



BDX-Q Total Quality

A summary of our management system

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Foreword.

1. Foreword | BDX operations are controlled by the BDX-Q management system. Our business concept, vision and our policies show the overall direction. During the work process these are broken down into concrete goals for operations, and these goals are continuously monitored.

All parties involved, our co-suppliers, their personnel and BDX employees, are required to know and comply with all the requirements concerning them in the BDX management system.

The same also applies to BDX's fully or jointly owned companies.

Furthermore, everyone is responsible for knowing and complying with the requirements of BDX in the agreements that BDX has with our customers and that co-suppliers are engaged in.

BDX is obligated to inform co-suppliers and drivers of the requirements set forth by BDX and our customers.

BDX regards it as a given that we and our co-suppliers all are familiar with the legal regulations that we must adhere to in different activities and that we follow said regulations.

BDX's requirements go beyond legislation. We believe that one must work hard to hold a leading position, to meet all customer requirements that exist now and in the future. This mindset is also needed to maintain and strengthen our competitiveness.

This summary of BDX-Q Total Quality will provide a little insight into how BDX and BDX-Q functions. It will also show how the management system affects you in your daily activities.

The latest version of BDX-Q Total Quality should always be in the **"Fordonspärmen"** (Vehicle Binder), found in each vehicle and machine in BDX operations.

All documentation regarding BDX-Q required is also available to read and download on the BDX Intranet and the BDX website.



BDX offers products and services that together create unique and customized turnkey solutions based on customer requirements.

The brand.

2. The brand | The brand BDX is partly the visible identity, the logo and vehicle color, but also the pledges, associations and other abstract values that BDX is associated with.

Everything we say and do regarding our branding efforts create the image that our customers and the community have of us. The brand's innermost values, the common basic value in BDX, rests on three core values:

Sustainable

Hiring, or working with BDX, shall be sustainable. More and more customers place requirements on us as a supplier requiring us to maintain a sustainable approach regarding everything from the environment to social issues. Thus, sustainability has become an issue of survival.

Innovative

We offer services that solve the customer's needs - everything from logistics to contracting and industrial services. This means that we can offer innovative business solutions for a unique partnership.

Cooperation

At BDX we do things together. Our heritage from LBC, the founder of BDX lives on and we continue to develop and work together. We also work closely together with our customers, clients, partners and co-suppliers.

Future Builders

This is where the value words Sustainable, Innovative and Cooperation meet, and the phrase Future builders, is formed. This power phrase clearly points forward, it can include many values, and it has a built-in flexibility. It arouses curiosity. Someone that builds the future.

If you look at the two words Future Builders, the direction and dynamics point to something that the red arrow in the logo strengthens and already stands for. The Future is something that everyone can relate to. That's what we plan for each day, that's what we look forward to. And Builders is being the one that creates something lasting.



Total Quality.

3.1 Background | The entire BDX operation is built on one business concept and one vision.

Business concept

In close collaboration, BDX will deliver sustainable business solutions, services and products for simple or complex requirements in the contracting and logistics sector. Every day we strive to create opportunities and benefits for both customers and society.

We shall work long term to cope with all the demands and expectations that customers, suppliers and society in general place on us.

Our vision

Through long-term, profitable and developing business, BDX's services and products will be sustainable and the obvious choice for customers.

Our Mission

BDX provides comprehensive services in logistics, contracting and industry in prioritized/selected markets.

3.2 Quality management | A quality management system helps to control various operations. The system helps to maintain the proper quality of the goods and services we manufacture or sell.

The right quality allows BDX to create the greatest possible advantages for our customers. We gain greater competitiveness and it also improves the profitability for both BDX as well as our co-suppliers.

In a company that applies a quality management system, operations are controlled mainly by common quality goals.

The quality management system shall also ensure that all our resources are monitored and utilized in an optimum manner.

Quality management provides:

1. Increased internal efficiency and support in the work of constant change.
2. Support for employees and co-suppliers in their daily work.
3. A safe working and traffic environment.
4. Minimized environmental impact.
5. Increased customer confidence.

3.3 Environmental management | BDX's environmental work as a part of the company profile, and our image.

To create such a profile for our customers and our environment requires that we do more than simply follow the laws that currently apply. We should meet the expectations that are further away.

