



ASRR16

ASTOR Social  
Responsibility Report  
ASTOR 2016

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THIS REPORT  
PUBLISHED IN 2016  
COVERS THE PERIOD  
FROM 2013 - 2015.

IT HAS BEEN  
SUPPLEMENTED  
BY CHALLENGES  
FACING ASTOR  
IN THE NEXT THREE  
YEARS DESCRIBED  
IN THE 2016+ DRAFT  
STRATEGY.



“RESPONSIBLE  
BUSINESS CAN  
NOT BE DONE  
SINGLE-HANDED”

Stefan Życzkowski,  
CEO, ASTOR



## WELCOME



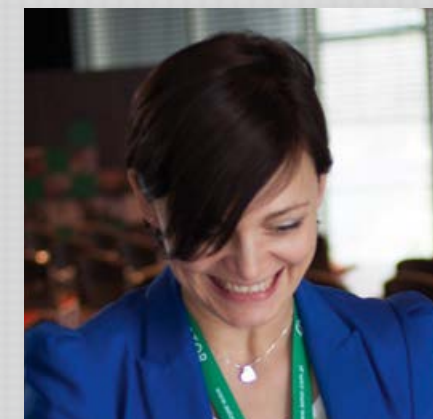
■ We published our first Social Report in 2012. The primary motivator to compile the report was our own and our staff's realisation how many things we do apart from normal business operations, how much we do for the communities which we operate in on an every-day basis and in our immediate vicinity. There was nowhere where we could describe our operations other than corporate automation, robotics and modernisation of the Polish industry which are in line with our mission. Social Report 2012 perfectly fulfilled this role, and although it was aimed primarily at the most important stakeholders, that is us, all the ASTOR staff, it helped to present us not only as the leading supplier in the automation and robotics industry. Today, three years later, we would like to update the information provided then and supplement it with novelties which have appeared since. And though this edition of the report will not be as insightful as the previous one, the added value now is the fact that we would like to inspire other small companies to show how they benefit others. Few local companies from the SME sector decide to publish such reports. It is rather the domain of large companies or global corporations. We would like to become instigators and trend-setters in this respect. Such a report allows to explore a company from the inside, to find out about its organisational cul-

ture and values which drive its business operations. For the past 28 years, ASTOR has been successful in business, increasing sales and turnover from year to year, but these achievements would not be so satisfying if we celebrated them alone. We share them with our community by supporting charities, strengthening cooperation with universities and cultural institutions. Responsible social activity is a natural and obvious step for any mature company.

Pleasant reading.

Stefan Życzkowski  
CEO, ASTOR

## CSR



■ CSR, which stands for Corporate Social Responsibility, is a key term which appears in the context of various measures taken by a growing number of companies operating on the Polish market. However, if in the 1990s CSR was understood as charity events for the needy and in fact had little in common with social responsibility, today it means something more.

A socially responsible company is one which considers the benefits to numerous stakeholders by taking measures for the good of the communities they operate in on an every-day basis, for the natural environment and education, as well as by engaging in philanthropy. I am proud to say that ASTOR is one of them. Regardless of whether it involves contributing to the prestige of the automation profession by supporting young engineers, helping the needy, supporting Polish universities, or ethically collaborating with our business partners, we always put the win-win concept at the forefront.

**What is particularly important and what I have discovered while preparing this report? That corporate responsibility translates into responsibility within us ourselves.**

Social responsibility measures implemented by ASTOR build the image inside the place we want to work and feel good in. Joint measures integrate

the team and make them begin to take responsibility not only for one other at work, but also for the community in which we live. And there is nothing that fosters mutual relations better than working towards a common objective.

We are aware of the fact that social responsibility is more than a one-off sponsorship campaign. It involves long-term, gradual relationship building, both inside the company and with the community around it. In fact, CSR in ASTOR began earlier much before we published the first social report. It is one of the cornerstones of our operations. Another Social Report will be published in three-years' time. We are setting ourselves an ambitious objective of compiling the next one according to certain standards, hence we would like to produce it taking into account the guidelines of the Global Reporting Initiative. It is a considerable challenge, however, I am confident that together we will succeed. I would like to thank all my colleagues who have contributed to this edition of the report

Renata Poreda  
CSR & Communication Coordinator





“A REAL COMPANY  
MAY ONLY BE  
DEVELOPED  
BASED ON FAIR,  
RELIABLE RULES”.



Stefan Życzkowski,  
CEO ASTOR

#### 13 RULES OF STEFAN ŻYCZKOWSKI

- ✓ Business can not be done alone.
- ✓ The cheapest offer always falls out of the game.
- ✓ Competition develops and toughens up.
- ✓ Continuous development of the staff and the company are measures of success regardless of the business environment.
- ✓ A company may only develop based on fair rules.
- ✓ One must be able to sell what one has in mind.
- ✓ Marketing and advertising are the first investments in any company.
- ✓ If you are loyal to your staff, they are loyal to you. If you behave unethically, you have no right to require others to act ethically. in relation to you.
- ✓ Investment in learning is worthwhile.
- ✓ People with no experience are not burdened with bad habits.
- ✓ Sometimes it is good to stop and celebrate success.
- ✓ If you have some know-how, share it.
- ✓ Physical culture should be taken care of.

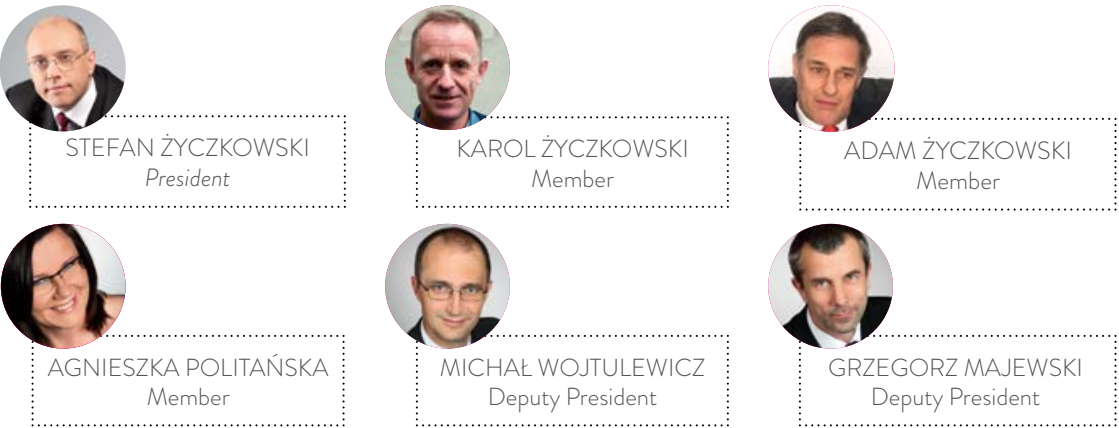


# STRUCTURE ORGANISATION CHART

..... OPERATING BOARD OF DIRECTORS .....



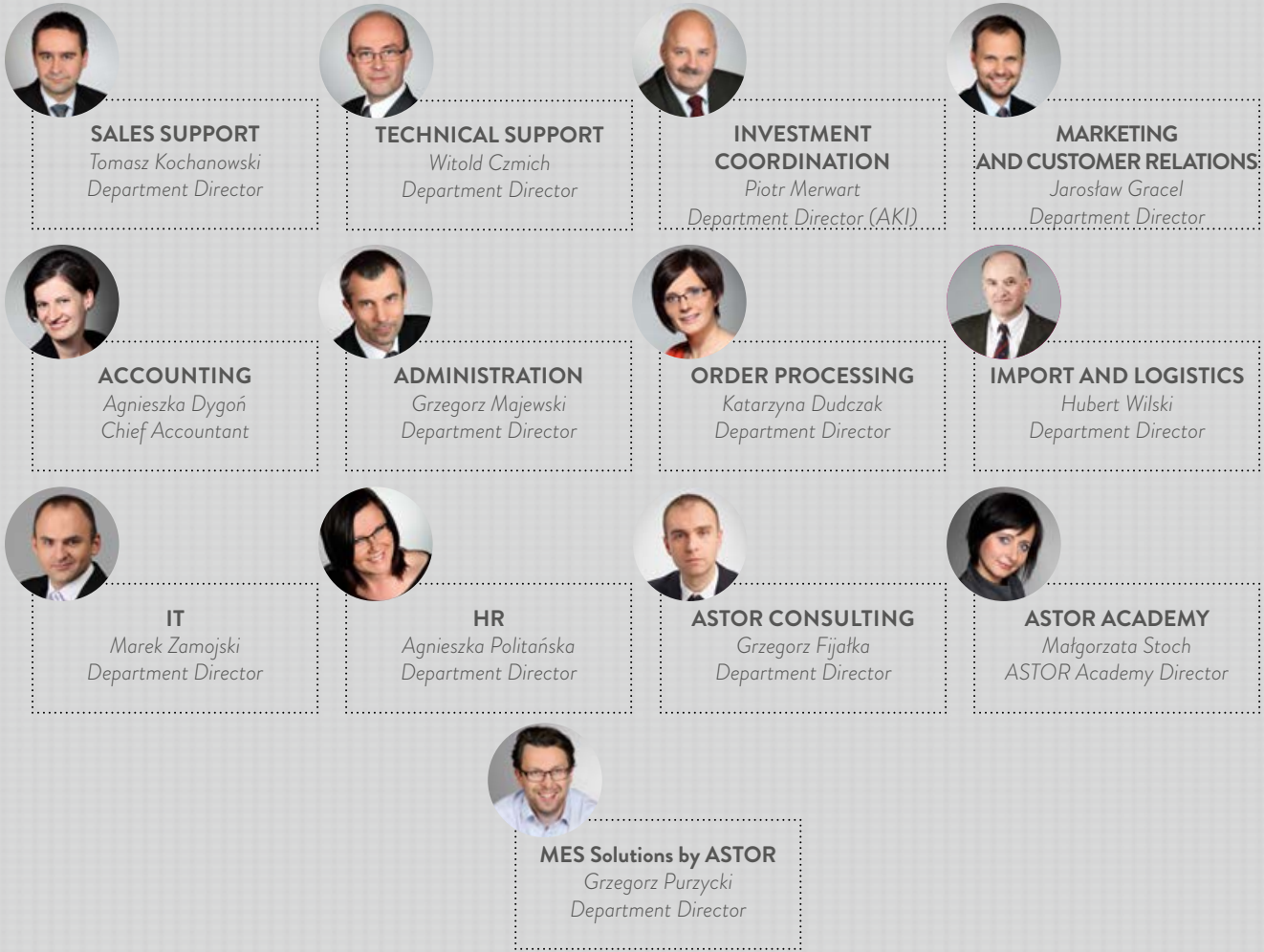
..... BOARD OF OWNERS .....



..... BRANCH DIRECTORS .....

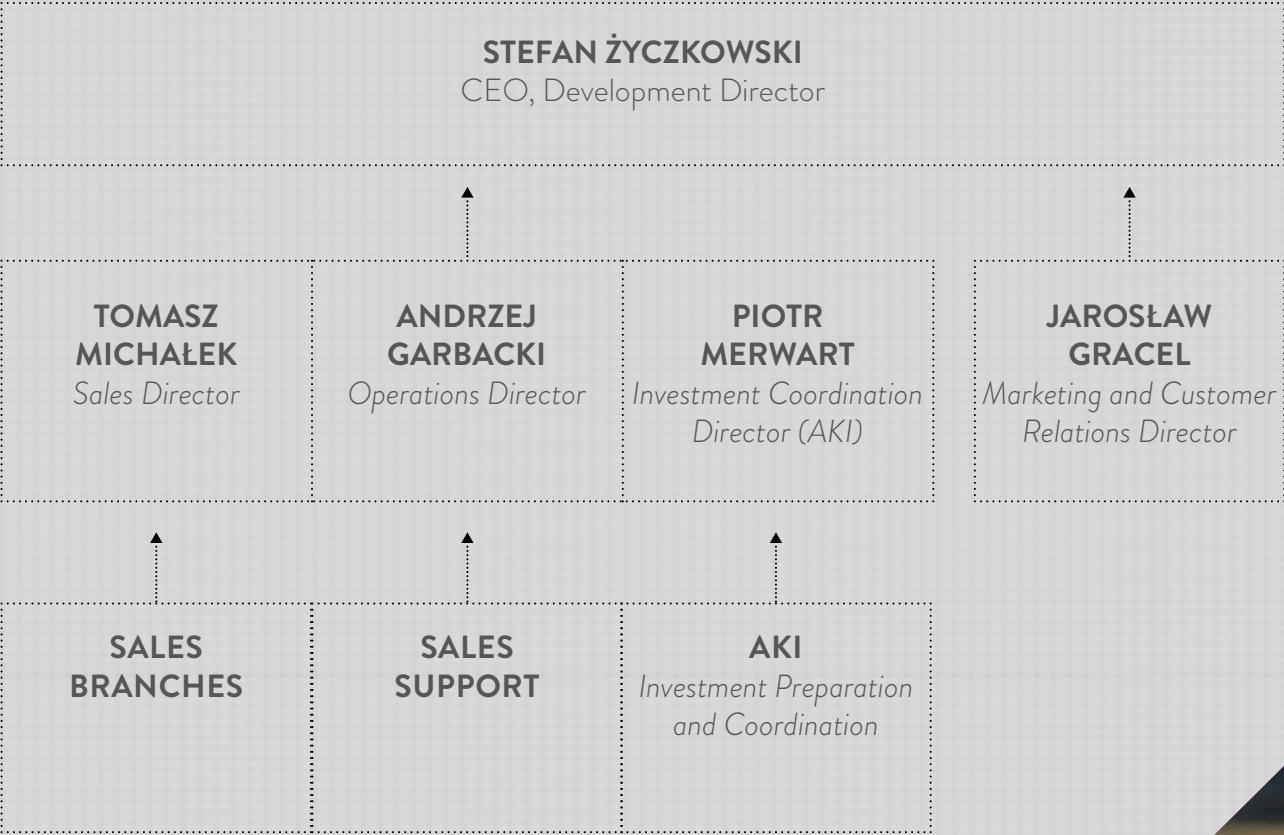


..... DEPARTMENT DIRECTORS .....





.....THE 2016+ SALES.....  
DIVISION STRUCTURE





# WE ARE COMMITTED AND PASSIONATE ABOUT COOPERATION

**WHY?**

**MISSION STATEMENT:** We want to modernise the industry together, with passion and commitment. We support the development of people with whom we cooperate.

✓ The values appreciated in our company are based on the concept of work-life balance. They are divided on the one hand into those associated with mutual assistance and support, and on the other into the ones concerning freedom and responsibility.

