

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.

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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 (QE&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.

May 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
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


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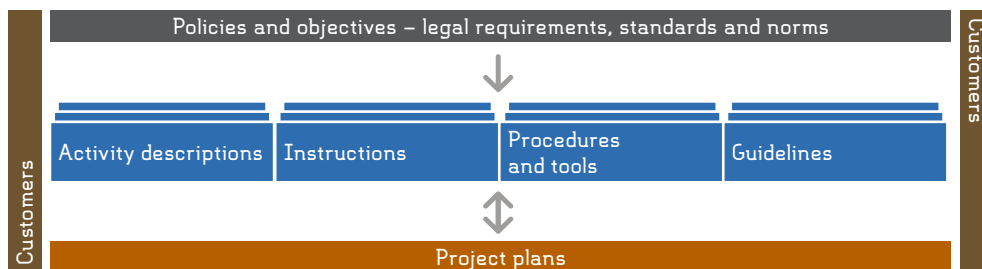
0.3 Introduction to the management systems

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
- 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 Group strategy and policies

GROUP STRATEGY



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.

CLIMATE AND ENVIRONMENTAL POLICY FOR THE AARSLEFF GROUP

The Aarsleff Group's climate and environmental policy supports the Group's goals and ambitions to continuously and purposefully mitigate and adapt to climate change and to minimise our environmental impact. The policy covers work related to emissions, biodiversity and circular economy.

Purpose of the policy

At Aarsleff, we acknowledge that our activities have an impact on the climate and the environment, and that such impacts can represent risks to people, nature, biodiversity and our business.


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The purpose of this policy is to support efforts to develop solutions that use the Earth's resources more efficiently, prevent unnecessary environmental impacts, protect nature as effectively as possible and reduce our greenhouse gas emissions. This involves close collaboration with the stakeholders in our value chain and a systematic focus on integrating climate and environmental impacts into our production and our projects.

We are working on a transition plan that covers significant greenhouse gas emissions. The plan describes our key measures within material selection, machinery and equipment fleet, transport, energy supply and collaboration in the value chain.

Our focus areas

In our work with emissions, biodiversity and circular economy, we prioritise the activities in our business and value chain that have significant climate and environmental impacts as well as material business importance.

Raw materials and material consumption

The most significant climate and environmental impacts occur in the value chain, particularly in the extraction of raw materials and the production of the materials used in our projects and production. Therefore, we work to mitigate greenhouse gas emissions and reduce the pressure on nature and biodiversity by increasing the use of recycled building materials and materials with recycled content. This takes place in collaboration with our suppliers, customers and other partners, where we, with a focus on documentation and innovative solutions, aim to promote the use of materials with a lower impact on the climate and the environment.

Energy and transport

We are working to reduce the use of fuels and transition to fossil-free fuels, while increasingly replacing machines and vehicles with electric alternatives. In addition, we are increasing the use of electricity and fossil-free energy sources in projects and production. To reduce unnecessary transport to and from construction sites, we engage in dialogue with suppliers and transport providers on logistics planning and optimisation. We work systematically with data mapping of energy and fuel consumption in order to continuously monitor our climate footprint and target new actions.

Refuse and waste

We are working to reduce our refuse, waste and material consumption as part of a more resource-efficient and circular approach that reflects the principles of the waste hierarchy, where prevention, reuse and recycling are prioritised. This is achieved, among other things, by focusing on purchasing only the quantities of materials required and by ensuring that purchased construction materials are handled and stored properly so that they are not damaged before or during execution. At the same time, we focus on sorting waste into fractions to ensure that as much material as possible is recovered and as little as possible is sent for incineration or landfill. We collect waste data and use it for systematic monitoring and follow-up on our actions.

Nature and biodiversity

We have a responsibility to consider nature and biodiversity throughout all phases of our contracting work. At the locations where we build and construct (on-site), we focus on the mitigation hierarchy and work to avoid and minimise our impacts as well as to restore nature and biodiversity – both on land and at sea. As our most material impacts on nature and biodiversity are associated with the value chain (off-site), we primarily focus our efforts on the responsible use of natural resources.

Climate change adaptation

We work with climate adaptation solutions and continuously assess climate risks such as increased rainfall and other weather related changes. At our projects and permanent locations, we integrate relevant climate adaptation measures.


