

HEALTH AND SAFETY POLICY

Our purpose

HS2 Ltd is working to create a high speed rail network that will help rebalance and grow the UK's economy.

This policy statement makes clear our vision for health and safety at HS2 Ltd. Effective health and safety, through continuous improvement in the elimination of accidents and incidents, is embedded in everything we do, and will contribute to our overall success.

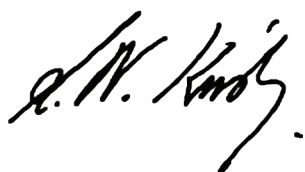
Our health and safety principles

We sincerely believe in the protection of our employees and others who may be affected by our activities. The prevention of injury and illness is an indispensable part of our business culture.

Our health and safety management system defines the responsibilities at each level in the business, provides direction on how to identify and manage workplace risks, and how we will meet or exceed legislative requirements.

Our statement of general policy commits us to:

- Making a continuous effort to prevent accidents and cases of work-related ill-health
- Providing adequate and appropriate information, instruction and supervision for employees
- Maintaining safe and healthy working conditions
- Providing effective control of the health and safety risks associated with all our activities
- Setting, monitoring and reviewing health and safety objectives
- Undertaking regular measuring and monitoring to check health and safety performance
- Providing a clear definition of corporate and individual roles and responsibilities
- Employing competent and qualified people, and providing additional training as necessary
- Consulting with our employees on matters affecting their health and safety
- Providing and maintaining safe plant and work equipment
- Assessing the risks arising from hazardous materials, and, where necessary, identifying processes for their safe handling and use
- Assessing our compliance with legal requirements and taking action where we identify deficiency
- Continuously reviewing and updating the management system to mitigate risk
- Empowering our employees and contractors to challenge and rectify any unsafe act or condition
- Continuously improving our health and safety performance in order to meet the world-class standards we are setting across the project
- Promoting this policy to our people and our contractors, and working with them to develop best practice
- Applying this policy to all aspects of the HS2 Ltd business
- Providing the resources needed to implement, monitor, review and update this policy so that it remains effective and relevant
- Making this readily available to all interested parties on request



Simon Kirby, Chief Executive Officer, HS2 Ltd

MY PERSONAL COMMITMENT TO HEALTH AND SAFETY



We have a policy that outlines how we will manage health and safety within HS2 Ltd, but my commitment to health and safety goes much deeper than simply displaying a document around the office.

Safety is a personal thing. Tragically, in my career, I have had to visit rail accidents and the site of workforce fatalities. Seeing these things at first hand has had a deep and lasting effect on my attitude to the responsibilities we all have to both the public and our workforce. I will never compromise on safety!

In the coming years we will all, as one evolving team, deliver an amazing legacy for the UK through the creation and operation of a world-class railway that is fit for the needs of the 21st century and beyond. After so many years spent repairing and modernising a Victorian legacy, I am excited by the opportunity to develop, by design, a modern railway that eliminates risks to the health and

safety of our workforce, the travelling public and anyone likely to come into contact with our operations.

By 'design', I mean looking back at all of those practices and conditions that have caused people harm in the past and looking for new and innovative ways that are less likely to hurt people.

Health and safety may not be an instinctive part of your decision making, but it should be. It must always be the first consideration in anything you do. You have my unwavering commitment that this will always be my first consideration, and I need it to be yours.

While designing for tomorrow, we need to think about today. If you see something that you think looks unsafe, it probably is – so please report it.

By the same token, if you are ever asked to do something that you feel is unsafe, challenge it – whether this is someone doing something that looks unsafe, or it is the condition of equipment or infrastructure that worries you. You are all fully empowered to stop any task that looks unsafe, and will always have my support in doing so. Even if it turns out that the task was safe, it is always the right thing to stop and check rather than assume it is safe.

I need every one of you to work with me in developing a culture where health and safety is always front of mind.

HS2 Ltd really can set new standards for safety and I look forward to working with you to achieve this.

A handwritten signature in black ink, which appears to read "S. Kirby". The signature is fluid and cursive.

Simon Kirby, Chief Executive Officer, HS2 Ltd