**WE REWARD:**

- ✓ team cooperation, understanding differences,
- ✓ the win-win approach,
- ✓ mutual respect between suppliers and customers

**WE APPRECIATE**

- ✓ loyalty,
- ✓ honesty,
- ✓ involvement,
- ✓ reliability.

Other values respected by us ourselves and the ASTOR staff have been laid out in the HR Policy Declaration.



Team cooperation



Win-Win



Mutual respect



WE WANT TO MODERNISE  
THE INDUSTRY TOGETHER, WITH PASSION  
AND COMMITMENT. WE SUPPORT  
THE DEVELOPMENT OF PEOPLE  
WITH WHOM WE COOPERATE.

MISSION  
STATEMENT

WORK-LIFE  
BALANCE

TEAM COOPERATION,  
UNDERSTANDING DIFFERENCES

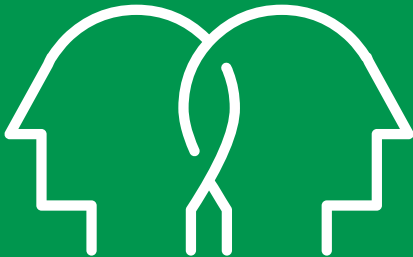
THE WIN-WIN  
APPROACH

MUTUAL RESPECT BETWEEN  
SUPPLIERS AND CUSTOMERS



MUTUAL ASSISTANCE  
AND SUPPORT

FREEDOM  
AND RESPONSIBILITY



LOYALTY

HONESTY

INVOLVEMENT

RELIABILITY

VISION

OUR AIM IS TO MAKE THE POLISH  
ENGINEERING AND MANAGERIAL  
KNOW-HOW RESPECTED IN EUROPE  
AND AROUND THE WORLD.



# ABOUT US

Since 1987 ASTOR has delivered innovative technologies in the field of IT systems for industry, industrial automation and robotics as well as business know-how and technical support for Polish and foreign industrial enterprises. We constantly strive to be the best expert in this field in Poland.

**We have a unique offer on the Polish market providing our customers access to state-of-the-art:**

- control systems,
- industrial software,
- monitoring systems,
- robotic systems.

Our product range is complemented by a number of services (training, consulting, maintenance, etc.), which facilitate the selection, implementation and operation of the systems supplied by us. Our solutions are applied by big plants and small companies alike in virtually every industry. A complete and updated product and service offer is always available at [www.astor.com.pl](http://www.astor.com.pl)

We are present in seven Polish cities: Gdańsk, Katowice, Kraków, Poznań, Szczecin, Warsaw, Wrocław and at science or popular science training courses and events throughout the country. Our head office, ASTOR Technology Park, is unique on the Polish scale with Europe's first interactive

exhibition of robotics and IT technology, the ASTOR Innovation Room, accessible to contractors, students, academics and tourists. It is a venue for tests, demonstrations and training courses.

For many years we have been active in Business Centre Club. We have received numerous national and international awards, including the title of "The one who transforms the Polish industry", a European Medal, the seventh 2014 Best Place to Work in Poland, in up to 500-staff company and the title of 2014 Małopolska Region Innovator.

### WHO DO WE SUPPORT?

Boards of Directors | Automation engineers | Maintenance Departments | IT Departments | Production Departments | Lean Technologists and Energy engineers | Designers and Design Offices

### PRODUCTS

- remote control and monitoring systems,
- systems for process and production information management,

- production and industrial process control systems,
- automation and robotics of production lines,
- media monitoring systems,
- machinery control systems,
- high availability control systems,
- technical and business training,
- service and technical support,
- coordination of investment projects,
- business and technical consultancy.

### SERVICES

- technical and business training,
- coordination of investment projects,
- service and technical support,
- business and technical consultancy.

### RELATIONS WITH SUPPLIERS

ASTOR is a representative in Poland of such global brands as for instance:

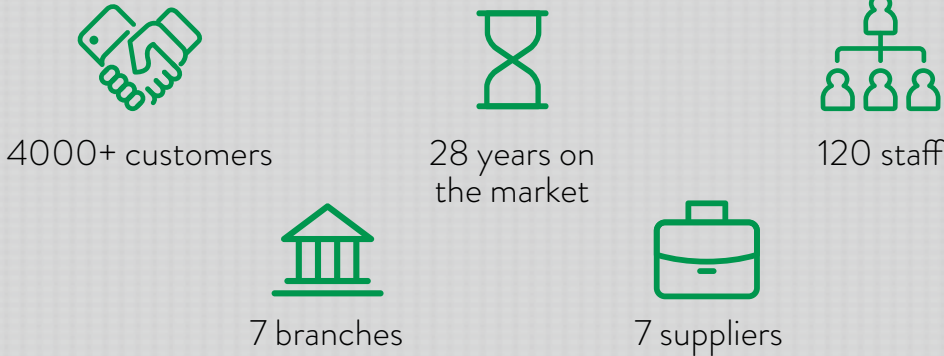
- General Electric USA
- Wonderware to which it belongs
- Schneider Electric USA
- Kawasaki Robotics Japan
- Satel Finland
- Horner APG Ireland
- Korenix Taiwan
- Epson Japan
- Woodhead USA

We have received numerous awards from our suppliers for high sales results, as shown by e.g. "Excellent Sales Award" for Kawasaki robot sales results. Our marketing operations to promote global brands in Poland have also been recognised, e.g. by the "Imagination in Marketing" award from GE Intelligent Platforms which confirms exceptional effectiveness of marketing operations in Europe. Our campaigns for GE Intelligent Platforms, which forms part of General Electric, have resulted in awareness of GE in Poland which according to research is much higher than on other European markets.

All our achievements mean that ASTOR is perceived by foreign partners through our professional distribution operations.



### ASTOR REFLECTED IN FIGURES





# SATEL

Satel Oy, established in 1986, is a Finnish electronics and telecommunications company that specialises in the manufacturing radio modems for wireless data communication. It is one of the leading suppliers in the world. Cornerstones of Satel’s success are the experienced personnel, high quality products, innovativeness, effectiveness, service level and customer needs driven focus.

Astor has been a valued partner of Satel since 1998. From those first years of establishing the wireless communications solutions sales we have come a long way together. For Satel as a principal, Astor represents an ideal partner. Astor’s drive for success and development of their business is present in their every action. Astor has all the necessary qualifications in order which has ensured their success –Professional people, Technical competence and Excellent Marketing communication for the products they represent. Not only looking back to history – there is a joint driven commitment together with Astor and Satel to develop the wireless communication solutions for the Polish industries for the years to come.



David Lucchesi  
Sales Manager Satel Oy



Horner APG are global leaders in the design and manufacture of factory automation control solutions. It is a part of the world-wide Horner Electric Group that was founded in 1949 and have been designing PLC’s , Communication Products, HMI’s and their related products since the early ‘80s.

Horner APG started working with ASTOR in 2000 and our relationship has developed significantly since then. We began with a standard product line more suited to foreign markets and with ASTOR’s open and honest feedback developed a range of products more suited to ASTOR’s and the wider European market. ASTOR have very high quality Staff, Organisation and Marketing and this has assisted Horner in developing successful products for the market and in partnership have designed and developed products specifically for focussed markets.



We have been pleased to support further integration between our two companies. ASTOR’s Polish Intern students have completed a training Internship at our facility in Cork, Ireland. This helped both companies understand the working culture to a different level and to create awareness of differing cultures to assist a productive working and technical relationship.

We hope to build and develop on this long standing partnership through close and participative co-operation and understanding of each other’s Business and Personal Objectives

Brenda Cooper  
Operations Manager and Director Horner APG Europe





Distributor  
Automation & Controls

**GE is a leading provider of automation and controls technology and services for power generation, distribution and adjacent applications across industry. Our differentiated Industrial Internet solutions enable customers to optimize equipment performance and ensure reliable and efficient operations by connecting their machines, data, insights and people. Our dedicated team includes some of the best minds in automation capable of solving our customers' toughest challenges.**

Over 20 years of partnership with GE, Astor has proven to be a reliable, open and motivated company, focused on delivering value to its customers, while strictly following the highest business ethics standards. The company has tremendously grown and expanded during this time and turned into a modern, well-structured and equipped organization with highly skilled and competent personnel, dedicated to delivering best in class technology and services to Polish customers. This found its reflection in steady growing business and customers satisfaction, as well as in long and fruitful co-operation with GE.



Stephan Kozino  
Channels Director Europe  
GE Automation&Controls



**Kawasaki Robotics is part of Kawasaki Heavy Industries, Ltd. and one of the pioneers in industrial robotics. The first robot made in Japan was made by Kawasaki in 1969. Since then Kawasaki is one of the biggest and leading robot manufacturer worldwide and delivers innovative robots for every application.**

KRG supply industrial robot of Kawasaki to each country in Europe, Russia, Middle

East and Africa through our partner. ASTOR is our only partner in Poland from 2007. Since that time, Astor were developing the Polish market for Kawasaki, increased the fan of Kawasaki in Poland. And now he won the absolute trust of his customers .ASTOR can supply not only Kawasaki robot, but also system solution to you. Of course, you can leave to ASTOR in peace after sales. ASTOR is one of the most reliable partners for us.



Noboru Takagi  
President of KRG (Kawasaki Robotics Germany).  
Operations Manager and Director Horner APG Europe



Schneider Electric is a world leading high-tech company, ASTOR started the collaboration with our software division a long time ago in 1995. The partnership has been characterized since from the beginning by the highest standards in terms of ethical behavior. This is visible in our commercial and technological relationship, with the customers and lastly with all the employee. We can see inside ASTOR premises these values in combination with investments in innovation, continues trainings and a solid, well-motivated management. Good reasons to entrust ASTOR for representing our **Wonderware** brand across all the country with mutual satisfaction.



Federico Marguati  
Sales Manager Europe, Russia, Africa  
Schneider Software



From the perspective of internal efficiency, which we also call operational efficiency, it is the teams' ability to select issues which are most important and to focus on them in operations, but also the ability to give up operations which do not generate this value. From an external perspective, e.g. that of the head of an industrial plant, it is the ability to see and assess which processes are most cost-intensive and have the greatest savings potential, e.g. in terms of electricity. The systems which we supply help delegate responsibility for savings to practically each staff member of such a plant.

Andrzej Garbacki  
Operations Director



Responsible finance stands for taking care of the common good, understood as acting in the spirit of the win-win concept between ASTOR-Customers, -suppliers, -community. On an every-day basis, this is the ability to delegate responsibility for the finance to all staff members. This means that everyone in the company has a say on company revenue and profits and feels responsible for them. In this context, transparency and access by each staff member to all the relevant financial information is indispensable.

Michał Wojtulewicz  
CFO



Before signing a contract for project implementation we make multilateral technical arrangements. At that stage we try to discuss and analyse any technical issue that may be potentially difficult to implement. These arrangements are conducted with the user openly and are intended to work out solutions that are satisfactory to both parties. This opens up the possibility of genuine communication in the course of implementation and allows to overcome problems much faster and easier. Most importantly, we work in one team with our customers.

Piotr Merwart  
Investment Coordination  
Director (AKI)





# THE 2013+ STRATEGY CONCLUSIONS

**The financial (revenue) objectives have always been defined, but from the strategic point of view, it is the people (staff) who are most important for the company and who rank first, before profit.**

## THE 2013+ STRATEGY

The motto of the 2013+ strategy was a common development path and sustainable long-term growth strategy was at its core.

The financial (revenue) objectives have always been defined, but from the strategic point of view, it is the people (staff) who are most important for the company and who rank first, before profit. For about a dozen years, since the mid 1990s, it has been the company's vision was to create "a team of teams", which would automatically translate into a very good atmosphere of cooperation and into financial results, i.e. continuous growth of revenues.

ASTOR implemented the first formal strategic planning process in 2010, followed by another one in 2013 which established a 3-year strategy of "2013+ Common development path."

## A key change was to base the strategic development of the company on three business pillars:

- ✓ distribution of automation systems-the main customers are integrators of automation systems,
- ✓ providing solutions – the main customers are production companies directly,
- ✓ coordination of investment – development of a new business unit responsible for the coordination of innovative projects for key customers (e.g. the automation of "Long Rails" for ArcelorMittal Poland).

In retrospect, the 2013+ strategy turned out to be correct which resulted in significant development of all staff and teams also allowing a significant increase in revenue and record profits in 2014. One of the main factors of the strategy's success was that the entire company staff had been involved in its development.

## An important element from the strategic point of view is also building own brands:

- ✓ Astraada – Practical Automation – a brand of proven, economy automatics components for the SME sector.
- ✓ Comodis – Open technologies. Smart building, a brand for building automation systems aimed at automation engineers wanting to optimise the operation of buildings in which they live and work.
- ✓ Profesal Maintenance. The CMMS class systems supporting the maintenance work of services in factories, while increasing efficiency and quality of work of maintenance services

One of the main assumptions of the 2013+ Strategy was striving for continuous development and attaining record profits amounting to PLN 75 million Polish zloty in 2015 with Net Promoter Score (NPS) at 54%.

## The 2016+ Strategy

The 2016+ Strategy was formulated in 2015. Its main objective is that we as a company should develop faster than the market while maintaining customer satisfaction and increasing operating efficiency with the use of above-average organisation culture.

According to the new strategy, by 2018 ASTOR is planning to increase its revenues by approx. 9% YOY and NPS is to remain at above 54% while

maintaining a continuous growth of our efficiency. Our 2016+ strategy has been developed according to a new business paradigm – a four-leaf clover which symbolises new opportunities. Our new business model fits in perfectly.

All operations will be conducted so that they also guarantee a harmonious development of staff and the organisation based on the adopted values. It is the staff who constitute our main competitive advantage, i.e. a team of competent people, listening to one another and inspiring one another.

## Responsibility in every dimension

is the motto that will accompany us in all the measures taken to implement the 2016+ Strategy.





The strategy for the coming years would not have been possible if not for the involvement of all the staff. The process of developing it was by itself immensely interesting, and up to 43 people, including the sales staff, Area Sales managers, support departments and their managers and the Operating Board actively worked on the strategy. These were people directly involved in the work of the project team, people involved in workshop arrangements and people working in teams on each of the clover leaves (strategic areas). So it may be assumed that virtually all the departments and branches were represented and involved in the process of strategy formulation. In addition to direct participation, many of you expressed your opinion in two surveys.



Paweł Wróbel,  
ASTOR Katowice branch director, manager of the “2016+ Strategy” project

A responsible sales person is someone who is focused on the needs of the customer, who knows and understands the customer’s business objectives and how to adapt the offered solution to their needs throughout the sales process. At the same time the sales person must have the technical competence to justify the value of the offered solution. Only then will the sale be fully responsible.



