

QUALITY POLICY

September 2026

Ricardo is committed to delivering products and services that consistently meet customer, statutory, regulatory, and applicable industry requirements, while enhancing customer satisfaction through the effective application and continual improvement of our integrated Quality Management System (QMS).

Our QMS is certified to ISO 9001 and applies across Ricardo. Designated business areas operate in accordance with applicable sector-specific requirements, including AS9100 and IATF 16949, where required by our markets and customers.

The **Executive Leadership Team** is accountable for the effectiveness of the QMS, with leadership and implementation driven through the **Senior Leadership Team (SLT)**, ensuring alignment with our strategic direction, organisational context, and operational priorities.

Our commitment to practice focuses on:

- **Customer Focus:** Understanding, anticipating, and meeting customer requirements, while enhancing satisfaction through structured feedback and performance monitoring.
- **Compliance and Governance:** Operating in accordance with applicable legal, regulatory, and contractual requirements, supported by robust governance and compliance processes.
- **Risk-Based Thinking and Delivery Assurance:** Identifying and managing risks and opportunities, including environmental and climate-related factors where relevant, to ensure the conformity of products and services, protect delivery performance, and support effective decision-making.
- **Quality and Operational Excellence:** Maintaining a consistent, process-based management system with effective controls, standardization, and robust document and knowledge management across all functions and locations.
- **Product Safety and Integrity (where applicable):** Ensuring product safety and service integrity are embedded within our processes and operational controls, particularly in regulated and safety-critical activities.
- **People, Competence and Culture:** Promoting a culture of quality, accountability, and continual improvement by developing competent personnel, clarifying roles and responsibilities, and encouraging engagement at all levels.
- **Supply Chain and Partners:** Working collaboratively with external providers and partners to ensure alignment with requirements, professional standards, and Ricardo expectations regarding Sustainability and compliance in the supply chain.
- **Continual Improvement and Performance:** Continuously improving the suitability, adequacy, and effectiveness of the QMS through performance monitoring, customer feedback, audits, and corrective action processes.
- **Just Culture:** Promoting a Just Culture that encourages the open reporting of concerns and errors to support learning and continual improvement. Individuals acting in good faith will be treated fairly, with focus placed on understanding and improving our processes. Deliberate or reckless non-compliance with requirements and expected conduct will be addressed appropriately.

How we deliver quality:

Quality at Ricardo is delivered through an integrated management system that applies a process-based approach across operations and enabling functions, uses data, client and project feedback together with performance insight to drive decision-making and improvement, ensures effective governance, leadership oversight, and accountability and is regularly reviewed to assess performance, risks, opportunities, and strategic alignment.

Implementation and review:

This policy is communicated across the organisation and is made available to relevant interested parties. It is implemented through Ricardo's management system processes and is periodically reviewed as part of the management review process, or when significant organisational or strategic changes occur, to ensure its continuing suitability and alignment with the organisation's context and strategic direction.

Signed:

On behalf of the Executive Board



Chief Executive Officer
Jason F Oms O'Donnell