CREST MEDICAL

ESG REPORT 2026

For a Healthier Tomorrow

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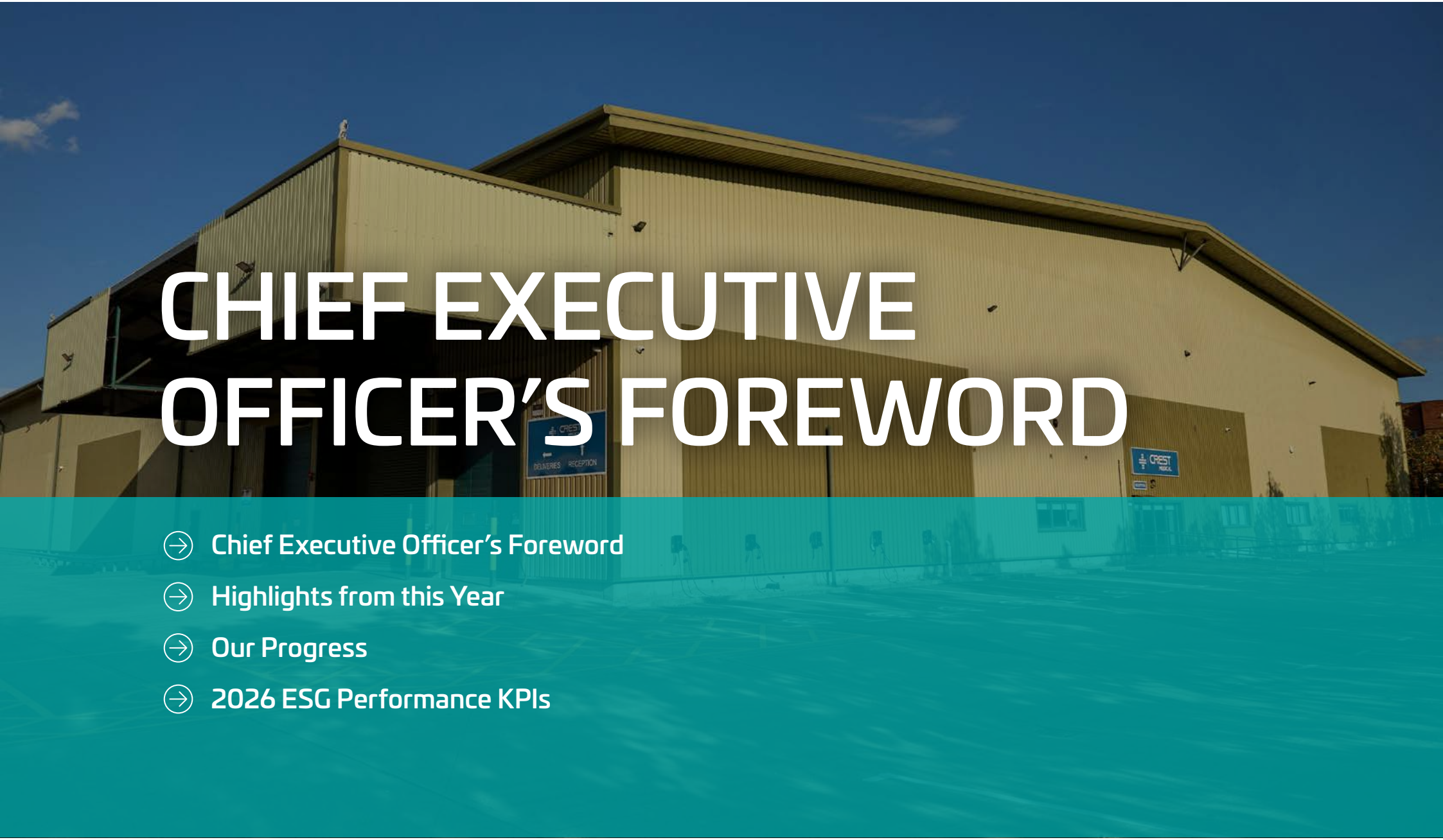
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CHIEF EXECUTIVE OFFICER'S FOREWORD

- Chief Executive Officer's Foreword
- Highlights from this Year
- Our Progress
- 2026 ESG Performance KPIs

CHIEF EXECUTIVE OFFICER'S FOREWORD

Sustainability and responsible business practices remain central to how we operate at Crest Medical. As our business continues to evolve, we recognise the importance of reducing our environmental impact, supporting our people and communities, and maintaining high standards across our supply chain.

During the past year, we have made significant progress in reducing emissions across our operations. Our latest Planet Mark assessment recorded an **83.8% reduction in combined Scope 1 and 2 emissions**, reflecting important changes to our operational footprint, including the relocation to our new Warrington headquarters.

Our total measured carbon footprint reduced by **43.3% to 201.7 tCO_2e**, while our expanded Scope 3 reporting has provided greater visibility of emissions across our wider value chain. This progress is encouraging, although we recognise that further work is needed to strengthen supplier engagement and address emissions beyond our direct operations.

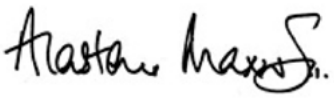
Alongside our environmental progress, we have continued to invest in our people, develop more sustainable products and support the communities around us. From creating opportunities for colleagues to progress within the business to supporting local charities and providing healthcare products for humanitarian causes, we remain committed to making a positive contribution beyond our day-to-day commercial activities.

Our ESG strategy provides a clear framework for this work, bringing together our commitments to the environment, responsible supply chains, product innovation, our people, communities and strong governance.

We understand that achieving our longer-term ambitions will require continued investment, collaboration and accountability.

Looking ahead, our focus remains on building a more sustainable and resilient business. We will continue working towards our Net Zero 2045 ambition, strengthening our understanding of our environmental impacts and identifying practical opportunities to improve performance across our operations and supply chain.

I am proud of the progress our team have made and grateful to our colleagues, customers and suppliers for their continued support. We recognise that there is more to achieve, and we remain committed to reporting transparently on our progress, challenges and priorities as we move forward.



Alastair Maxwell
Chief Executive Officer



HIGHLIGHTS FROM THIS YEAR

Since our last report we have delivered measurable progress across every pillar of Crest Medical's ESG strategy. Investment in operational efficiency, responsible governance, employee engagement, and community partnerships has continued to strengthen the business while supporting long-term sustainability ambitions.

Environment











HIGHLIGHTS FROM THIS YEAR

Governance

SILVER | Top 15%
ecovadis
Sustainability Rating
NOV 2025

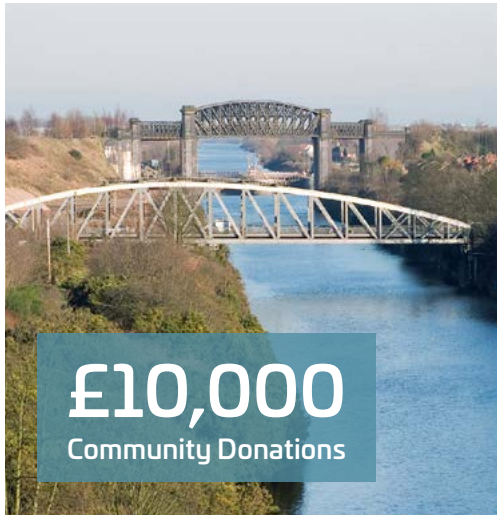
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HIS MAJESTY KING CHARLES III
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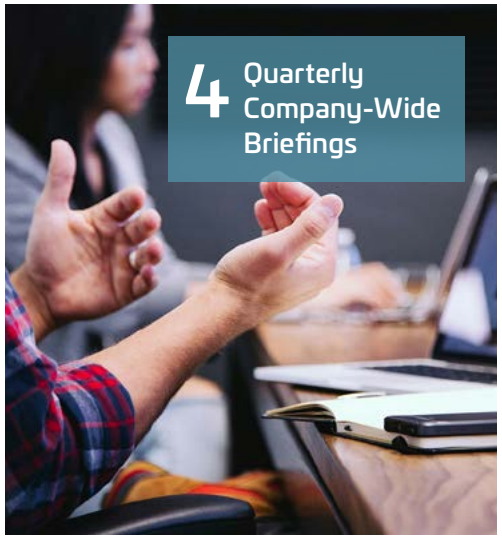




Our People and Community



63 Peer to Peer Recognition Awards





OUR PROGRESS

We continue to measure our performance against the ESG targets and commitments set out in previous years.

This provides a clear view of the progress made to date, highlighting where targets have been achieved and where continued focus is required as we work towards our longer-term commitments.



Strategic Priority	Target	Current Position	Status
Carbon Neutral	Maintain	Achieved	●
Scope 3	-50% by 2030	48.3% Normalised Scope 3 Emissions	●
Net Zero	2045	On Track	●
EcoVadis	Silver	Silver	●
Responsible Sourcing	Ongoing	On Track	●
Employee Wellbeing	Ongoing	On Track	●





2026 ESG PERFORMANCE KPIS



43.3%

Reduction in total measured carbon emissions



60%

Suppliers assessed against ESG criteria



100%

Health and safety training completion



75/100

EcoVadis sustainability score

ENVIRONMENT

Our measured carbon footprint decreased from 355.9 tCO_2e in YE2025 to 201.7 tCO_2e in YE2026, demonstrating progress in reducing our environmental impact.