Tomasz Michałek  
Sales Director

# THE 2016+ STRATEGY

Work on the “2016+ Strategy” project started from defining the groups which ASTOR works with every day. It demanded careful listening to the needs of all the company stakeholders. The final expectations for The 2016+ Strategy included analysing:

- ✓ 58 questionnaires completed electronically by the staff,
- ✓ 20 telephone interviews with Area Sales Managers and Support Department, Investment Coordination Department and Profesal Departments,
- ✓ operating Board’s (including the owners’) expectations.





Due to the nature and model of our operations, when selecting suppliers we focus only on long-term cooperation which is why trust, openness and partnership are most important in our relations with them. Together, we deliver modern, frequently innovative technologies, hence the supplier's flexibility is also significant as it helps to adapt our solutions to the needs of Polish companies.

Tomasz Kochanowski  
Sales Support Director



Customer satisfaction survey helps us to provide quality customer service in order processing. We ensure customer satisfaction through professional, friendly and efficient service. We also want to meet the expectations of our customers, therefore their opinions are very valuable for us. The results of the NPS enhance our commitment and motivate us to continuously improve efficiency.

Katarzyna Dudczak  
Order Processing Director



**Another dimension to competing.**

Companies can compete on three levels. The first one is most basic and it is to do with competing mainly in basic components of success: price, availability, execution time, etc. They are competitive advantages which are easy to follow and are of short-term nature. The second level deals with methods of competing which are somewhat more difficult to copy. They concern aspects such



as innovation, unique customer service, know-how, etc.. The highest level, and hence the most difficult one to achieve, covers such aspects of operation as organisational culture, customer relations, brand. These elements of competitive advantage are virtually impossible to copy. How can one reproduce the culture of Disney organisation, the relationships established by Harley Davidson, or the values attributed to Apple?

For several years, if not from the beginning, ASTOR has been taking up the challenge of competing on the third level. Gradually built brand distinctiveness, unique organisational culture, and above all, authentic relationships with customers, suppliers, business partners have made the market position of the company stable over the years while difficult moments have been successfully overcome. This is another dimension to competing and ASTOR is already there.

Ph. D. Robert Kozielski  
QUESTUS

The NPS mainly allows to monitor how customers assess the quality of our services. The score enables us to statistically assess our work, but the biggest value is to be found in analysing the details from the score. They let us determine which areas require our close attention, and repeated opinions contribute to a systemic change in the way we operate. Every comment which the people provide is valuable for us. It also happens that following the NPS, we go back to discussions with the customer which enables better understanding of expectations regarding further cooperation in the future.

Witold Czmich  
Technical Support Director

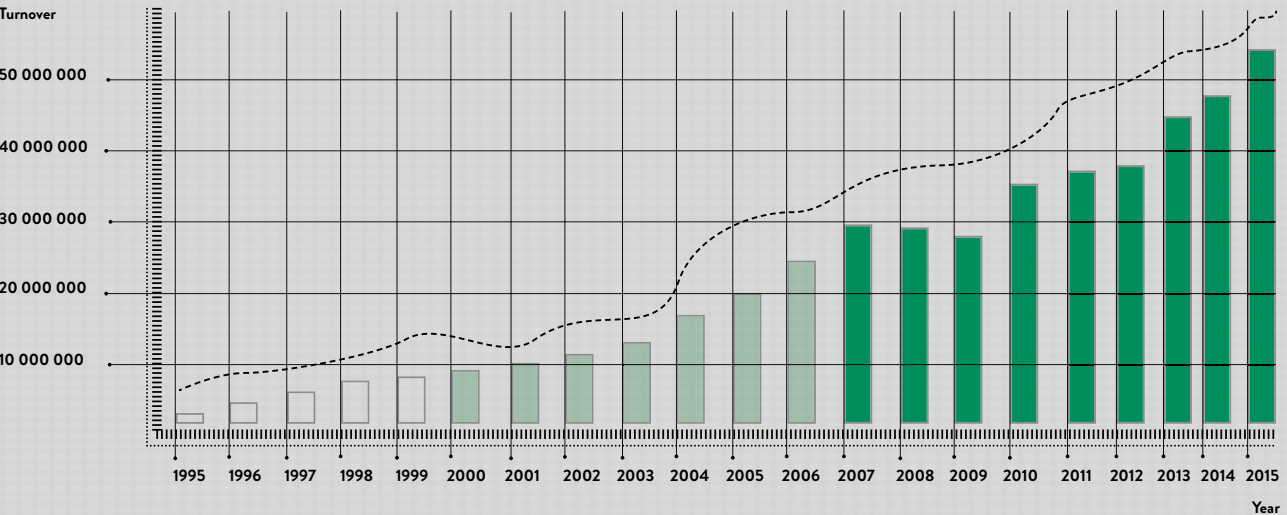




# ASTOR HAS SHOWN RECORD TURNOVER

We are a stable employer in the eyes of our staff and a reliable business partner for our customers. We make investment decisions. The best example is our head office which is company property. Its value has been estimated at 17 million Polish zloty.

Since it was established, ASTOR has reported increase in revenues and income year over year. In the last three years, the company reported record turnover. In 2013 it amounted to 49.3 million Polish zloty and in 2014 up to 52.8 million.



We would not be able to function were it not for cooperation with various groups which we come into contact with. As a company we are not alone, we gather around us various groups of stakeholders, both internal and external. We impact each of them in a different manner and each of these groups differently affects the performance of our company and the way we do business.

## EMPLOYEES

Each member of our team is a particularly important stakeholder for the company. ASTORS' development and success rely on common commitment and sense of responsibility for our common goals. The best ambassadors of any company are their staff so it is the team members that company image depends on: from the recruitment stage, through the employment period and even the time after termination of employment.

**A friendly atmosphere at work, a work-life balance, continuous development and skill improvement are a basic element in the management of our company.**

## SUPPLIERS

They are mainly manufacturers of solutions which we distribute but also service providers: advertising agencies, training, research and other companies.

**Successful cooperation with our suppliers impacts the effectiveness** in fulfilling the expectations of our customers, therefore we jointly negotiate and develop rules for cooperation. We try to meet fairly the needs of each party.

## CUSTOMERS

- Integrators – a group of customers who use our technologies, create new, unique solutions “tailored” to the individual companies.
- OEM producers – equipment and device manufacturers who use our solutions in their products.
- End users – companies who our products and solutions eventually reach and who use them in their daily work.

Our common interest is the speed and quality of service, availability of solutions, and expert knowledge of the highest standard.



## STAKEHOLDERS' GROUPS

### RESEARCH CENTRES ACADEMIC STAFF

Relations with educational institutions are particularly important for our company.

We willingly and frequently cooperate with universities, supporting them by providing access to laboratory equipment and by hiring it. All the research centres interested in the acquisition of equipment may always count on a preferential, attractive purchase price, so students and researchers have solutions found currently on the market at their disposal.

### STUDENTS AND PUPILS

We see them as a special community which we treat with care. We believe that popularising state-of-the-art technology among students and pupils not only complements their knowledge and adds to their experience, but also indirectly affects the labour market. After all it is the students of today who will impact the technical level of the Polish companies in the future.

### MEDIA

A very important group that supports our external communication and us in the process of reaching out to other stakeholders. Sharing experience and expertise, together with media representatives and partner PR agencies we conduct a kind of educational activity by providing current information from the world of automation and robotics.

### NON-PROFIT ORGANISATIONS

We share our profits with others, including the most needy. We know that without the support from business, many NGOs would not function properly. Therefore we financially and organisationally support valuable initiatives.

**We cooperate particularly closely with associations which work for equal opportunities in access to education and a decent life.**

### COMPETITION

The group of stakeholders must also include our competition. In this area, fairness in sales and promotion practices is important to us.

We are fortunate to work in an industry where mutual respect and ethical level of business relations are very high. However, in our endeavours we strive to act in a visionary manner and to stay ahead of the competition.

We are pleased to hear from customers that our ideas are often the model copied by other companies in the industry.

*\*OEM – z ang. Original Equipment Manufacturer*





# OUR PRODUCTS HAVE RECEIVED NUMEROUS AWARDS

✓ ASTOR has received numerous trade awards and won national competitions. Our products have been repeatedly appreciated among by trade magazines. In 2014, the “Napędy i Sterowanie” magazine found Astraada PLC RCC the product of 2014 in the category of System and process control systems. The 2013 Product of the Year Award in the category of Software, was given to us for Wonderware 2012 R2 System Platform by “Control Engineering”.

In addition to awards for our products we have also received the CEE Manufacturing Excellence Award in the category of Supplier of the Year in Robotics / Automation. Our supply chain has also been awarded by “MSI Poland,” who named us Best IT supplier for industry in 2012.

The Polish Institute Great Place to Work® selected ASTOR as one of the best work places. Our most important awards in recent years:

2015

✓ 2014 Product of the Year Award for an industrial computer Astraada AS47C19 for: Operator panels. Organiser of the contest: Control Engineering.  
✓ 2014/2015 Product of the Year Award for the Quick Panel + in the category: System and process control systems. Organiser of the contest: Napędy i Sterowanie.

2014

✓ Seventh place among the Best Workplaces in Poland in 2014 from the Polish Institute Great Place to Work® in the category: Organisations employing less than 500 staff (first place among companies with Polish capital).  
✓ 2014 Product Award in the category: System and process control systems for the product Astraada PLC RCC. Organiser of the contest: Napędy i Sterowanie magazine.  
✓ 2013 Product Award in the category software for the product Wonderware 2012 R2 System Platform. Organiser of the contest: “Control Engineering magazine”.

2013

✓ The winner of third place in a study Great Place to Work® Institute Poland  
✓ CEE Manufacturing Excellence Award in the category Supplier of the Year in Robotics / Automation.  
✓ Finalist of the 7th edition of the contest 2012 IT Support Leader. Organiser of the contest: HDI-Poland.  
✓ European BCC medal to ASTOR Consulting.  
✓ Award in the category: Business Application Competition: The Product of the Year 2012 Wonderware InTouch. Organiser of the contest: “Plant Engineering” magazine.  
✓ 2012 Best IT supplier for industry. Organiser of the contest: “MSI Poland.”  
  
✓ Nomination in the contest Firma Dobrze Widziana for the best image in social responsibility in the Małopolska region. Organiser of the contest: Business Centre Club.

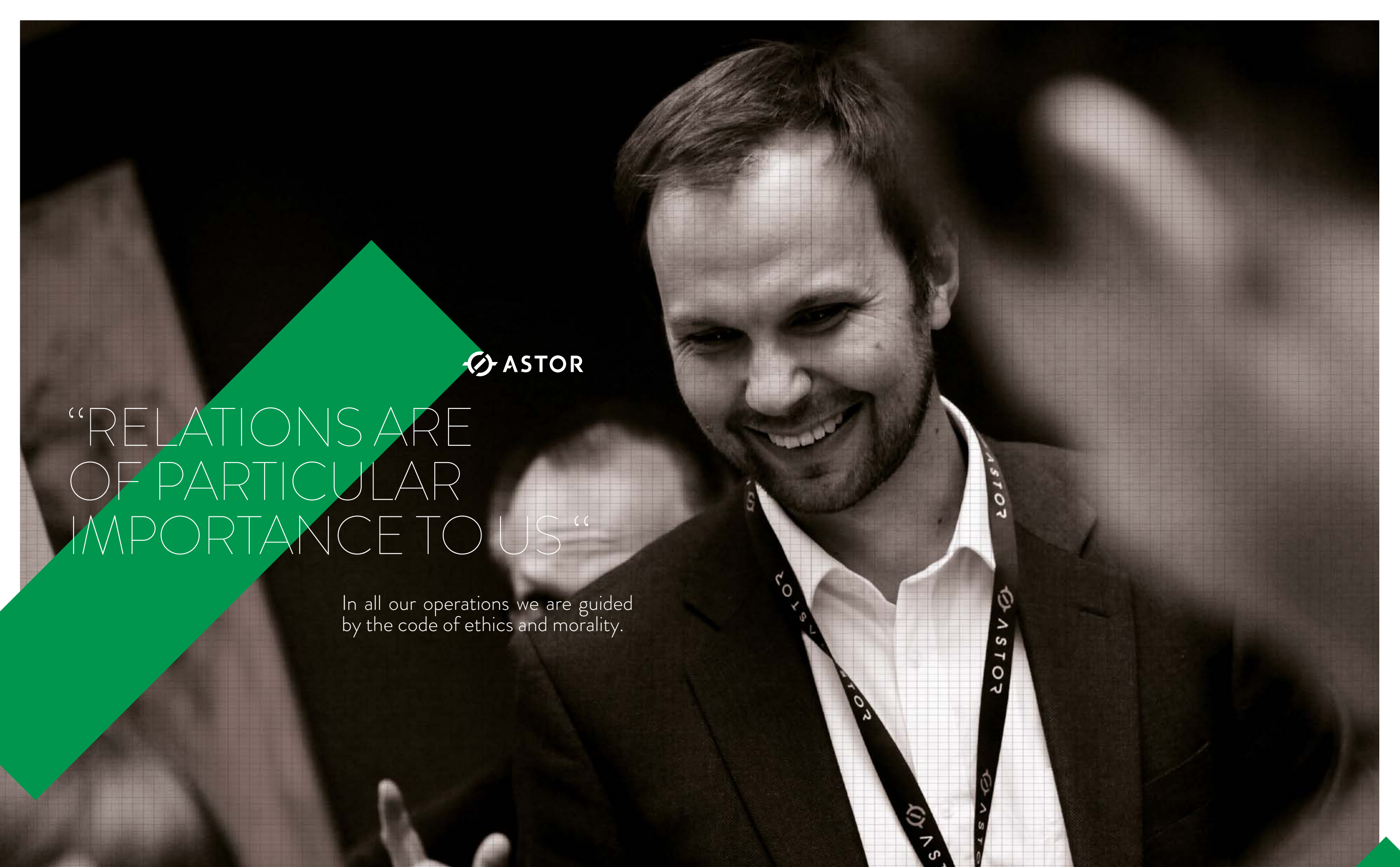






“RELATIONS ARE  
OF PARTICULAR  
IMPORTANCE TO US”

In all our operations we are guided  
by the code of ethics and morality.







## FOREWORD

Since we began cooperating in 2014 our relations have been filled with trust and mutual respect, but also with constant curiosity concerning the other party's point of view. Two years on, we have implemented challenging tasks and have celebrated many success stories together. We are constantly inspiring each other, also because of our different perspectives. At the same time we are confident that what brings us together is the same view on fundamental issues concerning the rules of business ethics. ASTOR does not simply stand for technology, but most of all for their amazing staff who are the source of knowledge, creativity, innovation and passion. With its unique management model, these values are skilfully enhanced and we have the pleasure to present their outcomes to a wider audience. On a day-to-day basis we immensely appreciate the openness with which ASTOR communicates with us and we are confident that it translates into openness in communication with the communities which we support.



