

HUMAN RESOURCES

February 2026

HUMAN RESOURCES Policy

Human resources can be defined as both the people at work and their collective knowledge, skills and capacity to develop and innovate. Ricardo aims to manage its workforce (made up of both permanent employees and contract workers) within a framework that supports our long-term business goals. The approach is concerned with structure, quality, culture, values, commitment, matching resource to future need, as well as ensuring we comply with local laws wherever we operate.

The responsibility for compliance sits with the Chief Executive supported by the Group People, Team and Organisation Director and is delivered via Business Unit Managing Directors and their HR teams.

We are committed to:

- Ensuring that all local/national employment legislation is fully reflected in our operating processes.
- Monitoring through surveys, publications and conferences of both best practice and competitive terms and conditions of employment.
- The availability, at time of hiring and throughout employment, of all terms and conditions relating to an individual's employment.
- Proactive management of change as required by developments in the business and its environment, including changes in the demand for resource.
- Ensuring that the structure and reporting lines within the business are established and published internally.
- The provision for all employees of appropriate training on joining the Company and when changing roles/departments, taking account of both career aspirations and opportunities.
- Providing ongoing opportunities for personal development and growth through effective performance management.
- Defining procedures and standards of conduct to manage employee behaviour and define employee responsibility.
- Providing an environment that enables our employees to take personal accountability and responsibility for managing their work life balance.
- Providing a workplace which is free from harassment and bullying where all are treated with dignity and respect.
- Taking positive measures to ensure that there is no discrimination, either direct or indirect, overt or unintentional, on the grounds of race, gender, age, marital status, disability, religion, creed, nationality, ethnic or national origins, social background or sexual orientation, including in respect of our selection processes, training and promotion opportunities, application of conditions of service and HR policies and procedures.;
- Ensuring freedom of association.
- Being a living wage employer in UK and the equivalent in other countries where we operate.
- To be open to feedback from stakeholders via emails to ethics@ricardo.com