

HEALTH AND SAFETY POLICY

September 2026

Ricardo is committed to achieving excellence in health and safety by safeguarding the health, safety, and well-being of our employees and others affected by our activities. We do this by adopting best practices, complying with applicable legislation and other requirements, and proactively identifying managing risks across our operations while striving to provide safe and healthy working environments.

Our Health & Safety Management System is aligned with ISO 45001 and forms part of our integrated management system, ensuring a consistent, effective, and controlled approach across all operations and enabling functions.

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

Our commitment in practice focuses on:

- **High Standards & Compliance:** Maintain robust health and safety standards through an integrated management system aligned with ISO 45001, supporting compliance obligations and continual improvement.
- **Minimising Risk:** Conduct activities in a manner that reduces risks to employees and others and supports safe and secure working environments. Taking every opportunity to create a learning environment as we deliver for clients across both Engineering Consulting and Manufacturing.
- **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, the provision and use of appropriate personal protective equipment (PPE), and the training needed to respond effectively to emergencies.
- **Employee Wellbeing & Readiness:** Implement appropriate risk management, health surveillance, and fitness-for-work arrangements to support employee wellbeing, including promoting workplace ergonomics and maintaining safe and healthy working environments.
- **Training & Empowerment:** Consult, train, and empower employees and those working on our behalf to work safely, fostering a culture of competence, awareness, accountability, and continual improvement.
- **Open & Proactive Safety Culture:** Encourage open and proactive engagement in health and safety matters, empowering employees to identify and report hazards, risks, and unsafe conditions to support continual improvement and help maintain safe working environments.

How we deliver health and safety:

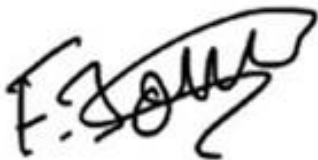
Health and safety at Ricardo is delivered through an integrated management system that applies a risk-based approach across operations and enabling functions, ensures effective planning, operational control, and performance monitoring, promotes leadership commitment and accountability, and employee engagement, 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, strategic or business stream changes occur, to ensure its continuing suitability and alignment with the organisation's context and direction.

Signed:

On behalf of the Executive Board



Chief Executive Officer

Jason F Oms O'Donnell