The environmental management system's goal is to systematize our environmental efforts for ongoing environmental improvements and to monitor the results and costs of our environmental work.

Companies that want to be at the forefront regarding the environment must therefore have an environmental policy that includes preventive environmental measures.

In the same way that BDX maintains quality goals, there are also environmental goals.

BDX's environmental management system helps to streamline the environmental work that aims to reduce BDX's overall environmental impact.

Environmental activities include:

- Minimizing BDX's environmental impact.
- Annual environmental reports for all vehicles and machines in operation.
- Environmental audits of co-suppliers.
- Energy efficiency for our real estate holdings.
- Continual skills development in the environmental area.

Q



3.4 BDX-Q | BDX's management system is called BDX-Q Total Quality

Our Total Quality System is based on five key policies:

- Quality
- Environment
- Work environment
- Traffic safety
- Economy

Our business concept and vision shall be realized through one or more policies. These policies express what BDX has committed to.

All policies adopted by management are accounted for in BDX-Q.

For a policy to become valid and useful in our daily work, it is broken down into concrete goals.

Objectives and goal completion must be constantly monitored in the management process.

Concrete goals could be, for example, to reduce the number of invoicing mistakes sent to customers, reduce consumption for assignments or vehicles, raise level of competence of co-suppliers or to increase the usage of seat belts.

BDX's annual results can be measured in traditional financial statements but also in how well we have met the objectives of BDX-Q. In order to assess the achievement of objectives, the objectives must be measurable and routines for measurement and monitoring should be built into the system.

In BDX-Q all the necessary processes, procedures and resources are reported and described for BDX to achieve our goals, business concept and vision.

The requirements that BDX places on co-suppliers, their personnel and employees of BDX can also be found here.



Quality.

4.1 BDX Quality Policy | BDX's quality of services and products should always meet the customer's requirements and expectations.

Our efforts should be focused on delivering the right service or product, at the right time, at the right price and in a safe and secure manner.

BDX's operations are based on long term relationships with satisfied customers.

Co-suppliers and their drivers are BDX's most important resource. The driver's skills

and ability to respond to the customer are in many cases what will primarily affect the customer's attitude regarding BDX.

We will work according to BDX-Q, which is constantly evaluated and developed.

Competence development for all BDX associates shall be given high priority.

4.2 BDX requirements for contracted co-suppliers |

Being an approved co-supplier means having fulfilled the required criteria, verified by audits, supplier assessments and evaluations.

- Co-suppliers shall know and meet all the requirements, laws and regulations, and hold all licenses and permits that society requires for their respective operations.
- Co-suppliers shall also know and comply with the agreements BDX is bound by.
- Co-suppliers shall know and follow BDX's policy for quality, environment, work environment and traffic safety. The co-supplier must also follow BDX's instructions and rules for the assignment's implementation in BDX-Q.
- When executing assignments, the co-supplier must provide competent and qualified personnel, as well as inspected, well-maintained and approved vehicles.
- Co-suppliers shall conduct regular personnel meetings. The personnel shall be informed of BDX's requirements and policies and customers' demands on the operations.
- During assignments, the co-supplier is responsible for providing self-monitoring and precautions against damage to customer property, for delivering the right product or service at the right time, from and to the right location, proper load securing, vehicle safety and legal requirements.
- Co-suppliers shall declare their quality, environment, health and safety and vehicles, and submit annual reports on environment and working environment to BDX.
- Co-suppliers shall have procedures in place for emergencies and all personnel shall receive adequate training.
- Co-suppliers shall participate in and give their drivers the opportunity to participate in courses and meetings that BDX convenes.
- Make sure that the **"Fordonspärmen"** (Vehicle Binder) is up to date.
- Be responsible for branding vehicles according to BDX's visual profile.

