



Babcock

**Babcock Global
Product Safety**



Purpose & Scope

At Babcock, we believe that creating a safe and secure world is not just a goal; it is our purpose. Our ability to fulfil this purpose is underpinned by our commitment to Product Safety. By prioritising the safety of our products, we make a positive impact on society, protect lives, protect the environment, and fulfil our legal, moral and social responsibilities.

Product Safety means making sure every product we deliver is safe to own, operate, and maintain throughout its life, so it doesn't cause harm to people or the environment in any reasonably foreseeable use.

How do we achieve this? In simple terms, we apply Babcock's seven Product Safety Principles — three that set the foundation, and four that define the desired outcomes.

The underlying principles set the foundation for success through strong leadership, clear accountability, effective management, and a positive safety culture.

- **Leadership, Commitment and Accountability:** Leaders make Product Safety a priority and ensure the right people have clear responsibility and authority to act.
- **Effective Governance and Management:** We manage Product Safety through a structured Product Safety Management System (PSMS) that identifies, controls, and escalates risks when needed.
- **Engaged Safety Culture:** We promote an open, fair, and learning culture where everyone feels confident to speak up and challenge safety concerns.

The delivering principles define the outcomes we aim for: products that are safe by design, compliant, sustainable, and maintained to design standards.

- **Compliance:** We make sure products and services meet all specifications, laws, and industry standards.
- **Safe by Design:** Safety is built in from the start by identifying hazards early and reducing risks so far as reasonably practicable.
- **Environmentally Sound and Sustainable:** We reduce environmental impact across the product lifecycle through responsible sourcing, less hazardous materials, and lower emissions.
- **Maintenance of Design Integrity and Quality Control:** Products are built and maintained to approved designs under strict quality controls, with all changes managed and traceable.

Ultimately, Product Safety ensures we consider safety at every stage in the product's lifecycle, and that we can evidence each of these steps, providing robust justification that our products are safe, reliable, and compliant. Product Safety also means making sure our suppliers and contractors meet the right standards, because we have legal, regulatory, and ethical responsibilities to uphold. These principles apply to every product we develop, even those for internal use, so our safety standards stay consistent across everything we do.



What is a “product” at Babcock?

When we say “Product,” we mean **any output we provide to a customer or end-user** — goods, services, or a mix of both, including supporting documentation and advice.

In a design and manufacture context, our Products are the goods we create ourselves or have designed and manufactured on our behalf by a third party.

When we provide a service, our Product includes both the service itself and all associated technical and safety data, as well as the physical or functional outcome of that service. For example, welding is a service, and the welded joint — along with its supporting technical and safety documentation — forms the output, which directly affects the structural integrity of the item being welded. Or, if we provide technical advice to a customer on material selection, the output includes the recommendation itself plus the supporting analysis, calculations, and safety considerations that ensure compliance and performance.

Policy & Governance

Babcock has defined a centralised Product Safety Management System (PSMS) that sets the minimum standard to be applied across the Global business. This is complemented by tailored Product Safety Management Plans (PSMPs) for different parts of the organisation.

A tailored PSMP acts as a governance tool that adapts global requirements to local circumstances. While the PSMS defines “what” must be done to ensure Product Safety, the PSMP defines “how” those requirements are owned and implemented, considering the diversity in scope of operational activities, risk profiles, organisational structures and regulatory and legislative contexts across our Sectors and Direct Reporting Countries (DRC).

Standards & Regulatory Alignment

We identify and comply with all relevant product safety laws, regulations, and standards for the markets we operate in, and we maintain records to demonstrate compliance for each of our products.

We also actively monitor changes in legislation and standards, assess their potential impact on our products and operations, and take timely action where needed to ensure ongoing compliance.

Management System & Certification

Babcock’s Product Safety Management System aligns with international legislation, standards and regulatory requirements across the product lifecycle.

Competence, Training & Culture

Our ability to deliver safe and reliable products depends on the competence and professionalism of our people. We ensure that everyone involved in the development, delivery, and support of our products has the appropriate knowledge, skills, experience, and behaviours to perform their role effectively, underpinned by a consistent global competency framework.

Clear competence requirements are defined for key roles and kept under regular review. We support our people through structured training, ongoing development, and appropriate supervision, addressing any gaps as they arise. This approach helps create a strong safety culture and ensures product safety is embedded in everything we do.



Lifecycle Integration

Our Global Engineering Product Lifecycle (GEPL) provides a unified, systems engineering led framework that guides the development, delivery, support, and retirement of all engineering, Integrated Product Support (IPS), and PMRO (Production, Maintenance, Repair, and Overhaul) products across Babcock.

Rooted in a holistic, whole-lifecycle approach, the GEPL defines a set of core lifecycle phases that can be configured to match the needs of each project or product—whether they run sequentially, iteratively, concurrently, or with intentional overlap. This flexibility reflects the operational realities of complex engineering programmes while maintaining a disciplined and consistent structure.

Spanning from early Technology Innovation, aligned with our business strategy, through to product Retirement, the GEPL establishes a common language, clear expectations, and high-level governance across all engineering and IPS activities. By integrating systems thinking from the outset, it ensures that every solution is developed with a complete understanding of its context, interfaces, risks, and performance requirements.

This approach enables us to deliver safe, reliable, and effective outcomes—consistently and confidently—for our customers around the world.

Roles & Responsibilities

Product safety is shaped by the actions of people **across our entire organisation**. While engineering holds overall accountability for approving the product as safe for use, every function plays an important role in influencing safety outcomes. By working together, we ensure the products we deliver to our customers meet the highest standards of safety, reliability, and trust.

Engineering:

Our engineering teams design safety into our products from the very start. They ensure that robust evidence supports product safety, including clear safety and environmental documentation, and that specifications for parts, materials, and systems are sound and appropriate.

To provide additional confidence, independent engineers review this evidence and provide assurance that our products are safe for their intended use.

Production, Maintenance, Repair and Overhaul:

Our production, maintenance, repair, and overhaul teams play a vital role in product safety by ensuring our products are manufactured, assembled, integrated, repaired, and maintained in line with approved designs and specifications.

Product Quality:

Our product quality function plays a vital role in product safety by providing independent assurance that products are procured, manufactured, assembled, integrated, and commissioned in line with approved designs and specifications.

Procurement and Supply Chain:

Our procurement and supply chain teams support product safety by ensuring components and materials are sourced to approved specifications. They verify that deliveries are complete and correctly documented and work closely with engineering to address any supply related issues promptly.



Business Quality

Our business quality function helps ensure product safety by assuring that our processes and management systems operate in line with recognised quality standards and company policies.

Supporting Functions:

Our supporting functions, including finance, commercial, project management, people, safety, and IT, play an important role in product safety by shaping the context in which decisions are made. By providing the right frameworks, capability, and oversight, they help ensure that product safety is considered in planning, decision making, and day-to-day operations.

External Collaboration & Industry Leadership

Industry Safety Forum: Babcock co-chairs the UK Defence Industry Safety Forum to share good practice with MOD and industry partners.

Babcock is a founding signatory of the ADS ESG Charter and actively participates in ADS-led safety and sustainability initiatives.

CEO David Lockwood serves as President of the ADS Group, reinforcing Babcock's leadership role in shaping safety and governance standards across the industry.

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