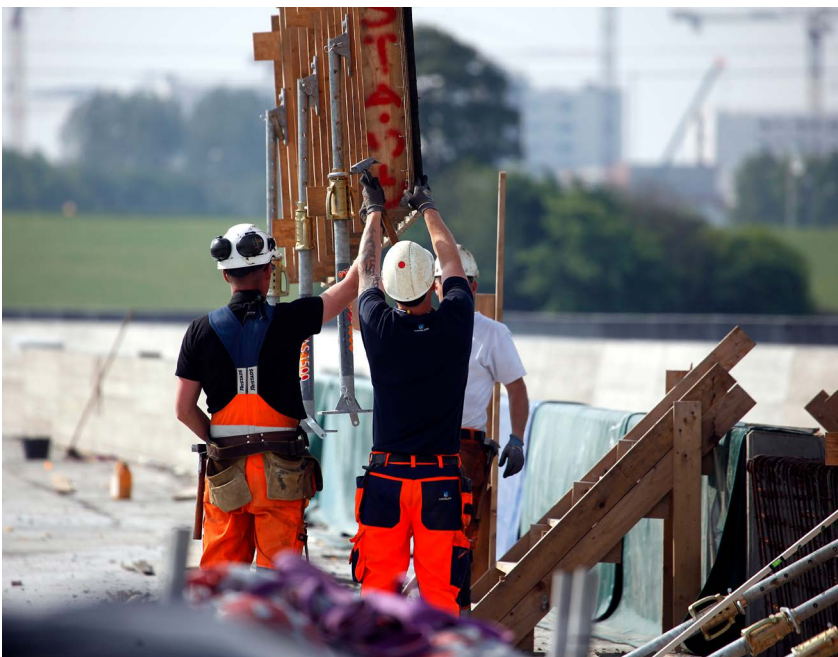


# Summary of quality, environmental and occupational health and safety management



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This summary provides a complete overview of Per Aarsleff A/S's policies and management systems within quality, environment and occupational health and safety that are common to the Aarsleff Group. The summary is determined for Per Aarsleff A/S and applies as general goals and objectives of the companies in the Aarsleff Group. The summary is targeted at present and potential stakeholders, including customers, consultants, employees, authorities, collaboration partners etc.

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


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## 0.1 Preface

The purpose of Per Aarsleff A/S's management systems within quality, environment and occupational health and safety is to ensure that these are a natural part of all processes in the company, including sales and order acquisition, production and project management as well as installation, service, operation and maintenance.

The management systems support us in the process of knowing and complying with our stakeholders' needs, requirements and reasonable expectations by having a good attitude within quality, environment and occupational health and safety in our daily work.

By following the management systems, we are aware of our significant quality, environmental and occupational health and safety conditions and based on these, we set up goals for and implement systematic improvements within quality, environment and occupational health and safety. These conditions are also taken into account in decisions to implement new processes and technologies.

Our policies have stakeholder focus and improvement culture as a top priority, and the executive management ensures that the stakeholder requirements are determined and met.

The management systems, including certifications, provide a basis for our efforts to continuously improve and meet customer requirements and regulatory requirements.

The executive management of Per Aarsleff A/S ensures that policies and management systems support the strategy and the strategic development, including our business processes, and that the management systems have been efficiently implemented and achieve the planned results, and finally that the adequate resources are allocated for operation and development of the management systems. This is also ensured through management reviews and follow-up on whether Per Aarsleff A/S meets its objectives within quality, environment and occupational health and safety.

June 2017

Ebbe Malte Iversen  
General Manager

Lars M. Carlsen  
Deputy General Manager

Mogens Vedel Hestbæk  
Group Chief Financial Officer

Jesper Kristian Jacobsen  
Deputy General Manager


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## 0.2 Presentation of the Aarsleff Group

### Infrastructure and construction for modern societies

The Aarsleff Group operates at an international level and has a leading position in Denmark. Our annual revenue is DKK 10.3 billion – of which one third comes from abroad.

### Communities of expertise

The Group is organised in independent, competitive divisions and subsidiaries each with their own specialist expertise. Our specialist contracting expertise is combined across the Group's business units into turnkey solutions with a high degree of own production. We call this "one company", meaning that we seek and exploit synergies. Our international, high-level expertise makes us specialists in planning and implementing large, complex projects within infrastructure, climate change adaptation, the environment, energy and construction. We specialise e.g. in harbour and marine construction, railway work, establishment of offshore wind farms and execution of technical contracts.

