And at the same time she has discovered that the young people's ideas coincide with the 17 Sustainable Development Goals laid down by the United Nations.

In the question "What am I carrying around with me?" they are not talking about their school bag or expensive branded clothing. It is a question of the realities as the young people see them. What are the topics that concern schoolchildren? The pupils themselves have formulated the following statement: "The air is becoming more and more polluted and it is very important that the rainforest produces oxygen and improves our climate!" With this demand they are referring directly to Sustainability Goal no. 13. Its title is "Climate action".

Mere words are not enough, however. The aim of the campaign was to make public the topics which young people carry around with them. With the support of the Umdasch Group Foundation small portable display cases were produced, into which the young people could put their work.



The pupils have grasped the SDGs in the true sense of the word and were able to illustrate them for viewers.

For Hilal, Raianu, Djena and Selima it was clear immediately: “Our topic is ‘nations’, because lots of young people of different origins attend our school. Here we want to point out that in spite of our differences we can get on well together.” There is no better way of translating Goal 16, “Peace, justice and strong institutions” onto a personal everyday level. Because what use are the extensive measures packages of politics if we do not “learn” and “practise” peace on a day-to-day basis in the classroom, in the family, at work and in our dealings with other people?

Mohammad, for example, is concerned about the topic of the future: “I find it alarming that so many people only concentrate on acquiring more money and unfortunately do not attach importance to education and knowledge.” Here he refers specifically to Goal 8: “Decent work and economic growth,” and Goal 4: “Quality education”.

In numerous conversations, discussions and planning sessions the pupils have learned a great deal about world events. Emanuel, Deniz and Botond told us: “We researched how and why a rainforest is destroyed. We learned that people start fires illegally so that the rainforest will burn down and the land that has been cleared can then be sold!” Brian, Martin and Simon presented their “Everyday must-haves”. The three friends packed old books, a McDonalds’ chips bag and earphones into their display case. Here we can find no fewer than three parallels to the Sustainable Development Goals of the United Nations. The books are a symbol for education. The young people are aware that high-quality education (Goal 4) is a key to a “good life”. And although the staff teaching Nutrition and Domestic Science may wince at the sight



of the chips bag, it cannot be denied that these young adults have addressed an important topic – the hunger in the world. Goal 2 of the SDGs is that there should be no more hunger in the world by 2030. What is impressive about this display case is that the pupils refrained from including luxury goods. Their “Everyday must-haves” include education, food and music. And through this reduction, Goal 12 also comes into view: Responsible Consumption and Production.

The young people succeeded in bringing the truly large-scale topics of the world’s population down to a very personal, everyday level. Lisa, Sarah and Angeliqve have just one main wish: “We hope that our project will persuade people to take care of the environment and not just go through the world without thinking!”

After “carrying the display cases around”, the artworks now have a permanent place in the schoolyard of the NMS Amstetten. They have been planted in flowerpots and can be viewed as fruits or flowers of reality.



Teach For Austria

The initiator, Lisi Jäger, is a Fellow of Teach For Austria. This charitable organisation pursues a “Vision 2050”: each child should have the chance of a good life, regardless of how much money or education its parents have. Its aim is that children should choose and then be able to complete some form of further education (school or apprenticeship). The Fellows programme represents the nucleus of Teach for Austria’s work. This two-year leadership programme sends

highly committed university graduates from a wide variety of fields to challenging schools as full-time teachers. It is an idea which the Umdasch Group Foundation supports not only as a sponsorship partner, but also through its active involvement. Interested parties can view the display cases at NMS Amstetten by prior appointment.

www.teachforaustria.at



space for
future
generations

Archimedes, the lever and the welfare of the planet

How the lever principle in business helps us to strike a balance between human and nature.

“Give me a firm place in space to stand, and with a lever I will move the world.” Archimedes, the man who made this pithy statement more than 2,200 years ago, was a mathematician, a physicist and an engineer. Here he was referring to the lever principle, which was already known during Antiquity.