Rafał Czechowski  
Managing Director  
Imago PR

## FOREWORD

We at ASTOR consider relations as particularly important. Relations with every social group such as customers, suppliers, business partners, the media. Above all, we want them to be positive so that our customers express their satisfaction by recommending us to others.

In all our operations we are guided by the code of ethics and morality. Since the company was established we have stressed the importance of highest standards in customer service. Accordingly, we listen carefully to their expectations, to come up with even better products and services.

**We appreciate long-term partners and we strive to constantly increase their satisfaction.**

We attach particular importance to cooperation with the media. Through them, we provide reliable information on our operations. We appear in the media on a regular basis which enables us to reach a wide range of our stakeholders.



# WORK ETHICS

**We are a mature organisation, hence our daily operations are based on the code of business ethics.**

Building a fair, partner relations between the company, its suppliers and customers, is the obligation of every corporation which aspires to the title of being socially responsible. In the era of fierce competition and pressure to cut prices at the expense of quality, this area poses a special challenge for every company. We are a mature organisation, hence our daily operations are based on the code of business ethics. They manifest themselves in business relations, but also in the daily work of our staff who follow

the HR Policy Statement which they themselves have compiled. The aim of the HR policy is to ensure stable employment and job satisfaction. We are a company with family atmosphere, organised in accordance with the best models successfully competing on the market. We ensure our success by building long-term relations with colleagues, customers and partners based on professional, honest and kind cooperation. We expect loyalty, commitment and continuous improvement of skills.



# SUPERIOR QUALITY

ASTOR's offer is based on from know-how and over twenty years of experience as a distributor of quality solutions in IT, robotics and automation, supplemented with with professional technical support and partner relations with our customers. Our company has a unique offer on the Polish market which guarantees partners and customers access to system configurations consisting of hardware and software verified in practice. We also provide a range of professional services which facilitate the selection, implementation and operation of comprehensive production process automation systems for industry.

**WE ALSO ENSURE HIGH QUALITY OF CUSTOMER SERVICE THROUGH:**

- ✓ **ASTOR technical support system**
  - continuous improvement of support engineers' qualifications,
  - satisfaction and customer loyalty (NPS) surveys,
  - updates of the material in the Profesal system.
- ✓ **Consulting services**
  - expanding the concept of automation department development,
  - calculating return on investment using modern technologies in industry,
  - expanding virtualisation systems.
- ✓ **Automation of purchasing processes**
  - the establishment and development of an online store, ASTOR24.pl

✓ **The ASTOR Internet platform**

- development of training paths,
- access to transaction history.

What is also of key significance for us at ASTOR is developing and maintaining good relations with suppliers. The Sales Support Department coordinates these operations in two ways:

**On the part of ASTOR** - through the implementation of agreed purchasing aims for a given year arranged together with the supplier and by maintaining brand awareness. We are mainly assisted by the following operating tasks:

- giving feedback on product and service development to the suppliers,
- participation in technical and commercial training courses organised by suppliers.
- participation in meetings with distributors,
- product launch on the Polish market.

**On the part of the SUPPLIER** – through coordination of operating tasks with our consultant regularly available for the supplier:

- implementation of the agreed price policy,
- providing the ordered products,
- informing about product development and delivering them on time,
- supporting meetings with key customers,
- cooperation on customers' key projects.



# AIMS WHICH WE PURSUE WITH COMMITMENT

For many years ASTOR has been conducting reliable and professional marketing communication. Our basic premise is that our advertising campaigns must be positively perceived by our partners in Poland and abroad.

✓ In order to improve the quality of our marketing communication we have set perspective objectives which we pursue with commitment. In the coming years they include:

✓ **Maintaining our market share in individual sectors of**

- ✓ control systems,
- ✓ industrial software,
- ✓ training and consulting services.

✓ **Increasing the market share of**

- ✓ robotic systems,
- ✓ project management services,
- ✓ coordination of investment.

✓ **Achieving higher customer satisfaction**

– measured with NPS.

✓ Striving for a better understanding of key customer needs – through the Partnership Programme and strategic industry coordinators.

✓ **Continuous improvement of customer service quality** – through ASTOR 2.0 Sales System, Technical support and the sale recommendations score.

✓ **Building ASTOR brand awareness in new industries and sectors.**

We are pleased that our marketing communication has been noticed and appreciated by suppliers. This is confirmed by the awards which ASTOR receives. We are proud of the fact that increasingly often our initiatives are an inspiration and even a model for suppliers and distributors in other countries.

**AWARDS RECEIVED FROM OUR SUPPLIERS**

✓ **Sales**

- ✓ “Record sales” award from Wonderware,
- ✓ “Excellent Sales Award” for Kawasaki robot sale.

✓ **Marketing**

- ✓ “Distributor Marketing Excellence Award FY 2007”,
- ✓ “Imagination in Marketing” from GE Intelligent Platforms.

A decade of cooperation, numerous meetings and successful projects. I am assured that compared with Polish suppliers of industrial automation, ASTOR is a company with most developed organisational culture. It is a place where not only “Technology meets people”, but where the staff’s friendliness and integrity are as high as their skills.



Zbigniew Piątek  
Editor in Chief  
Automatyka, Podzespoły, Aplikacje magazine

ASTOR is one of the first companies which I had the pleasure to cooperate with after I launched Control Engineering on the Polish market in 2003. They have remained our loyal business partner ever since. For last twelve years I have been observing the great commitment and professionalism with which ASTOR promotes their products and cares about their image in Control Engineering Polska magazine. I regard ASTOR as one of the most innovative companies on the Polish market of industrial automation – a trendsetter not only in supplying American products on the Polish market, but also in customer service and the development of products designed and manufactured in Poland.



Michael Majchrzak  
publisher  
Control Engineering Polska



Developing partner relations firstly stands for taking on increasingly complex or innovative challenges. This is possible thanks to mutual trust which grows with time and which is based on such cornerstones as professional and personal involvement in strengthening business relations. In the case of MERCOMP, ASTOR's Gold Partner for a number of years, I find that a significant role in cooperation is also played by "affinity of characters".



In cooperation with ASTOR I value mostly sincerity and concern, also for the partners' interests. This is an unprecedented quality in business. Long-term cooperation would not be possible if not for the professionalism, high standard of technical innovation and personal qualities of ASTOR engineers we work with every day.

Piotr Zarzycki  
"MERCOMP SZCZECIN" Sp. z o.o.

In relations with a Business Partner I most value qualities such as: honesty, integrity, flexibility regarding forms of cooperation and ease of contacts. I find them all in ASTOR. I am encouraged to cooperate with them by their skills, concern for the end customer, openness and reliability in business operations.



Marek Wyżykowski  
Carboautomatyka S.A.

In the Partnership Programme we focus on cooperation and mutual support while maintaining a partner approach to relations and sound competition rules. Over the last few years I have been observing how the value of participation in the programme has been increasing. One of the cornerstones of the Partnership Programme is to share know-how. We are committed to raising the skills of our partners. This enables them to implement more advanced solutions while reducing the risk.



Participation in the Partnership Program leads to people getting to know one another and this results in enhanced communication between ASTOR, PARTNERS and the INVESTOR. As a result we achieve higher quality of implemented projects and more focus on the customers' business objectives.

Piotr Wilk  
Key Account Manager  
ASTOR Partnership Programme Supervisor



# ASTRAADA ONE AND COMODIS SYSTEM

We listen to our customers' needs and adjust to the changing environment. We strive to make our offer meet all the requirements of our partners. This results in products and services which are in demand and which meet to the expectations of the changing world. That is how the Astraada One product and the Comodis system were developed.

## ASTRAADA ONE

The Astraada brand includes a constantly expanding range of products for industrial automation, based on technologies from proven global suppliers. We have launched it to fill the gap between the very cheap, technically unreliable products and the high-end offer.

**Astraada Products are sold at attractive prices which well reflect their functionality and proven technical quality.**

### ✓ The Astraada product range includes:

- ✓ Astraada Net – industrial communication devices,
- ✓ Astraada DRV – frequency converters,
- ✓ Astraada HMI – HMI panels,
- ✓ Astraada HMI Panel PC – industrial computers,
- ✓ Astraada PLC – programmable controllers,
- ✓ Astraada Power – facility power supplies.

Astraada One is a new line of compact and module controllers in ASTOR's offer. Products from the Astraada One family are compact PLC controllers,



module PLC controllers, PLC controllers integrated with the operator terminal and operator terminals.

**A new family of controllers extends our offer and, together with the possibilities offered by the Comodis system, introduces new quality in intelligent building control.**

## COMODIS

The Comodis system is an open solution for automatic building control, which may be incorporated into the electrical system to a selected extent.

**By launching Comodis on the market, we wanted to provide our customers with the opportunities offered by systems used in industrial automation.**

The system is a flexible solution which automates the entire building, but selected functions may also be implemented.

### ✓ Comodis is based the open Modbus which allows it to be used in:

- ✓ central building management,
- ✓ controlling window blinds in a building,
- ✓ monitoring system of open windows and doors,
- ✓ flexible system installation stair lighting,
- ✓ monitoring system of water leakage,
- ✓ building management from a single liquid crystal panel.

The beta version of the Comodis system operates in the ASTOR head office in Kraków.





# BUILDING LONG-TERM RELATIONS

**ASTOR has been active on the Polish market for many years and from the very beginning has attached enormous importance to building and consolidating relations with customers. We listen to their opinions, so that our products and services best suit their demand. We constantly improve our customer service, and we base cooperation with our customers on building long-term relationships.**

*An important component of long-term relations from the customers' perspective is satisfaction with cooperation or the quality of service, who is on the other side, whether they are competent, etc. This is satisfaction. It is moderate (equal to 0), if we do exactly what we have promised, i.e. perception = expectations; it is positive, if we do a little more than promised (perception > expectations); it is negative if we do less. What we try to do on an everyday basis is to make responsible promises and keep them. We find out from the customers whether this is the case using NPS on a regular basis.*

Jarosław Gracel  
Marketing and Customer  
Relation Management Director

**Companies in the Partnership Programme receive ASTOR certification and added value in the form of counseling on business, team management, marketing and engineers' skill development.**

■ The Partnership Programme is a dedicated solution for our long-term partners. So far, we have invited over 200 companies and with each passing year new ones join in. We invite small (also the self-employed), medium and large companies from automation, industrial informatics, robotics and machinery manufacturing sectors.

**We are interested in companies which want to cooperate with us on a long-term basis to strengthen our positions in key sectors of the industry and infrastructure.**

We only certify those companies which guarantee high quality service.

**Integrator companies may obtain one of three levels of certification:**

■ Registered ASTOR Integrator – a title awarded to companies which want to start cooperation with ASTOR. These companies have the opportunity to

get to know ASTOR and build their first applications based about our products. This is the first step for a company which in the future would like to join in the full programme.

■ **ASTOR Silver Partner** - title awarded to companies with shorter cooperation history with ASTOR but with the know-how and implemented solutions which are worth recommending.

■ **ASTOR Gold Partner** - title awarded to companies with the highest competence in implementing our products and with extensive experience.

The ASTOR Silver and Gold Partner Certificate is awarded each year with the possibility of extension for another year to those complying with the requirements of an integrator company.



# HOW DO WE MEASURE SATISFACTION?

Periodically we conduct a customer satisfaction monitoring survey in order to make sure that our customers are satisfied with their cooperation with ASTOR. The survey is conducted by a professional market research agency. This investment provides us with detailed information, in the form of measurable satisfaction scores.

## HOW DO WE MEASURE SATISFACTION?

**Method:** Net Promoter Score (NPS)

**Used:** since 2011

**Advantages:** measurement of the satisfaction score translates into figures which are easy to interpret and allow for the introduction of specific changes in company operation.

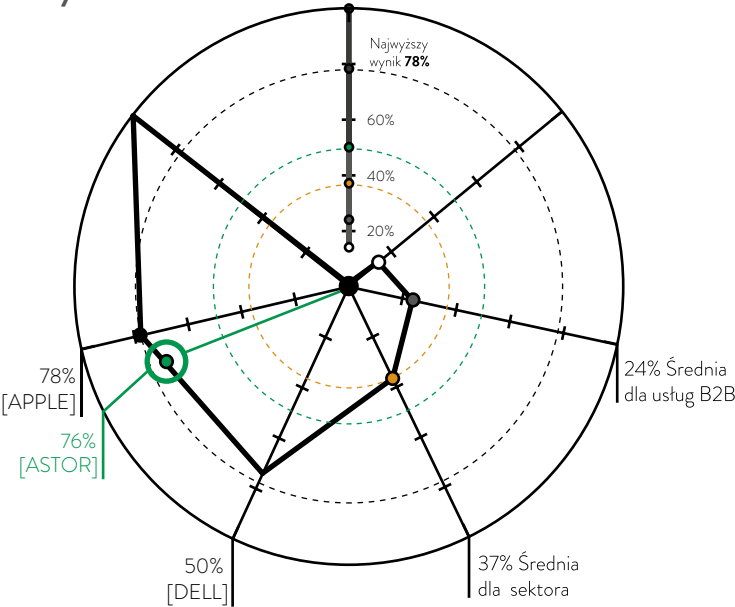
**The result:** in 2015 we achieved a 70% score. The same result was reported by DELL, an American computer manufacturer, in their study. The average score for the industry is 37%.

The recommendations index survey is not the only method used by us in monitoring our customers' satisfaction. We also collect opinions about our products during individual meetings and talks which translates into accelerating our response time in case of any reported irregularities. In 2012, we launched a permanent, year-round satisfaction survey which allows us to assess the overall satisfaction level. If this indicator drops, we react immediately without waiting for the results of the periodic study.

**The biggest US companies obtain a Net Promoter Score of 50-80%.**

Result of ASTOR customer satisfaction study, Net Promoter Score method, ARC Rynek i Opinia agency, October 2011

**This year's results: 76%**



COMPUTER HARDWARE\* [NPS US Market, 2010]  
\* Source: Satmetrix. Note! Dell's results are based on 2009 data

# QUICK ACCESS TO INFORMATION

ASTOR regularly provides the media with information about new products, implementations, solutions and company events. We provide the media with fast and professional access to information about our company.

We are in contact with many journalists from the main sector and business media. We inform them not only about our business operations, but also about our commitment to educational projects, sports events and charity. We are happy to comment on the current market situation and share our expertise on the latest trends in our sector and the business in general. We consider direct contact crucial and that is why we offer to meet with journalists and invite them to events which they may find interesting. We are also present at trade fairs where we talk and we establish contacts with representatives of the media.