### Industrialisation and optimisation

We are market leaders with an international profile in pile foundation and trenchless pipe renewal, and we seek and exploit the advantages of industrialisation. The number of employees in the Aarsleff Group is 4,900.

The Aarsleff Group carries out projects and industrial activities within the three segments; Construction, Pipe Technologies and Ground Engineering.

### Shared services

In addition, Per Aarsleff A/S has a number of shared services:

- Corporate development, including HR, Communication and IT
- Finance & Administration
- Workshops and store facilities
- Occupational health and safety
- Quality and environment
- Design & Engineering
- Purchasing.

The shared services are comprised by the common occupational health and safety management system as well as Construction's quality and environmental system. The shared services are part of the quality and environmental systems to the extent that these contribute to the operation and development of the individual segments.


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## Stakeholders

Our stakeholders, their needs, requirements and expectations and our primary effort to fulfil these:

Stakeholders	Needs, requirements and expectations	Effort
Shareholders	The company's good reputation	Information and communication
Customers	Compliance with agreements, norms and standards as well as needs and requirements in a good collaboration	OE&OHS management systems which ensure OE&OHS and customer value inclusive of customer satisfaction surveys
Authorities	Compliance with regulatory requirements, information about potential accidents	Documented OE&OHS processes which control the effort in relation to the authorities
Employees	Organised conditions relating to occupational health and safety, quality and environment during their workday	OE&OHS management systems which ensure OE&OHS and customer value
Parties affected by our activities; users and neighbours.	Positive experiences from our presence in the local environment	Prevention of nuisance, information and involvement as well as handling of inquiries
<b>Cooperative partners:</b>		
Consultants	Compliance with agreements, norms and standards in a good collaboration	OE&OHS management systems which ensure OE&OHS and customer value inclusive of customer satisfaction surveys
Suppliers	Clear specifications and requirements to products as well as a good collaboration	Documented OE&OHS processes which control the effort in relation to suppliers and procurement of products
Subcontractors	Clear specifications and requirements to services as well as a good collaboration	Documented OE&OHS processes which control the effort in relation to subcontractors and procurement of services


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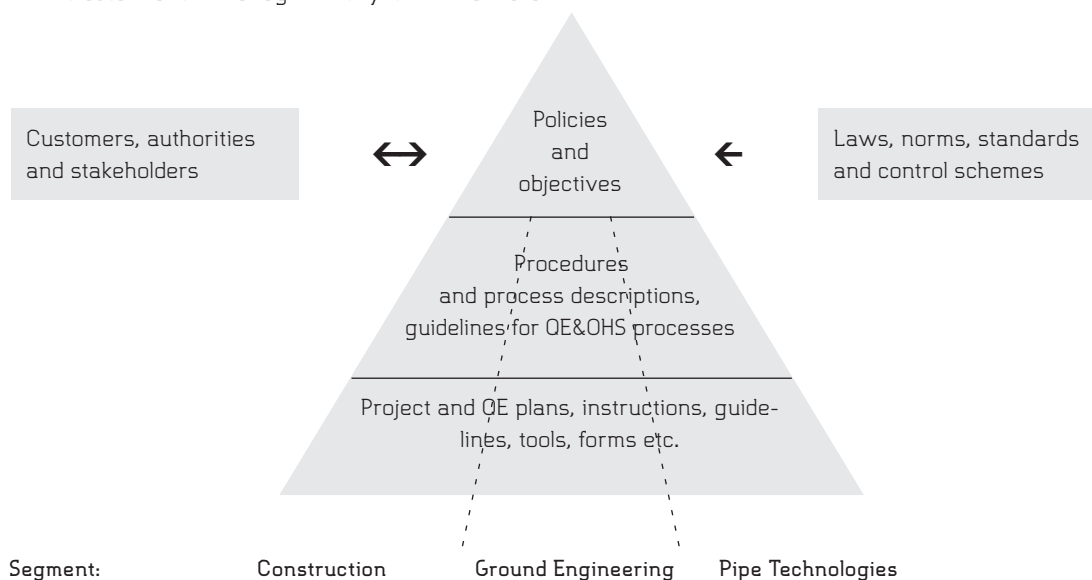
## 0.3 Introduction to the management systems

Scope and fields of applications for the management systems in the individual business units are described activity-oriented or process-oriented. Both models are divided and described according to the requirements of the business unit, either as descriptions of relevant activities or illustrated and described in a process model consisting of core processes, supporting processes and management processes (see illustration of process model on page 13).