“There are a great many factors which influence sustainability when implementing a shopfitting project. The ecological impact measurement will enable us to find where our main levers lie.”

Gerhard Plank, Director Operations
umdasch The Store Makers



umdasch
The Store
Makers

Where are the main levers for a holistic and sustainable approach to resources?

Where do our business activities and our supply chain have the greatest effect on the environment? Where do we have the greatest leverage in the Archimedean sense with which to produce ecological results? And how can we thereby contribute to the well-being and success of the company?

With this in mind we have established a new, pioneering project at umdasch The Store Makers: the measurement of ecological impact. This is because unfortunately we can only make a very vague estimate of our environmental impact at present.

Appreciation for nature

What is impact measurement? The first step towards reducing environmental pollution is to know its extent. Ecological impact measurement is an instrument which will achieve precisely this. It identifies and measures the main effects of our business activities on the environment. Mostly impact measurements cover the impact on greenhouse gases, air and water pollution, water and land use (for example in the extraction of raw materials) and waste. The important thing about it is that our impact measurement includes the entire supply chain. In this way we can identify those areas of our production and our sourcing chain that we must change in order to reduce our footprint by a significant amount.

What would this mean for us?

- We identify the main factors affecting the environmental impact on our business.
- We have a better understanding of the effects of everyday decisions from an ecological point of view.
- We can develop robust business strategies in order to meet the risks and opportunities which result from environmental problems.
- We can initiate projects in a more targeted manner and more efficiently, for example in the selection of materials or for the development of new manufacturing processes.
- We can measure the progress of our sustainability commitment.

First steps towards putting the lever in the right place

The project “ecological impact measurement” relies on five steps in which we first gather data which identify and evaluate impact; then we consider the essential characteristics for the main lever points; and then put them into practice. The result – the ecological footprint of our business activity – could then look more or less like the graphic below shows. It is immediately evident at a glance where it would really make sense to apply measures (large bubbles), and where they would really only be superficial cosmetics.



Illustration: Representation of the environmental impact of the firm PUMA

What drives us

We keep the well-being and growth of our company in focus. From the point of view of responsible business, this simply means today that we also take the main environmental effects into account. Only then can we make business decisions which optimise these effects and at the same time increase the success of the company.

In this respect, dear readers, what do you think? Where do you think a company like umdasch The Store Makers has the greatest environmental impact?

We shall report on this.

The environment as driver for our decisions

Concern about the ecological future of the Earth and therefore about the quality of life of future generations is a prime motivation for us to continue to invest in a resource- and energy-efficient production as well as in the development of environmentally friendly products.

1. 80 % less fossil fuels

umdasch The Store Makers uses biomass heating at its Leibnitz location, thereby radically reducing its consumption of fossil fuels as well as the pollution by particulate matter and the levels of carbon dioxide and nitrogen oxide.

