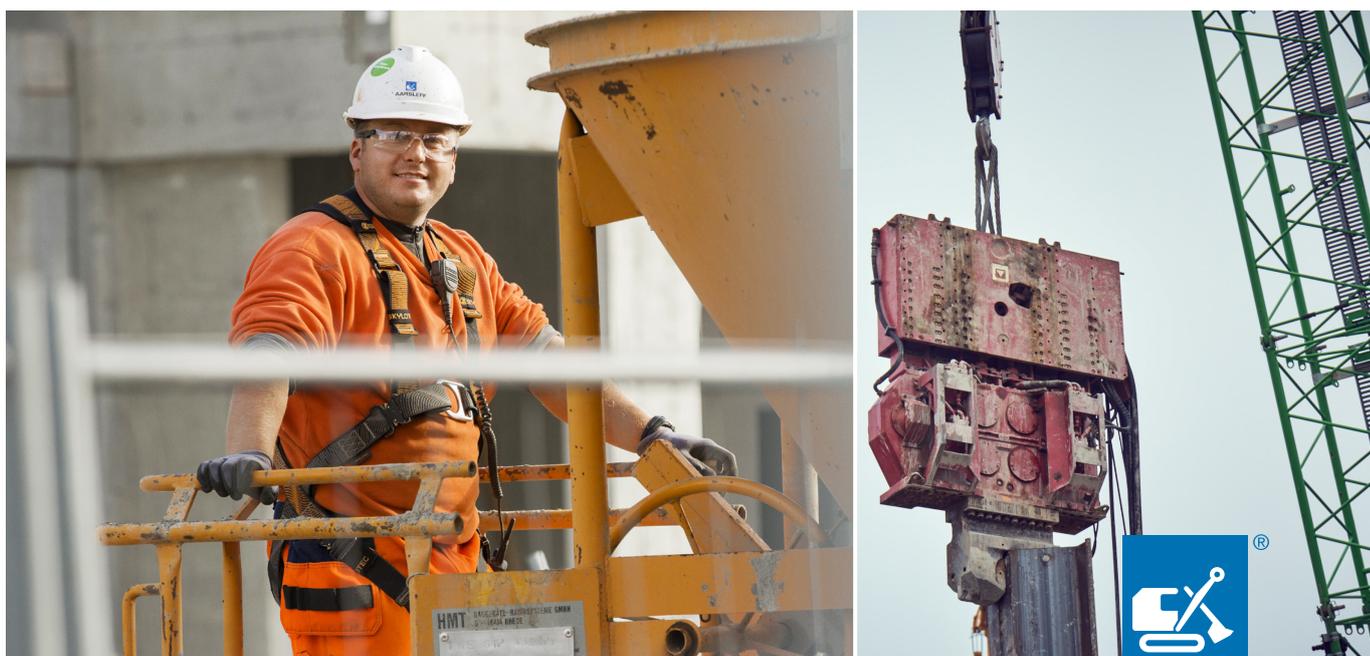


Summary of quality, environmental and occupational health and safety management



AARSLEFF

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

www.aarsleff.com


AARSLEFF

Contents

0.1 Preface	3
0.2 Presentation of Per Aarsleff A/S	4
Infrastructure and construction for modern societies	4
Communities of expertise	4
Industrialisation and optimisation	4
Shared services	4
Stakeholders	5
0.3 Introduction to the management systems	6
System structure	6
Processes	7
Fields of certification and requirements	7
1.1 Mission, vision, values and policies	8
Mission	8
Vision	8
Values	8
Quality policy	8
Environmental policy	8
OHS policy	9
1.2 Objectives	10
1.3 Organisation, responsibilities and authorities	11
1.4 Activity and process model for Aarsleff	13
Management meetings	13
Communication	13
System follow-up and development	14

**AARSLEFF**

0.1 Preface

The purpose of Per Aarsleff A/S's management systems within quality, environment and occupational health and safety (OE&OHS) 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 policies are followed.

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 2021

The Executive Management


AARSLEFF

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 13.5 billion – of which 31% comes from abroad.