SUPPLY CHAIN

60% of suppliers have been assessed against ESG criteria, supporting greater supply chain transparency and responsible procurement. Our assessment coverage target is 80%.

OUR PEOPLE

Our ESG tracker records 100% completion of health and safety training against a 95% target, reinforcing our commitment to a safe working environment.

GOVERNANCE

Crest Medical achieved an EcoVadis Silver rating in August 2025, scoring 75/100 and placing in the 91st percentile of assessed companies.

Source references: Planet Mark Measurement Report YE2026; Crest Medical ESG Dashboard / KPI Input; EcoVadis Scorecard 2025.



OUR ESG STRATEGY

- Why ESG Matters to Us
- Our Six Strategic Priorities
- Our Net Zero Journey
- UN Sustainable Development Goals

WHY ESG MATTERS TO US

At Crest Medical, we recognise that our responsibilities extend beyond the products and services we provide. The way we operate has an impact on our environment, our people, our customers, our supply chain, and the communities around us.

As a healthcare business, we have a responsibility to consider that impact and make decisions that support a more sustainable and responsible future.

This means looking beyond short-term performance and considering how we can create lasting value while continuing to grow and strengthen our business.

Environmental, Social, Governance (ESG) provides a framework for turning that responsibility into action. It helps us understand our environmental and social impacts, identify where we can make the greatest difference and set measurable commitments.

By tracking our performance and improving the quality of our data, we can make more informed decisions, demonstrate progress and identify where further action is required. It is an ongoing part of how we develop our business, respond to changing expectations and prepare for the future.





OUR SIX STRATEGIC PRIORITIES

Our ESG strategy reflects our responsibility to operate sustainably, ethically and with a long-term view of the impact we have on our people, our partners, our communities, and the environment.

ESG is embedded within the way we operate and make decisions across the business. Our approach focuses on the areas where we can make a meaningful difference, while supporting the continued development and resilience of Crest Medical.

Our strategy is built around six interconnected priorities; together, they provide a framework for our commitments, targets and actions, helping us focus our efforts and measure our progress over time.



1. Environment

Reducing our environmental impact and progressing towards our carbon and net zero commitments.



2. Responsible Supply Chain

Working with suppliers to promote responsible sourcing, ethical practices and greater transparency throughout our supply chain.



3. Product Innovation

Developing products and packaging that reduce environmental impact while continuing to meet the needs of our customers and healthcare markets.



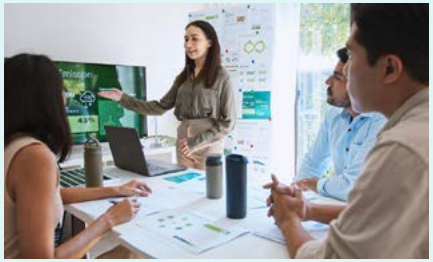
4. People

Creating a supportive, inclusive workplace where our people can develop, contribute and thrive.



5. Communities

Supporting the communities and organisations around us through partnerships, charitable activity and positive social impact.



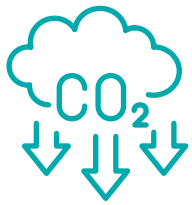
6. Governance

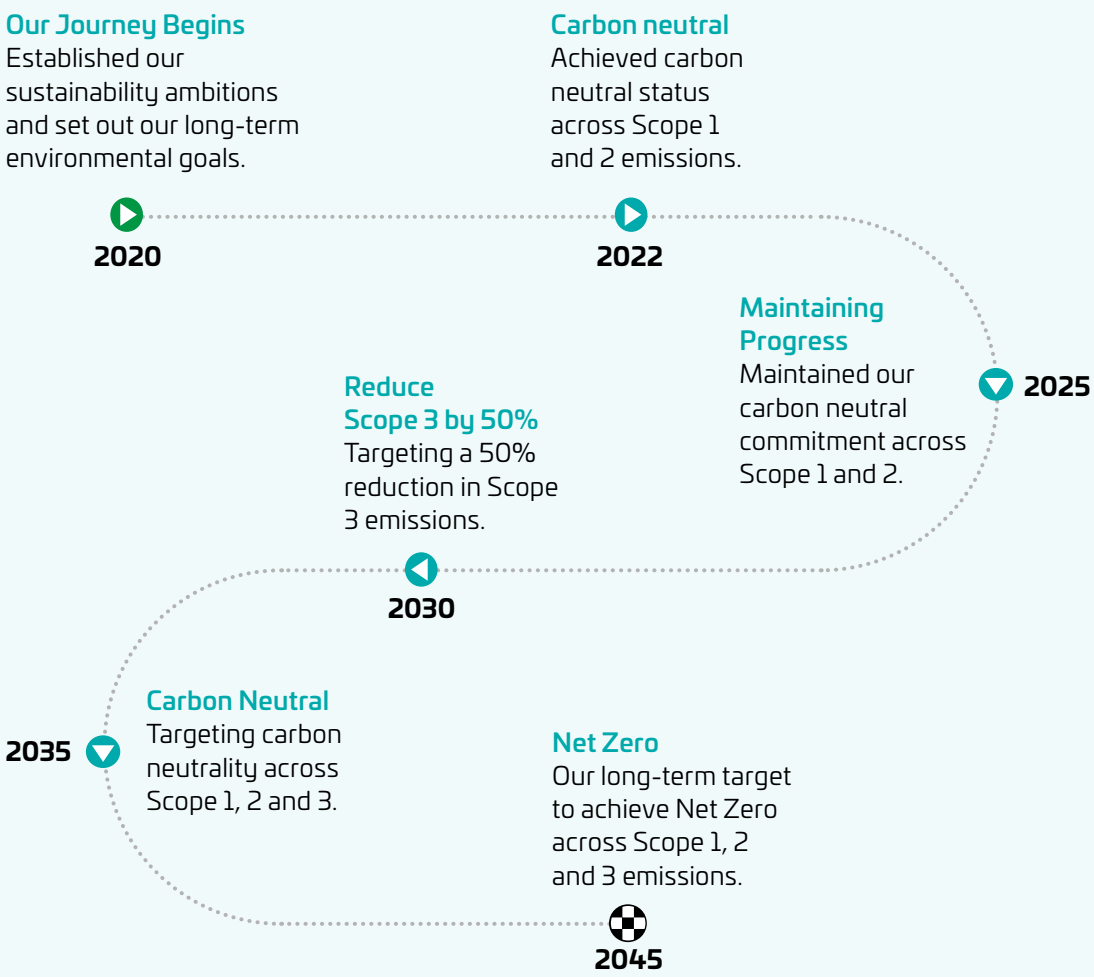
Maintaining strong governance, accountability and responsible business practices across our operations.

OUR NET ZERO JOURNEY

Our journey towards Net Zero is a long-term commitment, supported by clear milestones and measurable targets. Since establishing our sustainability ambitions in 2020, we have continued to measure our environmental impact, reduce emissions across our operations and develop a greater understanding of our wider value chain.

Having achieved carbon neutrality across Scope 1 and 2 emissions in 2022, our focus has increasingly extended to Scope 3, which accounts for 90.6% of our measured carbon footprint in YE2026. Our targets provide a framework for reducing emissions, strengthening our environmental performance and working towards Net Zero across Scope 1, 2 and 3 by 2045.





OUR ALIGNMENTS WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

Our environmental initiatives contribute to the UN Sustainable Development Goals (UNSDGs), as recognised through our Planet Mark assessment.

THE GLOBAL GOALS
For Sustainable Development

Our SDG Alignment:



Specific UNSDGs Supported Through Carbon Credits
Our verified carbon reduction projects support wider environmental and social development.

Mozambique
Safe Water



Uganda
Clean Cooking



India
Renewable Power





GOVERNANCE

- Our ESG Team
- Leadership Updates
- Governance Strategy
- Responsible Business in Practice

OUR ESG TEAM

Our ESG Team brings together leaders from across the business, combining expertise from operations, compliance, commercial, supply chain and healthcare to provide oversight and drive progress against our ESG commitments.



Alastair Maxwell
Chief Executive Officer



Rachel Maxwell
Responsible Person and Head of ESG and Sustainability



Matthew Courtney
Chief Commercial Officer and Regulatory Affairs (Crest Retail)



Freya Watkins
Chief Operations Officer



Ryan Murphy
Warehouse Manager



Harriet Meacock
Contract Manager (NHS)



Sarah Poole
Head of Supplier Relations



Connor Lockett
Financial Accountant

LEADERSHIP UPDATES

"Sustainability is an ongoing journey, and I am proud of the progress we continue to make across Crest Medical. Over the past year, we have achieved significant reductions in our operational emissions, strengthened our understanding of our wider environmental impact and continued to develop more responsible products and practices.

Our ESG strategy is about more than meeting targets. It is about embedding responsible decision-making into every part of our business, working closely with our suppliers and identifying opportunities to make meaningful improvements. We recognise there is more to achieve, but the progress we are making provides a strong foundation for the future."



Rachel Maxwell
Responsible Person and
Head of ESG and Sustainability

"Our people are at the heart of everything we achieve at Crest Medical. Creating a workplace where colleagues feel supported, valued and able to develop is essential to the long-term success of our business.

Over the past year, we have continued to invest in employee wellbeing, learning and development, and opportunities for colleagues to progress within the company.

We also recognise the importance of listening to our teams, encouraging open communication and maintaining a safe, inclusive working environment.

As we continue to grow and evolve, our priority is to build a positive workplace culture where everyone has the opportunity to contribute, develop and succeed."