4.3 BDX requirements for vehicle drivers |

- Must hold valid driving license, machine operator licenses and other permissions and competence required by their operation and BDX.
- Be familiar with and comply with given instructions from customer or BDX.
- Perform assignments with good care, respond to all customers in a polite manner and follow BDX's ethical rules.
- Prioritize personal safety and traffic safety. Speed must always be adapted to the prevailing conditions. Seat belts and other protective equipment shall always be used.
- Compliance with statutory driving and rest periods.
- Report performed assignments quickly and accurately.
- Document and report issues to BDX including deviations, customer claims, environmental and traffic complaints, risks and incidents occurred.
- Perform daily care and maintenance of vehicles.
- Engage their own co-suppliers and BDX development by offering suggestions for improvement, skills development and informational meetings.
- The driver shall make sure the **"Fordonspärmen"** (Vehicle Binder) is up to date.

4.4 BDX requirements for vehicles and machinery |

- Vehicles must be inspected and maintained in good roadworthy condition. And with fully paid taxes.
- Vehicles must be fitted with emergency equipment in the event of spillage and fire.
- Cargo loads must be legal, meaning securely tied down and of correct weight.
- All BDX vehicles must have a **“Fordonspärm”** (Vehicle Binder) with prescribed contents.
- Vehicles **shall** be branded according to the BDX document “Visuell profil” (Visual Profile).
- Vehicles shall also meet customer requirements for applicable assignment regarding, for example, equipment and controls.

4.5 BDX commitment | To help co-suppliers meet the high requirements, they should also set counter requirements to BDX.

- The co-supplier and their personnel shall be given the opportunity for training in BDX-Q. This is done, for example, during driver meetings or when called upon by the co-supplier or BDX.
- BDX shall provide relevant routine descriptions and provide support on various issues.
- BDX shall provide training and information regarding customer requirements and routines.
- BDX shall, through audits and monitoring, ensure all requirements, evaluate co-suppliers work results and propose improvements.
- For all contracting assignments, BDX shall hold start-up meetings to outline customer requirements and inform co-suppliers and their drivers.

4.6 BDX ethical rules | Legislation shall be respected.

This motto also includes:

- Keeping promises and agreements.
- Don't betray trust.
- Never spread rumors.
- Maintain professionalism and good business ethics in all our relationships.

Our actions and attitudes shall be permeated by this mindset. This applies to everyone, co-suppliers, their personnel and BDX's personnel.

Our approach must also apply to everyone externally - customers, suppliers and society in general.

The image shows three large, white, three-bladed wind turbines. The central turbine is the largest and most prominent, with its blades spread out. To its left and right are two smaller turbines. They are situated in a landscape of dense, green and yellowish trees, likely a forest. In the background, there are rolling hills under a clear, bright blue sky with a few wispy clouds. A dirt road or path leads from the bottom center towards the turbines.

Environment.

BDX shall be active in environmental work and minimize environmental impact, and work continuously with environmental improvements and follow environmental regulations regarding the operations.

5. Environment | BDX's activities affect the environment. The biggest environmental impact is the emissions to air, water and soil resulting from the burning of fossil fuels, in our case mainly fuel for vehicles. In BDX-Q this is the most considerable environmental aspect in BDX's operations.

Some other environmental aspects are:

- Chemical usage
- Tire wear
- Waste generation
- Vehicle maintenance
- Water usage
- Quarry operations

BDX environmental policy

BDX shall be active in environmental work to minimize environmental impact, work towards constant environmental improvements and follow the environmental laws that affect the company's operations.

The environmental policy entails the following:

- All our employees shall be trained regarding business-related environmental knowledge and encouraged to be active in environmental initiatives.
- BDX shall measure our operation's most significant aspects and make decisions on environmental improvements based on the results.
- We shall always endeavor to use and apply the machinery and transport solutions that are best for the environment. Regarding procurement of resources, the best environmental standards shall be taken into consideration.
- We shall impose environmental requirements on our co-suppliers. This means, for example, requirements for annual environmental reports, the proper handling and storage of chemicals and industrial waste, and good care and monitoring of vehicles and premises.
- We shall conduct training programs and be prepared for environmental emergency situations.
- BDX shall make its environmental policy understood for all concerned stakeholders.



Working environment.

6.1 General | BDX regards personnel, both co-suppliers' and their own, as the most valuable resource in the company. Therefore, work environment issues shall always play a prominent role in the company's quality management system.

BDX's work environment policy

A good work environment is a matter of course so that all employees can feel safe and secure in their work. At the same time, a good working environment is a prerequisite for us to be able to fulfill our commitments and to maintain a sustainable company.

