



BARSLUND'S
VALUE HANDBOOK
"THE LITTLE RED ONE"

A light gray spiral-bound notebook with rounded corners and a metal spiral binding at the top. The word "PREFACE" is printed in a bold, black, sans-serif font in the center of the cover. Below the text is a horizontal line with small dots at each end.

PREFACE

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FOREWORD BY THE EXECUTIVE BOARD

You will see the word **BUS** used in various places in this Value Handbook. The word **BUS** is formed by our values and is a metaphor that has been used since Barslund was founded in 1980.

We want the right people on board the **BUS**. By the right people, we mean colleagues who share our values and aspirations, and who would like to help create an attractive workplace which embraces diversity. Colleagues who share our common values and have a common desire to make a positive difference to our customers, your colleagues, the society and Barslund as a whole.

With the right colleagues on board the **BUS**, we set the foundation for our future success.

The Value Handbook, or the “the little red one” in everyday speech, is our guideline, which ensures that we support each other, keep our promises, and maintain our focus on good business acumen.

Our mission and vision are what we strive for, while our values are the underlying conditions that govern our way of acting and interacting with each other and our customers.

It is important that you read the Value Handbook and understand the purpose of it.

It illustrates the desired behaviour and way of acting that we want everyone to follow.

The Value Handbook will be included in your annual follow-up with your immediate manager.

Welcome on board the BUS

The Executive Board

A red spiral-bound notebook with a rounded top and two rounded tabs at the bottom. The cover is a solid red color. At the top, there is a silver spiral binding. In the center of the cover, the words "MISSION AND VISION" are printed in a bold, white, sans-serif font. Below the text is a thin white horizontal line with small white dots at each end.

MISSION AND VISION



Vision

"Our vision is that 9 out of 10 customers will recommend us to others, and that 9 out of 10 employees are happy to go to work"

Financial goals

- Profit margin of 5%
- Operating liquidity of min. 5% of revenue
- Solvency ratio of min. 30%
- Net Gearing of max. 3

NEED-ORIENTED • DEVELOPMENT-ORIENTED • SOCIAL • PROUD • DEDICATED • INNOVATIVE

B U S S E N

Mission: We construct the future

"Barslund performs construction work in Denmark and Sweden in a customer-oriented, documented, standardized and controlled process with a healthy economy. We deliver the agreed quality, time, and price for the benefit of our customers and projects. We protect our customers and the environment through solution-oriented collaboration and clear agreements. We take care of our employees by ensuring development, co-determination and a good and safe working environment."

MISSION AND VISION

MISSION: WE CONSTRUCT THE FUTURE

“Barslund performs construction work in Denmark and Sweden in a customer-oriented, documented, standardized and controlled process with a healthy economy. We deliver the agreed quality, time, and price for the benefit of our customers and projects. We protect our customers and the environment through solution-oriented collaboration and clear agreements. We take care of our employees by ensuring development, co-determination and a good and safe working environment.”

VISION

“Our vision is that 9 out of 10 customers will recommend us to others, and that 9 out of 10 employees are happy to go to work”



An orange spiral-bound notebook with a rounded top and two small tabs at the bottom. The word "VALUES" is printed in a dark brown, serif font in the center. Below the word is a horizontal line with small dots at each end.

VALUES



VALUES

- B** WE ARE EXPERIENCED AS ^{↗ behovsorienterede} **NEED-ORIENTED** WHEN:
We listen to our customers and colleagues needs – both in terms of their problems and their needs and wishes
We put ourselves in our customer's situation and understand the value we add as well as how we solve common challenges
- U** WE ARE EXPERIENCED AS ^{↗ udviklingsorienterede} **DEVELOPMENT-ORIENTED** WHEN:
We invest in personal and professional development, and in new relevant technology
We share our knowledge and experience with others where it makes sense and has value
- S** WE ARE EXPERIENCED AS ^{↗ sociale} **SOCIAL** WHEN:
We are interested in the social interaction and the individuals involved
We are positive, show respect and keep a proper tone
- S** WE ARE EXPERIENCED AS ^{↗ stolte} **PROUD** WHEN:
We solve tasks as agreed – we keep our promises and deliver high quality
We ensure safety and protect the environment at our workplace
We are good colleagues towards each other
- E** WE ARE EXPERIENCED AS ^{↗ engagerede} **DEDICATED** WHEN:
We see possibilities rather than limitations
We take initiatives and act
- N** WE ARE EXPERIENCED AS ^{↗ nytænkende} **INNOVATIVE** WHEN:
We involve new technology
We contribute to new ways of solving the tasks

* In Danish the values form the word "BUSSEN" ie "BUS"

WE ARE EXPERIENCED AS **NEED-ORIENTED** WHEN:



We listen to our customers and colleagues needs – both in terms of their problems and their needs and wishes

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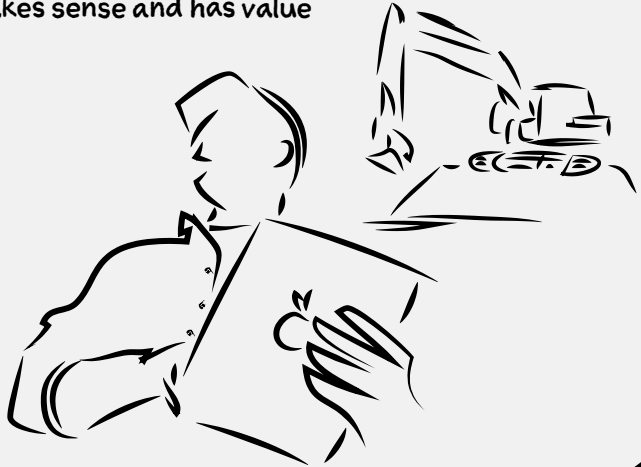
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**WE ARE EXPERIENCED AS
DEVELOPMENT-ORIENTED WHEN:**

