

Cintra CEO Commitment to Safety



I hope this finds all of you well and safe. As you all know, Cintra is fully committed to preserving the health, safety and wellbeing of all those that work both for and with our organization. For us to accomplish this lofty goal, it is necessary that we adhere to a proven framework of success. Our framework is built on four pillars:

- **Leadership:** Our people inspire, care and are uncompromising in delivering our HS&W expectations.
- **Competence:** We have colleagues who are trained and competent to deliver their roles.
- **Resilience:** We are agile and prepared to protect our people, stakeholders and business from adverse events.
- **Engagement:** We have a learning environment that enables knowledge sharing, innovation and effective risk management

Our commitment in these four areas continues to build our culture of effective safety performance. We embrace the knowledge and skills of our employees and recognize them as innovators and problem solvers. We value a highly trained workforce and we validate competency before allowing our personnel to attempt safety critical activities. We recognize robust hazard identification and the assignment of effective controls as the cornerstones of our job planning process. We ensure that we have the capacity to recover safely when things don't go as planned. We know that people make mistakes, equipment fails and plans are not always perfect, so we are intentional in planning for these contingencies.

It is my personal request that each of you uphold the following commitments:

- **We do things the right way – no shortcuts, no exceptions**
- **We care about our colleagues and watch over each other**
- **We immediately stop and notify leadership when a job can't be performed safely**

By working together as a team and adhering to our framework for safe performance, we can create the right conditions for our employees to return home safely. Join me in this important endeavor as we position Cintra as the benchmark for safety in our industry.

Sincerely,

Andres Sacristan

CEO, Cintra