The management systems also comprise the required information about user approach and arguments for any omitted system requirements in relation to standards.

### System structure

The structure of the management systems is as follows:



The management systems are documented in system descriptions or handbooks for quality, environment and occupational health and safety fields and comprise policies, objectives, goals, procedures/process descriptions/guidelines, instructions/guidelines etc. in the shown structure.

This summary describes the common overall QE&OHS policies, objectives and framework for Per Aarsleff A/S.

Per Aarsleff A/S's occupational health and safety system is described in an OHS handbook with associated documents.

Other descriptions of quality and environmental management have been prepared specifically for the segments Construction (also comprising the joint functions), Pipe Technologies and Ground Engineering.

**AARSLEFF****Processes**

Processes and activities in the management systems ensure operation and management of OE&OHS conditions, including how risks are handled. Processes and activities are documented to the extent required to ensure qualified, consistent management of the effort. The documentation includes to the extent relevant process descriptions/procedures, flow diagrams, guidelines, instructions, tools, forms, specifications and photos.

In the quality and environmental systems, input and output have been determined for each process, interface/interaction between different processes, process responsibility as well as criteria, methods and potential process goals. Also, it has been determined how the process owner ensures that processes/activities are further developed to ensure stakeholder value and efficiency.

**Fields of certification and requirements**

The management system's joint scope is:

*Contracting services; production and development within new establishment, maintenance, renovation, operation and servicing of infrastructure and construction.*

The certification basis and regulatory requirements of the management systems are:

- OHSAS 18001:2008 Occupational health and safety management systems and executive order no. 1191
- ISO 9001:2015 Quality management and executive order no. 545 on quality management systems for authorised companies within the plumbing and sewage industries
- ISO 14001:2015 Environmental management and executive order no. 1212 on energy audit
- ISO 10006:2003 Quality management of projects.

Control schemes:

- Pipeline rehabilitation
- CCTV inspection
- DIBt (Control scheme).


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## 1.1 Mission, vision, values and policies

### MISSION

The Aarsleff Group plans and completes large, complex projects within infrastructure, climate adaption, the environment, energy and building construction. We lay the foundations of a sound financial development of society and create value for the Group's shareholders.

### VISION

The Aarsleff Group wants to be a preferred and significant building construction and civil engineering group with international scope, based in Denmark.

### VALUES

- Commitment to what we do
- Focus on essential matters
- Striving for improvement and renewal
- Overall responsibility

### QUALITY POLICY

#### **We comply with laws and agreements.**

Compliance with applicable laws, regulations and mutual agreements is a fundamental precondition for the way we work and our perception of quality.

#### **We prioritise client satisfaction as a quality parameter**

We are committed to engaging in professional collaboration, and client satisfaction is a highly prioritised quality parameter. We are committed to conforming to agreed requirements and expectations in relation to clients and colleagues. We document our work to an extent that allows us to show consistency between requirements and execution. We consider planning and consistent preparation fundamental preconditions in our day-to-day work.

#### **We aim at quality improvements**

We are committed to continuous improvements through systematic control and supervision of processes affecting the quality.

#### **We all hold responsibility for the quality**

We expect that all employees actively participate in a culture of prevention and improvement and that experience and creativity are communicated and applied in the continued development.

### ENVIRONMENTAL POLICY

#### **We comply with laws and agreements**

Compliance with applicable laws, regulations and mutual agreements is a fundamental precondition in our work and our perception of the environment.

We are aware of our influence on the environment, and we work to protect it and prevent pollution.

#### **We show environmental considerations**

We are committed to minimising environmental impacts through planning, design and choice of method. We want to measure significant environmental parameters and report on current improvements. We will seek to minimise waste and excessive consumption during our handling and consumption of materials.

We will take the environment and fuel efficiency into consideration when we purchase, operate and maintain our machinery. We will pay attention to correct handling of waste and to possible recycling.

#### **We all hold responsibility for the environment**

We expect that all our employees are aware of environmental issues with priority to protecting the environment on a short-term and long-term basis.



**AARSLEFF****OHS POLICY**

Aarsleff is certified in occupational health and safety. We wish to offer attractive jobs where safety, job satisfaction and lifelong development are in focus.

**We do not accept accidents**

We do not accept accidents, and we have a zero accident target. We avoid accidents through prevention, meticulous planning and by taking responsibility.

