



HEALTH & SAFETY POLICY

Trusted Partners is an Environmental & Social Risk Management advisory firm delivering ESG, sustainability and risk and impact management services across Africa and, where required, internationally. Health and Safety is not only a discipline we advise on; it is a fundamental requirement of professional conduct within our own operations. This Policy sets out the commitments, minimum standards and operational expectations **Trusted Partners** applies to prevent injury and ill health, manage safety risks, and promote a healthy and safe working environment for all persons within our sphere of influence.

Trusted Partners' operating model is that of a professional services firm. Our typical health and safety exposures are associated with business travel, work on client sites and industrial facilities, fieldwork in remote or unfamiliar environments, driving and logistics, and office-based work (including ergonomics and wellbeing). Our approach is therefore practical and proportionate: we focus on controls that are implementable, risk-based and capable of continual improvement, while recognising the realities of advisory work across diverse geographies, infrastructure contexts and project environments. The intent of this Policy is to protect Representatives and others from harm, strengthen the credibility of **Trusted Partners'** advisory services, and maintain the trust and confidence of clients, stakeholders and counterparties.

1 Policy Statement

Trusted Partners is committed to preventing work-related injury and ill health and to maintaining a working environment that is safe, healthy and supportive of professional performance. We adopt a zero-tolerance approach to behaviours, decisions or conditions that create unacceptable risk to health and safety, and we will uphold all applicable occupational health and safety laws and requirements in the jurisdictions in which we operate.

Trusted Partners recognises that our credibility as professional advisors depends on the integrity and consistency of our internal practices. "Leading by example" means applying the same discipline, professional judgement and good practice to our own operations that we expect of clients. This includes robust planning of work activities, risk assessment before and during assignments, safe travel practices, compliance with site rules, and prompt reporting and learning from incidents and near misses.

We also recognise that the nature of our work may place Representatives in operational contexts where hazards are elevated, including remote areas, industrial and construction environments, mining and energy facilities, agricultural settings, and community interfaces. Representatives are therefore expected to conduct themselves in a manner that reflects due regard for safety, compliance with site and legal requirements, and avoidance of behaviours that could cause harm or reputational damage.

Inasmuch as **Trusted Partners'** Representatives are persons of professional standing and capability, it is expected that all Representatives are able to understand and implement this Policy without limitation or constraint. Every Representative carries a duty of care to themselves, to colleagues, to clients and to any person who may be affected by our activities. Representatives are required to support delivery of this Policy, to raise concerns where they observe gaps or unsafe conditions, and to act in a manner that protects and enhances **Trusted Partners'** reputation, credibility and ethical standing.

2 Who is covered by this Policy

This Policy applies to all **Partners**, Associate Partners, employees, secondees, associates, sub-consultants and sub-contractors (together referred to as "Representatives") who act for or on behalf of **Trusted Partners**. It applies regardless of engagement type, whether full-time, part-time, on retainer or assignment-specific terms, and regardless of location, including remote working, travel, client sites and fieldwork.

Trusted Partners expects Representatives to lead by example and to perform their duties in accordance with this Policy. Where Representatives manage teams, supervise associates or direct workstreams, they are responsible for ensuring that this Policy is communicated to those reporting to them and that it is practically implemented within the scope of their control. This includes setting expectations at the outset of assignments, reinforcing safe behaviour in the field and in office settings, and ensuring that safety considerations are treated as a core component of professional practice rather than an optional add-on.

Trusted Partners operates across multiple jurisdictions. If a business location, project context, client requirement or legal framework requires more than what is stated in this Policy, Representatives must comply with the higher standard. This Policy therefore functions as a minimum baseline and must be implemented together with applicable legal requirements, client contractual requirements and relevant operational procedures in the country or region concerned.

3 Health and safety in our operations

Trusted Partners is committed to identifying and managing health and safety hazards associated with our work in a manner proportionate to our risk profile. Our risk profile is typically driven by:

- Travel (road and air), including driving risk, vehicle standards and fatigue management;
- Fieldwork and client site exposure (including industrial, construction, mining, energy, agricultural and remote environments);
- Ergonomics and office-based safety (including workstation setup and safe use of equipment);
- Personal security interfaces where safety conditions overlap with security risks; and
- Wellbeing risks associated with extended travel, workload intensity and remote work.

