

# Management Manual

## Corporate Policy

The objective of our company and basis of all our decisions is to make sustainable profits. Intelligent construction means accepting responsibility. Therefore sustainable economic management is an important element of the corporate policy. It provides us with a clear competitive advantage and forms the basis for long-term economic success. By achieving economic targets and making a reasonable return on capital for our owners, we want to guarantee the long-term existence of our company and our employees' jobs. The basis of these corporate goals are value systems and ways of thinking that regulate actions and dealings, so that business success (profit, corporate survival and value increase) is achieved in a way and manner that is morally justifiable.

Our corporate culture is based on the premise that for our stakeholders, meaning our owners, employees, customers and the society, a long-term business success can only be achieved in a sustainable manner, if we act jointly and under the observation of social, ethical and moral aspects.

Our actions are customer-oriented. That means that we are aware of our customers' requirements, fulfil them, and exceed them wherever possible. Under the comprehensive term of quality we mean the quality of the performance, of the project, the product or the service, punctuality, flexibility, as well as the technical and economic achievement of targets. We want to achieve a high degree of benefit and satisfaction in our customers through our activities.

We are equally committed to constructive lobbying in politics and society to the benefit of our customers, the environment and our employees, as we are to the continuous improvement of processes and methods.

Our activities have effects on the environment. We want to be aware of these and keep the negative implications to the environment, in particular the protected goods man, air, water, soil and nature (flora and fauna) as low as possible under observation of the legal framework conditions, the state of the art and profitability. In addition, prevention of waste, efficiency of resources, segregation of materials and recycling are equally objective as well as measure. Each employee contributes to an environmentally friendly way of working by the behaviour and action of the same within the own area. We want to create a long-term positive impact on the environment by our activities and in particular make a contribution against the progressing climate change (sustainability).

The objective is to know, to analyse and to continuously reduce the use of energy in all of our activities and thus to increase energy efficiency at the same time. We want to improve our ecological performance in close cooperation with our customers and/or clients. The identification of significant uses of energy in our activities enables us a clear analysis of the energetic output. Based on that, energetic targets and action plans are prepared and implemented for continuous improvement of the energy-related performance.

The corporate objective is to guarantee the life, health and wellbeing of our employees and to establish PORR as "best place to work". Greatest attention is paid to the safety and health of employees and third parties in all activities; material damages should be avoided. These objectives are achieved by compliance with the applicable regulations, the assessment of physical and psychological risks and by determination of the appropriate actions, such as e.g. occupational health promotion. Thereby, we pay great attention to so-called "hazardous situations" or near-accidents. Consent-oriented communication with the staff representatives accompanies all activities and implementation of the action programmes. Furthermore, numerous measures contribute to the promotion of equal opportunities and diversity within the company and to enable an improved compatibility of profession and private life.

All of our activities, our business activities, occupational health & safety, environmental protection, are at the flash point of risks. This appearance is characterised by earnings opportunities and risks of loss. The persistent confrontation with this duality represents a permanent challenge for all business units and the management at all levels.

With a uniform and transparent risk management, we promote the sensitivity for strategic and operative risks and contribute to the identification of these at an early stage. The awareness and control of all risks (by which we mean performance and finance business-related as well as environmental and safety-related risks) are the top priority of our conscious risk management.



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PORR, and this includes the employees of the Group, has always been committed to quality, environmental protection and occupational health & safety. This commitment is underlined and consolidated by the introduction and consistent observation of the described procedures integrated in the management system.

The training and further education of employees is a major priority within the Group, with the aim to incorporate comprehensive customer orientation, environmental and safety awareness, as well as an awareness of the social responsibility of our company within the society (sustainability) by a common understanding of processes and the relevant behaviours.

The management system and its processes are developed, implemented and maintained in consistent consultation with the employees and their representatives.

All the activities of our company are in compliance with the statutory framework conditions and the requirements of this management system. The objectives are achieved by compliance with the applicable regulations and an optimum utilisation of the legal scopes. Beyond that, we undertake to observe the framework conditions and the mentality of any country as well as its inhabitants in the case of international activities.

The company already performs social responsibility at the moment and will continue this arrangement with customers, partners and employees. We thereby want to exceed the expectations presented towards us externally with our own requirements, if possible.

The importance of value orientation goes way beyond a merely economic point of view. Because a value system can only then be implemented in an attainable and successful manner, if the underlying measures and decisions are derivable from an ethical way of action by the management and the employees. Among other things, such action comprises the principles of legality, transparency and openness, as well as the capability to constructive criticism and is laid out bindingly for all employees in PORR's.

In addition to that, PORR complies with the principles of human rights in all activities. We demand compliance with this principle by our employees as well as by our partners. The observation or compliance is ensured in the major processes by permanent monitoring.

Our objectives also include further development and optimisation of the system, so that continuous improvement with regard to quality, environment and safety is guaranteed in all areas and for all activities under observation of the defined corporate principles.

The avoidance of errors instead of the rectification of errors is our cardinal commandment.

The systematic observation and responsible handling of possible sources of risk or so-called "hazardous situations" on building sites sharpen the awareness of employees for occupational safety and intensify the preventive effect of the measures for accident prevention and health protection.

Based on the high degree of diversification together with simultaneous focussing of technological competences, PORR is capable of providing end-to-end solutions to customers. PORR is a full service provider. The employees contribute to this by actively making use of synergy effects and by creating the internal value chain in the best possible way. The management of synergies and interfaces resulting from networking has priority over profit centre mentality.

The present corporate policy is evaluated once per year with regard to its appropriateness for the company within the scope of the management review of PORR AG.