## MEDIA ABOUT US

**Elżbieta Jaworska – Editor in Chief**  
**The MSI Polska magazine**

“ASTOR is a company very much focused on the media. They honestly relate important events and describe all the new products. Contact with ASTOR is a great pleasure. I can always count on an interesting statement or necessary editorial materials. In addition, ASTOR is a 4-time winner of the MSI Poland Best IT Provider for Industry contest which best testifies to the importance they attach to the relations with customers and partners, as well as to their philosophy and operations. This contest assesses contacts between the supplier and buyers of their solutions and I am happy to back up this verdict.”

**Zbigniew Piątek – Editor in Chief**  
**Automatyka, Podzespoły, Aplikacje,**  
**automatykaB2B.pl magazine**

“Establishing mutually rewarding relationships – both for suppliers of equipment and services for the industry, as well as representatives of the press – is usually not easy. Enterprises in this sector rarely focus on the development of other business aspects than those directly related to the sale of their products. Based on over nine-year-long partnership with ASTOR I can say that this supplier of automation devices from Kraków is a rare exception to the rule. The company managed by Stefan Życzkowski has a mission; it organises regular campaigns to support local businesses and the widely understood educational activities – not just engineers and managerial staff in Polish companies but also students who are starting out in industry. As regards contact with the media, ASTOR demonstrates an exemplary approach which involves providing information, supporting various initiatives and developing long-term, professional cooperation with the specialist press which is unique on our market.”





# COOPERATION ON VARIOUS LEVELS AND RESPONSIBILITY FOR DEVELOPMENT

We at ASTOR focus on people. Always we put them first, before profit. We appreciate their contribution to the development of the company and enable their development on a variety of levels. We always offer them the best and we expect the same from them. We try to make ASTOR synonymous with the best place to work at all times.

We are in regular dialogue and we listen to the needs of our staff. We train, assess and give them a chance to self-develop bearing in mind what we get in return. We reward them and share our profits with them to motivate them better. Our aim is to make each staff member feel at home.



# RELATIONS FORM THE CORNERSTONE

**Building positive relationships is the foundation of every operation which we are involved in. At ASTOR, the workplace is a main area of company management. That is why it is very important for us to build a family atmosphere and pleasant contacts with our employees.**

Our organisational culture is based on partner cooperation, loyalty, commitment. We welcome new staff guided by the concept of long-term employment.

Regardless of the length of their employment we try to best recognise mutual expectations, actively support staff in their professional development, and if possible, also in their private hobbies.

**We want to be the most desirable employer in the field of automation and robotics.**

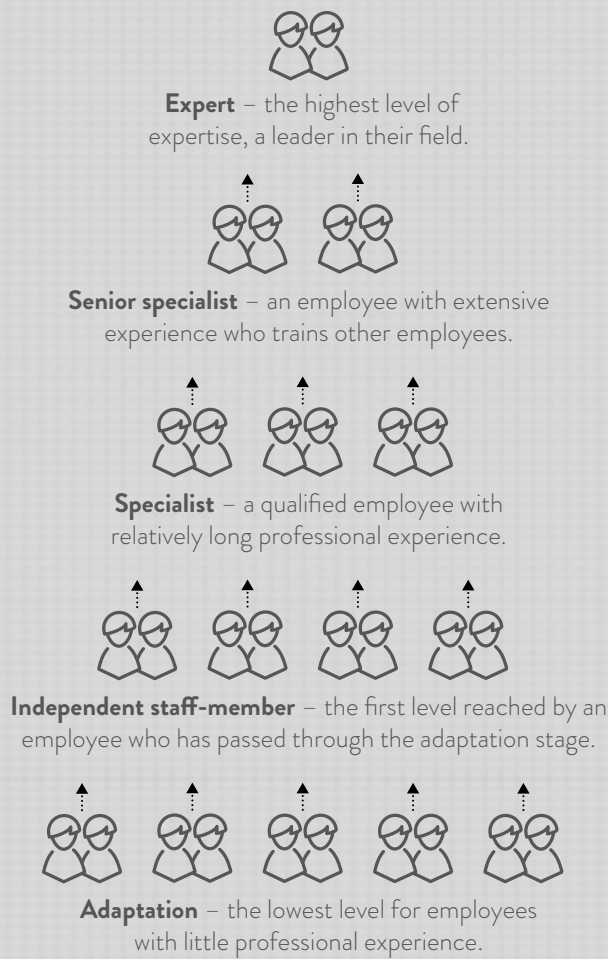
## THE CAREER AND DEVELOPMENT LADDER

We appreciate openness, transparency and honesty in any field of work and at every level of the company structure. This is reflected in the promotion mechanism in our company. At ASTOR, climbing the career ladder follows fixed, clear and transparent rules.

Our employees can find out about their development path and various position descriptions. Depending on seniority, know-how and experience, an employee is assigned to an appropriate rung. As their experience and skills increase, they may be promoted to higher positions.



## JOB POSITIONS AT ASTOR



## HR POLICY

Concerned about high quality of work in our company, our staff and we have implemented the HR Policy Statement. The document, which was compiled by our staff and intended for them, describes all the rules and assumptions in our company.

The aim of the HR policy is to assure stable employment and continuous improvement of job satisfaction. We want each employee to feel the family atmosphere. We expect loyalty, commitment and continuous development of skills from one another.

## ASTOR HR policy statement

**WE WOULD LIKE TO MAKE SURE ALL EMPLOYEES HAVE:**

- comfortable working conditions and a friendly atmosphere,
- fair treatment,
- transparency of values and standards adopted in the company,
- share in the company's profits,
- training and development,
- help and support from superiors and colleagues,
- assignment of tasks in line with their skills and preferences,
- stable employment.

**WE REWARD:**

- contribution to the company's success,
- achieving the intended objectives,
- commitment,
- creativity,
- efficient work,
- long-term employment.

**WHO WE LOOK FOR:**

- people with a big potential who want long-term employment in the company,
- people who endorse our values with their attitude

**WE DO NOT ACCEPT:**

- dishonesty,
- selfish behaviour,
- destructive behaviours in the team,
- we stop cooperating with those who, despite numerous attempts, are not willing to accept the values and standards recognised in the company.





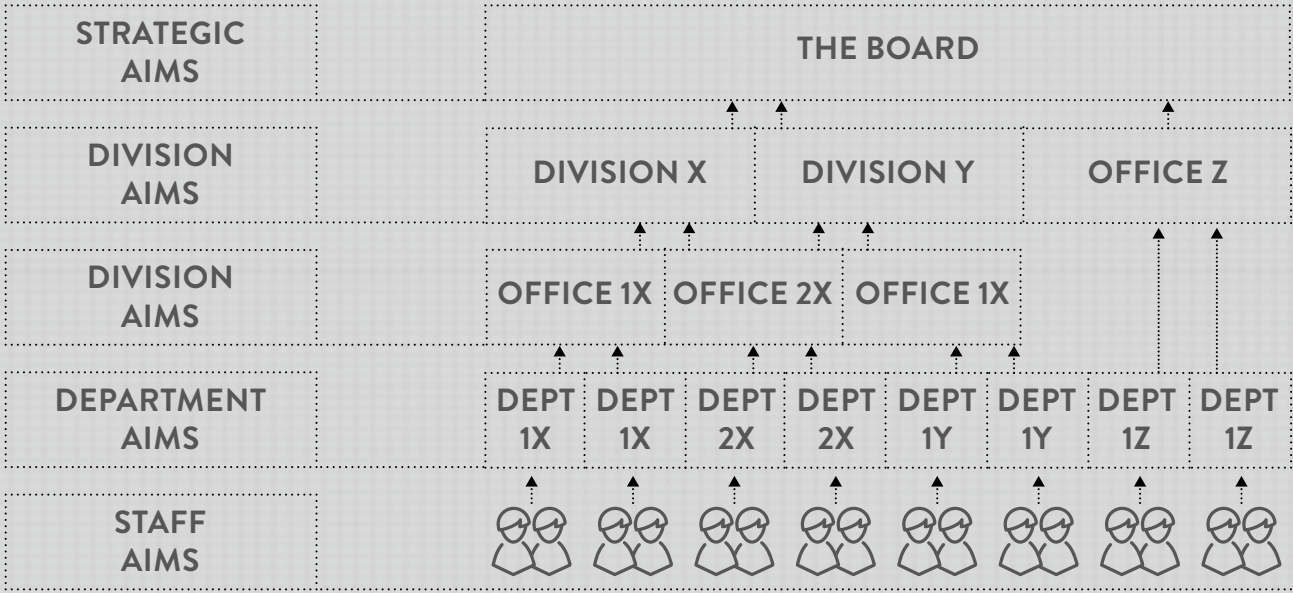
ORGANISATION OF TASKS

Work in ASTOR is organised under our copyright Objectives and Competences System. The document developed with representatives of all departments is aimed at systematising tasks assigned to employees so that everyone sees the sense and purpose of their work.

WHEN ASSIGNING TASKS WE ARE GUIDED BY THE FOLLOWING ASSUMPTIONS:

- ✓ establishing aims jointly with a particular team,
- ✓ matching professional responsibilities with individual competences of staff and their strengths,
- ✓ cascading aims so that tasks assigned to particular employees are consistent with the aims of the entire department, and those designated to particular departments correspond with the strategic objectives of the whole company.

.....AN ILLUSTRATED.....  
EXAMPLE OF CASCADING AIMS



**HR Policy Statement and Aims and Competences System** are examples of participatory decision-making style. Both documents have been developed with the active participation of and consultations with representatives of all departments

in the company. The contents has not been copied from management textbooks but created on the basis of specific examples from the operations of our company and the sector.

We are an organisation which employs over a hundred staff, but we are all on the first-name basis, all the doors are open, there is nothing like the CEO's office. Instead, the CEO has his room, just like every other member of the staff. Each new employee who joins our company soaks in the atmosphere of a closely-knit team, however corny it may sound. Is it easy to build such congenial atmosphere at work? This, in my opinion, does not only depend on the management, but first and foremost on the staff themselves and to what extent they are willing to adapt our habits. However, it is up to the managers and directors to pass these habits on well so that new staff members soak in the corporate culture around them.

Agnieszka Politańska  
HR Director



# FINANCIAL STABILITY AND CONDITIONS CONDUCTIVE TO DEVELOPMENT

**We at ASTOR want to ensure the well-being and motivation of our staff. We offer them a transparent system of salaries and perks. We strive to provide comfortable working conditions here and now, but we also think about their future. We want them to feel safe in their workplace and outside it as well. We try to make our values transparent so that every employee feels fairly treated.**

## ✓ A FAIR SALARY SYSTEM

When devising the salary system for our staff we wanted to ensure its transparency and fairness.

### ✓ According to the rules, the salary level depends on the following factors:

- ✓ employment level according to the position gradation system,
- ✓ development level according to the aims and competencies system,
- ✓ achievement of sales targets.

The basic salary is just one element of an employee's pay. After completing the adaptation stage, each employee has a share in the company profit in the form of a turnover-related bonus. Information on the amount of turnover is available to every employee after logging on to the Intranet.

### ✓ The staff are also offered additional bonuses:

- ✓ function bonus – to staff who are involved in additional projects beyond their standard range of responsibilities,
- ✓ Annual Reward Fund – set up after the sched-

uled financial result has been achieved. It usually constitutes on average 20% of the company's net profit which is distributed among employees according with the rules of participatory decision-making style,

- ✓ The Corporate Social Benefit Fund set up to financially assist and support the ASTOR staff. The staff may receive funds in the form of a repayable loan to cover kindergarten fees, participation in cultural, entertainment, sports events and loans for housing purposes,

- ✓ Co-funding of postgraduate studies – staff member with at least three-year employment history at ASTOR are offered funding which may cover up to 80% of the course fee. The field of studies must correspond with a range of tasks in the company. We meet our staff's needs and do not require them to sign the so-called declaration of loyalty.

## PERKS

Our staff also get additional perks. Everyone is covered with a medical package, the scope of which increases with the length of employment. Every employee who has worked for us for over one year is covered by an insurance package including life assurance, accident insurance, insurance in the event of serious illness and a benefit payable when their child is born. Every employee who has worked for us for over one year also joins the Investment Fund paid by the company (the so-called Third Pillar). In addition to employees, it may also cover their spouses, partners and children.





# TIME SAVING AND EFFICIENT OPERATION

At ASTOR we focus on the efficiency of all operations including internal communication. We see it primarily in terms of efficiency. The higher it is, the more we save time and increase efficiency.

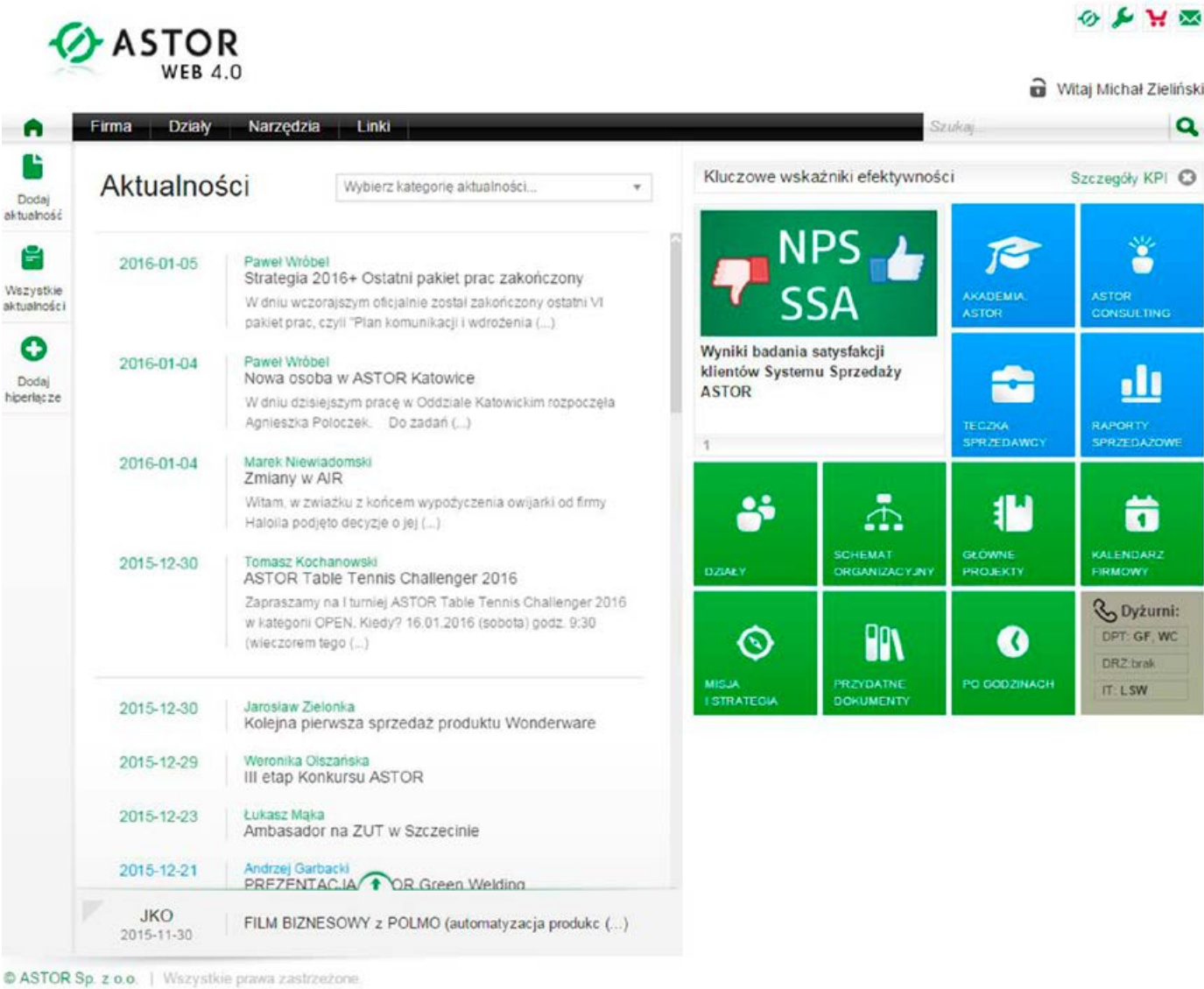
When working on the backbone of our internal communication, our Intranet, **ASTOR Web**, we tried to improve communication between departments and ASTOR branches in Poland.