Freya Watkins
Chief Operations Officer

GOVERNANCE STRATEGY

Robust governance provides the foundation for delivering our ESG commitments. It establishes clear accountability, supports informed decision-making and helps ensure ESG considerations are embedded across Crest Medical.

Our approach combines leadership, competent oversight, cross-functional responsibility, and ongoing performance review. Through our ESG Team and ESG Committee, we bring together expertise from across the organisation to monitor progress, identify priorities and support the delivery of our objectives.



Clear Accountability

Responsibility for ESG extends across the business, with defined ownership helping to ensure our commitments translate into meaningful action. Senior leadership provides oversight, supported by colleagues with responsibility for key areas of ESG performance.



Measuring Progress

We regularly assess our performance against established targets and commitments. Monitoring our progress helps us understand where we are succeeding, identify areas requiring further attention and inform future actions.



Managing Risk and Opportunity

Environmental, social and governance considerations form part of our approach to managing business risk and identifying opportunities. This helps us respond to changing regulatory requirements, customer expectations and wider developments affecting our industry.



Our aim is to ensure ESG remains accountable, measurable and integrated into the way we operate.

RESPONSIBLE BUSINESS IN PRACTICE

Our governance framework is supported by established policies, procedures and management systems that set clear expectations for how we conduct our business. Together, these help us maintain high standards, manage risk and promote responsible practices across our operations and supply chain.



Business Ethics

We are committed to conducting business responsibly, ethically and transparently. Our policies establish the standards expected of our people and support appropriate conduct in our relationships with customers, suppliers and other stakeholders.



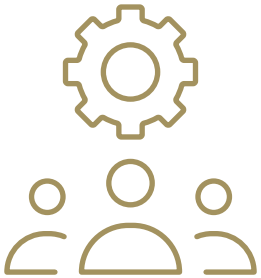
Responsible Procurement

Responsible sourcing forms an important part of our approach. We work with suppliers to maintain expectations around quality, ethical working practices, environmental responsibility and compliance, while continuing to strengthen visibility and oversight throughout our supply chain.



Quality and Regulatory Compliance

Quality and regulatory compliance are fundamental to our operations. Established quality management processes and dedicated compliance expertise help us maintain appropriate standards across our products, manufacturing, sourcing and distribution activities.



Policies and Control

Our policies and procedures provide a consistent framework for responsible decision-making across the organisation. These are reviewed and developed as our business, regulatory requirements and stakeholder expectations evolve.

External Standards and Assessment

MHRA

SILVER | Top 15% ecovadis Sustainability Rating NOV 2025

LSAS Labour Standards Assurance System Level 3

BHTA British Healthcare Trades Association

ISO 13485 Quality Management System

BY APPOINTMENT TO HIS MAJESTY KING CHARLES III MANUFACTURERS AND SUPPLIERS OF FIRST AID DRESSINGS WALLACE CAMERON INTERNATIONAL LTD CHESHIRE



ENVIRONMENT

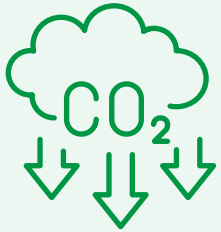
- Our Environmental Strategy
- Reducing Carbon Across Our Operations
- Building for a Lower Carbon Future
- Electrifying Our Warehouse Operations
- Renewable Energy and Energy Efficiency
- Waste and Circularity
- Our Carbon Performance
- Supporting Verified Carbon Reduction Projects
- Looking Ahead

OUR ENVIRONMENTAL STRATEGY

Reducing our environmental impact is a fundamental part of our ESG approach. As our business continues to develop, we are focused on maintaining appropriate environmental standards, understanding where our greatest impacts occur and taking practical action to reduce them across our operations, products and wider value chain.

Our approach extends beyond carbon reduction. We continue to review how we use energy and resources, manage waste, improve operational efficiency and work with our suppliers to support more sustainable ways of doing business.

Measurement is central to this approach. By monitoring our environmental performance and strengthening our understanding of Scope 1, 2 and 3 emissions, we can identify where action is most needed, improve the quality of our data and track progress against our long-term commitments.







Carbon and Net Zero

Measuring and reducing emissions across our operations and wider value chain as we progress towards our Net Zero 2045 commitment.



Energy and Operations

Improving operational efficiency and exploring opportunities to increase the use of renewable energy.



Waste and Resources

Reducing waste and making more responsible use of materials and resources across our business.



Products and Supply Chain

Working to reduce environmental impacts associated with the products we manufacture, source and supply.

REDUCING CARBON ACROSS OUR OPERATIONS

Reducing emissions from our day-to-day operations remains a key part of our environmental strategy. We continue to review our facilities, energy consumption, equipment and working practices to identify opportunities to operate more efficiently and reduce our carbon footprint.

Our latest Planet Mark assessment recorded an 83.8% reduction in combined Scope 1 and 2 emissions, from 116.7 tCO_2e in YE2025 to 18.9 tCO_2e in YE2026.

This reflects significant changes to our operational footprint, including the relocation to our new Warrington headquarters and manufacturing facility.

These results demonstrate substantial progress in reducing our direct operational emissions, while reinforcing the importance of continued measurement and improvement.

Turning Commitment Into Action

Our approach focuses on practical changes that reduce the environmental impact of our operations. These include improving energy efficiency, reviewing how our facilities are used and considering environmental performance when making operational investment decisions.

During the reporting period, we relocated to our new headquarters in Warrington, continued operating a fully electric warehouse materials handling fleet and maintained our focus on renewable electricity and resource efficiency.

We will continue to build on these improvements as we work towards our longer-term carbon reduction and Net Zero commitments.

Scope 1

Scope 1
13.3 tCO_2e
86.2% Reduction from YE2025

Scope 2

Scope 2
5.6 tCO_2e
72.1% reduction from YE2025

-83.8%
Reduction in combined Scope 1 and 2 emissions





BUILDING FOR A LOWER CARBON FUTURE

In June 2025, Crest Medical relocated to our new global headquarters in central Warrington. The move represented an important investment in the future of the business, bringing our teams and operations into a facility better suited to our current requirements and long-term growth.

The relocation also provided an opportunity to reconsider how efficiently we use our space and resources.





Smaller Footprint. Greater Capacity

Our new headquarters has enabled us to move to a smaller overall footprint while increasing warehouse capacity by 30%, allowing us to make more effective use of the space available.

+30% Warehouse Capacity

-20% Smaller Footprint

Creating greater capacity within a smaller footprint supports a more efficient approach to our operations and provides a stronger foundation for future improvements to the environmental performance of our facilities and helping us to achieve lower scope 1 emissions.



Designed Around a Changing Business

The way we use our buildings has changed as Crest Medical has grown. Our new headquarters reflects those changing requirements, providing the warehouse capacity needed to support the business while making more efficient use of office and operational space.

Consolidating our operations at the Warrington site also gives us a clearer platform from which to monitor energy use, identify efficiency opportunities and consider future investment in lower-carbon building technologies.



More Than a Change of Address

The move is part of a broader approach to improving the efficiency and resilience of our operations. Alongside investments in electric forklift trucks and pump trucks, and our ongoing focus on energy consumption, our new headquarters provides an important foundation for the next stage of our environmental journey.

Looking Ahead

We will continue to assess opportunities to improve the environmental performance of our headquarters, including energy efficiency, building technologies and the potential for increased use of renewable electricity at our Wallace Cameron site.

ELECTRIFYING OUR WAREHOUSE OPERATIONS



Supporting Lower-Carbon Logistics

Reducing operational emissions requires action throughout our business. As part of our investment in more efficient warehouse operations, our entire materials handling fleet is now electrically powered.

100%
of our warehouse materials handling fleet is electric

Our distribution centre operates 15 electric materials handling vehicles, supporting the movement of products throughout our warehouse without the use of diesel or LPG-powered forklift trucks.

5 Reach Trucks	3 Counterbalance Forklift Trucks
5 High-Level Order Pickers	2 Powered Pump Trucks

Why It Matters

Electrifying our materials handling fleet eliminates tailpipe emissions from this area of our operations and removes the requirement for diesel or LPG-powered forklift trucks.

Alongside supporting the reduction of direct operational emissions, electric equipment contributes to improved indoor air quality, lower operational noise and more efficient warehouse operations for our colleagues.

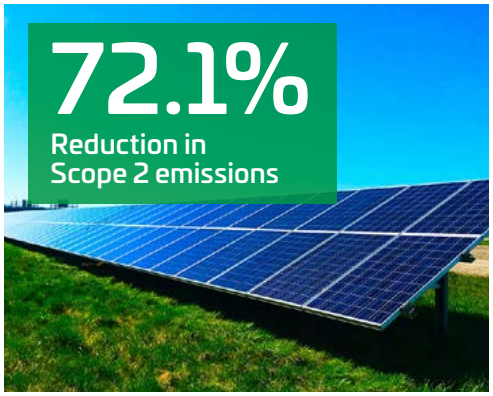
Looking Ahead

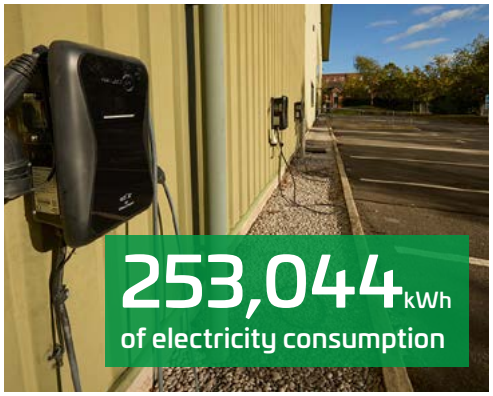
We will maintain a 100% electric materials handling fleet while continuing to identify opportunities to improve energy efficiency across our warehouse and logistics operations.

