

# 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 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](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 (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.

April 2026

The Executive Management


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## 0.2 Presentation of the Aarsleff Group and Per Aarsleff A/S

### 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 20 billion – of which 35 % 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 8,800.

The companies of the Aarsleff Group carry out projects and industrial activities within the five segments; Construction, Technical Solutions, Rail, Ground Engineering and Pipe Technologies. Construction, Ground Engineering and Pipe Technologies 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
- Group finance
- Group HR
- Group communications
- Group IT
- Group law
- Construction Equipment, Facility Management, Workshops and Store Facilities
- Group OEHS & Sustainability
- Design & Engineering
- Group procurement
- Group digital business development.

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.


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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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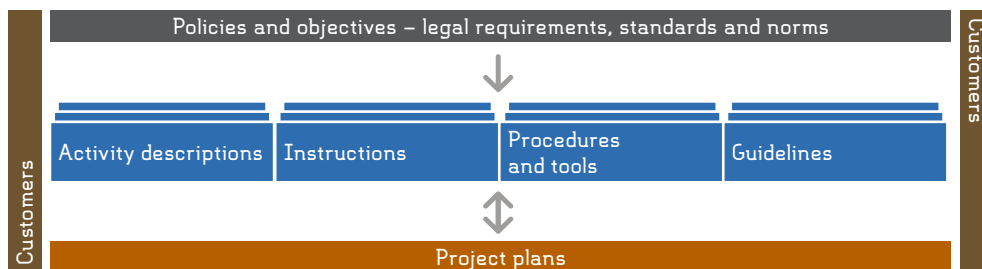
## 0.3 Introduction to the management systems

Scope and fields of applications for the management systems in the individual business units are described 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.

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### 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. 725 on quality management systems for authorised companies within the plumbing and sewage industries
- ISO 14001:2015 Environmental management supplemented with energy review
- ISO 10006:2017 Guidelines for quality management in 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 FOR THE AARSLEFF GROUP

In the Aarsleff Group, we have several strategic focus areas within ESG. The Group's environmental policy forms the basis for our vision of continuously minimising our environmental impacts. Under the E (environmental and climate factors), we also have Group policies regarding climate, circular economy and biodiversity.

#### **Purpose of the policy**

We acknowledge that our activities have an impact on the environment. Therefore, we take our responsibility seriously. We are committed to reducing our environmental footprint – both today and in the future. The purpose of this policy is to support efforts to promote solutions that use the earth's resources more efficiently, prevent unnecessary pollution and protect the environment as best as possible through planning, design, choice of methods and execution.

#### **We are all responsible for the environment**

We invest in solutions and methods that reduce our greenhouse gas emissions and support a development that has less impact on the environment.



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We are working to minimise the use of substances that are harmful to health and the environment, which can affect both people and nature, and we are working to create safe and responsible processes.

We organise our work to minimise noise and dust – for the benefit of both people and the environment. We are working to protect water and marine resources in areas where our activities may impact them.

#### **Legislation, certifications and reporting**

We comply with relevant environmental laws and regulations – that is the foundation of our work.

We work systematically with environmental management and are ISO 14001 certified at Per Aarsleff A/S and in several of the Group's larger companies.

We comply with applicable environmental requirements for investments and ensure transparency in our reporting.

#### **Collaboration and skills**

We expect all employees to act in an environmentally conscious manner, and we continuously strengthen our employees' skills to take the greatest possible consideration for the environment. In addition, we share experiences and solutions both internally and externally – for example through development projects.

We strive to build strong partnerships with customers and collaboration partners, where we use dialogue to ensure that environmental considerations become a natural part of our joint efforts.

### **WE TAKE CARE OF EACH OTHER**

#### **Occupational health and safety policy for the Aarsleff Group**

At the Aarsleff Group we take care of each other. We want to be the best in the business – also within occupational health and safety. Our ambition is zero accidents because all of us must be able to work safely and thrive through a lifelong and developing work life at Aarsleff.

