



Group Quality Policy

Policy Owner: Group CEO

Version: 1.2

Review: This Policy will be reviewed and updated annually. Lastly updated December 2025.

Signed off by: Heras HoldCo AS, Board of Directors

1 POLICY SCOPE AND APPLICATION

This Policy is globally valid and applies to all business units of Heras HoldCo AS ('the Group' or 'we'). It covers all activities and services provided by the Group and serves as a common framework to ensure quality management practices throughout the organisation.

The contents of this document shall be applied by all employees and relevant stakeholders, e.g., sub-contractors, consultants and visitors ('employees'), involved in delivering our products and services and supports the Group's commitment to delivering high quality security solutions that meet or exceed stakeholder expectations and requirements.

2 POLICY PURPOSE

The purpose of this Policy is to define our commitments to quality management and how quality should be integrated in the planning, execution, monitoring and improvement of our services and internal processes, including:

- Promote systematic improvement and risk-based thinking.
- Provide shared understanding of quality as a core business value across the Group.
- Promote procedures and working methods to ensure high and consistent quality in all deliveries.
- Provide clarity on the roles and responsibilities within the quality management framework.

3 POLICY STATEMENT

The Group is committed to providing 360° quality security solutions through a structured and responsible approach to quality management. We comply with all applicable laws, regulations, and standards to ensure our services meet both legal and customer expectations. Quality is a shared responsibility, and we actively encourage a culture of continuous improvement.

To support this, we shall ensure that all employees have access to relevant training and the necessary tools to perform their tasks in a quality-conscious manner. Effective and clear communication regarding quality issues shall be maintained across all levels of the Group to foster transparency and alignment.

We shall continuously improve our work processes by identifying and acting on deviations, improvement suggestions, and feedback from stakeholders. This commitment

to systematic quality work strengthens our ability to deliver reliable, secure, and high-performing solutions.

3.1 Systematic quality work

We are committed to practicing quality management through a structured and proactive approach that ensures continuous improvement across all levels of the Group. In alignment with ISO 9001, all business units shall implement a process-based quality management system that emphasises risk-based thinking, stakeholder engagement, and data-driven decision-making. The quality work shall be anchored in clear objectives, regular performance evaluations, and corrective actions that foster learning and accountability.

3.2 Legal compliance

We shall comply with all applicable laws, regulations and standards. Our business units shall have a process to identify and handle all relevant statutory, regulatory, and industry-specific quality requirements. Compliance shall be reviewed regularly, and any deviations must be addressed promptly with documented corrective actions.

3.3 CE-marking

Business units must maintain documented CE-marking processes for all products, including machinery, components, and assemblies, that fall under EU CE-marking directives or regulations—whether these are bought, sold, manufactured, installed, or otherwise placed on the market. These processes shall ensure compliance with all relevant CE requirements and directives before the products are placed into service or placed on the market.

3.4 Risk and opportunity identification

Business units shall have a process for identifying and managing risks and opportunities related to quality. This process shall include, at a minimum, the following:

- Project/Service Risk Assessment: For new projects, contracts, or significant changes in products and services, a specific risk assessment must be carried out before initiation. The purpose is to predict potential quality issues and implement preventive measures so that quality requirements will be met from the start.
- Opportunity Identification: As part of the risk assessment process, entities should also identify opportunities for

improving quality and customer satisfaction. Opportunities might include adopting new best practices, technologies, or process improvements that could enhance efficiency or quality outcomes.

- **Change Management Risk Assessment:** Any significant changes in operations, processes, equipment, or organisational structure shall be evaluated for quality impact. Before changes are implemented, a risk assessment should be performed to ensure that quality will not be adversely affected and to identify any new opportunities to enhance quality.
- An implemented Business Continuity Plan, including Crisis Management.

3.5 Claims, internal deviations and improvements

All business units shall maintain a structured process and system for handling claims, internal deviations, and improvement proposals. This system must be capable of managing various types of quality-related issues, included those mentioned below, to ensure transparency, accountability, and continuous improvement.

A claim without direct cost arises when a customer expresses dissatisfaction despite no error on our part, resulting only in the cost of managing the issue. In contrast, a claim with direct cost occurs when we have made an error and are financially responsible for correcting the fault. A supplier claim is registered when a defect stems from a product or service we have purchased, and the supplier is held accountable for the correction costs, either fully or partially.

Internal deviations are identified when established work procedures and instructions are not followed, or when these procedures hinder our ability to meet customer agreements. Lastly, improvement proposals represent proactive suggestions to enhance the quality of our processes, products, services, or working methods. These proposals are not based on existing errors or deviations but reflect our commitment to forward-thinking and innovation.

3.6 Quality control

The business units shall implement process(es) to ensure that products and services consistently meet defined requirements. Quality checkpoints, inspections, or tests shall be applied at relevant stages of service delivery or production to verify compliance

with specifications and detect deviations early.

3.7 Documentation

We shall maintain documentation structured and controlled to ensure traceability, compliance, and effective communication.

All processes that impact quality must be clearly described in documented procedures, such as work instructions or flowcharts, to ensure they are understood and followed correctly. Outcomes from processes, such as protocols, inspections, or tests, must be recorded and stored to provide traceability and accountability.

To maintain integrity and reliability, control of documented information is required. All quality-related documents must be version-controlled, regularly reviewed, and kept up to date. Outdated versions shall be removed from use to prevent errors and ensure consistency.

3.8 Competence, training and awareness

All business units shall establish a process to ensure that employees possess the necessary competence for their roles and receive appropriate training.

Competence shall be clearly identified for each role, outlining the skills and knowledge required to meet expectations. All new employees, including those transitioning into new roles, shall receive a documented introduction. This introduction should cover quality expectations, relevant procedures, and their responsibilities in fulfilling applicable requirements.

Managers are responsible for routinely evaluating employee competence and identifying any performance gaps. When such gaps are found, appropriate training shall be provided to ensure employees can perform their duties effectively. All completed quality-related training must be documented to verify competence and to support planning for future development needs.

3.9 Procurement of products and services

The business units shall manage procurement of products and services with careful oversight of suppliers and subcontractors, as well as rigorous quality control of our own products and services to ensure consistency and reliability, in alignment with the Procurement Policy.

Upon receipt, all goods and services must be inspected and verified for conformance.

Nonconforming items must be identified, documented, and resolved before they are used or delivered further.

Subcontractors must be informed of our quality expectations, and their performance should be monitored through audits, supervision, or reporting mechanisms.

Where applicable, products and services must be identifiable and traceable throughout the process to enable root cause analysis and containment of quality issues.

4 MONITORING AND REPORTING

The business units shall implement processes for systematic evaluation and follow-up of the quality management system. Quality performance shall be monitored using defined indicators and analysed to support informed decision-making. Internal audits shall be conducted regularly by qualified personnel to verify compliance and identify improvement opportunities. Management shall perform scheduled reviews to assess the system's continued suitability, adequacy, and effectiveness.

5 ROLES AND RESPONSIBILITIES

The Board of Directors has the overall responsibility to ensure that this policy is implemented and adhered to throughout the Group and relevant stakeholders.

The Management is responsible for ensuring compliance with the policy and allocating the necessary resources to achieve the objectives.

Quality Managers are responsible for maintaining and updating the quality management system, as well as supporting the implementation of quality initiatives.

All employees are responsible for ensuring quality in products, services, and processes by adhering to the Quality Guideline, local procedures, and work instructions. They are obligated to stop and report any noncompliant work, deviations, or risks, and to actively contribute to quality improvement through corrective actions and process enhancement suggestions.