Investment in equipment, building technologies, energy monitoring and renewable electricity will all form part of our ongoing approach to reducing our operational footprint.

RENEWABLE ENERGY AND ENERGY EFFICIENCY

Reducing the environmental impact of the energy we use requires both responsible sourcing and greater efficiency. Across our operations, we are focused on reducing unnecessary energy consumption while supporting the transition towards renewable electricity.



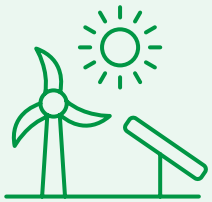




Supporting Renewable Electricity

Our electricity is supplied through a REGO-backed energy supply, providing Renewable Energy Guarantees of Origin for the electricity covered by the arrangement.

The REGO scheme provides certification of the renewable origin of electricity supplied to customers, giving greater transparency over where our electricity comes from and supporting our wider approach to reducing the carbon impact of our operations.



REGO-Backed

Renewable Energy Guarantees of Origin provide certification of the renewable source of electricity.

View REGO certificate →

Improving Energy Efficiency

Renewable electricity is only part of the solution. We continue to focus on reducing the amount of energy required to operate our business through more efficient facilities, equipment and working practices.

Our new headquarters provides a platform for further improvements, alongside investments such as our fully electric materials handling fleet and continued monitoring of operational energy consumption.

Supporting Lower-Impact Travel

Our environmental approach also considers how our people travel. Through our Cycle to Work Scheme, eligible employees can access cycles and cycling equipment to support healthier, lower-impact journeys to and from work. We also have five electric charging points available to staff to charge EVs and hybrid vehicles.

Looking Ahead

We will continue to identify opportunities to improve energy efficiency, monitor consumption and assess further investments that can reduce the energy and carbon intensity of our operations.

WASTE AND CIRCULARITY

Reducing waste and making better use of resources are important parts of our environmental approach. We are focused on understanding the waste generated across our operations, improving how materials are managed and ensuring waste is directed towards more responsible routes wherever possible.

Working with our waste management partner, Veolia, gives us greater visibility of our waste streams and their associated carbon impact, helping us measure performance and identify opportunities for further improvement.



100% Diverted from Landfill

Between April 2025 and March 2026, 13.4 tonnes of waste were collected across our operations, with 100% diverted from landfill.

Where materials can be recycled, they can be returned to use as secondary resources. Residual waste that cannot be recycled can be directed to alternative recovery routes, including energy recovery, rather than landfill. Veolia describes waste reduction, recycling and material recovery as priorities before energy is recovered from remaining residual waste.

Our Waste Performance

13.4
Tonnes waste collected

100%
Diverted from landfill

10.68%
Waste recycled

117.54 $kgCO_{2e}$
Scope 3 emissions from waste generated

529 $kgCO_{2e}$
Avoided emissions (Moving Towards Greater Circularity)

Achieving 100% diversion from landfill is an important part of responsible waste management, but our ambition extends beyond disposal.

We are placing greater emphasis on reducing waste at source and improving the proportion of materials that can be reused or recycled. This complements the work taking place across our product portfolio to reduce unnecessary materials, increase recycled content and improve recyclability.

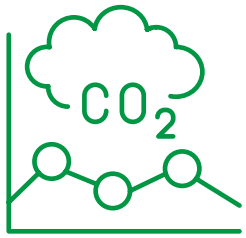
Looking Ahead

With 10.68% of waste currently recycled, increasing recycling provides a clear opportunity for further progress. We will continue to use our waste data to better understand individual waste streams, improve segregation and identify opportunities to reduce the amount of waste generated in the first place.

OUR CARBON PERFORMANCE

Measuring our carbon footprint enables us to understand where emissions occur, monitor our performance and identify opportunities to reduce our environmental impact.

Our latest Planet Mark assessment recorded a total measured carbon footprint of 201.7 tCO_2e for YE2026, representing a 43.3% reduction compared with YE2025. Combined Scope 1 and 2 emissions reduced by 83.8%, reflecting significant changes to our operational footprint, including our headquarters relocation.



Scope 3 emissions accounted for 90.6% of our measured footprint. Our expanded reporting now includes upstream transportation and distribution, providing greater visibility of emissions associated with our wider value chain.

On a normalised basis, excluding this newly measured category to support a more consistent year-on-year comparison, our total measured emissions reduced by 59.9%.

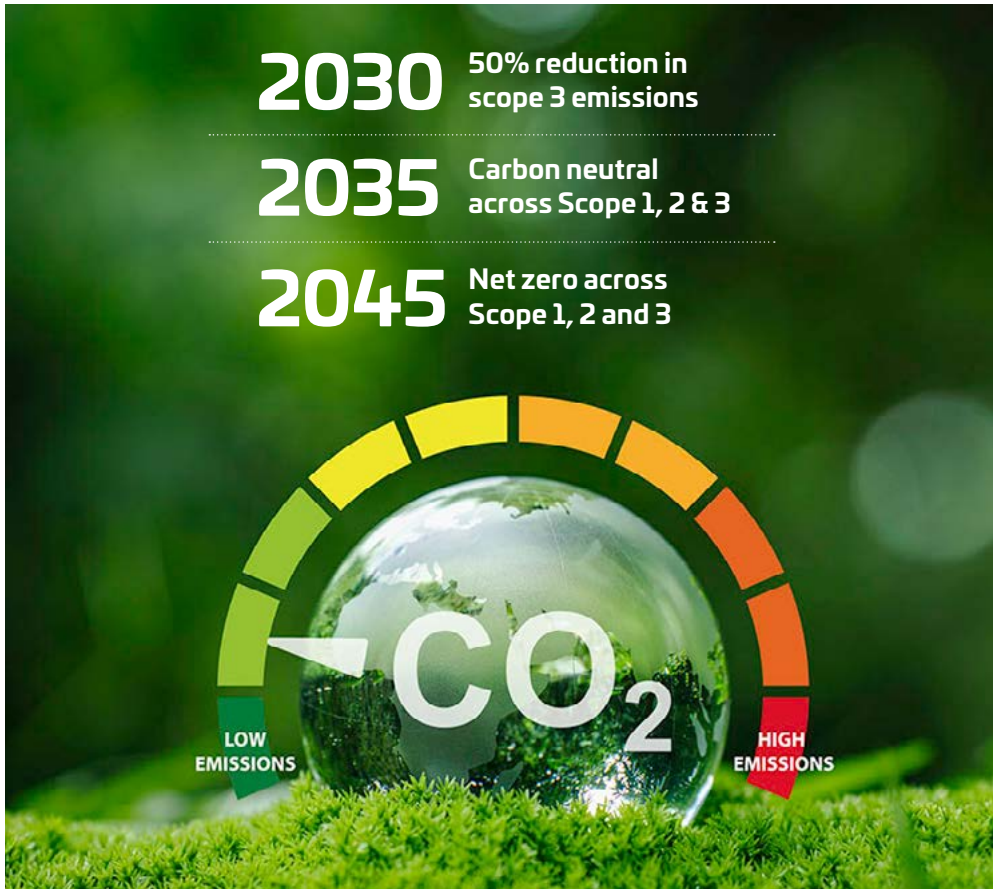
We recognise that further improving data quality and expanding the coverage of our emissions reporting will be important as we continue working towards our longer-term environmental commitments.

43.3%
Change in Total Emissions

69.5%
Carbon Data Quality Score

82.4%
Operational Boundary Score

Emissions	YE 2025	YE 2026	Change
Scope 1	96.7 tCO_2e	5.6 tCO_2e	-86.2%
Scope 2	20.0 tCO_2e	13.3 tCO_2e	-72.1%
Scope 3	239.2 tCO_2e	182.8tCO_2e	-23.6%
Total measured emissions	**355.9 tCO_2e**	**201.7 tCO_2e**	**-43.3%**



SUPPORTING VERIFIED CARBON REDUCTION PROJECTS

Reducing emissions across our operations remains central to Crest Medical's environmental strategy. Alongside these efforts, we invest in independently verified carbon reduction projects to address residual emissions and support wider environmental and social benefits.

Crest Medical has retired 19 Gold Standard Verified Emission Reductions (VERs), representing 19 tonnes of carbon dioxide equivalent. These credits support three projects focused on clean cooking, renewable electricity and access to safe water.

Projects We Support



Safe Water Project, Mozambique

This project improves access to safe drinking water by installing and rehabilitating community water infrastructure. By reducing the need to boil water for purification, it helps reduce firewood consumption and associated carbon emissions, while supporting improved health and sanitation.



Clean Cooking Programme, Uganda

The programme provides more efficient cookstoves to households that rely on charcoal for cooking. These stoves reduce fuel consumption and associated emissions, while supporting household savings, local employment and community wellbeing.



Renewable Power Project, India

The Emami Power project generates renewable electricity from solar energy, helping displace fossil-fuel-based electricity generation and supporting the transition towards cleaner energy.

Our Commitment

Carbon credits complement, rather than replace, our efforts to reduce emissions directly. We will continue prioritising operational improvements and reductions across our value chain while supporting independently verified climate projects.