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Dust, noise and hazardous substances

We work to reduce, phase out and replace hazardous substances that may affect people and the environment. We plan and execute our work to ensure that both work processes and material handling are carried out safely and responsibly. In addition, we seek to minimise noise, dust and other environmental impacts as far as possible through planning, technical solutions, and good working practices – for the benefit of employees, the local community and the surrounding environment. Our approach is based on continuous improvement, and we follow developments in new technologies and solutions with a lower environmental impact.

Our principles

Methods and tools

We take a professional and systematic approach to our climate and environmental efforts by applying internationally recognised frameworks and methods that ensure transparency. Therefore, we use life cycle assessments (LCA), environmental product declarations (EPDs) and other recognised frameworks and methods to analyse our dependencies, impacts, risks and opportunities related to climate, nature and resources.

We base our decisions and planning of actions on reliable data. Data is a prerequisite for ensuring effective and value-creating work with our transition plans and actions, and enables us to systematically identify and monitor significant climate and environmental impacts across projects and our value chain.

Where relevant, we engage experts to ensure well-founded solutions.

Compliance with laws

Applicable international and national regulations and requirements form the framework for our activities, and we work systematically with energy and environmental management and the EU taxonomy.

Our work with climate, energy and environmental matters is integrated into our management systems, and several of the Aarsleff Group's larger companies are certified under the environmental management standard ISO 14001 with integrated energy management in accordance with Executive Order no. 1138 / 2025.

We support the objectives of the Paris Agreement to limit global warming to 1.5°C, as well as the global biodiversity goal "Nature Positive by 2030".

This policy is operationalised through concrete actions in our projects, production and value chain, based on goals, action plans and ESG reporting in accordance with the CSRD, and is implemented across the Group's companies.

This policy is reviewed when legislation, strategy or our materiality assessment changes significantly.

Planning and consulting

We actively engage with the stakeholders in our value chain and inform our collaborative partners about the Aarsleff Group's climate and environmental policy, so that Aarsleff's considerations become a natural part of our joint efforts. In addition, we will promote dialogue within the industry about new solutions that can reduce climate and environmental impacts.

Expertise and awareness

We expect the employees of the Aarsleff Group to act consciously and responsibly in relation to climate and the environment. To support this, we work to strengthen knowledge and skills and share our experiences and results – both internally through guidelines and training courses, and externally through development and innovation projects in collaboration with knowledge institutions and stakeholders from

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the building and construction industry.

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

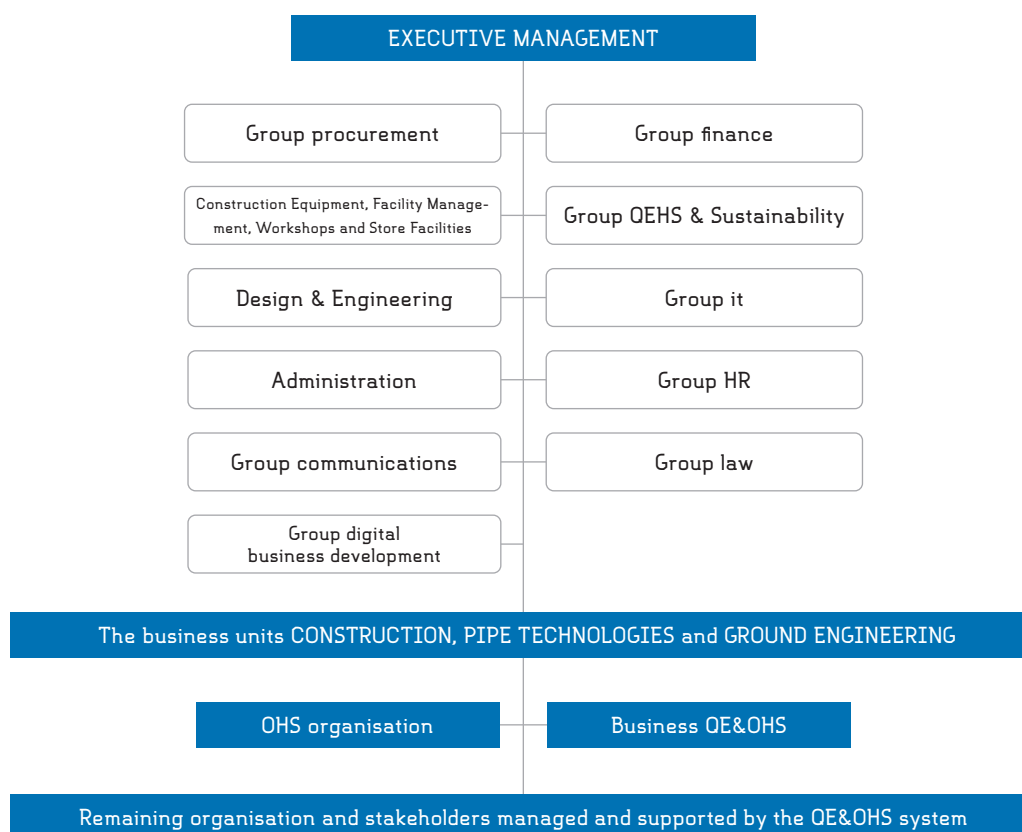
Quality objectives

- 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 Climate and 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.