**We comply with the Danish Working Environment Act**

We are committed to meeting applicable laws and other relevant requirements, and we are committed to ensuring a safe and healthy working environment for all our employees.

**We plan our work carefully**

We consider good planning and careful preparation a contributory precondition for a good working environment. Occupational health and safety aspects are considered already during planning and choice of method. We prioritise order, tidiness and a systematic fitting out of our workplaces.

**We continuously improve occupational health and safety**

We are committed to improving occupational health and safety issues on an ongoing basis, and we expect that all managers and employees take responsibility and learn from their own and others' experiences. In the daily work, we focus on improving individual operations and occupational health and safety issues.

**Occupational health and safety is a management task**

All our managers take responsibility for health and safety and make an active effort to ensure a good and safe working environment on our workplaces. We measure the health and safety performance of our managers and the health and safety in their field of responsibility.

**We are all responsible for health and safety**

All employees must take care not to put themselves and others at risk, and they must take action if they identify unacceptable conditions.

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## 1.2 Objectives

### Quality objectives

- We want to be the best in the business within quality measured on customer satisfaction.
- We work with a quality culture which allows us to learn from each other and aim at zero errors and omissions.
- We want to improve customer value and efficiency continuously in our processes.

### Environmental objectives

- We want to be the best in the business within the environmental field by minimising the CO2 emission from our projects.
- We work with an environmental culture and integrate environmental considerations into our planning and execution phase.
- We prioritise collaboration with partners that document environmental considerations.

### Occupational health and safety objectives

- We want to be the best in the business within occupational health and safety.
- We want a safe and value creating working environment.
- A safe working environment has a higher priority than reasons of economy.

Based on the joint policies and objectives, the individual segments and business units determine their own targets and plans of action for their improvement measures.


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### 1.3 Organisation, responsibilities and authorities

Per Aarsleff A/S is organised by an executive management, shared services and the divisions: Construction, Pipe Technologies and Ground Engineering.

In the executive management, the deputy general managers have the overall responsibility for quality and environment and occupational health and safety.

The management of the divisions and the managers of the shared services have the overall responsibility for quality, environment and occupational health and safety within their respective areas and report to the executive management.

The OE manager and the OHS manager in collaboration with the OE managers and OE&OHS coordinators of the divisions are responsible for building up, operating and maintaining quality, environmental and occupational health and safety systems.

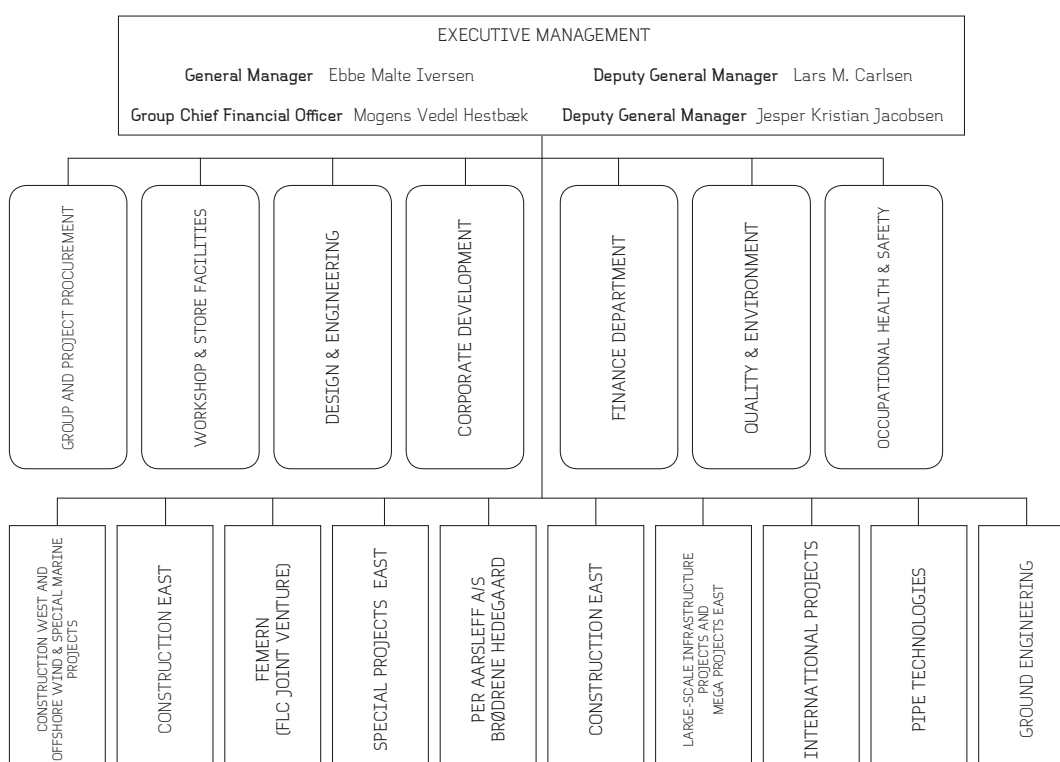
The executive management is responsible that this summary is complied with in the divisions and in the shared services.