LOOKING AHEAD

Our environmental journey is one of continuous improvement. The progress made across our operations provides a strong foundation, but we recognise that further action will be needed as we continue to reduce our environmental impact.

Our next phase will focus on building on the changes already made, improving the quality of our environmental data and using greater insight to identify where further reductions can be achieved.

Our Environmental Priorities

Priority 1: Reducing Scope 3 Emissions

Strengthen engagement with suppliers and logistics partners to better understand and reduce emissions across our value chain, supporting our commitment to a 50% reduction in Scope 3 emissions by 2030.

Priority 2: Improving Carbon Data Quality

Increase the accuracy and coverage of our carbon reporting, with a focus on obtaining more primary data and improving the measurement of emissions across our operations and supply chain.

Priority 3: Energy Efficiency and Renewable Electricity

Continue monitoring energy consumption, identifying efficiency improvements and maintaining our focus on renewable electricity as part of our operational carbon reduction strategy.

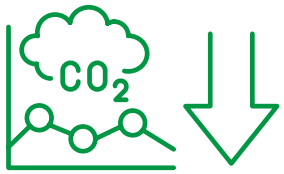
Priority 4: Waste Reduction and Circularity

Work with our waste management partners to reduce waste generation, improve recycling performance and identify opportunities to make better use of materials and resources.



Environmental considerations will remain central to how we invest, operate and make decisions across Crest Medical. Through measurable targets, reliable data and practical improvements, we will continue working towards our longer-term environmental commitments.

LOOKING AHEAD: 2026 / 2027 ESG KPIS



10%

Further reduction in Scope 1 and 2 emissions

ENVIRONMENT

Target a further 10% reduction in comparable Scope 1 and 2 emissions, supporting our long-term Net Zero 2045 commitment.

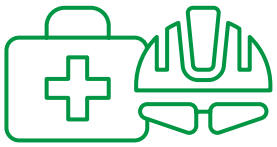


80%

Suppliers assessed against ESG criteria

SUPPLY CHAIN

Increase the proportion of suppliers assessed against ESG criteria to 80%, strengthening responsible sourcing, transparency and supply chain accountability.



100%

Mandatory health and safety training completion

OUR PEOPLE

Maintain 100% completion of mandatory health and safety training, supporting a safe, responsible and compliant working environment for all employees.



Gold

EcoVadis sustainability rating ambition

GOVERNANCE

Work towards achieving an EcoVadis Gold rating by strengthening ESG policies, supporting evidence and performance across the four assessment themes.



RESPONSIBLE SUPPLY CHAIN

- Responsible Sourcing
- Supplier Engagement
- Supplier ESG
- On-Shore and Near-Shore Supply
- Ethical Procurement
- Supplier Performance

RESPONSIBLE SOURCING

Our supply chain plays an important role in our overall ESG impact. With products, components and materials sourced from a diverse supplier network, responsible sourcing helps us manage risk, maintain high standards and extend our ESG commitments beyond our own operations.

Our approach considers more than cost and availability. Quality, regulatory compliance, working conditions, labour standards, health and safety, ethical practices and environmental performance all contribute to how we assess and develop our supply chain.

By working collaboratively with suppliers and increasing our understanding of their ESG performance, we can identify opportunities to reduce risk, improve transparency and support positive change throughout our value chain.



Quality and Compliance

Maintaining appropriate product, regulatory and quality standards, including compliance with applicable requirements such as UK REACH*.



Ethical Standards

Promoting fair employment, respect for worker rights and responsible business practices throughout our supply chain.



Environmental Responsibility

Working with suppliers to understand, manage and improve environmental impacts associated with sourcing and manufacturing.



Resilience and Partnership

Developing transparent, long-term supplier relationships that support continuous improvement and a resilient supply chain.

Our Supplier Standards

Our expectations extend throughout our global supplier network. Suppliers are expected to maintain appropriate standards covering working conditions, employment practices, health and safety, environmental management and transparency within their own supply chains.

Where improvements are required, our approach is to work with suppliers towards continuous improvement and higher standards

*UK REACH is a regulation that applies to the majority of chemical substances that are manufactured or imported into Great Britain (GB) (England, Scotland, Wales). This can be: A substance on its own, a substance in a mixture, for example ink or paint, a substance that makes up an 'article' - an object that is produced with a special shape, surface or design, for example a car, furniture or clothes. https://www.hse.gov.uk/reach/about.htm

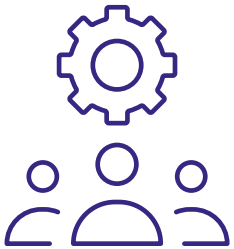
SUPPLIER ENGAGEMENT

Building a More Sustainable Supply Chain

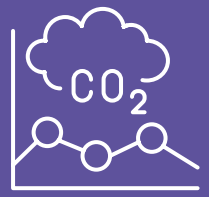
Strong supplier relationships are essential to improving ESG performance throughout our supply chain. Our approach is based on engagement and collaboration, helping suppliers understand our expectations while creating opportunities to share information, address challenges and identify improvements.

Regular communication with our supplier network supports greater visibility across areas including quality, compliance, environmental performance and ethical practices.

Rather than viewing ESG assessment as a standalone exercise, our aim is to make responsible business practices an increasingly important part of ongoing supplier relationships.



How We Engage with Suppliers



Carbon Reduction:
We work with key suppliers to better understand and reduce greenhouse gas emissions, including identifying areas where changes can have the greatest impact.



Packaging and Logistics:
We collaborate with suppliers and logistics partners to identify opportunities to reduce environmental impact through more efficient transportation and the development of recyclable and biodegradable packaging materials.



Renewable Energy:
We encourage suppliers to transition towards renewable energy, with suppliers already adopting technologies including solar and wind energy within their manufacturing operations.



Knowledge and Engagement:
Supplier engagement includes training and knowledge-sharing around areas such as carbon reduction, waste management, circular economy principles and regulatory compliance.

Encouraging Measurable Progress

We encourage suppliers to establish measurable carbon reduction targets and improve the transparency of their environmental reporting, including the adoption of recognised approaches such as science-based targets.

23.6% Reduction in Scope 3 Emissions

40% Of our suppliers have transitioned to using renewable energy sources.

25% Reduction in plastic packaging usage across our product lines.

80%+ Participation in sustainability training sessions.

SUPPLIER ESG

Understanding ESG Across Our Supply Chain

Improving our own ESG performance requires a better understanding of the businesses we work with. We are developing our approach to collecting and assessing ESG information from suppliers, helping us build a clearer picture of environmental and social performance throughout our supply chain.

This greater visibility will help us identify areas of risk, recognise good practice and focus engagement where improvement can have the greatest impact.

Over time, ESG performance will become an increasingly important part of how we assess supplier relationships and make sourcing decisions.



Environment

- Carbon and Energy
- Waste and Resources



Social

- Labour and Human Rights
- Ethics and Governance



Governance

- Environmental Management
- Certifications and Standards

ON-SHORE AND NEAR-SHORE SUPPLY

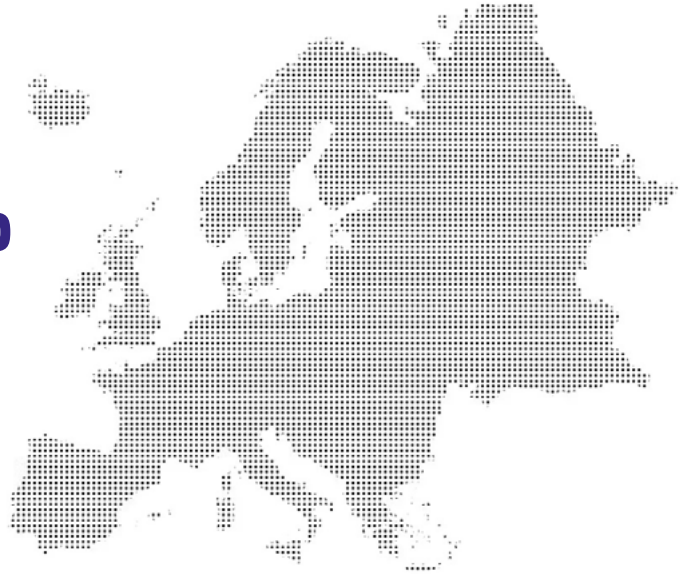
The location of our suppliers plays an important role in building a resilient, responsive and transparent supply chain.

Our product supplier base has a strong UK and European presence, helping us maintain closer supplier relationships and reduce supply chain complexity, while retaining access to specialist products and manufacturing capabilities from around the world.



92.3%

of product suppliers are based in the UK or near-shore markets

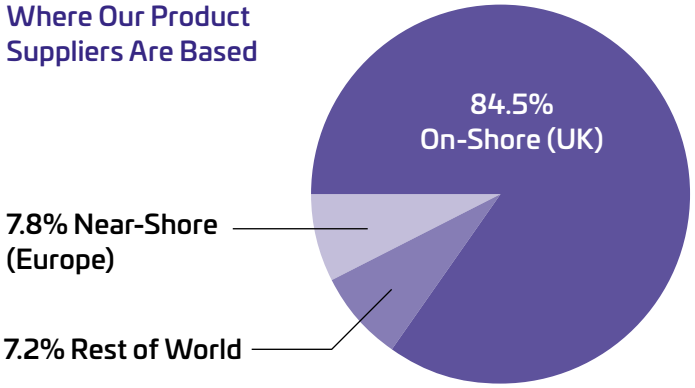


Supply Chain Resilience
A strong UK and European supplier base supports greater flexibility and continuity of supply.