In practice, **Trusted Partners** expects Representatives to plan and deliver work in a manner that prevents harm. This includes appropriate pre-trip planning, hazard identification, dynamic risk assessment in the field, use of suitable personal protective equipment (PPE) where required, adherence to site-specific safety rules, and avoidance of unsafe acts. Representatives must not undertake any activity where risks are not understood, are not appropriately controlled, or where the Representative does not have the competence, authority, PPE, equipment or support required to perform the task safely.

Trusted Partners promotes a culture of proactive safety management and learning. Representatives are expected to report incidents, near misses, unsafe conditions and

improvement opportunities promptly, so that corrective and preventative actions can be implemented.

4 Travel and fieldwork safety

Trusted Partners recognises that travel and fieldwork are among the most significant sources of safety risk in our operating model. Safe travel and site conduct are therefore mandatory expectations.

4.1 Land travel

Representatives must plan land travel with due regard for road conditions, vehicle suitability, driver competence, fatigue, weather and security context. Where a **Trusted Partners** vehicle is available and appropriate, it should be used in preference. Whereas, a vehicle needs to be rented:

- South Africa: Highways/main roads/in-city use: Avis Car Hire Group B;
- Mozambique in-city use: Avis Car Hire – Group B;
- Rest of Africa/Middle East: Toyota/Ford Pick-up 4x4 or similar.

Where travel is provided by a client or third party, Representatives must, as far as reasonably practicable:

- Assess the vehicle for basic roadworthiness and safety condition;
- Confirm the driver is competent and not impaired or fatigued; and
- Refuse to travel where safety conditions are unacceptable.

Representatives have an unequivocal right and obligation to decline travel where they reasonably believe conditions are unsafe. If driving behaviour becomes reckless or unsafe, Representatives must instruct the driver to stop and escalate the matter to the Project Lead or a **Partner**.

4.2 Air travel

Representatives must select reputable air carriers and avoid carriers subject to applicable safety prohibitions.

- Preferred carriers for air travel across Africa are: South African Airways, Kenya Airways, Ethiopian Airways.
- Preferred carriers to Middle East are: Turkish Airlines, Emirates Airlines; Etihad Airways; Oman Air; and Saudi Arabian Airlines.
- Preferred carriers to Europe are: South African Airways; British Airways; Lufthansa; Air France; Turkish Airlines; and Virgin Atlantic.

Travel on any EU Blacklisted airline is strictly prohibited (https://ec.europa.eu/transport/modes/air/safety/air-ban_en). In addition, travel on the following airlines is not permitted due to poor safety track records: Aerolink (Uganda); Air Zimbabwe (Zimbabwe); Arik Air (Nigeria); Dana Air (Nigeria); Eagle Air (Uganda); Egypt Air (Egypt); El Al (Israel); Fastjet (Africa); and TAAG (Angola).

Any person from **Trusted Partners** has the right to refuse to board any aircraft if they feel/believe it to be unsafe. This is especially important when travelling on small bush-craft outfits to remote sites in Africa/Middle East.

Where travel to remote sites requires small aircraft or charter operations, Representatives must apply heightened judgement and may refuse to board where they reasonably believe safety is compromised.

4.3 Client sites and operational environments

When working at client sites or in field contexts, Representatives must:

- Comply with all site access requirements, inductions and safety rules;
- Follow client PPE requirements as a minimum standard;
- Remain within authorised areas and comply with escort requirements where applicable;
- Maintain situational awareness of hazards (moving vehicles, machinery, open excavations, electrical hazards, confined spaces, hazardous substances, working at heights, etc.);
- Not engage in horseplay or unsafe conduct; and
- Stop work and escalate where uncontrolled hazards are present.

5 Project Health and Safety Planning

Trusted Partners requires proportionate planning for health and safety on all assignments, scaled to the nature and risk profile of the work.

Where an assignment includes fieldwork, travel to higher-risk jurisdictions, work on industrial sites, or other elevated hazards, a Project Health and Safety Plan must be prepared prior to mobilisation and submitted to the Project **Partner** for approval. The Plan must be reviewed and updated where there are material changes to scope, location, logistics or risk conditions.

The Project Health and Safety Plan template is maintained as an appendix/stand-alone document and must be used as the baseline planning instrument for applicable assignments.

6 Accountability

It is a condition of appointment and/or engagement that all Representatives understand and adhere to this Health and Safety Policy and comply with the standards and requirements set out herein. Each Representative is personally accountable for conducting themselves in a manner that reflects due regard for health and safety within the operation of **Trusted Partners'** business.

