

Health and Safety Policy

March 2025

Committed to the highest standards of business practice, this policy has been approved by the Board, Responsible Business Committee.

Responsibility for compliance sits with the Chief Executive, supported by the Group Director of Sustainability, Quality, and Risk. Business Unit Managing Directors and their teams are responsible for implementation.

This policy is reviewed annually and is available on Ricardo's website and intranet. If there are any changes to applicable legislation or regulatory requirements, the policy will be amended to ensure it remains fit for purpose and effective.

Health & Safety Commitment at Ricardo

We are dedicated to achieving excellence in health and safety. Our top priority is safeguarding the physical and psychological well-being of our employees by adopting best practices, complying with relevant legislation, and proactively managing risks across our operations. By fostering a strong safety culture, we support our mission to create a safe and sustainable world.

Our Health & Safety Policy provides a framework for setting objectives to uphold our commitments. It is implemented, continuously improved, and administered through systems, processes, and procedures aligned with global standards and applicable regulations.

Our Six Key Objectives:

1. **Minimising Risk:** Conduct all activities in a way that reduces risk to employees and others, ensuring a safe and secure working environment.
2. **High Standards & Compliance:** Maintain robust health and safety standards through an integrated management system aligned with ISO 45001.
3. **Risk Management & Emergency Preparedness:** Systematically identify, assess, and control risks, in line with risk management principles. This includes clear procedures for incident and accident management, fire protection, and the training needed to respond effectively to emergencies.
4. **Employee Wellbeing & Readiness:** Implement strong risk management, health surveillance, and fitness-for-work programs to safeguard employee well-being. This includes promoting workplace ergonomics and fostering a safe and healthy physical environment for all employees.
5. **Training & Empowerment:** Consult, train, and empower employees to work safely, fostering a culture of competence, awareness, and accountability.
6. **Open & Proactive Safety Culture:** Encourage transparency in health and safety matters, empowering employees to identify and report hazards to help maintain a safe working environment.

Communication & Awareness

We ensure that our Health & Safety Policy is effectively communicated to all employees. This is achieved through regular training, briefings, and engagement sessions, as well as by making the policy accessible via internal communication channels. By keeping our workforce informed, we empower employees to take an active role in maintaining a safe and healthy workplace.

Raising a Concern

Any concerns should be reported to Ricardo via email to ethics@ricardo.com which will be reviewed by Ricardo General Counsel, or reported via the independent external Navex system (country numbers provided) [EthicsPoint](#) - Ricardo Plc which will be managed by the independent Risk Committee.

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.

Graham Ritchie

A handwritten signature in black ink, appearing to read 'G. Ritchie'.

Chief Executive Officer