**ASTOR Web is a source of information about the most important events in the company, financial results, employee classified ads, conducted projects, new products and marketing materials.**

The tool enables comprehensive management and communication among employees. With its help we train new staff in the company, we plan holidays and distribute information about the lunch system. The tool also functions as communicator which enables communication between the em-

ployees and their superiors. An important functionality of the **ASTOR Web** is also a tool called the **skills compass**. The staff can use it to analyse their skills and receive feedback from superiors about the skills which need improvement. In turn, supervisors are able to track the progress of their subordinates.

**ASTOR Web** is very popular among the staff. This is proved by the number of announcements and information posted by them daily in the system. We are pleased that the tool is doing its job. It shows a high level of commitment of the whole team and identification with the company.



An example of a page from ASTOR Web



# AT ASTOR WE STAKE ON PEOPLE

At ASTOR we provide our staff the space and tools necessary for professional training. Using our training canon they can develop their soft skills (e.g. co-operation and team communication skills) and hard skills (sales techniques, sales presentations).

Training is provided for all employees from every department. The type of individual training level is selected individually for each employee, depending on their employment-length and responsibilities.

### IN OUR TRAINING COURSES WE TRY TO MEET THE FOLLOWING AIMS:

- build openness and strengthen relations between colleagues,
- facilitate communication between different departments,
- make the company's association map,
- increase efficiency through better organisation of time,
- determine career goals and priorities at work.

### PERIODIC ASSESSMENT AND SATISFACTION STUDIES

We focus on people at ASTOR. We want their work to be as efficient as possible. That is why we constantly monitor the effects of their work by conducting periodic assessment (360 assessment), and satisfaction studies. The obtained results allow us to better understand our staff and to adjust tasks to their skills. The need to participate in periodic assessments may cause anxiety and reluctance among employees.

That is why a lot of effort is put in the assessment process communication. We inform them about the procedures and the advisability of periodic assessment. Thereby, the threat of its negative perception is minimised.

### In conducting periodic assessment we are guided by three principles:

- dialogue between the superior and their subordinate is the most important element of the assessment process,
- adequate preparation of the assessor is more important than assessment forms and processes,
- constructive attitude of an employee to the assessment process is an essential element of the assessment meeting's success.

The obtained results allow us to assess the competence of individual employees. On the one hand, we find out what their strengths are, and on the other we specify the untapped potential. Thus we design the process of constant and consistent development of each individual employee and their skills and achieve the effect of increased motivation and improved efficiency of internal training. The staff also provide us with very important feedback which allows us to better manage our people and the company.

We have developed effective tools to support professional development. One of them is our ASTOR staff training canon. The system was compiled to meet the requirements at each stage of professional development. It includes training of both the so-called soft skills (e.g. cooperation and team communication skills) and hard skills (sales techniques, sales presentations).

### TRAINING CANON



### SATISFACTION

It is of equal importance and significance how our staff perceive us. In order to find out their opinion about the company we periodically we conduct staff satisfaction studies. During several editions of this study we have collected a lot of important information and conclusions. They allowed us to develop solutions which facilitate our staff's daily work.



Our activities in internal communication have also been recognised internally. Twice already we have been honoured with the prestigious Great Place to Work award.

*"A great place to work is one where you trust the people you work for, you're proud of what you do and you like the people you work with." Robert Levering, co-founder of Great Place to Work®.*

In the 2014 edition we ranked 7th. This result demonstrates that our work in this field is effective and that the staff feel at home in our company.

### DEVELOPMENT

We make sure that our staff develop their skills and we try to respond to their needs. In order to increase the sales efficiency we launched a project called **ASTOR Sales System [SSA]**. Its aim is to develop individual sales forces which will translate into the development of the entire company.

**The ASTOR Sales System is a set of recommended sales rules, good practice and tools. It may be applied by every salesperson, regardless of the style of work, competence level or experience.**

The tool supports the so-called natural born salespeople who possess features appropriate for this department. **SSA** enables their development by raising awareness of the available solutions, education and competence awareness spiral.

With this system we have increased the potential of our sales team.



Cooperation between ProOptima and ASTOR began in 2015 year. We were invited to run a number of training courses in the area of soft skills (managerial and negotiation skills). Based on our experience in how ASTOR treats suppliers (i.e. us) and staff (training participants), I can say that at ASTOR there is consistency between declarations and methods of treating employees. This style translates to the staff's approach to business partners (suppliers, partners and customers). The company declares its values and then puts them into practice. They say that long-term relations and a win-win approach are important, and this is too how the staff treat customers, potential customers and suppliers.



They say that personal, direct human contacts are important and so this is how they also treat others. Although they sell technology and streamline processes we continually encounter people. Products and solutions are important, but only in the context of whether they will help a given person at work or in their daily life.

They say that development is important and in that too they support their customers and staff (which is obvious), but they also do a lot for the community: conferences, training courses, seminars (Power of Technology for education), or education on the Internet and in published periodicals.

This tendency to develop others often resembles the attitude of the sower. ASTOR sows a lot because the ASTOR staff believe that it is important to share, inspire and support. Not every project which an employee is engaged in has to bring a quick return for the company. The company takes a number of initiatives driven by their advocated attitude of sharing. We are successful, we grow, so let us share it with others. This approach really inspires.

Tomasz Kras  
Vice President  
ProOptima Sp. z o.o.

I have been training ASTOR staff for four years. In this time I have managed to get to know most of you. My job involves cooperation with dozens of different organisations. I believe that ASTOR is a unique company when compared to other ones on the Polish market. Firstly because it cares about its staff.



There is an ancient saying according to which the tragedy of a fish swimming in a lake is that it does not see what water is. In the same way I think that the ASTORians can no longer see what great atmosphere they work in every day.

The training participants were very involved, motivated, creative, and the atmosphere turned out to be a volcano of positive energy. First of all, I welcome the information on methods and solutions developed through training which exist in the staff's practice years after our sessions.

From my observation only the best companies actually invest in the development of those who make up these organisations. ASTOR for me is a model of a thought-over, mature and efficient approach to looking after career paths. I wish all ASTORians that they realise more frequently the unique "water" which they swim in every day.

Adam Namysłowski  
Co-owner of Centrum Doradztwa i Szkoleń Homo Creatore  
Time management and effective presentation trainer



# THE ASTOR OLYMPICS



The ASTOR competition is one of those times of the year when the ASTOR staff acquire the spirit of healthy competition.

Since 2015, The ASTOR Olympics are a new note in the Employee of the Year competition. Why? Firstly, five different coloured circles symbolise diversity and at the same time the unity of people, and of our ASTOR community. Secondly, the most important thing in the Olympics is to participate rather than win which is similar to life where it is not important to triumph, but to move on despite difficulties. All this is contained in the Olympic “Citius Altius Fortius” or “Faster, Higher, Stronger.”

## COMPETITION CATEGORIES:

### Libero of the Year

The prize is awarded to a person who has earned the colleagues' sympathy: peaceful, joyful, helpful to others with advice and a good word. All the ASTOR staff may take part [Category open to all staff].

#### Grounds, or the features which a Libero must have:

- ✓ does not block,
- ✓ does not attack,
- ✓ improves the team's game in defence,
- ✓ improves reaction to service,
- ✓ raises the team's confidence,
- ✓ a good spirit of the team, 'winds the team up' so that they win.

### Cyclist of the Year

The prize awarded to a person with a short employment history at ASTOR (maximum of 3 years) who has stood out and has already achieved considerable success. Category open only to those employees who have been with ASTOR for no more than three years. The prize can only be awarded once to a given person.

#### Grounds, or the features which a Cyclist must have:

- ✓ perseverance to cover long distances and difficult stretches,
- ✓ team spirit,
- ✓ physical and mental strength,
- ✓ vigour, energy to act,
- ✓ ambition,

- ✓ the bike is usually the first sports' equipment which we learn to use – it is associated with childhood/youth.

### Marathon Runner of the Year

The award is given for total achievements at ASTOR to a person with long work experience – a minimum of 7 years. The category is open to all ASTOR staff who have worked in the company for seven years and have not been awarded Athos' Rapier and Super ASTOR in previous years [Category limited to staff with appropriate employment length/position].

#### Grounds, or the features which a Marathon Runner must have:

- ✓ they can set and pursue their goals,
- ✓ they must be patient and determined,
- ✓ they can cope with setbacks and problems,
- ✓ they know themselves and the people around them,
- ✓ they are mentally strong.

### Trainer of the Year

The award is given to an ASTOR manager whose actions are not just an example for co-workers, but who also motivates them to act and who cares for their development. The category is open to all ASTOR management (Board of Directors, Heads of Support Departments, KOS) [Category limited to staff with appropriate employment length/position].

#### Grounds, or the features which a Trainer must have:

- ✓ they are excellent experts and good teachers,
- ✓ a sense of humour,
- ✓ they are fair and objective,
- ✓ they are demanding and understanding,
- ✓ diligence,
- ✓ tolerance,
- ✓ interested in the affairs of their employees,
- ✓ profound knowledge based on experience,

- ✓ the ability to listen,
- ✓ intrinsic motivation,
- ✓ charisma,
- ✓ drawing conclusions and the ability to observe,
- ✓ resistance to stress,
- ✓ empathy and openness,
- ✓ the ability to deal with resistance and reservations,
- ✓ systemic thinking,
- ✓ giving feedback (including criticism).

### Sailor of the Year

The award is given to a person who has significantly contributed to ASTOR's development by creatively treating their responsibilities, generating new ideas and motivating others to act. The category is open to all staff (the category open to all staff).

#### Grounds, or the features which a Sailor must have:

- ✓ determination,
- ✓ courage,
- ✓ willingness to take on new challenges,
- ✓ creativity,
- ✓ not giving up,
- ✓ improving themselves,
- ✓ flexibility,
- ✓ heroism,
- ✓ keeping cold blood perfectly describes those fighting the wind and dynamically changing conditions.

The winners of the ASTOR competition are selected in democratic, direct and secret voting. The voting is conducted in an electronic system of surveys, proper conduct of voting is supervised by The ASTOR Competition Organizing Committee consisting of company representatives. Voting is conducted in three stages: in the first a number of candidates are selected, in the second – nominees are chosen, in the third – winners are selected from the nominees.





ASTOR  
FOR THE SOCIETY  
— ASTOR  
FOR YOU



# FOREWORD



In our operations we always think about the others and we get involved in appropriately selected social initiatives.

We try to make ASTOR synonymous with suitably planned, thought-over and community-focused activities. We also look out to the future, which is why adequate training of future engineers is very important for us.

**We give universities the right tools, and universities give us in return qualified graduates who in the future they may become ASTOR specialists.**

However, we are convinced that success tastes best if it is shared.

That is why we always try to make our positive attitude impact the local community and inspire others to act. We consistently follow the code of ethics, integrity, responsibility and fairness.

We believe that together we can achieve more by actively supporting our customers, educational institutions and local communities.





# WE HELP



**We at ASTOR are not only concerned about profits but also about what good we can do for the community in which we operate. Our company has a long record of cooperation with non-profit organisations and charities. In our activities we focus mainly on children, especially those with fewer opportunities for a good start in the future.**

The Heart-Active Team was set up in ASTOR as a result of our diverse experiences with charity. The purpose of this three-member team is to manage our charity budget (currently 2% of earned net profit) and to coordinate all the charity schemes. The team permanently cooperates with WIOSNA Association and supervises joint actions on the part of ASTOR.

The Heart-Active Team does not have an authoritarian role but a managerial one. Any employee may submit their own suggestions to support a given organisation. Such an application is subject to an analysis following which a decision to provide support it is made.

**If the charity budget for a given period runs out, the request for help is postponed until the next year. An important fact is openness of information on the organisations we support. Each employee may read the list of beneficiaries on the Intranet.**

The Heart-Active Team also supports sporting challenges for charity which our staff are involved in. The project is called Heart Muscle and any staff member may join in. They just have to take a photo of themselves doing a sport and send it to the Heart-Active Team. The team will then unblock a specific amount for the needy and post the employee's photo in the Anatomy of Good gallery on our Intranet.

## KEY CHARITY PROJECTS

In addition to current activities, The Heart-Active Team runs two key charity projects in ASTOR. Both have been changing our company beyond recognition. The first is Children's Day, celebrated with the best pupils from Akademia Przyszłości. On this day the children take control of the company and examine all the intricacies of our work. They check the amounts of money in the Accounting Department or carefully examine each outgoing letter.

The second most important charity project is the Szlachetna Paczka scheme. Our employees help us make special parcels for the most needy. Their number grows from year to year, and half of the content is funded by the charity budget, while the other half by the Operations Board.