At a minimum, Representatives must:

- Be conversant with hazards and risks in their work environment and travel context;
- Conduct pre-task and dynamic risk assessment and implement practical controls;
- Use appropriate PPE and equipment where required and ensure it is fit for purpose;
- Not undertake work while impaired by alcohol, drugs or any substance (including medication) that may compromise capacity;
- Avoid horseplay and unsafe behaviour;
- Look out for the safety of others and intervene where appropriate; and
- Report incidents, near misses, unsafe conditions and observations promptly.

Stop Work Authority

Trusted Partners empowers all Representatives with Stop Work Authority. Any Representative may stop work or decline travel where they reasonably believe there is a serious and unmanaged risk. Stop work is a protective measure and must be supported by immediate escalation to the Project Lead or a **Partner** so that the risk can be assessed and controlled.

7 Misconduct and non-conformance

Non-conformance with this Policy constitutes misconduct and may result in disciplinary action, including termination of engagement and/or dismissal in appropriate circumstances. Decisions regarding disciplinary outcomes rest with the **Partners** of **Trusted Partners** and will be made with due regard to the severity of the breach, risk created, recurrence and any aggravating circumstances.

8 Reporting, escalation and learning

All incidents, near misses, unsafe acts, unsafe conditions and health and safety concerns must be reported to the Project Lead and/or a **Partner** as soon as practicable. **Trusted Partners** will record, assess and, where appropriate, investigate events in a proportionate manner to identify root causes and implement corrective and preventative actions.

Trusted Partners encourages reporting in good faith and will treat disclosures seriously, with the intent of preventing recurrence and improving safety performance.

9 Training and communication

Trusted Partners is committed to ensuring that Representatives understand this Policy and are able to implement it in practice. Relevant awareness training and practical guidance will be provided, and additional instruction may be delivered where changes in operations, legal requirements, client expectations or risk profiles require it.

Trusted Partners will communicate health and safety expectations to Representatives, associates, suppliers and contractors at the outset of engagement and thereafter as appropriate. Where **Trusted Partners** engages third parties to support operations or assignments, **Trusted Partners** expects those parties to act in a manner consistent with the Company's safety expectations, proportionate to their role and to the risks associated with their services.

10 Responsibility for the Policy

The **Partners** of **Trusted Partners** have overall responsibility for ensuring that this Policy is implemented and remains aligned with the Company's legal and ethical obligations, operational context and professional standards. The **Partners** have primary responsibility for monitoring the Policy's use and effectiveness, addressing interpretation questions, and ensuring that improvements are made where gaps are identified. Where operational responsibilities are delegated, accountability remains with the **Partners**, and delegated responsibilities must be supported by clear expectations and appropriate oversight.

11 Risk assessment, monitoring and review

Trusted Partners treats health and safety performance as part of the Company's overall risk management and governance approach. **Trusted Partners** will monitor the effectiveness of this Policy and periodically review implementation, taking account of suitability, adequacy and effectiveness in relation to Company operations, service lines, geographic footprint and stakeholder expectations.

Monitoring and review may consider patterns of incidents or near misses, changes in travel footprint or fieldwork intensity, feedback from Representatives, changes in client requirements, and alignment with evolving good practice.

All Representatives are responsible for the success of this Policy and must use it as a basis to disclose suspected danger, weaknesses in controls or wrongdoing. This Policy does not form part of any employee's contract of employment and may be amended by **Trusted Partners** at any time.

12 Policy review and effective date

This Policy is reviewed at least annually and additionally when material changes occur to **Trusted Partners'** operations, systems, service lines, client requirements or applicable legal obligations. The most recent version remains in effect until it is formally updated and re-issued.

13 Contact

Any questions regarding this Policy, or concerns regarding environmental and sustainability practices within **Trusted Partners'** operations, should be directed to the **Partners** or to the designated internal policy contact using **Trusted Partners'** official channels.

DATE OF APPLICABILITY	NEXT REVIEW
March 01, 2026	February 28, 2028

NAME	POSITION	DATE	SIGNATURE
Malcolme Logie	Partner	March 01, 2026	<i>Malcolme Logie</i>
Nishal Sewruttan	Partner	March 01, 2026	<i>Nishal Sewruttan</i>

<https://www.TrustedPartners.Africa>