

Aircraft Research Association Ltd. (ARA) is committed to providing safe and healthy working conditions, the prevention of work-related injury and ill health, and the safeguarding of our workers' welfare. This commitment applies to all who may be affected by the organisation's operations.

At ARA, the minimum acceptable health & safety standards are those required by national and international legislation or other relevant requirements. However, through a process of continuous improvement, we will not only meet all such standards but strive to surpass them.

Ultimate responsibility for all matters relating to health & safety lies with the CEO and the Senior Leadership Team. The planning and setting of relevant objectives and targets is achieved a management review process with the Senior Leadership Team.

ARA recognises the vital contribution that all workers can make in the provision and maintenance of safe and healthy workplaces. Our workers at all levels have health & safety responsibilities and must take reasonable care of themselves, those under their control and their colleagues. ARA promotes a team-based approach and every individual at work is encouraged to take an active part in formal and informal consultation arrangements.

The safety, health & environmental management system is an integral part of ARA's core business process and defines the management structure, key processes, and the roles and responsibilities of workers in achieving the following objectives:

- To eliminate hazards and reduce risks to health and safety across the organisation
- To provide and maintain a safe working environment, including the provision and maintenance of safe equipment and systems of work.
- To secure and develop competent workers by providing information, instruction, training and supervision.
- To develop, maintain and promote a positive health & safety culture.

This policy is reviewed on a regular basis to ensure it is compatible with the context and strategic direction of the Company.

Signed: *ES Parkinson*

Print: Emma Parkinson

on behalf of Aircraft Research Association Ltd

Title: Chief Executive

25th July 2025