Closer Relationships
Proximity can support closer collaboration, communication and visibility across our supply chain.

Reduced Complexity
Sourcing closer to our operations can simplify logistics and reduce reliance on long-distance supply routes.

Where Our Product Suppliers Are Based





ETHICAL PROCUREMENT

Responsible procurement means considering not only the quality, cost and availability of the products we source, but also the conditions in which they are produced.

Crest Medical is committed to fair and honest trading and to developing relationships with suppliers that share our principles. Our approach is supported by established policies and procedures covering ethical trading, labour standards, supplier assessment and ongoing supplier monitoring.



From Assessment to Improvement

Suppliers are subject to a formal assessment process, with the level of assessment proportionate to the risk associated with the product. Suppliers complete an assessment and provide supporting evidence, with audits undertaken where appropriate. Following assessment, suppliers are assigned a risk rating which determines the frequency of ongoing oversight.

Supplier performance and risk ratings are regularly reviewed, considering areas including consistency of supply, on-time delivery, cancelled orders, delivery damage and documentation.

Human Rights

Protecting workers from forced labour, exploitation, discrimination and unacceptable treatment.

Ethical Business

Maintaining expectations around fair trading, anti-bribery, corruption and responsible business practices.

Fair Employment

Supporting appropriate wages, working hours, employment conditions and workers' rights.

Environmental Responsibility

Expecting suppliers to consider and manage their environmental impact.

Health and Safety

Expecting safe, healthy and appropriately managed working environments.

Working Towards Improvement

Where standards are not immediately met, Crest Medical's approach is not automatically to disengage. Where appropriate, the business works with suppliers towards compliance and continuous improvement, while retaining the ability to end relationships where required standards cannot be achieved.

SUPPLIER PERFORMANCE

Effective supplier management requires ongoing assessment and monitoring. Our supplier management process combines performance monitoring, risk-based assessment and supplier auditing to help ensure products continue to meet our quality and purchasing requirements.

Supplier performance is monitored across areas including consistency of supply, on-time delivery, cancelled orders, delivery damage and supporting documentation.

100%
On-Time Delivery

0.12%
Deliveries Had Damages

100%
Supplier Assessments Completed

100%
Supplier Audits Completed

89%
of suppliers hold ISO9001 and/or ISO13485

91%
of products from assessed suppliers are sourced from ISO9001 and/or ISO13485 certified suppliers

Supplier oversight continues through product verification. Products are checked on delivery, with the level of inspection informed by the supplier's risk assessment. All suppliers are subject to risk-based evaluation and ongoing monitoring.

* Figures are based on assessed suppliers. Crest Medical may use one-time suppliers for specific purchases where a full supplier assessment is not required. Not all suppliers are medical device suppliers.

PRODUCT INNOVATION



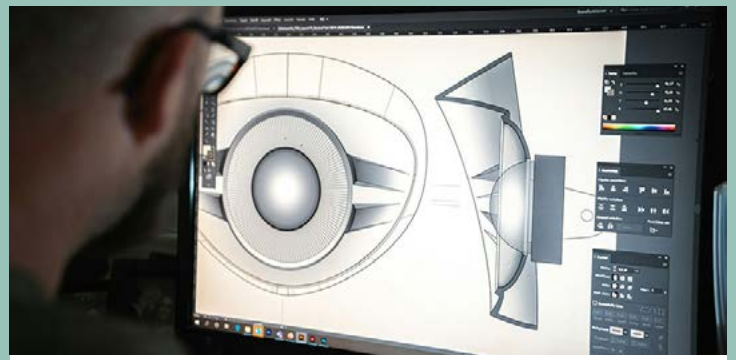
- Our Approach to Sustainable Product Innovation
- Designing More Sustainable Products
- Case Study: Wallace Cameron Sustainable First Aid Kits
- Case Study: BioBox®
- Sustainability Across Our Portfolio
- Packaging and Materials

OUR APPROACH TO SUSTAINABLE PRODUCT INNOVATION

The products we manufacture and supply provide an opportunity to make environmental improvements that extend beyond our own operations.

Our approach to product innovation considers how products are designed, the materials and packaging used, where and how they are manufactured, and what happens at the end of their useful life.

We are continuing to explore ways to reduce environmental impact while maintaining the quality, safety and performance expected from medical and first aid products. This means finding practical improvements that work within the regulatory and performance requirements of the markets we serve.



Smarter Design

Rethinking products and packaging to achieve more with less waste.



Better Materials

Increasing the use of recycled, recyclable and alternative materials where appropriate.



Less Packaging

Reducing unnecessary packaging and replacing conventional materials where suitable.



End of Life

Considering recyclability and disposal when developing products and packaging.

DESIGNING MORE SUSTAINABLE PRODUCTS

Making products more sustainable requires us to consider the complete product, from the materials and components used to the packaging required to protect it.

Across our portfolio, we continue to identify opportunities to reduce conventional plastics, introduce recycled and recyclable materials and use alternative materials where they can deliver the required performance.

These changes range from individual component improvements to the redesign of complete products and packaging.



Recycled Plastics

Increasing recycled content in selected products and components.



Bamboo

Using alternative materials within selected products.



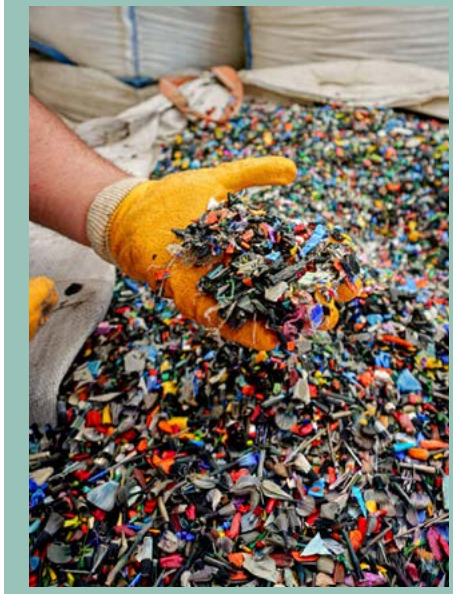
Viscose

Introducing alternative fibres where suitable.



Paper-Based Packaging

Replacing conventional plastic packaging where product requirements allow.



Recyclable Materials

Considering end-of-life alongside product performance.

Small changes across individual products can collectively reduce the material impact of our wider portfolio.

CASE STUDY: WALLACE CAMERON SUSTAINABLE FIRST AID KITS

In today's market, there is an increasing demand for greater social and environmental responsibility in manufacturing. Cultural shifts and government commitments, such as the aim to achieve net zero emissions by 2050, are creating significant pressure, particularly within business-to-business markets.

Our Most Sustainable First Aid Kit is thoughtfully designed with this in mind, featuring a durable, reusable case made from 100% recycled and recyclable plastic. We've replaced traditional cotton and plastics with viscose and medical-grade paper packaging to cut down on plastic waste, and even the plasters are biodegradable.



CASE STUDY: BIOBOX®

BioBox® demonstrates how smarter product design can reduce material use while improving functionality.

The all-in-one body fluid spill kit features packaging that quickly transforms into an integrated scoop and scraper, removing the need for separate clean-up components and providing an easy and hygienic way to manage body fluid spills.

Smarter by Design

Packaging quickly transforms into scoop and scraper, for easy clean-up

Less Plastic Waste

Compared to BioSafe® Body Fluid Spill Pack

Safer Clean-up

Helps reduce the risk of infection and cross-contamination



SUSTAINABILITY ACROSS OUR PORTFOLIO

Our approach to product innovation extends across our wider portfolio. From increasing recycled content and reducing packaging impact to helping customers make better use of the products they already have, we continue to identify practical opportunities to reduce waste and make more responsible material choices.



Sharpsafe® Sharps Disposal Bins – Increasing Recycled Content

Our new UK-sourced Sharpsafe sharps disposal bins incorporate recycled materials, helping reduce reliance on virgin materials while maintaining the performance required for safe sharps disposal.



First Aid Kit Refills – Extending the Life of Existing Kits

Refill kits allow used or expired first aid components to be replaced without replacing the complete first aid kit, helping extend the useful life of the case and reduce unnecessary material consumption.



Neoprene Supports – 100% Recycled Material

Selected neoprene supports are manufactured using 100% recycled materials, demonstrating how recycled content can be incorporated into products across different areas of our portfolio.



Stericlens Saline Spray – Reducing Saline Waste

The Stericlens multi-use format allows the required amount of sterile saline to be dispensed while the remaining contents can continue to be used, helping reduce unnecessary saline waste. A longer shelf life also helps minimise the potential for unused stock to expire.



Biodegradable Shrink-Wrap – Reducing Packaging Impact

Biodegradable shrink-wrap is used across Crest products, providing the protection required during storage and distribution while reducing the long-term impact of packaging waste.



Insect Repellent – 100% Recycled Bottles

Our retail insect repellent range uses bottles manufactured from 100% recycled materials, reducing the requirement for virgin plastic within the product packaging.

PACKAGING AND MATERIALS

Packaging has an essential role in protecting medical and first aid products, maintaining hygiene and providing important product information. Our challenge is to meet these requirements while reducing environmental impact wherever practical.