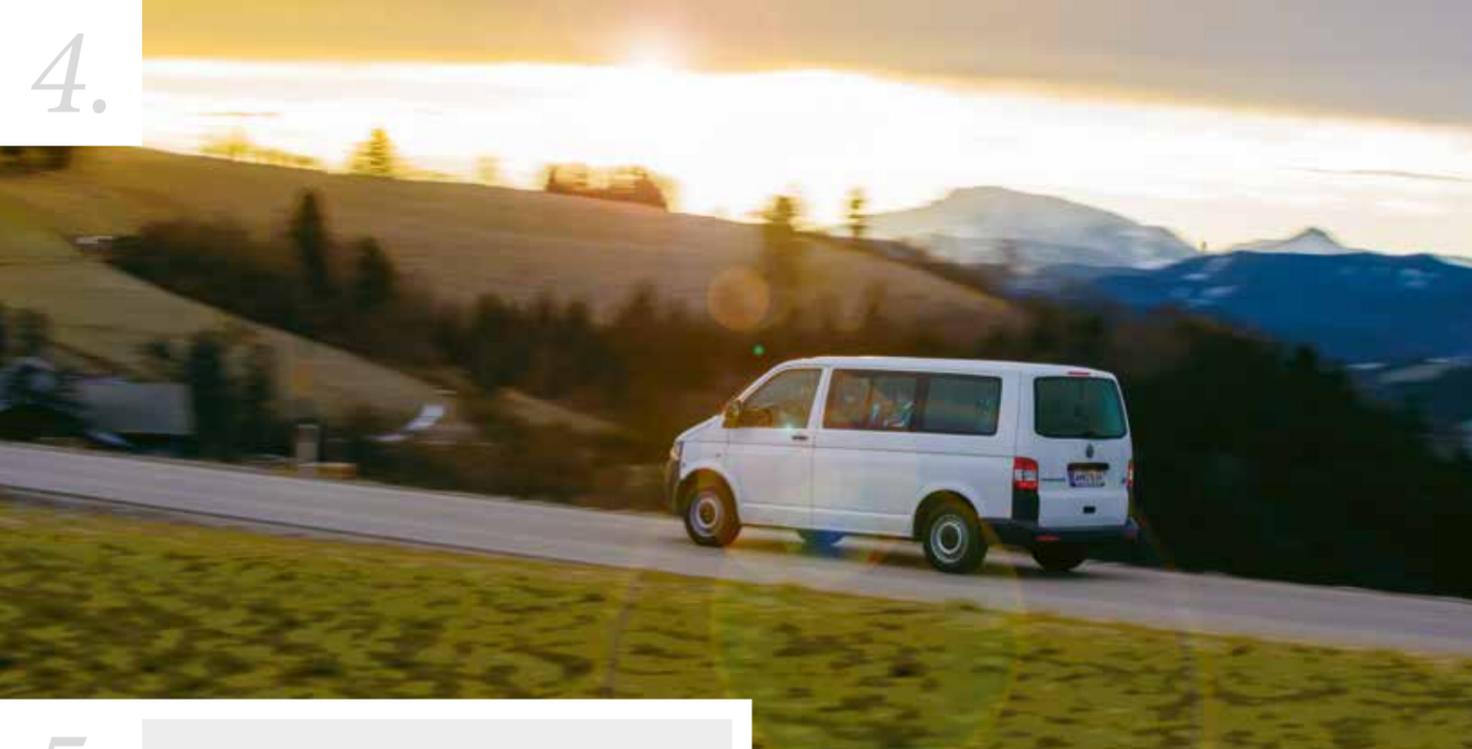
2. Making “2 into 1” saves 130,000 kWh energy

In addition, two existing CO₂ laser cutting installations at the Leibnitz location were replaced with a fibre laser installation. Not only does the new unit produce a considerably higher output; it also does not need any resonator gases, and with savings of almost 130,000 kWh it is twice as energy-efficient as its two predecessors.

