ENVIRONMENTAL POLICY

September 2026

Ricardo is committed to minimising the environmental impact of our services, products, and operations. We consider the environmental implications, and lifecycle impacts of our activities across our value chain and support our clients in meeting increasing environmental demands while helping reduce the impact of their own operations, services, and products, including monitoring and reporting environmental performance such as energy consumption, greenhouse gas emissions and waste.

Our Environmental Management System is aligned with ISO 14001 and forms part of our integrated management system, ensuring a consistent, effective, and controlled approach across all operations and enabling functions and integration into business decision-making.

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

Our commitment in practice focuses on:

- **Compliance and Environmental Governance:** Comply with all applicable environmental legislation, codes of practice, regulatory controls and business requirements, verify conformity to the requirements of ISO14001 at our facilities and verify our energy management processes to the requirements of ISO50001.
- **Resource Efficiency, Emissions and Waste:** Minimise the generation of emissions and waste, disposing of according to local and national rules and regulations.
- **Climate Change and Energy Management:** Consider and manage the impact of climate change and energy use in our operations, reducing consumption where possible, monitoring performance, and encouraging the reduction of CO_2 emissions from business activities, including business travel.
- **Risk Management and Environmental Protection:** Evaluate risks before undertaking new activities or operating in new locations, minimise pollution or nuisance that may be caused by our activities, protect local habitats and ecosystems that can be affected at Ricardo facilities where physically possible, and identify significant environmental aspects and related impacts affecting our facilities and changes to products, processes, materials when business decisions are made.
- **Continual Improvement and Performance:** Continually improve our environmental and energy performance through the setting and review of realistic and achievable objectives and continue to externally verify our greenhouse gas emissions reporting.

- **Resources and Implementation:** Provide appropriate resources for the implementation of this policy in line with the context of global business and work with relevant interested parties/stakeholders to implement this policy.
- **Supply Chain and Partners:** Making considered supply chain choices and encouraging our suppliers and their supply chains to adopt similar environmental commitments while ensuring they meet local or national environmental legislation.

How we deliver environmental performance:

Environmental performance at Ricardo is delivered through an integrated management system that applies a risk-based approach to environmental aspects and impacts across operations and enabling functions, ensures effective planning, operational control, and performance monitoring, promotes leadership, accountability, and engagement across the organisation and with stakeholders and is regularly reviewed to assess performance, risks, opportunities, and continual improvement.

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