Communities of expertise

The Group is organised in independent, competitive companies each with their own specialist expertise. Our specialist contracting expertise is combined across the Group's companies 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 6,800.

The companies of the Aarsleff Group carry out projects and industrial activities within the three segments; Construction, Pipe Technologies and Ground Engineering, which all form part of Per Aarsleff A/S as business units with divisions and sections.

Shared services

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

- Administration
- Finance department
- HR
- Communications
- It
- Equipment Construction and Workshop & store facilities
- Occupational health & safety
- Quality and environment
- Design & Engineering
- Group and project procurement.

The shared services are comprised by Per Aarsleff A/S's 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 business units.


AARSLEFF

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
Cooperative partners:		
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


AARSLEFF

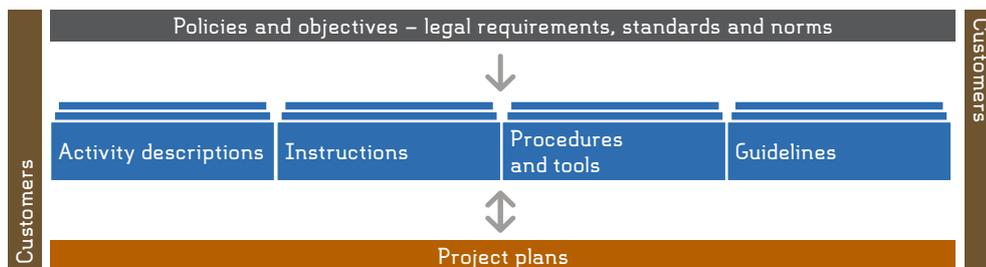
0.3 Introduction to the management systems

Scope and fields of applications for the management systems in the individual business units are described project phase- and activity-oriented or process-oriented. Both models are divided and described according to the requirements of the unit (see illustration of activity and process model in section 1.4).

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:



Per Aarsleff A/S's management systems for quality, environment and occupational health and safety, which comprise policies, objectives, goals, activity descriptions, instructions, tools and guidelines are documented in "Aarsleff QE&OHS".

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

Per Aarsleff A/S's QE&OHS management system is compiled on a common IT platform, Aarsleff QE&OHS, where the descriptions for the shared services and the business units are accessible.

**AARSLEFF**

Processes

Processes and activities in the management systems support 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. To the extent relevant the documentation includes instructions, flow diagrams, guidelines, tools and specifications and photos.

In the quality and environmental systems, input and output for the processes have been determined, interface and interaction between different processes, process responsibility as well as criteria, methods and potential process goals. Also, it has been determined how the process owner and process approver ensure 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:

- ISO 45001:2018 Occupational health and safety management systems and executive order no. 1409:2020
- ISO 9001:2015 Quality management and executive order no. 1363 on quality management systems for authorised companies within the plumbing and sewage industries
- ISO 14001:2015 Environmental management supplemented with energy review
- ISO 10006:2003 Quality management of projects.

Control schemes:

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


AARSLEFF

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 wants to offer attractive workplaces giving top priority to health and safety, job satisfaction and lifelong development.

A safe working environment is our first priority

We have a zero accident target. We carry out risk assessments to prevent accidents and other injuries.

We comply with the Danish Working Environment Act

We comply with applicable laws and other relevant requirements providing a safe and healthy working environment for all our employees.

We plan our work carefully

We consider good planning and careful preparation fundamental to a good working environment, and we carry out risk assessments of our work during design, choice of method and planning of the work.

We continuously improve health and safety

We expect that all managers and employees take responsibility and improve health and safety by learning from their own and others' experience, thereby reducing or minimising risks.

Occupational health and safety is a management task

All our managers take responsibility for occupational health and safety and ensure a good and safe working environment at our workplaces.

We are all responsible for health and safety

It is the responsibility of every employee to look out for themselves and their colleagues and to stop/take action if the work cannot be carried out safely.