This means that:

- All work environment requirements must be fulfilled and both BDX and co-suppliers must carry out systematic work environment measures.
- All employees have personal responsibility for their health and safety. Work procedures and safety instructions must be followed. No one should run the risk of being affected by injury or ill-health at work.
- BDX shall inform all personnel regarding risks at work and how the work is to be performed in order to avoid accidents or ill-health.
- The work environment shall be on the daily agenda, and occupational risks, incidents and accidents shall be reported.
- Workplace risks are identified and assessed in a work environment investigation and risk assessment. Quick decisions regarding corrective measures shall be made. If this is not possible, action plans shall be established for the handling of these risks, which will then be followed up and monitored.
- Each new or changed activity shall be evaluated regarding work environment risks.
- Everyone shall have knowledge of work environment issues. This also applies to new employees, substitutes and redeployed personnel.
- For procurement, work environment issues shall be considered.
- Personal protective equipment shall be available and utilized.
- Fitness and rehabilitation activities shall be conducted.

BDX's key words to the personnel should be:

- Responsibility
- Authority
- Respect
- Confidence
- Development
- Independence
- Feeling of having influence
- Internal mobility



6.2 BDX drug policy | Use of alcohol or other drugs shall not occur within BDX operations.

BDX's drug policy shall ensure a drug-free work environment within the company, both for our personnel and for co-suppliers and their employees.

Employees with drug abuse issues shall be given an opportunity for rehabilitation and reintegration into the workplace.

BDX has an open and constructive attitude towards issues related to the fight against drugs:

- BDX's drug policy must be communicated to all employees.
- Action programs for drug abuse issues are in place.
- Employees with substance abuse problems shall be given support and help to stop their abuse. The goal shall always be continued employment.

- On suspicion of drug abuse, testing or sampling may be required.
- At personnel parties, courses or other functions, a restrictive attitude regarding the consumption of alcohol is always in place. Alcohol-free alternatives shall always be offered.

BDX co-suppliers should also be able to offer a rehabilitation and treatment program for employees with substance abuse problems.



Traffic safety.

7. Traffic safety | Zero tolerance is the basis for traffic safety work in Sweden. No one should have to risk being killed or injured for life in traffic. The only acceptable figure for traffic fatalities or serious injuries is zero.

People make mistakes, so traffic accidents cannot always be prevented. However, the consequences of those mistakes can be mitigated. Roads and vehicles can be made safer.

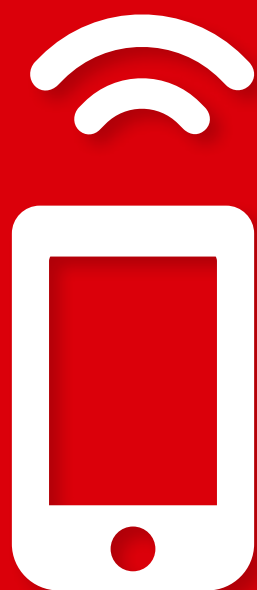
BDX's traffic safety policy

It is self-evident that BDX will comply with traffic laws and regulations of the road. BDX has faith in zero tolerance and constantly works towards best traffic safety.

We all have responsibility for traffic safety on the roads. This especially applies to us at BDX as we work with and on roads and highways in many various ways. For many of us, the road is our workplace and our daily work environment.

BDX's traffic safety policy means:

- We shall follow all traffic laws, speed limits, rules for load weights, cargo securing, belt usage and driving and rest periods.
- We do not accept usage of alcohol or drugs while on the job.
- Our vehicles shall be in good working order, and we shall show great consideration to our fellow drivers.
- We shall always wear prescribed visibility clothing and protective equipment.
- We shall have training programs aimed at preparedness for traffic emergency situations.



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Emergency.

8. Emergency | An emergency is a situation that arises in BDX operations that is difficult to handle.

It can be:

- Workplace accident
- Traffic accident
- Fire
- Emissions of, diesel, petrol, chemicals and gas, etc.

Anyone involved in BDX operations shall be prepared for emergencies.

We shall therefore inventory the risks that may occur within BDX operations.

BDX personnel shall be trained in procedures and have access to the necessary emergency equipment to cope with an emergency.