3. The plastic-free Liquid Dispenser

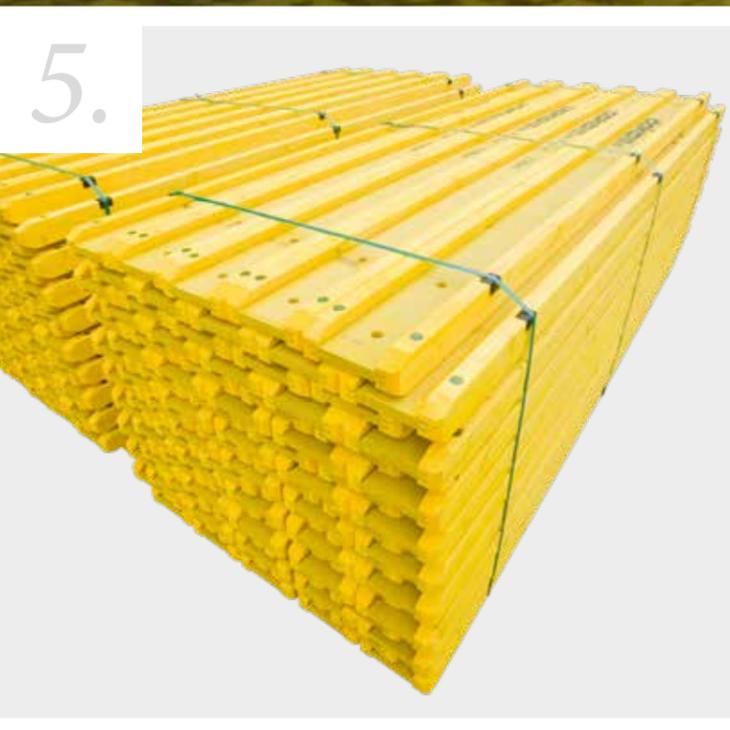
With the development of the Liquid Dispenser, umdasch The Store Makers has launched a product on the market which provides even large retail chains with an efficient way of refilling reusable containers for the first time. The practical dispenser directly at the POS enables products like detergents, shower gels, cooking oils, cereals or antifreeze to be filled into a reusable container which the customers have brought with them. The introduction of refilling systems is a win-win situation for everyone, but especially for nature, because it is possible to dispense with increasing amounts of plastic waste.





4. Shuttle service saves 3 million kilometres by car

Every day some 70 works buses bring about 450 people to the Doka location at Amstetten in the morning and then take them home again in the evening. Average calculations indicate savings of over 3 million kilometres per year compared with independent travel. That represents 242,000 litres of fuel and 673 tonnes of CO₂ emissions based on an average consumption of 8 litres/100 kilometres.



5. Material-saving formwork production

A project started by Doka in 2016 with regard to the application of adhesive in the web-flange joints of formwork girders has succeeded in achieving a 33 % reduction in the use of adhesive. This represents a saving of 100 tonnes of adhesive per year.



6. Power-saving changeover to LED

Doka branches worldwide are successively changing their conventional lighting over to LED systems – both in production and in the office areas and exterior areas of the works. The changeover to the new lamps results in a considerable reduction of electricity costs as well as achieving lower CO₂ emissions – for example, in the case of Doka Australia, 40,293 kg less CO₂ per year.



7. Thermic renovation of the shed roofs

The thermic renovation of the shed roofs at the Amstetten location and the new glazing using thermo-glass not only means that attractive daylight can flood into the halls; more than 3,500 MWh of district heating are saved every year.



The award for sustainable thinking and action

umdaschgroup sustainability prize 2020

Win the chance of implementing YOUR idea in the Umdasch Group!
Entries can be submitted until 28 February 2020.

As a global company we want to offer the free space for people to realise their ideas. In the **Umdasch Group Sustainability Prize** it is a question of presenting ideas for climate protection – **YOUR ideas!**

Submit your solution for ecological sustainability and win the chance of realising your vision for an intact environment and a healthy future for our company.

Timetable for the Challenge:

- Closing date for entries is **28 February 2020**.
- All employees of the Umdasch Group worldwide may participate in the Challenge.
- Entries may be submitted by individuals or as a team/department.
- To submit your entry, fill out the document online in 2gether
- Our Sustainability Jury consisting of representatives of the Sustainability Steering Board of the Umdasch Group and external experts will select the winners.

Prizes:

- The winning idea will be offered the opportunity to implement it internationally including all the necessary resources!
- In addition, the most creative and sustainable ideas will be presented in the next issue of *chances* and published as a sustainability impulse in 2gether!

We wish you and your team good luck!



IT'S UP TO YOU!



We are looking for ideas and approaches:

- For a more environmentally friendly daily work routine
- With less plastic, waste, particulate matter and use of resources and energy
- In order to make a contribution to the environment and improve economic efficiency within the company

“As a space for possibilities,
the future provides the space
for our freedom.”

Karl Jaspers (1883–1969)