**AARSLEFF**

1.2 Objectives

Quality objectives

- We prioritise customer satisfaction as our most important quality parameter.
- 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.

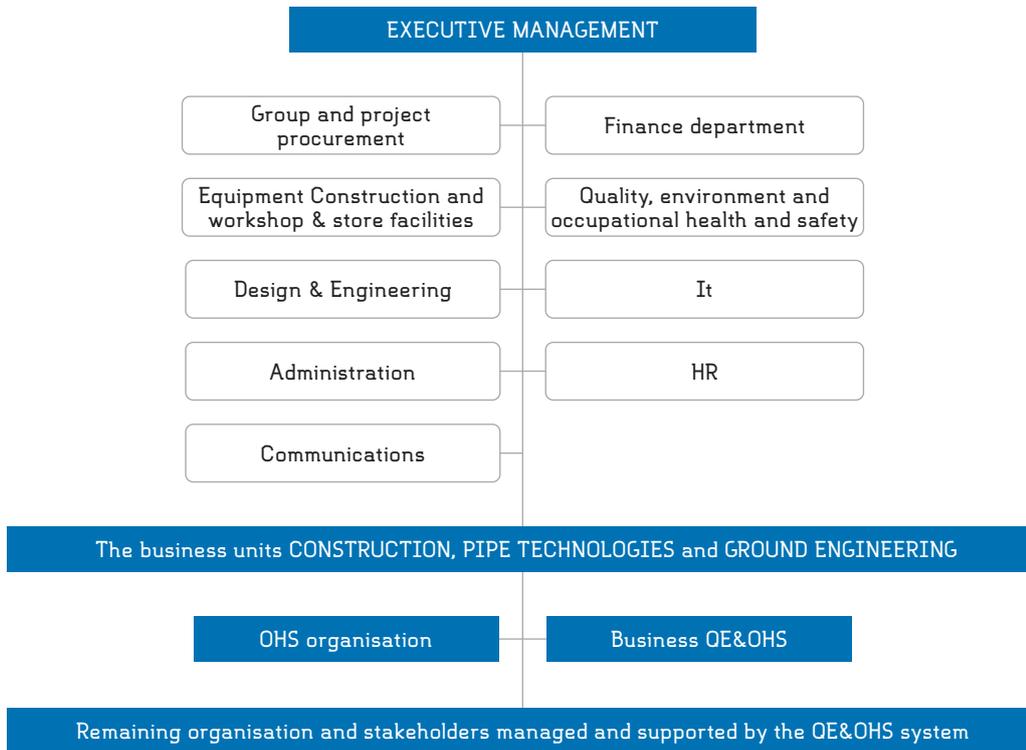
Occupational health and safety objectives

- 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.


AARSLEFF

1.3 Organisation, responsibilities and authorities



Per Aarsleff A/S is organised by an executive management, shared services and the business units in Construction, Pipe Technologies and Ground Engineering which are all managed by divisional managers.

The executive management has the overall responsibility for quality and environment and occupational health and safety.

The management of the business units 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 divisional managers have the responsibility and authority to ensure implementation and compliance with the policies and objectives of the management system.

**AARSLEFF**

The OE&OHS Manager is overall responsible for structuring, operating and maintaining the OE&OHS management system in collaboration with the OE Manager. The responsibility includes:

- 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 OE&OHS managers and OE&OHS coordinators of the business units, document coordinators and document approvers as well as the OHS organisation on the operation and development of the management system
- Collaborate with external parties in questions relating to quality, environment and occupational health and safety
- Collaborate on joint affairs
- Reconcile important initiatives with relevant parties.