“Fordonspärmen” (Vehicle Binder) in our vehicles shall contain instructions and routines for handling various types of emergencies.



Monitoring and control.

9.1 General | BDX-Q shall guide the fulfillment of customer requirements, good profitability and constant improvements. The system shall be evaluated continuously. This means constant checking of BDX-Q, ensuring that all processes, procedures and activities are working properly. Checks occur as part of a fixed monitoring program.

It is particularly important to check:

- Work routines and processes
- Purchase of goods and services
- Supervision of co-suppliers
- Environmental issues, work environment and traffic safety efforts
- Legal compliance
- Customer satisfaction

An important monitoring instrument is audits

An audit checks the function of the quality and environmental management systems. Compliance with customer requirements is

also checked. Audits can occur anywhere within BDX operations, at co-suppliers, individual workplaces, or an office.

External audits are carried out, for example, by our customers while internal audits we conduct ourselves.

If a certified quality and environmental management system is in place, it must also be regularly audited by an accredited auditing firm. At such audits our system is checked to ensure that it meets the system requirements for certification.

9.2 Event/deviation reporting | For those working with Total Quality issues at BDX it is impossible to know about everything that is going on in our geographically dispersed operations. Therefore, event/deviation reporting is an important instrument in our improvement efforts.

An event/deviation is something that does not comply with our specifications, contracts, work procedures, inspection plans, vehicle maintenance, etc. It can also be an accident or an incident, or an indication that something serious was about to happen or discovering a risk of something that could happen. It is something that goes wrong for some reason, or where there is potential for concern.

An event/deviation may be, for example:

- Emergency
- Complaint
- Faulty product or service
- Non-compliance with regulations
- Over-weight load

If one detects an event/deviation or an incident, one should first try to rectify the error or prevent and limit its effect.

Events or incidents should then be reported to the immediate manager as soon as possible.

The form must be filled out electronically on the BDX Intranet or on the BDX website.

The same form can also be used if should one want to make suggestions for improvements.

9.3 Customer satisfaction | A part of BDX's vision is to have the market's most satisfied customers.

Customer satisfaction is our customers' experiences of BDX's products and services. We will be able to reach high customer satisfaction levels if we manage to exceed our customers' expectations.

Satisfied customers create profitability, today and in the future. Satisfied customers are loyal, and less susceptible to changing suppliers.

- Satisfied customers create long term customer relations and partnerships.
- Satisfied customers lead to lower marketing costs.
- Satisfied customers accept changes more readily.