We continue to review products and packaging to identify opportunities to remove unnecessary materials, reduce the amount required, introduce alternatives and improve recyclability.

Remove
Eliminate Unnecessary Materials
Review products and packaging to identify elements that are no longer required.

Reduce
Use Less
Reduce the amount of material required while maintaining product performance and protection.

Replace
Choose Better Alternatives
Introduce, recycled, recyclable and alternative materials where appropriate.

Consider What Happens Next
Improve Recyclability
Consider end-of-life when making material and packaging decisions.





OUR PEOPLE

- Employee Wellbeing
- Learning and Development
- Employee Engagement
- Health and Safety
- Diversity and Inclusion

EMPLOYEE WELLBEING

Supporting the health and wellbeing of our people is an important part of creating a positive place to work. Our approach combines employee benefits with policies that support work-life balance, provide flexibility and help colleagues through different stages of their working and personal lives.

We continue to review the support available to our people, recognising that wellbeing encompasses physical and mental health, time away from work, family responsibilities and maintaining a healthy balance between working and personal lives.

Supporting Health and Wellbeing

Our employee offering includes a range of benefits designed to support health and wellbeing, including:

- Healthcare Cashback
- Employee Assistance Programme
- Life Insurance
- Subsidised Gym Memberships
- Cycle to Work Scheme
- Retail Discounts

Where colleagues experience ill health, our approach focuses on providing appropriate support during absence and helping people return to work safely. This can include Occupational Health support, workplace adjustments and modified duties where appropriate.

For longer-term absence, the Sickness Absence Policy also provides for measures including reduced hours, lighter duties, rehabilitation and redeployment where appropriate.

Supporting Work-Life Balance

We recognise the importance of giving colleagues appropriate time away from work. Employees are encouraged to use their annual holiday entitlement, while additional initiatives provide greater flexibility around how colleagues manage their time.

Up to 5 Days

Additional annual leave available to purchase each year.

Birthday Day Off

Additional time away from work to celebrate an employee's birthday.

2 Paid Days

Available for volunteering each year.

Supporting Different Life Stages

Our policies provide additional support when colleagues need time away from work for important personal and family circumstances.

This includes maternity and paternity leave, neonatal leave, carers leave, compassionate leave, dependant leave and parental leave, helping provide flexibility and support when it is needed.

Flexible Ways of Working

Hybrid working is available for eligible roles where operational requirements allow, providing additional flexibility while maintaining collaboration, performance and customer service. The approach also recognises the importance of appropriate rest, downtime and maintaining employee wellbeing when working remotely.

Our approach to working time also aims to reduce overtime wherever possible, limiting additional hours to where they are necessary to meet operational requirements.

LEARNING AND DEVELOPMENT

One of our priorities is to create opportunities for colleagues to develop their careers within Crest Medical. Internal training and development play an important role in supporting this, helping employees build the skills, knowledge and experience needed to progress within the business.

During the reporting period, 50% of all vacancies were filled through internal promotions or transfers, demonstrating our commitment to recognising talent, investing in development and providing long-term career opportunities.

Supporting internal progression enables us to retain valuable knowledge, strengthen employee engagement and develop future leaders from within our organisation.

Developing Our People

We want our people to have opportunities to learn, develop and progress throughout their careers at Crest Medical. Our approach combines structured onboarding, role-specific development, compliance training and opportunities for employees to build the skills and experience needed to progress within the business.

Development begins from the start of an employee's career with Crest Medical and continues through ongoing training, coaching and opportunities to take on new responsibilities.



50%
of all vacancies are filled internally

Training Across Our Business

Employees have access to internal and external training based on their role and development needs. Mandatory eLearning also helps maintain knowledge across important compliance areas, while more specific training supports employees in developing the skills required within their roles.

Development opportunities are regularly reviewed as our business and the needs of our people continue to evolve.

Mandatory E-learning:

- 100% completed Equality and Diversity Training
- 100% completed Modern Slavery Training
- 100% completed Anti-Bribery Training
- 100% completed Sexual Harassment Training
- 100% completed Business and Ethics Training

Employee Focus: Jade Ward, Assistant Warehouse Manager

Throughout 2025, Jade completed her Operational Management Level 5 course, involving training and assessments across a variety of areas of operational management including: leadership; team management; operational planning; project management; risk mitigation and management; finance; problem solving; change management; and continuous improvement.

> "The course has helped me become more confident in my role and has given me a better understanding of why we do things the way we do. I have been able to use what I have learned when planning the day-to-day running of the warehouse, managing and supporting staff, dealing with problems and making decisions."



Jade Ward
Assistant Warehouse Manager, CMI

EMPLOYEE ENGAGEMENT

Creating a positive workplace means keeping our people connected, recognising their contributions and giving colleagues opportunities to engage with the wider business.

Throughout the reporting period, we have continued to strengthen internal communications across Crest Medical through regular company updates, All Hands Meetings and initiatives that recognise the contribution of our people.

63 Kudos Awards

Recognising colleagues nominated by fellow team members, with nominees given the chance to win a prize each month.

16 Company Updates

Keeping Colleagues informed about news, developments and activity across businesses.

4 All Hands Meetings

Bringing colleagues together to hear about business performance, priorities and developments.

Recognising Our People

Our Kudos Awards give colleagues the opportunity to recognise team members for their contribution. During the reporting period, **63 Kudos Awards** were given, with nominated employees also receiving the chance to win a prize.

This provides a simple way for colleagues to recognise the efforts and achievements of people across the business.



Keeping Everyone Connected

Regular communication helps ensure employees understand what is happening across Crest Medical and how the business is developing.

During the reporting period, we delivered **16 company updates** and held **4 All Hands Meetings**, providing regular opportunities to share important information and keep colleagues connected with the wider organisation.

Employee Forum

Our Employee Forum provides another channel for colleagues to share ideas and suggest improvements to the employee experience.

Meeting quarterly, the forum gives employees an opportunity to contribute ideas and raise topics that matter to them. Previous feedback has resulted in tangible changes, including the introduction of our **Birthday Day Off Policy**.

HEALTH AND SAFETY

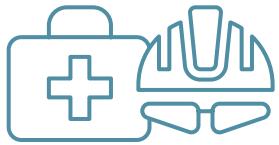
Driving Continuous Improvement in Workplace Safety

Maintaining a safe and healthy working environment remains one of Crest Medical's highest priorities. Our approach focuses on identifying and managing workplace risks, preventing incidents and continually improving health and safety standards across our operations.

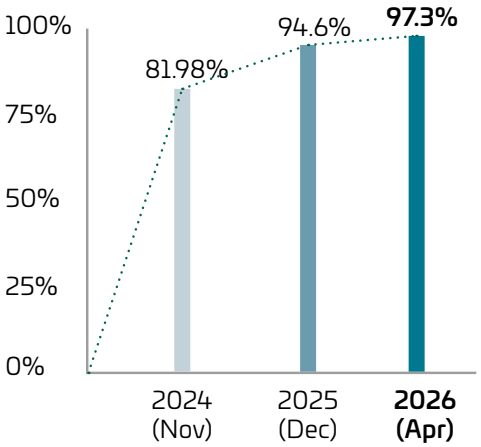
We work with external health and safety consultancy Rhino Safety to provide independent advice, support and guidance, alongside regular monitoring of workplace safety performance.

Rhino Safety Inspection Compliance





Steady year-on-year improvement in workplace safety inspection compliance across Crest Medical Operations.



+15.3 Percentage Points

Rhino Safety inspection compliance improved by 15.3 percentage points between November 2024 and April 2026, demonstrating continued progress in proactive health and safety management.

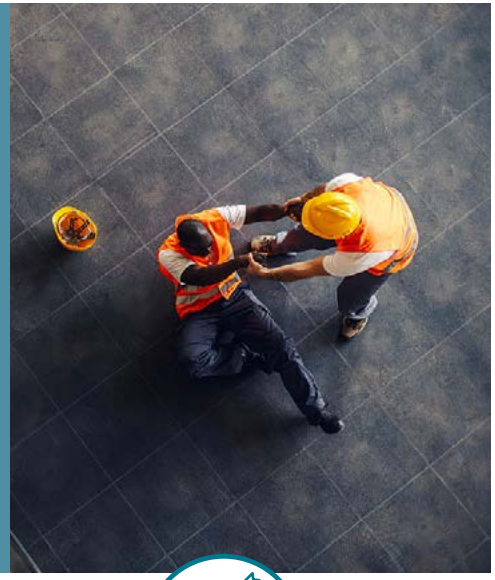
Health and Safety Performance

Alongside our improving inspection compliance, Crest Medical recorded:

- No RIDDOR Reportable Accidents

Supported by:

- Ongoing accident and incident monitoring
- Regular workplace inspections
- Continuous review of corrective and preventative actions.



Proactive Risk Management

Our health and safety approach is built around identifying hazards before they result in harm.

Workplace risks are assessed, appropriate controls are implemented and assessments are monitored and reviewed to ensure they remain relevant as our operations change.



DIVERSITY AND INCLUSION

Creating an Inclusive Workplace

We are committed to creating a workplace where everyone is treated fairly, with dignity and respect, and has the opportunity to contribute, develop and progress.

Our Equality, Diversity and Inclusion Strategy recognises inclusion as a guiding principle across our business, while our policies provide a framework for fair recruitment, development and career progression.

