



CROSS ROADS TRANSPORTATION · OPERATING POLICIES

Quality Policy

Certified to ISO 9001:2015 and aligned with ISO 9001:2026 Quality Management Systems, ISO 10002 (complaints handling) and Transport General Authority (TGA) regulations

Document No.	Revision	Issue Date	Next Review	Page	Classification
L1-CRT-IMS-001	03	October 2026	October 2027	1 of 1	Public

Cross Roads Transportation provides road freight and logistics services across the Kingdom of Saudi Arabia. Our purpose is to move our customers' cargo safely, reliably and on time. We operate an integrated Quality, Health, Safety & Environment (QHSE) management system, certified to ISO 9001, ISO 14001 and ISO 45001, which forms part of our business strategy and puts the customer first.

Top management is committed to:

- **Customer focus** – understand customer requirements, deliver agreed service levels and keep customers informed throughout each shipment.
- **Strategic context** – align quality objectives with our strategy, considering internal and external issues (including climate change) and the needs of interested parties.
- **Compliance** – meet all statutory, regulatory and contractual requirements, including TGA land-transport and operating-card rules.
- **Measurable objectives** – set, monitor and review targets for on-time delivery, cargo integrity, customer satisfaction and complaint closure time.
- **Risk-based thinking** – identify and act on risks and opportunities, and plan changes so that service conformity is maintained.
- **Quality culture and ethics** – act with integrity, keep accurate records and allow zero tolerance for bribery, fraud and falsification.
- **Competent people and resources** – provide trained staff, a well-maintained fleet and the tracking and IT systems needed to deliver our services.
- **Supplier and subcontractor control** – select, evaluate and monitor suppliers and subcontracted carriers against our quality, safety, labour and ethics standards.
- **Customer feedback** – seek feedback, resolve complaints promptly and fairly, and review results at management review.
- **Information security** – control documented information and protect customer and cargo data in line with the Personal Data Protection Law (PDPL) and our cybersecurity controls.
- **Continual improvement** – audit our system, correct root causes and improve our processes and services.

This policy is communicated to all employees and contractors, is available to customers and interested parties through the company website, and is reviewed annually at management review, or sooner if significant changes occur.



Abdul Rahman Muhayaa

Chief Executive Officer

Cross Roads Transportation · October 2026



CROSS ROADS TRANSPORTATION · OPERATING POLICIES

Health, Safety & Environment Policy

Certified to ISO 45001:2018 and ISO 14001:2015 and aligned with ISO 14001:2026, ISO 45001 Amd 1:2024 (climate action), ILO core labour standards, the Saudi Labour Law, Environmental Law and Waste Management Law

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L1-CRT-IMS-002	03	October 2026	October 2027	1 of 1	Public

Cross Roads Transportation believes that every injury, illness and environmental incident is preventable. We provide safe, healthy and fair working conditions for our employees, contractors and everyone affected by our activities, and we protect the environment in which we operate.

Top management is committed to:

- **Safe and healthy workplaces** – prevent work-related injury and ill health, including fatigue and psychosocial risks, in line with the size, context and risks of our operations.
- **Legal and other requirements** – comply with the Saudi Labour Law, OSH regulations, NCEC environmental rules, MWAN waste rules, Civil Defense requirements and client HSE standards.
- **Hazard elimination** – identify hazards, assess risks and apply the hierarchy of controls, including before any significant change.
- **Environment and climate** – prevent pollution and spills, measure and reduce fuel use and greenhouse-gas emissions, manage waste responsibly and use resources efficiently.
- **Dangerous goods and waste** – transport hazardous materials and hazardous or non-hazardous waste only with valid licences, approved vehicles, labels and documents, following SDS and approved routes.
- **Emergency preparedness** – maintain response plans, spill kits, first-aid and fire equipment, and conduct regular drills.
- **Worker welfare and human rights** – manage heat stress (including the summer midday outdoor-work ban), rest and accommodation standards; pay wages on time; prohibit forced and child labour, recruitment fees, document retention, harassment and discrimination; and provide a confidential grievance channel.
- **Consultation and participation** – involve workers in HSE decisions; every person has the authority and duty to **stop unsafe work** without fear of reprisal.
- **Incident reporting and learning** – report all incidents, near misses and hazards, investigate root causes and share lessons learned.
- **Contractor management** – ensure contractors and subcontracted carriers meet our HSE and labour requirements before and during work.
- **Continual improvement** – set HSE objectives and indicators, provide training and report on our performance.

This policy is communicated to all employees, persons working under our control, customers and interested parties, is implemented in all company locations and workplaces, and is reviewed annually at management review.



Abdul Rahman Muhayaa

Chief Executive Officer

Cross Roads Transportation · October 2026



CROSS ROADS TRANSPORTATION · OPERATING POLICIES

Driving & Road Safety Policy

Aligned with ISO 39001:2012 Road Traffic Safety Management (incl. Amd 1:2024), the Saudi Traffic Law and TGA working and rest-hour rules

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L1-CRT-IMS-003	03	October 2026	October 2027	1 of 1	Public

Cross Roads Transportation recognises that road traffic incidents are the most significant risk in our operations. Our goal is **zero fatalities and serious injuries**. This policy applies to all employees, contractors and visitors driving company, contractor or personal vehicles on company business, including commuting to and from work sites.

The company is committed to:

- Provide vehicles that are registered, insured, roadworthy and hold valid periodic technical inspection and TGA operating cards, fitted with required safety and emergency equipment.
- Maintain vehicles to a planned preventive maintenance schedule and monitor speed, harsh driving and idling through in-vehicle monitoring (GPS/IVMS).
- Recruit qualified drivers, verify licences and medical fitness, and provide defensive-driving training with periodic refreshers.
- Apply Journey Management to long-distance, night, dangerous-goods and waste trips, with fatigue management in line with TGA daily and weekly driving limits.
- Promote fuel-efficient eco-driving and route planning to cut emissions and risk.
- Record and investigate all road incidents and traffic violations, apply fair accountability and act to prevent recurrence.
- Promote safe driving through the Driving Safety Committee and a driver recognition programme.

Driver Golden Rules

1. Hold a valid licence for the vehicle class, valid medical fitness and defensive-driving certification.
2. Driver and all passengers wear seat belts at all times.
3. No mobile phone use while driving – including hands-free devices, texting and two-way radios.
4. Obey the lowest applicable speed limit (legal, client or company) and adjust speed to road and weather conditions (rain, dust, fog, off-road).
5. Comply with driving and rest hours – take a 45-minute break after 4.5 hours of driving and never drive when fatigued.
6. Complete the pre-trip inspection and secure all loads per the Load Securement Procedure – no overloading.
7. Carry dangerous goods or waste only with valid documents and placards, on approved routes and times.
8. Zero tolerance for driving under the influence of alcohol, drugs or any impairing substance.
9. Carry the emergency contact list and report every incident, near miss and breakdown immediately.

This policy is communicated to all drivers and contractors and is reviewed annually at management review.



Abdul Rahman Muhayaa

Chief Executive Officer

Cross Roads Transportation · October 2026