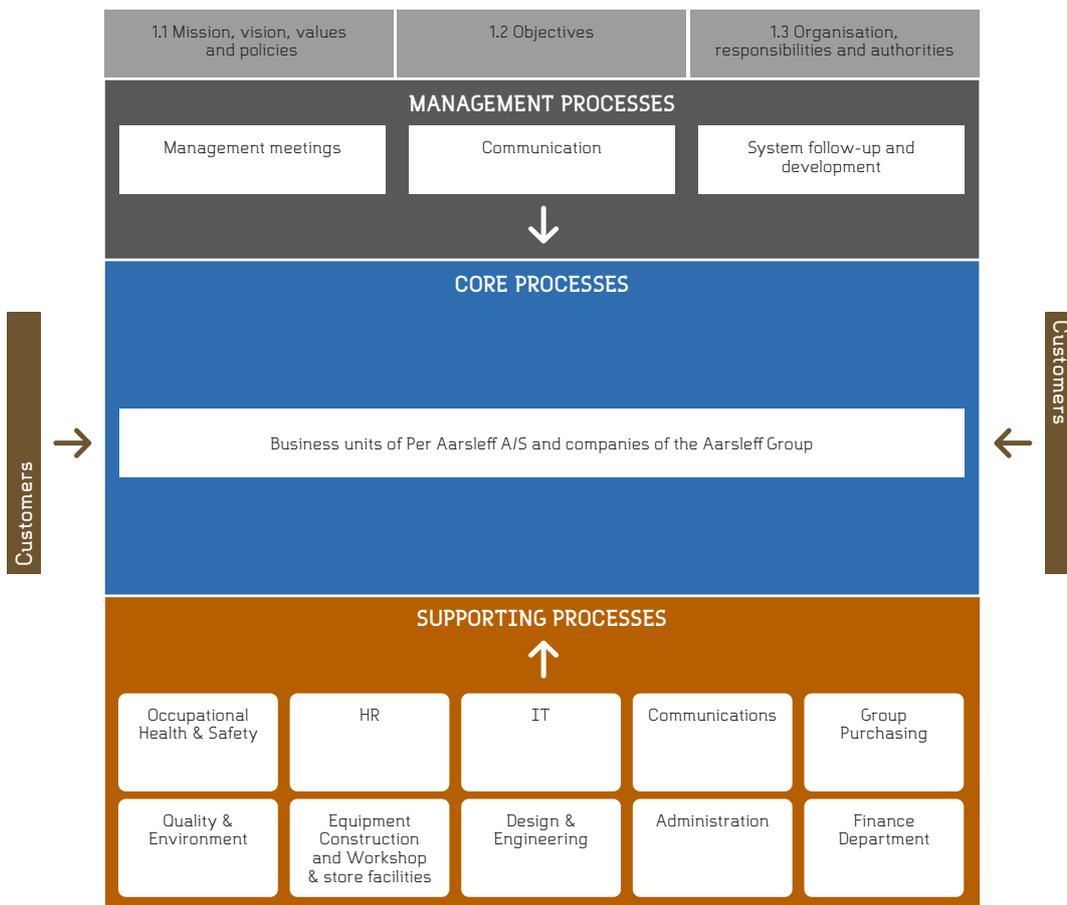
The OE&OHS Manager has the organisational freedom and expertise to implement the required measures to ensure that the management systems are efficient.

The OE&OHS managers of the business units are responsible for supplementing the OE&OHS system in their own business units, and they report to their respective managements. In consultation with the OE&OHS managers of the business units and the OHS organisation, the document approvers and document coordinators have the responsibility and authority to maintain and develop the documents of the OE&OHS system as required.

When organising the projects, the Quality/Environment/Occupational Health and Safety responsibilities of the project are determined and documented.


AARSLEFF

1.4 Activity and process model for Aarsleff



The activity/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 business units. 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

Aarsleff communicates regularly with the stakeholders about OE&OHS matters. The communication with customers and consultants as well as users and neighbours affected by our activities takes places as required in connection with projects and this summary can be used as a supplement. The communication with suppliers and subcontractors takes places 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 Aarsleff OE&OHS as well as at internal 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 business units and the OHS organisation. The minutes of the evaluation will be communicated through Aarsleff QE&OHS. 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 common certifications. Input to the joint meeting is management reviews carried out at the business units and companies in question, including audit results, environmental and energy survey etc. Data is collected in a joint management's review for "Occupational Health and Safety" and "Quality and Environment" respectively.

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

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