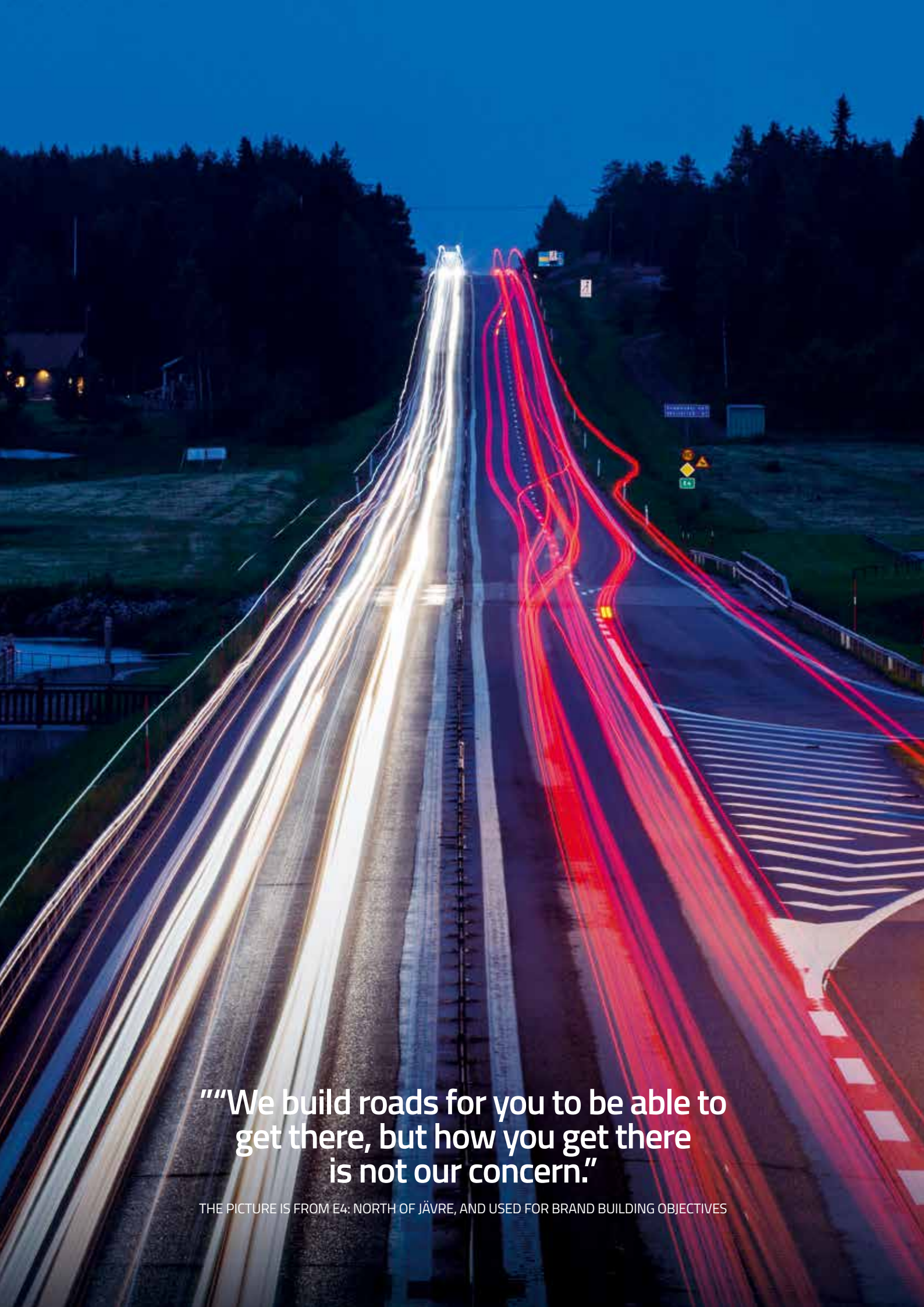
BDX needs to know the level of satisfaction of our customers. Therefore, customer satisfaction is measured in different ways:

- Surveys, anonymous or identifiable.
- Interviews, on our own or with the help of outside parties.
- Get-togethers and meetings, spontaneous or scheduled.

How we measure customer satisfaction depends on which questions we want answered, and the level of resources we are prepared to invest.

Every meeting with a customer is an opportunity to gain knowledge of the customer's experience regarding our goods and services.

Customer comments and dissatisfaction shall be reported to an immediate supervisor.



""We build roads for you to be able to get there, but how you get there is not our concern."

THE PICTURE IS FROM E4: NORTH OF JÄVRE, AND USED FOR BRAND BUILDING OBJECTIVES

Communication.

10. Communication and information | BDX's operations shall be based on openness and encourage everyone's involvement and participation in order to fulfill our commitments. We will continuously develop and become even better. This requires well-functioning internal communications.

External communication with our interested parties will allow us to assess our competence, troubleshoot faults and shortcomings and provide a basis for necessary improvements.

Good communication also gives us many occasions to inform about our work with BDX-Q Total Quality.

Internal communication includes, for example:

- Internal audits
- Management review
- Management meetings
- Personnel/leadership conferences
- Workplace meetings
- Planning meetings
- BDX intranet and BDX website
- Market council conferences
- Market council meetings
- Co-supplier meetings
- Driver meetings
- Training programs
- BDX social channels

Examples of external communication are:

- Visits with us
- Customer meetings
- Customer activities
- Answering questionnaires sent to us
- BDX website
- BDX annual and sustainability report
- Marketing
- BDX social channels
- Press releases

All external communication with the media in the event of a work accident or serious environmental event **shall be handled by the Communications Manager, CEO or by a designated person.**

We are always obliged to accept, process and answer external viewpoints and questions from our customers, employees, co-suppliers and society in general. Such views can come to us verbally or in writing.

BDX also encourages all employees, co-suppliers and their personnel to actively think about and present suggestions on how operations can be improved. Good suggestions for improvement will be rewarded.





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