*It all starts with ideas. The ASTOR staff look around, listen and tell us about difficulties which their friends, neighbours, relatives have. We, the Heart-Active Team, listen to what they tell us and we act. We examine and assess the extent to which we can help in case of each request for support.*

*Małgorzata Hadwiczak  
Deputy Director of ASTOR Academy  
Member of The ASTOR Heart-Active Team*



*We regularly receive recommendations for financial support, mainly by e-mail. Requests for support should describe the aim of the aid, its grounds and the account number to which the funds should be transferred. The recommendation requirement increases the chance that we are helping the right cause.*

*Marcin Woźniczka  
Senior Consultant, Industrial Software  
Trainer at ASTOR Academy, Member of The ASTOR Heart-Active Team*



*Each ASTOR employee has an open heart and a desire to actively help others. All the held charity events have been extremely popular. Thanks to the involvement of the staff, every event has finished with great success. As the Heart-Active Team we receive personal recommendations for support of specific individuals or organisations, and we are responsible for its implementation.*

*Barbara Cebo  
Board of Directors assistant  
Member of The ASTOR Heart-Active Team*





# WE SUPPORT

**We realise that our actions have an impact not only on our staff but also on the communities in which we operate. That is why every year we undertake a variety of initiatives to support the needy, to educate about modern technologies and to promote the idea of work-life balance and a healthy lifestyle.**

## SUPPORT FOR THE DEPRIVED

Locally we have long been supporting WIOSNA Association, a Kraków-based, non-profit organisation whose aim is for people to help one another.

**The mission and aims of this association are close to the policy of our own company, hence we have decided to get involved in active cooperation with them.**

We financially support Akademia Przyszłości, a year-round scheme of individual tutoring for children growing up in difficult conditions and with learning problems. Our staff are financially involved in the local editions of the Szlachetna Paczka scheme which collects present and funds for the most needy in the period preceding Christmas.

## ASTOR OPEN DAYS

Every year, we open up to the residents of the city of Kraków and organise open days in the head office of our company. We hold interactive exhibitions of robotics, run LEGO blocks programming workshops and demonstrations of industrial robots. Everyone, regardless of their age, will find something interesting at the ASTOR Open Day. What is particularly important to us is a smile on children's faces and satisfaction of all those who perhaps have not had direct contact with ASTOR before. This is

one of the reasons why we have changed it into a regular event. During the last edition we were visited by 350 people interested in robotics and automation.

## CEO FOR A DAY

To celebrate Children's Day, we run a one-day event called CEO For A Day. It is our own idea which involves inviting the children in charge of the WIOSNA Association to take part. They are given the opportunity to become our CEO. Each CEO is photographed sitting in the armchair of our real CEO, Stefan Życzkowski, and finds out how individual departments in the company work.

### **Karolina, aged 7:**

*I was very happy and I loved the robot which carried Lego blocks. In the future, I would like to work in the marketing department.*

### **Karolina, aged 12:**

*I was very surprised by the robots which moved Lego blocks. In the future, I would like to work in accounting or marketing.*





# ACCESS TO A MODERN EDUCATIONAL OFFER

**ASTOR's strong position on the automation and robotics market relies on our experienced professionals, industry insiders, but also on the best graduates from technical universities.**

Further development of the company and the entire area of automation and robotics is guaranteed by young people's access to a modern educational offer on a global level. To meet this challenge, we support technical education on a regular basis.

## OUR EDUCATIONAL CAMPAIGNS

- aimed at: pupils and students of technical universities – future engineers and computer scientists, before the start of their careers,
- schools and technical colleges – institutions which educate future professionals who need access to advanced technological facilities,
- experienced professionals from our field who want to constantly upgrade their skills and know-how on the rapidly changing market.

## A STUDENT INTERNSHIP PROGRAMME

At ASTOR we pay special attention to students who are given the opportunity to do a holiday internship.

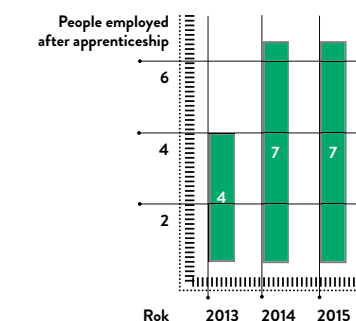
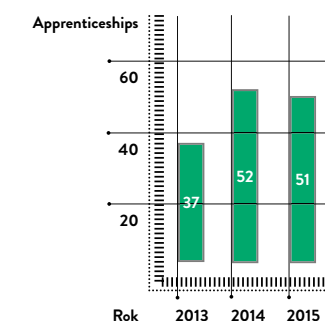
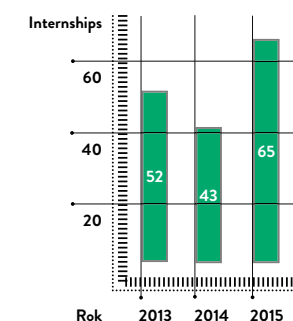
**We regard the Student Internship Programme as one of the most important schemes in the company. It allows us to reach talented people whose ambitions and proactive approach benefit our firm in many ways.**

The interns also benefit: they gain their first work experience and have the chance to extend their theoretical knowledge from school. The measure of success of this programme is a large number of job contract which we sign with those who did internships in our company.

**Students have the opportunity to work in one of our departments:**

- control systems and industrial networks department,
- software and industrial computers department,
- industrial robots department.

We devote a lot of time to our interns. We verify their skills already at the recruitment stage. Our interns are assigned tutors responsible for their



development. The interns start with simple tasks and then gradually move on to do independent work while learning about the sector and the company itself.

The tutors select the Intern of the Year from the best interns. The prize is a chance to do an apprenticeship in our company. In 2015 over 300 students applied for internship at ASTOR.

## BENEFITS FOR THE INTERNS:

- participation in professional recruitment process,
- confrontation between dreams about work and the reality,
- gaining experience in teamwork,
- testing theoretical knowledge in the implementation of specific projects.

## BENEFITS FOR ASTOR:

- increased awareness about ASTOR among students,
- increased motivation of employees involved in the project and tutoring interns,
- developing team management skills,
- support for the staff in the holiday season,
- better efficiency in recruitment for specific positions.

## ASTOR CONTEST FOR THE BEST THESIS

The contest for the best thesis/paper for graduates of technical secondary schools and colleges is yet another project through which we support the development of engineering students. It started in 1998, and since then we have awarded many theses. The author of one of them is currently Director of ASTOR Katowice Branch. Students who want to apply for the competition must write their thesis based on the products offered by ASTOR.



**In our assessment of the entries, we pay special attention to innovation, level of technical workmanship and possibility of practical implementation.**

The contest is a media event, always partnered by one of the sector's media, for instance Utrzymanie Ruchu magazine, or Robotyka.com portal. The three best works receive cash prizes from us, and excerpts are published in the media supporting a particular edition of the contest.

**Stefan Życzkowski – ASTOR CEO, Chairman of the Contest Jury:**

*One of the objectives of the contest is to popularise new technologies. We have noted that from year to year the standard of the works goes up and the presentations of the finalists are very professional. Importantly, the presented solutions are often used in real situations, and sometimes they are implemented in Polish enterprises.*

**Paweł Wróbel, currently Director of ASTOR Katowice Branch, began his cooperation with ASTOR with The Thesis Contest:**

*My adventure with ASTOR began when I was in my fifth year (University of Technology, Faculty of Mechanical Engineering, Automation and Robotics). I saw a poster about the ASTOR theses contest on the a notice board. I applied.*

*I wrote a thesis entitled: "Automating the reservoir park Trzebinia SA refinery". After defending my thesis I submitted it for the contest. I did not win, but I got a distinction. Encouraged, I sent my CV hoping to get a job. I was employed in 2002.*

*I was responsible for sales and technical support of GE Fanuc control systems. After 4 years I became director of ASTOR Katowice branch.*

#### ASTOR PROMOTES LEARNING

*We are a long-standing partner of the Kraków University of Mining and Metallurgy. In the course of our cooperation, we support students who organise meetings of academic societies at the university. During their meetings, the students have the opportunity to sum up their research to date, exchange insights about the current trends and scientific controversies.*

**As a partner of the sessions, we provide professional and financial support for the organisers, funding prizes for the authors of papers.**

We frequently attract children, pupils and students interested in robotics and automation through games. We participate and exhibit at many events popularising science among people who have no contact with this field on an everyday basis. We support and organise all sorts of competitions related to robotics. In the 2014 we took part in 30 meetings devoted to science. We have also launched a website informing about our commitment to education: [www.edukacja.astor.com.pl](http://www.edukacja.astor.com.pl).

**Łukasz Mąka, ASTOR educational coordinator:**

*ASTOR has for many years actively supported Polish education, trying to provide students at university with access to the latest solutions in the field of industrial automation systems. The company supports the establishment of students laboratories at universities, trains the teaching staff and organises student internship programmes, supports student initiatives, and sponsors scientific-technical conferences, and since 1998 holds the theses contest. ASTOR staff are graduates of the best Polish technical universities.*





# OUR ROBOTS AT POLISH UNIVERSITIES

**In our work we mainly focus on the future. We are convinced that in order to have good staff in the future we must allow them to acquire the relevant knowledge at the start of their education.**

**Without access to modern equipped laboratories and educational sites this will not be possible. That is why we have started a programme to set up and equip universities with the latest industrial robots, controllers and software.**

Each educational institution can obtain special discounts for the purchase of modern solutions in automation, computer science and robotics.

Apart from the equipment, we also supply the latest materials for lecturers to bring them up to date with technological trends in the field of automation, robotics and industrial information technology.

**Eugeniusz Neumann, PhD, Rector of the Communications and Management School in Poznań:**

*Thanks to intensive cooperation with ASTOR, we have enhanced engineering education potential of the university. Our cooperation is the result of a consistently implemented strategy which focuses on providing practical skills and know-how and preparing our graduates to the requirements of the labour market.*

## WE EQUIP UNIVERSITY LABORATORIES AND TRAIN STUDENTS

As a special offer aimed at educational institutions, we offer special conditions for the purchase of modern solutions in automation, computer science and robotics. It is worth emphasising that our solutions are already present in more than a hundred scientific laboratories, including at the University of Technology in Łódź, Rzeszów, Lublin and Centre of Renewable Energy in Sulechów.

Students are also invited to special, discount training courses on PLC controller and EPSON robot programming. The beginner ones familiarise participants with the basics of PLC programming, the advanced ones concentrate on industrial robots.

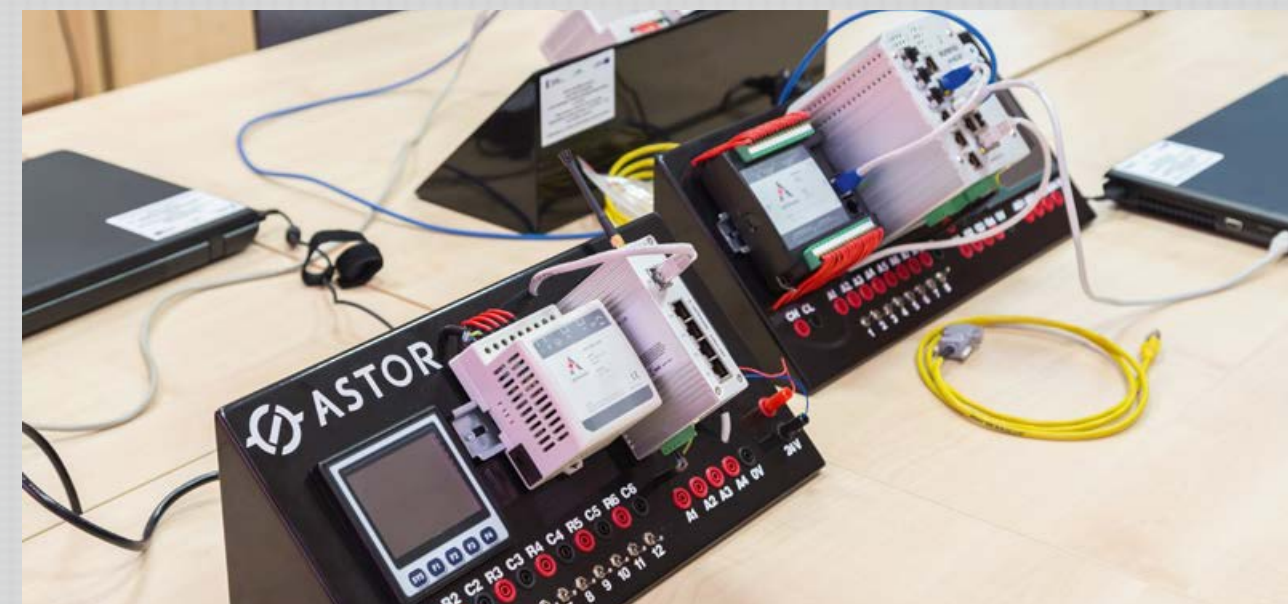
## SPECIALIST EDUCATION

Even experienced staff need training and continuous updating of knowledge, especially in such a dynamic industry as automation and robotics. For this purpose, we have founded the ASTOR Academy.

**In the ASTOR Academy, companies which implement our products and solutions can count on support in extending their technical and product knowledge. We also support them in project management and production process improvement.**

It is worth noting that the ASTOR Academy has received the European Medal from Business Centre Club, the Office of the European Integration Committee and the European Economic and Social Committee.

We support Polish engineers of the future.





What I think is most valuable for future engineers is contact with practice and practitioners. Therefore, our training is not only theoretical knowledge, but primarily practice. The ASTOR Academy trainers are specialists with many years of practical and teaching experience. In addition to the necessary theory, they teach solutions which have been tried out and tested in industry. At our training courses controllers, panels or industrial robots may be touched, configured and programmed, which very often is not possible during classes at the university.



Małgorzata Stoch  
Director of the ASTOR Academy

The first thing I noticed during my internship in the company was the friendly atmosphere conducive to personal development and cooperation. We the interns were warmly welcomed and treated with respect, just like the regular staff. I had the possibility to work on the equipment which I would not be able to access at the University. I developed analytical problem solving skills and learnt how to use the information in the technical documentation. I gained invaluable experience and found out about every-day structure of company operation. I can confirm that ASTOR is open to development and education of young people.



Daria Nowicka  
a fourth year student of Automation and Robotics  
Wrocław University of Technology  
Best Intern of 2015

I often say that in the current market situation it is impossible to become a good production process engineer without having contact with the industry already at university. By promoting the ASTOR offer, I want to show my peers that gaining experience while still at university is possible if you want it! As the Ambassador I also facilitate contact between lecturers and the company. This enables renting equipment for teaching purposes, and allows students to prepare practical theses on real elements. It also facilitates the decision-making process about the theses subjects which may be inspiring and interesting for students. For me, these 15 months of participation in the ASTOR Ambassador scheme were filled with personal victories and defeats - gaining experience and learning new skills, including a great opportunity to develop and build a network of contacts. But most importantly for me, I believe in the value and mission and the work which I am doing and I am ready to face new challenges.