Taking care of each other means that we as managers and employees **take responsibility for our own safety as well as the safety and job satisfaction of our colleagues.**

We **take care of each other when we take time to plan our work carefully.** We ensure that we comply with the applicable occupational health and safety regulations. We assess all occupational health and safety risks, remove dangers and provide instructions before we start working. A healthy and safe working environment takes priority over finances and other considerations.

We take care of each other when we **show respect, ask questions, are curious and pay attention to our colleagues.** We take care of each other when we say no, stop and take action if we notice that a job is not carried out safely, or if we see that a colleague is unhappy.

We take care of each other when we **work strategically to involve employees and the occupational health and safety organisation in our efforts to continuously improve the working environment.** We share knowledge and collaborate across the Group thereby learning from our own and others' experiences. This allows us to ensure the same high focus on the working environment in the entire Aarsleff Group.

We take care of each other when we **commit ourselves to developing new solutions, new tools and new ways of working** that will improve our working environment on the site, in the production or at the office. In this way, we prevent accidents, attrition and stress to the benefit of the individual employee, Aarsleff and society.

We take care of each other for the sake of ourselves, our colleagues and our families.

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## 1.2 Objectives

### Quality objectives

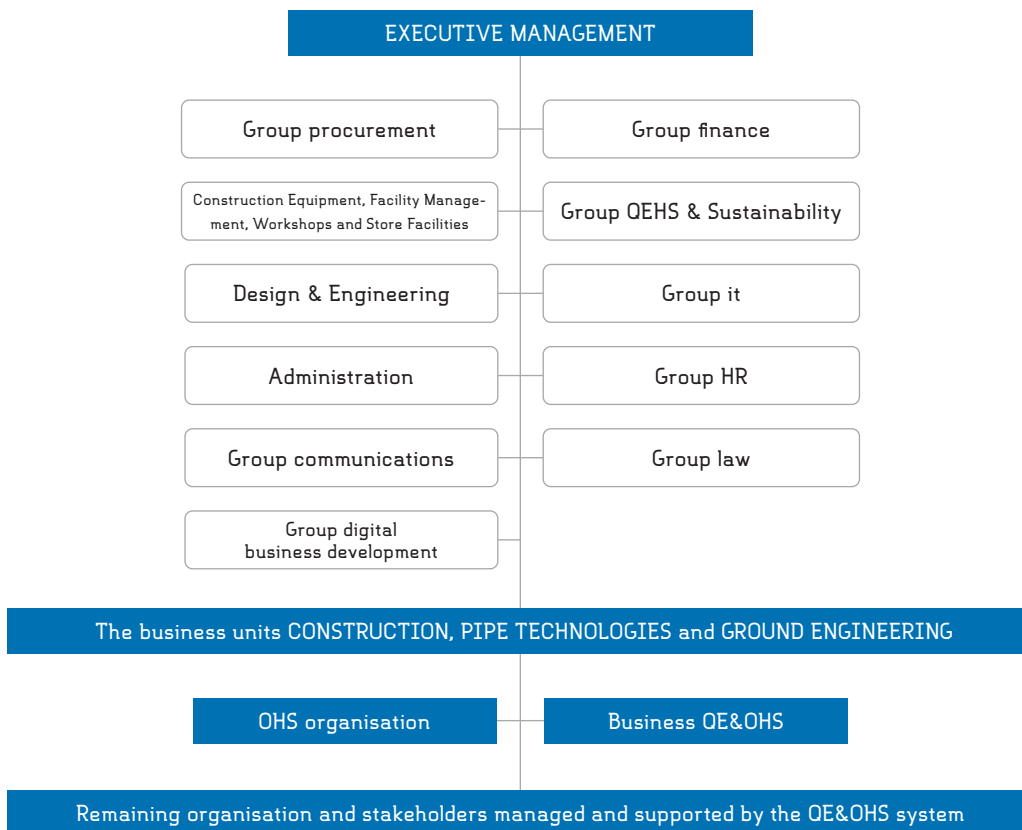
- We prioritise customer satisfaction as our most important quality parameter.
- We work with a quality culture which allows us to learn from each other and aim at zero errors and omissions.
- We want to improve customer value and efficiency continuously in our processes.

