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Health & Safety Policy

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1. Our commitment

1.1 Purpose

This Health & Safety Policy (later in this document referred to as “the Policy”) applies to Citira Holding and its subsidiaries (later in this document referred to as “the Group”).

This Policy defines the Group’s overarching principles, expectations, and governance for health and safety management.

This Policy provides the framework within which country organizations establish safety management systems, operational manuals, and procedures appropriate to local legislation and risk exposure.

1.2 Scope and applicability

The Policy applies to everyone representing the Group — including all employees, contractors, consultants, and partners across all countries where we operate.

The Group is committed to complying with all applicable health and safety laws and regulations in the countries where we are present. Where local requirements differ from the principles set out in this Policy, we aim to apply the highest level of protection for people, provided this does not conflict with legal requirements. Our commitment to health and safety goes beyond legal compliance and reflects our ambition to prevent harm, protect people, and promote safe and healthy workplaces wherever we operate.

In addition to this Policy, the Group maintains more detailed safety management systems, policies, and operational procedures covering specific risks and activities. Due to their operational and legal nature, these systems and procedures are established and implemented at country level in accordance with applicable local legislation and regulatory requirements.

All employees and representatives are expected to stay informed about, understand, and follow the health and safety requirements relevant to their roles, ensuring that safe behaviors and practices are consistently applied in daily work.

2. Our health & safety principles

The Group is committed to providing a safe and healthy working environment for all employees, contractors, and other people who may be affected by our activities.

We commit to:

- Preventing work-related injuries, ill health, and incidents
- Integrating health and safety into business decisions and daily operations
- Providing the resources, competence, and leadership required to manage health and safety risks
- Continuously improving our health and safety performance

Health and safety considerations shall never be compromised for operational, financial, or commercial reasons. Particular attention shall be given to activities with the potential to cause serious injury or fatality.

2.1 Act safely and comply with rules

The Group expects all employees and representatives to act safely and in compliance with applicable health and safety laws, regulations, and internal requirements at all times.

This includes following established safety rules, instructions, and procedures relevant to the tasks being performed and the work environment. No work shall be carried out unless it can be performed safely and in accordance with applicable requirements.

Failure to follow safety rules or instructions is not acceptable and undermines the Group's commitment to protecting people from harm.

2.2 Identify and manage risks

Hazards shall be identified and risks assessed before work is started and whenever work conditions, equipment, or processes change.

The Group applies a risk-based approach to health and safety management, with particular focus on activities involving high forces, pressure, lifting operations, moving or unstable loads, mechanical equipment, and work performed in dynamic or unfamiliar environments. Changes to equipment, materials, work methods, or work environments shall trigger a review of risks and control measures.

Country organizations are responsible for ensuring that risks are assessed, documented where required, and managed using appropriate preventive and protective measures.

2.3 Control high-risk activities

Activities with the potential to cause serious injury or fatality shall be subject to enhanced planning and control.

High-risk activities must be carried out using documented safety management systems, safe systems of work, and risk assessments that clearly define required controls, equipment, and safe behaviors. These controls shall be understood, applied, and enforced in daily operations.

High-risk activities include those involving high energy or pressure, heavy or unstable loads, lifting and supporting equipment, powered tools, complex assemblies, and work performed in dynamic or uncontrolled environments.

2.4 Competence, training, and authorization

Work shall only be carried out by individuals who are trained, competent, and, where required, authorized for the tasks they perform.

Training and competence requirements shall be proportionate to the level of risk involved and shall include both theoretical understanding and practical capability.

Acknowledgement of procedures or instructions does not replace the requirement for training and demonstrated competence.

Country organizations are responsible for defining competence requirements, training programs, and authorization processes relevant to their operation.

2.5 Leadership and accountability

Managers at all levels are accountable for managing health and safety within their areas of responsibility.

This accountability includes:

- Setting clear health and safety expectations
- Ensuring that risks are effectively identified and controlled
- Verifying compliance with applicable safety requirements
- Taking prompt action when unsafe conditions or behaviors are identified

Health and safety leadership shall be visible, consistent, and integrated into everyday management and operational decision-making.

The same health and safety expectations apply to contractors and third parties working on behalf of the Group. Where the Group's activities interface with customer-controlled work, Citira shall promote safe working practices and share relevant health and safety information to help prevent harm.

2.6 Employee responsibility and stop-working authority

Every employee has a personal responsibility to work safely at all times and, within their scope of work, to actively ensure that working conditions are safe. This responsibility applies to their own actions and decisions, as well as to how their work may affect the health and safety of others.

This includes following applicable health and safety rules and procedures, correctly using required protective equipment, reporting hazards, incidents and near-misses, and taking reasonable steps to prevent harm to themselves and others.

All employees and representatives have both the right and the responsibility to stop work if they reasonably believe that continuing the work would pose an imminent risk to health or safety. Any safety concern shall be raised immediately and addressed without undue delay.

No individual will be subject to retaliation or adverse consequences for stopping work or for raising health and safety concerns in good faith.

2.7 Incident reporting and learning

All work-related incidents, injuries, near misses, and unsafe conditions shall be reported, investigated, and addressed in order to prevent recurrence.

The Group is committed to learning from incidents by identifying root causes, implementing corrective and preventive actions, and improving controls where necessary.

Incident reporting and learning are essential elements of continuous improvement and of maintaining safe and healthy workplaces. Learnings from incidents and near misses shall be used to improve safety management systems, procedures, and controls.

3. Evaluation and updates

This Policy shall be reviewed periodically to ensure that it remains relevant, effective, and aligned with the Group’s operations, risk profile, and applicable legal requirements.

4. Policy basics

Owner	David Boman, CEO
Editor	Fiona Halpin, Sustainability and Business Development Manager
Approver	CEO
Effective data	2026-02-01
Reviewed	Annually
References	Applicable national occupational health and safety legislation (Sweden, Norway, Finland, Poland, UK) International Labour Organization (ILO) conventions and guidance on occupational safety and health United Nations Global Compact (UNGC) OECD Guidelines for Multinational Enterprises Citira Code of Conduct Citira Supplier Code of Conduct Citira Whistleblowing Policy
Next review	Q4 2026

5. Revision history

Revision	Revision date	Author	Policy Owner	Revision description
1.0	2026-02-01	Fiona Halpin	CEO	Introduction of first version

Appendix A - Group expectations for country-level safety management systems

This appendix provides non-exhaustive guidance on the minimum elements that country organizations are expected to have in place to implement this Policy.

Country organizations are expected to establish and maintain documented safety management systems proportionate to their operations and risk profile. As a minimum, these systems should address:

- Identification and control of high-risk activities
- Risk assessment and safe systems of work for hazardous tasks
- Competence, training, and authorization for safety-critical roles
- Management of contractors and third parties
- Incident reporting, investigation, and learning
- Emergency preparedness and response