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and in new relevant technology

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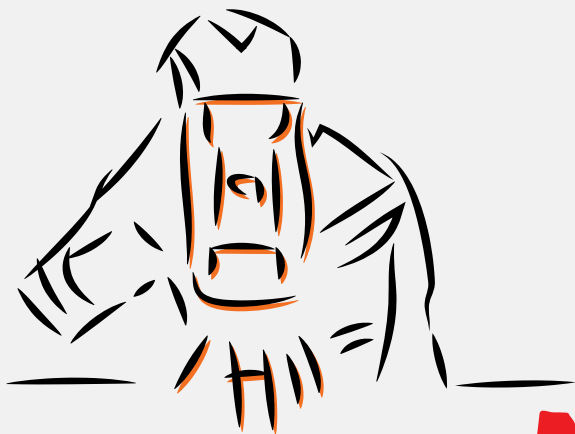


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We are interested in the social interaction and the individuals involved

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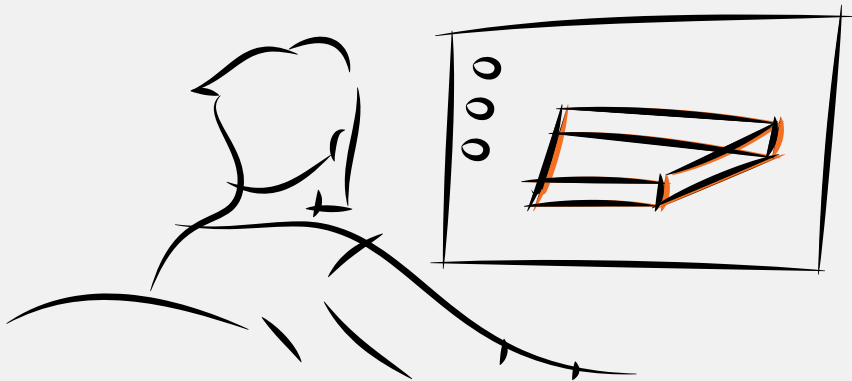
WE ARE EXPERIENCED
AS **DEDICATED** WHEN:



We see possibilities rather than limitations

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WE ARE EXPERIENCED
AS **INNOVATIVE** WHEN:

We involve new technology

We contribute to new ways of solving the tasks



A red spiral-bound notebook with a black cover. The notebook is open, showing a white page with the text "RULES OF CONDUCT AND PROMISES" in a bold, black, sans-serif font. The text is centered on the page. Below the text is a horizontal line with dots at both ends. The notebook has a silver spiral binding on the left side.

RULES OF CONDUCT AND PROMISES

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RULES OF CONDUCT AND PROMISES

OUR COMMON BELIEF



- We have high ethical and moral standards, we respect people and rules and we play our part in protecting the environment
- We believe that customer relations are our most important competitive parameter for future success
- We believe that our focus on sustainability, climate and the environment makes us a stronger and more attractive partner
- We believe that diversity helps create the best culture
- We believe that everyone should have the opportunity to show their full potential

RULES OF CONDUCT AND PROMISES

OUR COMMON BELIEF

- We believe that hard work leads to development and progress
- We believe that a good and common team spirit provides the best workplace and the best results
- We believe that good skills and good behavior brings us clearly forward
- We believe that our work is quality rich when we meet expectations
- We believe that we learn from our mistakes and we therefore evaluate our own performance and results
- We believe that liberty and responsibility create greater job satisfaction
- We believe that there must be a balance between work and private life



**THE
ATTRACTIVE GROUP**

..————..

THE ATTRACTIVE GROUP

OUR EMPLOYEES EXPERIENCE BEING A PART OF
A GROUP WHERE:


- We ensure that everyone knows their own work tasks and the goals for these are understood
- We have a healthy, open, loyal and positive demanding culture
- We work hard every day
- We are committed to creating value and contributing to a good atmosphere at our workplace
- We focus on positive profitable behaviour
- We assess and appreciate role models, teamwork, initiatives and results

THE ATTRACTIVE GROUP

OUR EMPLOYEES EXPERIENCE BEING A PART OF
A GROUP WHERE:

- We have a positive approach and care for our image and culture
- We are ambitious and result-oriented
- We invest in personal and professional development of all of our employees
- We work on developing talents and culture ambassadors



A red spiral-bound notebook with a white label in the center. The label contains the text 'COMPETITIVE ADVANTAGES AND RULES OF ENGAGEMENT' in a bold, black, sans-serif font. Below the text is a horizontal line with dots at both ends. The notebook has a silver spiral binding at the top and two red tabs at the bottom.

COMPETITIVE ADVANTAGES AND RULES OF ENGAGEMENT

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COMPETITIVE ADVANTAGES AND RULES OF ENGAGEMENT

OUR BEHAVIOUR

WE PERFORM BETTER THAN OTHERS WHEN WE:

- Inform, involve and understand the customer
- Understand that long-term and sustainable relationships are based on good and equal collaboration
- Prioritizes climate and environment on our projects
- Invest in new relevant technology
- Make better use of our internal resources, including how we spend our time more efficiently
- Use our group's many competencies and makes it an advantage for our customers
- Secure the documentation on the projects
- Inspire others with our safety work
- Show that we are stronger together
- Celebrate results

COMPETITIVE ADVANTAGES AND RULES OF ENGAGEMENT

OUR BEHAVIOUR

WHEN I...

- Smile and act positive
- Say hello and goodbye
- Keep things in order and preserve a good tone
- Set a positive example and act as a positive role model for others

... IT MAKES OTHERS DO LIKEWISE

Smile, it's contagious!





B - 2021