The divisional managers are responsible for implementation of and compliance with policies and objectives through efficient quality and environmental processes as well as occupational health and safety activities.

The divisional managers have the responsibility and authority to ensure that current process descriptions/guidelines are complied with.

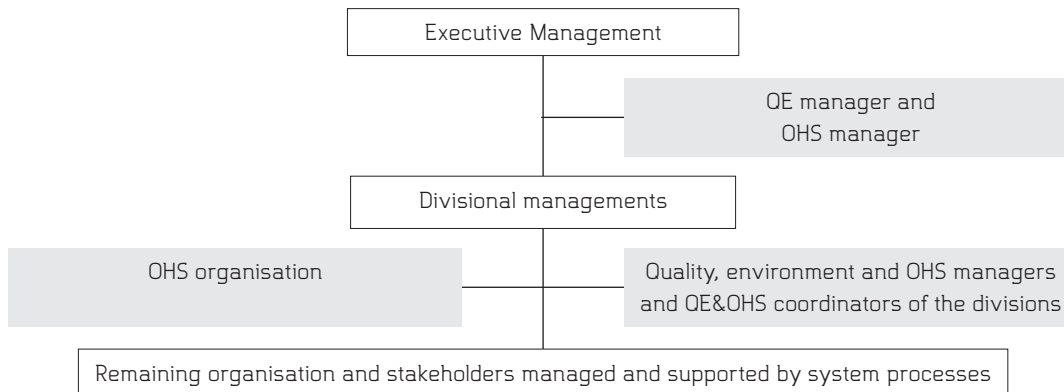
The process owners have the responsibilities and authorities to maintain and develop existing process descriptions/guidelines as required.

#### Organisation, the Aarsleff Group




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### QE&OHS organisation in relation to the QE&OHS system processes



### QE&OHS functions

The QE manager, OHS manager and the divisional managements in collaboration with the Quality/Environment/Occupational Health and Safety managers and QE&OHS coordinators of the divisions are responsible for coordination, support and maintenance of the management systems for quality, environment and occupational health and safety. The Quality/Environment/Occupational Health and Safety managers and QE&OHS coordinators of the divisions report to their respective divisional managers.