Occupational health and safety objectives and environmental objectives are incorporated in the OHS Policy and the Environmental Policy, respectively.

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 AIS is organised by an executive management, director, shared services and the business units in Construction, Pipe Technologies and Ground Engineering which are all managed by a director and divisional managers.

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

The director and 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.

The Group QEHS & Sustainability Manager is overall responsible for structuring, operating and maintaining the QE&OHS management system in collaboration with the QE&OHS managers of the business units. The responsibility includes:

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- 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 QE&OHS managers and QE&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.

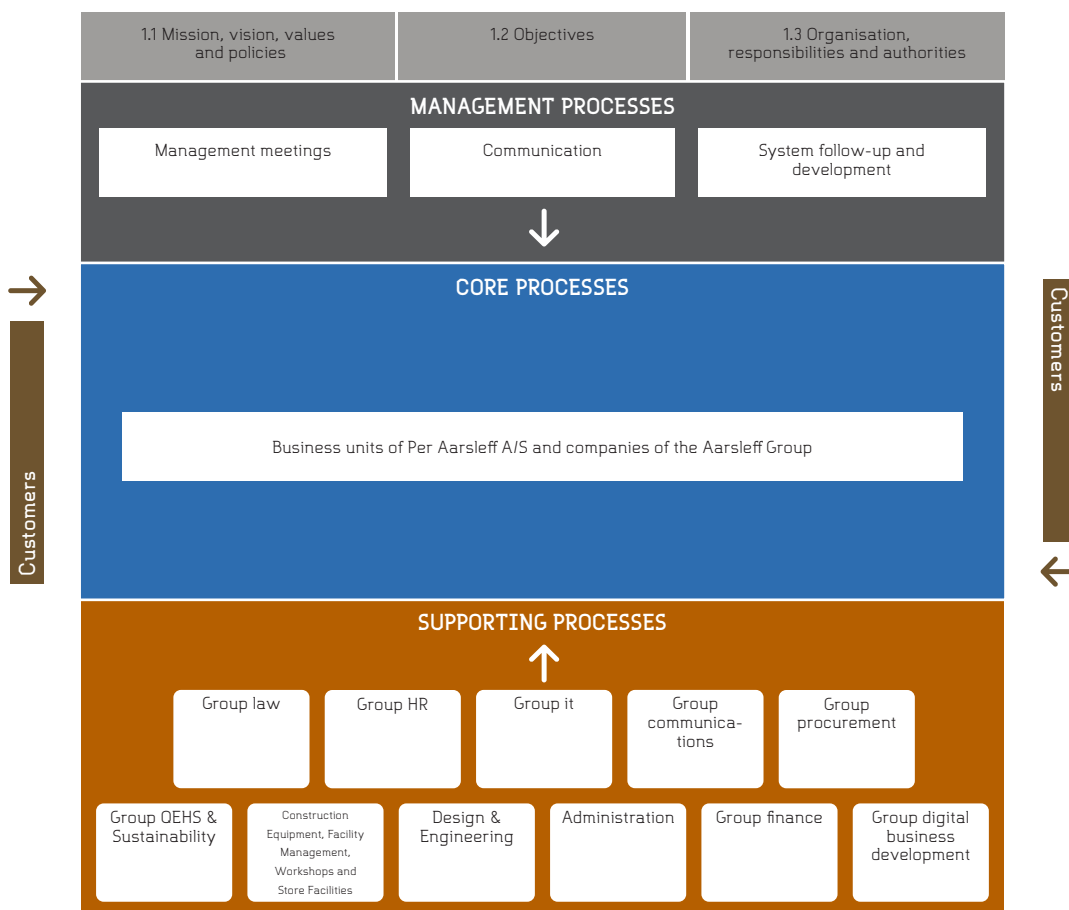
The Group OEHS & Sustainability Manager has the organisational freedom and expertise to implement the required measures to ensure that the management systems are efficient.

The QE&OHS managers of the business units are responsible for supplementing the QE&OHS system in their own business units, and they report to their respective managements. In consultation with the QE&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 QE&OHS system as required.

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 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 some shared processes in addition to 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 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 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 director, 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.

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.