1.3 Organisation, responsibilities and authorities



Per Aarsleff A/S 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.



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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 OEHS & Sustainability Manager is overall responsible for structuring, operating and maintaining the OE&OHS management system in collaboration with the OE&OHS managers of the business units. 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.

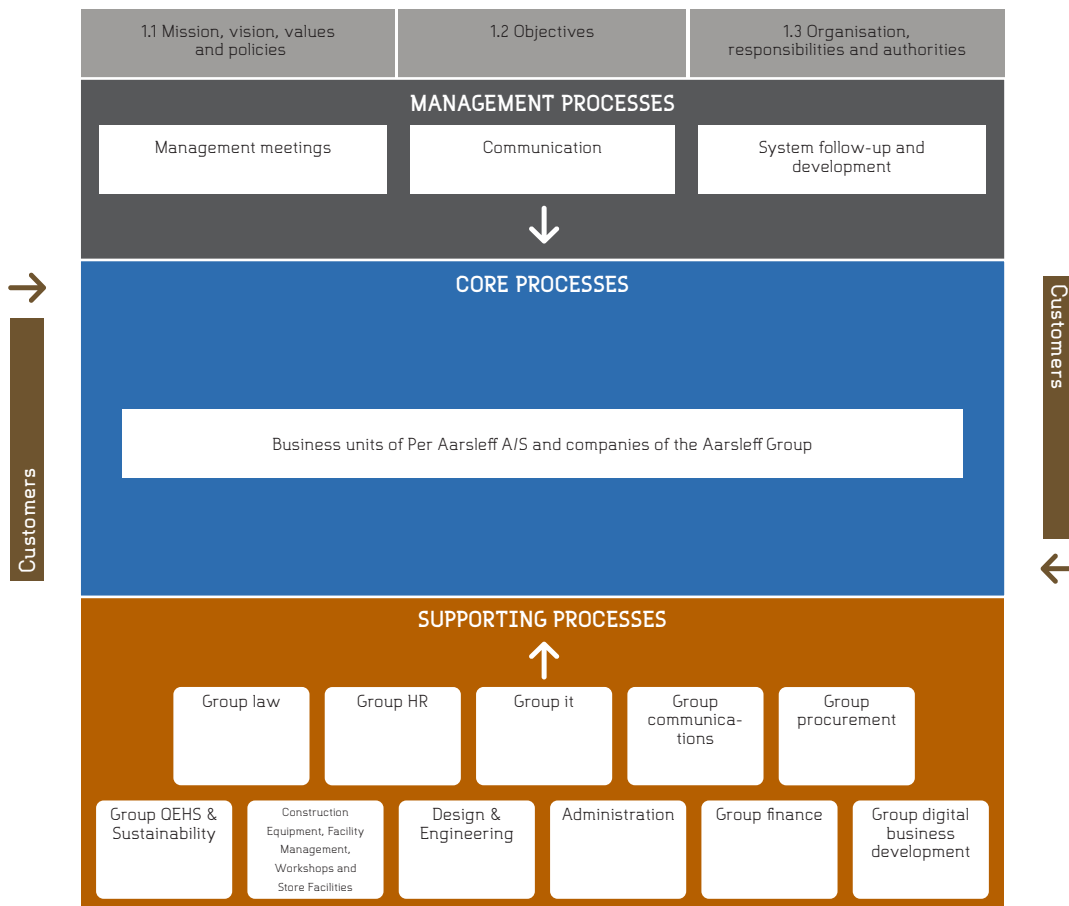
The Group OEHS & Sustainability Manager has the organisational freedom and expertise to implement the required measures to ensure that the management systems are efficient.

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.


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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.

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System follow-up and development

OE&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 OE&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 OE&OHS management, the OE&OHS processes/activities and OE&OHS initiatives in relation to suitability, scope and efficiency of the OE&OHS systems and the OE&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 OE&OHS systems.