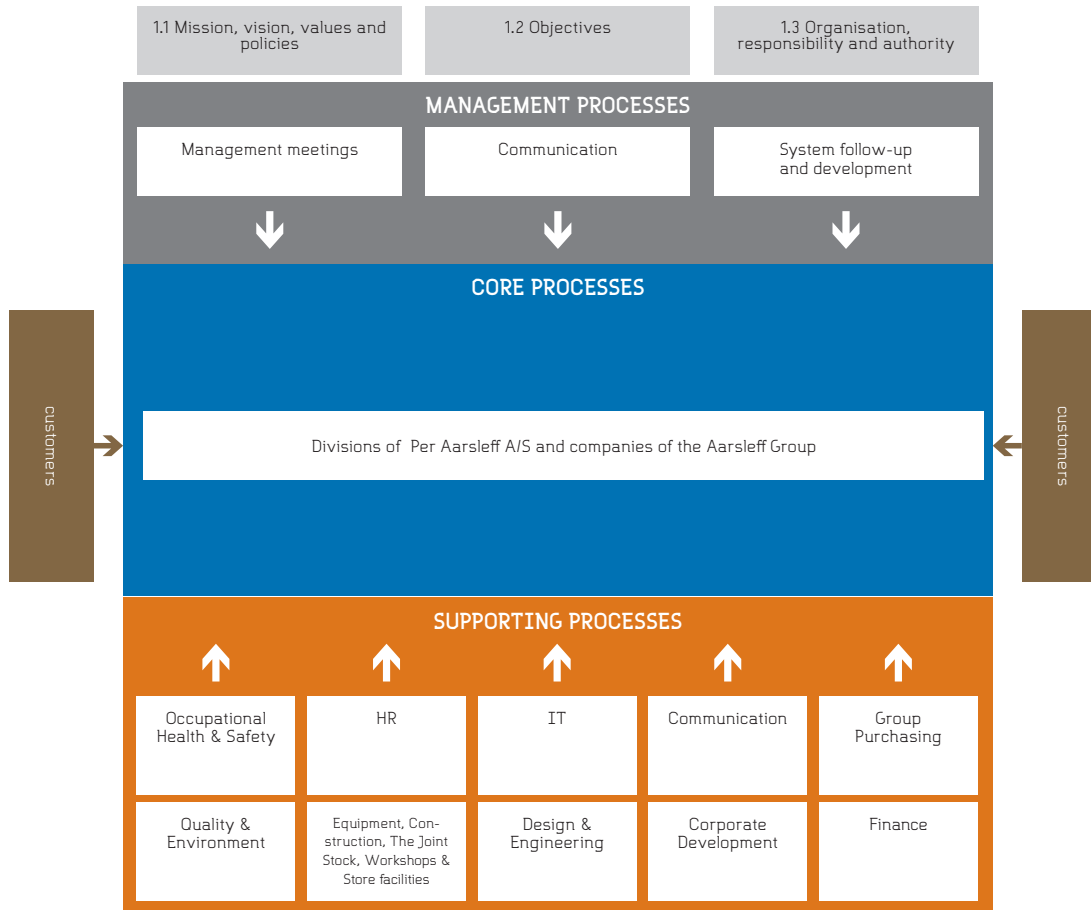
The QE manager and the OHS manager report to the executive management and are responsible for the following:

- Ensure compliance with selected standards and approval schemes
- Report and follow up on objectives, policies and goals for quality, environment and occupational health and safety
- Ensure that internal and external audits are carried out
- Initiate corrective and preventive actions (improvements)
- Assist in the preparation of process descriptions/procedures/guidelines, instructions/directions and product specifications
- Collaborate with the divisions' Quality/Environment/Occupational Health and Safety managers, QE&OHS coordinators and process owners about the operation and development of the management system
- Collaborate with external parties in questions relating to quality, environment and occupational health and safety, specific to the divisions
- Collaborate on joint affairs
- Reconcile important initiatives with relevant parties

The QE&OHS managers have the organisational freedom and expertise to implement the required measures to ensure that the management systems are efficient. When organising the projects, the Quality/Environment/Occupational Health and Safety responsibilities of the project are determined and documented.


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## 1.4 Process model for the Aarsleff Group



The process models for the individual business units comprise comparable core processes: Sale/order acquisition, project management/contract management, operation and maintenance as well as manufacturing. Also, there are many comparable management and supporting processes.

### Management meetings

OE&OHS is a regular item on the agenda at the management meetings in the three segments. At the meetings, there is a current follow-up and dialogue about OE&OHS initiatives and results. Decisions about changes and improvements are communicated and implemented.

### Communication

Per Aarsleff A/S communicates regularly with the stakeholders about OE&OHS matters. The communication with the shareholders takes place through stock exchange announcements, financial statements and investor meetings. The communication with customers and consultants as well as users and neighbours affected by our activities takes place as required in connection with projects and this summary can be used as a supplement. The communication with suppliers and subcontractors takes place through project collaboration and through information about our OE&OHS requirements. The communication with our employees takes place orally and in writing e.g. via our intranet, production management system, project handbooks and OE&OHS systems as well as at departmental meetings and through direct dialogue.

**AARSLEFF****System follow-up and development**

QE&OHS management, processes/activities and initiatives are evaluated annually by the executive management with a view to suitability, scope and efficiency based on input from the three segments and the OHS organisation. The minutes of the evaluation will be communicated on our Intranet. Decisions on improvements will be implemented.

An annual management's review is held for Per Aarsleff A/S and the companies of the Groups that are comprised by the certification. The managements of the companies that are comprised by the certification participate in the management review. Input to the meeting is management reviews carried out at the companies in question, including audit results, environmental and energy survey etc.

On this basis, a common assessment is carried out of the QE management and the QE processes / activities and QE initiatives in relation to suitability, scope and efficiency of the QE systems and the QE initiatives.

The results of the assessment are summarised and communicated to the companies that are comprised by the certification. The individual managements are responsible for implementing the decisions on improvements of the QE systems.