

DIVERSITY, EQUITY & INCLUSION POLICY

September 2026

Ricardo is an equal opportunities employer. This policy protects employees and job applicants from unfair treatment and supports all employees developing their full potential.

Vision statement

We are committed to providing an inclusive culture where all our employees have equal opportunity to reach their full potential while also supporting business growth, technological advancement, and positive change in society, where all differences are embraced to create a safe and fair working environment for all our stakeholders.

Statement of Commitment

Our commitment at Ricardo is to be a diverse, equitable and inclusive employer. We know that reflecting on different perspectives and learning from others helps us be a better company. Customer focused, collaborative, pioneers for change, and mindful about the impact that our work can have on individuals and society. These are fundamental to the values that define Ricardo as a company.

Our group values: 'Create Together, Be Innovative, Aim High and Be Mindful', were created for a meaningful and fulfilling workplace. A place where we feel we belong, and where we have an inclusive culture in which everyone thrives.

We do not discriminate against:

- Race, colour, nationality or national or ethnic origin ("race")
- Gender or marital status
- Disability (e.g., long term mental or physical impairment)
- Gender change status or sexual orientation
- Religion or philosophical belief
- Political belief
- Veteran status
- Citizenship status
- Trade union activity - Freedom of Association and Collective Bargaining
- Age

Ricardo endorses bringing people together enriching the communities in which we operate with inclusive and diverse backgrounds, ethnicities, genders, orientations, backgrounds skills, and views.

Discrimination or harassment against any job applicant, employee, or other business contact, directly or indirectly, is not permitted nor tolerated.

We are committed to recruiting and retaining the best talent. We welcome and encourage people, investing in education and training, empowering everyone to reach their full potential, which helps to enable us to solve our customers' most complex and dynamic challenges.

We seek to work with suppliers and clients who are aligned with our DEI agenda. Our business provides us with a unique span of recruiting talent, bringing together cultures, nationalities, and neuro diversity from around the world.

DEI is every employee's responsibility, and we expect all our employees, suppliers, and clients, to always treat each other with dignity and respect. Our DEI focus is underpinned by being an equal opportunities employer, complying with all applicable laws in all the locations in which we operate and upholding this policy if law represents less.

Ricardo DEI Forum, sponsored by our Executive Leadership Team, provides insights in creating awareness and provides training and support so that all our stakeholders have a voice, knowing their feedback is always listened to and taken seriously.

This policy statement supports:

- Business Code of Conduct
- Human Rights policy
- Supplier Code of Conduct
- Speak Up policy

Raising a Concern

Any concerns should be reported to Ricardo via email to ricardoethics@ricardo.com, which will be reviewed by Ricardo Group General Counsel and Chief People Officer, or reported via the independent external Navex system (country numbers provided) Ethics Point. Any stakeholder that 'Speaks Up', will be treated, without retribution, about any concerns. We will not tolerate retaliation or reprisal against any employees, suppliers, or other stakeholders for reporting suspected violations of this policy. Ricardo may suspend or terminate its contract with the individual or company and disclose the matter as deemed appropriate to the relevant authorities.

Code Review

This policy is reviewed on an annual basis. It is available on Ricardo's website and intranet. If there are amendments to the applicable legislation or regulatory requirements, the policy will be amended to reflect these to ensure the policy is fit for purpose and remains effective.