Mateusz Palmka  
ASTOR Ambassador,  
student of Kraków University of Technology, Faculty of Mechanical Engineering



Cooperation between the Department of Automation Processes, Faculty of Mechanical Engineering and Robotics, University of Mining and Metallurgy and ASTOR is the best way of educating engineers, focused on the needs of the labour market. It brings benefits to the academics and students on the one hand and to the company on the other. Prospective engineers still at university specify their interests and prepare for work in a chosen sector of the industry. At the onset of their career, they are well prepared for responsibilities in their field. They acquire practice and gain experience using the software and hardware available in the laboratories due to cooperation with ASTOR. The research team also draw on the expertise of ASTOR specialists about the current industry needs and technological novelties in the field of industrial automation. The Department of Automation Processes, supported by ASTOR, educates engineers working in the field of automation in a number of very ambitious implementations. The most talented ones are also sponsored by ASTOR in an international review of academic societies winning awards and prizes annually.



PhD. Eng. Andrzej Sioma  
Assistant Professor in the Department of Process Automation, Faculty of Mechanical Engineering and Robotics, AGH University of Science and Technology in Kraków





# IN THE SPIRIT OF FAIR PLAY

At ASTOR we consider the well-being and good health of our staff particularly important. This is why we regularly encourage them to spend their leisure time actively. Giving them the best example we support various sporting initiatives. We are especially keen on initiatives promoting amateur sport, accessible to everyone.

## SPORTS EVENTS FUNDED BY ASTOR

### ASTOR Winter Cup

Every year we organise family skiing and snowboarding competitions. The participants compete in the flagship winter sport discipline, the Giant Slalom.

We invite whole families to participate in the event, encouraging them to join the fun on the slopes, meet people from the sector and exchange opinions. Children are offered additional attractions, including skiing lessons.

**Małgorzata Stoch, Director of the ASTOR Academy, Coordinator of the ASTOR Winter Cup:**

*The competition is professionally organised according to skiing rules. Competitors compete in various age groups, the winners receive valuable prizes.*

### ASTOR Squash Summer Cup

Our employees, Gold Partners and their families may participate in the annual squash tournament. The competition is open to adults and juniors. Children are offered squash lessons and active cheering.

### Charity matches

ASTOR and integrator companies (e.g. representing companies of the Azoty Tarnów Capital Group - Automation, Automatics and ASTER ZAK) regularly participate in a football tournament. It is organised each year by a different company. The first match was played in 2006 and then every year since then. The proceeds from the event go to charity.

### The Bison Run

We support Kraków DISTANCE Running Club in organising a run in Niepołomice and the Niepołomice Forest. ASTOR CEO's Cup in Polish Automation and Robotics Engineers' Championships is an accompanying event. Two distances are available to the competitors: 8 km or 15 km.

### Poland Business Run

We support the regular business charity team relay held simultaneously in many Polish towns and cities. An ASTOR team takes part in each of them. The aim of the race is to support the young people from Jasiek Mela's foundation "Poza Horyzonty".





**ASTOR**  
technology park



# WE RESPONSIBLY MANAGE OUR IMPACT ON THE ENVIRONMENT

The works on our office building renovation which were of great significance for ASTOR's impact on the environment may be divided into three areas:

- ✓ insulation of the building to the extent permitted by conditions, i.e. the character of the building and the fact that it is in continuous operation,
- ✓ a new heating system,
- ✓ upgrading of the electrical system to provide safety, savings from fitting new light fixtures and energy-efficient lighting and the opportunities offered by zone metering. I think the biggest challenge was the replacement of the central heating installation including a new system which enables zone metering and planning the works so as not to paralyse the operation of the building.



With the BMS system, we can monitor and remotely adjust the temperature in a selected part of the building. We have already installed the metering system to analyse the electricity consumption in the building. The next step is to analyse the electricity consumption in different parts or floors, using the above mentioned zone metering system.

At present, the largest savings are generated by the heat control system, mainly due to connecting the central heating to heat recovery from the server room and heating all the corridors with the recovered heat.

Grzegorz Majewski  
Deputy President





## FOREWORD

Heating in the building has been optimised by a suitable heating control schedule. The system was adjusted so that during the working hours, the temperature in the rooms is around 22-23°C, depending on the individual settings for each zone. At night-time and on public holidays the controller lowers the temperature to 19°C. With continuous temperature monitoring by sensors, a suitable controller schedule which turns the heating on and off, and by upgrading the elevation of the building, it was possible to reduce heating costs by 60% which is significant, taking into account the fact that the heating volume of the building is 8000 m<sup>3</sup>. The comfort of working conditions was also enhanced by observing a constant temperature. Constant temperature monitoring allows to adjust it e.g. on warm/sunny days. Beside the economic aspects and comfort of work, a reduction in CO<sup>2</sup> emissions was also achieved. To produce 1 GJ of heat, approx. 278 kg of CO<sup>2</sup> is generated. With a 60% reduction in heat energy consumption calculated in GJ and knowing that energy consumed before the modernisation was 1400 GJ, a significant reduction of environmental pollution was achieved as a result of the central heating system upgrade.



Krystian Augustyn  
Fire Protection Inspector, ASTOR

## FOREWORD

**The impact on the environment is as important as the activities aimed at people. We try to think responsibly about how our operations impact the environment.**

■ We introduce a lot of amenities and facilities which help us and our staff to implement the ASTOR environmental policy.

We make sure that our staff act in an environmentally-friendly manner but also that the infrastructure that we offer and use does not have a negative impact on the planet. During the modernisation

of our head office we wanted to minimise energy consumption and reduce the amount of heat used.

We gradually implement our ecological targets from previous years.



# ASTOR TECHNOLOGY PARK: THE BEST SHOWCASE

**Our head office, which is called the ASTOR Technology Park is the best showcase of our environmentally conscious attitude.**

In mid 1970s a new multi-storey building was constructed among the existing houses in ulica Smoleńsk in the centre of Kraków. At the time, ecological solutions were not available or widely used. A lot has changed since, and what was once a dream has now become possible.

Several years ago, we acquired the building and overhauled it to introduce ecological solutions, in line with the concept of efficiency and environmental friendliness. The idea which inspired us during the modernisation works of the building was to maximise the use of various technical solutions that enable intelligent management of the ASTOR head office.

With hard work, knowledge, persistence and skills, we managed to obtain one of the most interesting and original technical upgrade building designs.

## CENTRAL AIR CONDITIONING SYSTEM

Air-conditioning is standard in many office buildings. We went a step further. We used a central air conditioning system with individual electricity consumption billing by each active device in the system. We replaced several dozens air conditioners consuming large amounts of energy by just one system. As a result, we can see how much energy is consumed by an individual air conditioner. This enables us to appropriately plan and manage individual devices and accurately bill energy consumption.

## AUTOMATIC CENTRAL HEATING SYSTEM

The changes also concerned the central heating system in the building. After replacing the radiators, we installed heat meters with control valves, dividing the heating system into several zones. Additionally, in every room we used sensors, which



measure the temperature at a given moment. The whole system was supplemented with a programmable Horner controller which, after analysing the temperature in a particular room, turns on or off the heating valve.

**The introduced changes enabled us detailed on-line monitoring (by tablet or smart phone) of how the central heating system is working. Eventually we recorded big heating savings by**

**turning down the heating at the weekends and on sunny days.**

## VARYING THICKNESS OF BUILDING INSULATION

By using an automated central heating control system in the building, we conducted an analysis of the temperature in particular rooms depending on the outside temperature. The analysis confirmed our assumptions. The rooms on the southern side





of the building were more heated naturally by the sun. In order to equalise the temperature on the other side of the building, thicker insulation was used on the walls and the ceiling over the entrance to the parking lot. This resulted in subsequent energy savings.

### AUTO COOLING OF THE SERVER ROOM WITH HEAT RECUPERATION

Before the modernisation, two separate air conditioners were working non-stop in the Server Room. They were to reduce the temperature in the room as much as possible without analysing it. This meant we were losing valuable heat energy. We decided to upgrade this room. We used heat exchangers, temperature sensors and the control system responsible for its automatic operation. As a result, the heat from the server room is used on colder days to warm the other parts of the building. On warmer days, air conditioners are switched on, but with reduced power. This has been made possible by appropriate ventilation in the room.

### MONITORING LIGHTING

Based on one of our flagship products, Comodis, we have introduced wireless monitoring and lighting control inside the building. This solution allows us to save energy by automatically switching off lights in the rooms after working hours.

**Thanks to wireless technology we have limited the need for wiring in the rooms.**

The ASTOR Technology Park also includes an interactive exhibition of robotics and IT technologies which opened in 2013. The ASTOR Innovation Room presents contemporary industrial solutions, applications, but also real production processes: robotised welding, palletising, and packaging.

**The exhibition has been designed for a broad spectrum of recipients:**

- ✓ manufacturing and integrator companies which can observe automated solutions and perform testing of processes in their plants,
- ✓ educational institutions – pupils and students who visit the exhibition can explore the issues of industrial automation,
- ✓ pedestrians going past our office, they can remotely control the interactive robots at the exhibition by text message.

ASTOR Technology Park and its ASTOR Innovation Room are the core of our operations in the field of robotics, automation and ecology.

**Together with our partners we have created a unique site on the European scale where advanced technical solutions serve both business and social objectives: they educate and integrate our immediate surroundings.**

*The ASTOR Innovation Room has been created for all those interested in modern technologies. AIR is a unique place on the map of Kraków, but also of the entire country, with technological solutions available to everyone: professionals, scientists or interested passers-by. AIR is also very popular among children who come and watch the world of robots with great interest.*



Anna Jankowska  
Customer Development Advisor  
AIR Marketing Coordinator





# WE LOOK AFTER THE ENVIRONMENT

We realise that every operation has impact on the environment. Therefore, in our work we focus on minimising our impact on the environment and on sustainable ASTOR office management.



- ✓ **ASTOR ENVIRONMENTAL POLICY**  
We remember that the environment must be looked after.
- ✓ We minimise the circulation of paper documents by replacing them with digital versions, the Intranet, e-mails and communicators.
- ✓ We print duplex.
- ✓ We organise collections of waste paper and office waste (toners, batteries, electronic equipment).
- ✓ We promote carpooling.
- ✓ We select only energy-saving devices with the highest energy efficiency class
- ✓ We support local campaigns, such as the initiative to collect plastic bottle caps. The proceeds from

- their sale are donated for the treatment and rehabilitation of the disabled.
- ✓ We limit business trips by video conferencing.
- ✓ We replace desktop servers with virtual ones. We have implemented a complete virtual platform, which enables multiple machines on a single server and have reduced the number of desktop servers from four to one.
- ✓ We implement solutions to facilitate remote work, for example the application called Mobilny Pracownik (Mobile Employee).

# OPTIMISATION OF INTERNAL PROCESSES

E-invoice has significantly lowered our expenses, helped to reduce the use of paper and consumables for printing devices. Thus, we have made another step on the road to being fully environmentally friendly.

- ✓ One of our challenges from previous years was the optimisation of internal processes in finance and accounting. We also wanted this department to support environmentally friendly policies. Therefore, we limited most paper correspondence by replacing it with emails and we introduced electronic invoices.







# WE KEEP ON RAISING THE BAR

When we attain the goals, we do not rest on our laurels, but set new ones. For the coming years we have some very important priorities. We want to operate so as to benefit everybody and everything related to our company. We are ambitious, so we strive to make our goals which are also challenges really spectacular.



# IN QUEST FOR NEW OPPORTUNITIES

■ We are on a constant look out for new business and opportunities to expand our business operations.

**In the coming years we are planning to identify markets with the biggest potential where we would like to launch our operations.**

We are also going to implement customer segmentation and adjust our offer to an individual level, in line with the market needs. We will develop and promote our new products and services, such as Comodis. This is the offer we would like to reach new customers with.

We are not forgetting about our existing customers with whom we would like to constantly expand and foster even better relations.



# FULLY PROFESSIONAL SERVICE

**How important it is for us to maintain good relations with our customers is proved by the number of materials and projects we have developed with this aim in mind. Therefore, one of the challenges for the coming years is to strengthen these contacts even further.**

■ We want our customers to feel professionally looked after. We want first of all to increase the automation of their operation. It will be made possible by developing our website and providing more support for that area. We are also planning to develop the ASTOR 2.0 Sales System to better train our sales staff to offer customers solutions more tailored to their needs.

We also remember how important and vital our image and the image of the automation market are. Therefore, we are constantly working to enhance the prestige of the automation engineer's profession.

We are of the opinion that Chief Automation Officer should be the closest aide of any CEO. Building awareness of the role played by such a person in the company is also one of our goals. We believe that the support of the automation department translates into the implementation of any company's strategic objectives.

These are the tasks we have set ourselves for the coming years. We hope that when we are preparing the next edition of the report we will be able to tell you how we have implemented them!





# FREEDOM AND RESPONSIBILITY IN ALL DIMENSIONS

ALSO IN SOCIAL RESPONSIBILITY OF BUSINESS.

The four-leaf clover business paradigm describes four dimensions in company management. The idea of the four-leaf clover was born in the course of observation of and cooperation with companies which have been successful in Poland in the last 20 years. It was also borne in mind at ASTOR when we were working on the strategy. The CSR challenges were taken up in every dimension, i.e. in the business concept and model, in the window of new opportunities, in operational efficiency and in organisational culture. Here are some of them:

- ✔ promotion of active lifestyle – running and other sports,
- ✔ photovoltaic roof panels at ASTOR Technology Park,
- ✔ elimination of paper (e-invoice),
- ✔ “Green Office” certification category,
- ✔ electric bikes for ASTOR,
- ✔ electric cars for vendors and customers,
- ✔ environmentally-friendly lunch packaging,
- ✔ Young Businessmen’s Academy – sharing sales management experience with young businessmen (students, start-ups),
- ✔ sponsoring sports teams,
- ✔ organisation of competitions as part of Juliada Kraków sporting event.



## CSR INITIATIVES

- ✔ Developing the CSR strategy,

### Employee voluntary work:

- ✔ employee and competence voluntary work – events 1-2 times a year in each ASTOR department,

### Examples:

- ✔ helping with renovations (e.g. painting walls) in social institutions schools/ kindergartens,

### Aid for animal shelters:

- ✔ “Take a dog for a walk” campaign,

- ✔ Internal: Innova(s)torek, Further development of the Innova(s)torek scheme set up as an aftermath of an audit among the staff. It showed that many of them have the need to share their innovative ideas which could improve the company’s operation. The Innovastore scheme was set up one hand to respond to the staff initiative, on the other the external stakeholders reported the need to improve some processes – they noticed the potential hidden in ASTOR’s engineers.

- ✔ External: ASTOR Challenge, for the future and new engineers.