Our Workforce

59% Female Workforce

60% Female Leadership

49% Ethnically Diverse Workforce

Equal Opportunities

Our approach is designed to provide fair and equal opportunities throughout employment. Recruitment and promotion decisions are based on objective, work-related criteria, while employees are provided with equal opportunities to access training, development and career progression.

Dignity and Respect

Inclusion also means creating an environment where people feel respected and able to work without discrimination, bullying or harassment. Our Dignity at Work Policy establishes a zero-tolerance approach to bullying and harassment and reinforces every employee's right to work free from intimidation.



Supporting the Armed Forces Community

Our support for the Armed Forces community is reflected in our Armed Forces Recognition Silver status and our Reservist Policy. Crest Medical recognises the contribution Reservists make to the Armed Forces, their communities and the workplace, and is committed to ensuring Reservists are not disadvantaged because of their service.

ARMED FORCES COVENANT
EMPLOYER RECOGNITION SCHEME
SILVER AWARD



COMMUNITIES

- Supporting Our Communities
- Supporting Our Local Community
- Responding Where Support is Needed

SUPPORTING OUR COMMUNITIES

As a healthcare business, supporting people and communities extends beyond the products and services we provide every day. We aim to make a positive contribution through charitable giving, local partnerships, employee involvement and the donation of healthcare products where they can make a meaningful difference.

During the reporting period, our support ranged from investment in our local Warrington community to product donations supporting humanitarian responses overseas.

Our Community Impact

£10,000
Charitable Donations

Giving Our People Time to Make a Difference

Our Volunteering Policy forms part of our wider sustainability agenda and recognises the benefits volunteering can create for our employees, our business and our communities.

Up To 2 Days Paid Volunteering Leave Per Year

Eligible employees can request up to two days of paid leave each year to take part in voluntary activities, including opportunities addressing social or environmental issues.

Our Community Support



Charitable Giving

Supporting charities and organisations through financial donations and fundraising.



Local Communities

Working with local partners and supporting our people to contribute their time and skills.



Humanitarian Support

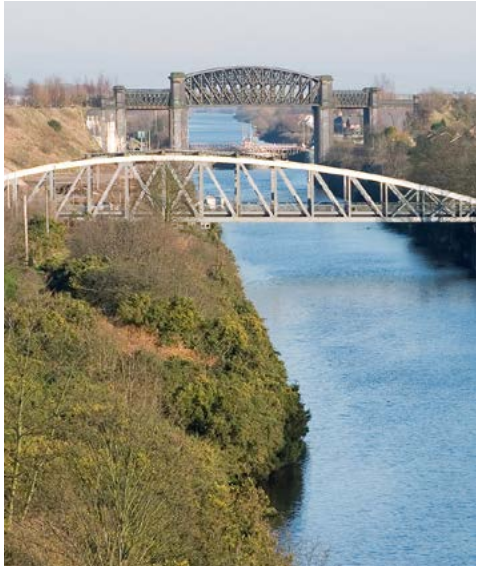
Providing healthcare products and essential supplies to communities affected by emergencies and humanitarian crises.

SUPPORTING OUR LOCAL COMMUNITY

Making a Difference Locally

Supporting our local community of Warrington and Cheshire, is an important part of our wider social impact. We work with local organisations and charities to provide practical support and contribute to initiatives addressing needs within our community.

A key part of this approach is our involvement with the Warrington Fund, alongside direct support for local charities and organisations.



Working Together to Create Lasting Local Impact

Crest Medical supports the Warrington Fund, a collaborative initiative led by Cheshire Community Foundation that brings together local businesses, charities and public services to support communities across Warrington.

By pooling resources, the Fund is able to direct support towards local organisations working with people experiencing poverty, loneliness, poor mental health, homelessness and other challenges.

Warrington Fund Impact

- ✓ **£155,000+ Grants Awarded**
- ✓ **23 Community Projects**
- ✓ **17,106 Residents Supported**
- ✓ **128 Volunteers Engaged**

Practical Support in Our Community

Alongside our involvement with the Warrington Fund, we have supported local organisations through healthcare equipment, products and other practical assistance.

CHESHIRE COMMUNITY FOUNDATION

3 Defibrillators Donated

Supporting access to life-saving equipment within the local community.

Room at the Inn
Homeless Charity

Room At The Inn

Supporting the Warrington-based homeless charity over the Christmas period.

Product Support

Providing healthcare products and stock to support local organisations and community initiatives.

RESPONDING WHERE SUPPORT IS NEEDED

Making a Difference Nationally

As a healthcare business, we are in a position to provide practical support when communities are affected by emergencies and humanitarian crises.

Alongside our financial charitable giving, we donate healthcare products and essential supplies where they can make a meaningful difference, working with partners to help get appropriate products to the people and communities that need them.

Venezuela Earthquake Response

Following the earthquake response in Venezuela, Crest Medical provided healthcare products to support humanitarian relief efforts and help essential supplies reach affected communities.

£5,000+

of Products Donated

Using our products to make a difference

The ability to donate healthcare products allows us to contribute in a way that is directly connected to our expertise as a business.

From first aid and medical supplies to other essential healthcare products, these donations provide practical support to organisations responding on the ground.

Continuing Our Support for Ukraine

As part of our ongoing support for those affected by the war in Ukraine, we donated another pallet of first aid supplies to help provide essential treatment and care for the injured. Building on our previous contributions, this donation aims to get vital medical supplies to those who need them most, supporting the continued efforts to care for people affected by the conflict.





RESPONSIBLE PRACTICES

- Business Ethics and Code of Conduct
- NHS Modern Slavery Assessment Tool (MSAT)
- Policies and Compliance
- Privacy and Data Protection
- Risk Management

BUSINESS ETHICS AND CODE OF CONDUCT

Business with Integrity

Integrity, honesty and respect are fundamental to how Crest Medical operates. Our policies and Code of Conduct establish clear expectations for how our people behave, make decisions and represent the business.

Every employee has a role in protecting the culture and reputation of Crest Medical, with responsibility for acting professionally, treating others fairly, complying with company policies and speaking up where standards are not being met. This reflects the principles established within The Crest Way.

The Crest Way

Our Code of Conduct sets out the behaviours and standards expected across Crest Medical, helping translate our values into the way we work every day.



Integrity

Act honestly, comply with the law and take responsibility for our actions.



Respect

Treat colleagues, customers and other stakeholders professionally and fairly.



Accountability

Take responsibility for performance, decisions and the quality of our work.



Speak Up

Communicate openly and raise concerns or opportunities for improvement.

Zero Tolerance of Bribery and Corruption

Crest Medical is committed to maintaining high standards of ethical conduct and integrity and does not tolerate bribery or corruption by employees or those acting on behalf of the business.

Gifts and Hospitality

Gifts and hospitality are managed through established controls to ensure legitimate business activity does not improperly influence procurement or other business decisions.

Appropriate, Proportionate, Recorded and Transparent

Encouraging People to Speak Up

Our Whistle Blowing Policy provides a formal route for employees and others working with Crest Medical to raise concerns about suspected wrongdoing. Concerns are handled objectively, confidentially and sensitively, with protections in place for those raising legitimate concerns.

Ethical Conduct in Practice

0 Bribery or Corruption Incidents

0 Whistleblowing Incidents

NHS MODERN SLAVERY ASSESSMENT TOOL (MSAT)

Protecting Human Rights in Our Supply Chain

Crest Medical is committed to preventing modern slavery, forced labour and human trafficking through robust due diligence across our operations and supply chain.

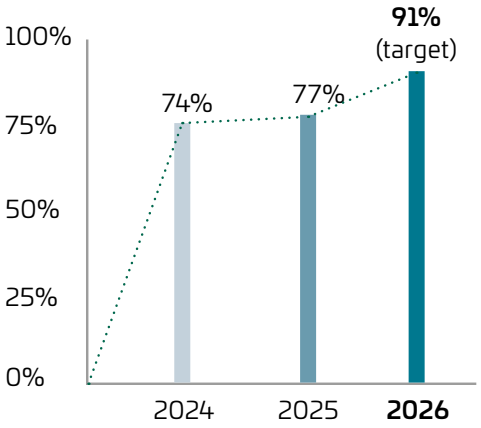
We recognise that responsible sourcing extends beyond legal compliance and requires continual improvement, transparency and engagement with our suppliers. We assess our approach against recognised best practice and continue to strengthen our policies, governance and supplier due diligence processes.

Modern Slavery Assessment Tool

Crest Medical uses the NHS Modern Slavery Assessment Tool (MSAT) to benchmark the maturity of our approach to ethical sourcing and supply chain governance.

Our performance has continued to improve as we strengthen our governance framework, expand supplier engagement and enhance our due diligence processes.

Our Progress



Strengthening Our Approach

Our progress is supported by continued development of our responsible sourcing programme

Supplier Risk Management

Strengthening how sustainability and ethical risks are identified and managed.

Supplier Engagement

Increasing engagement with suppliers around sustainability and responsible business practices.

Enhanced Due Diligence

Strengthening Modern Slavery due diligence, supplier ESG risk assessments and sustainability questionnaires.

Governance and Oversight

Increasing Board oversight of ESG and responsible sourcing and strengthening the policies that underpin our approach.

Why This Matters

Improving our MSAT performance demonstrates continued progress in the systems used to identify, assess and manage modern slavery risks across our supply chain.

Our approach is focused not only on compliance, but on increasing supplier transparency, embedding ethical sourcing into procurement decisions, strengthening due diligence and improving governance and accountability.

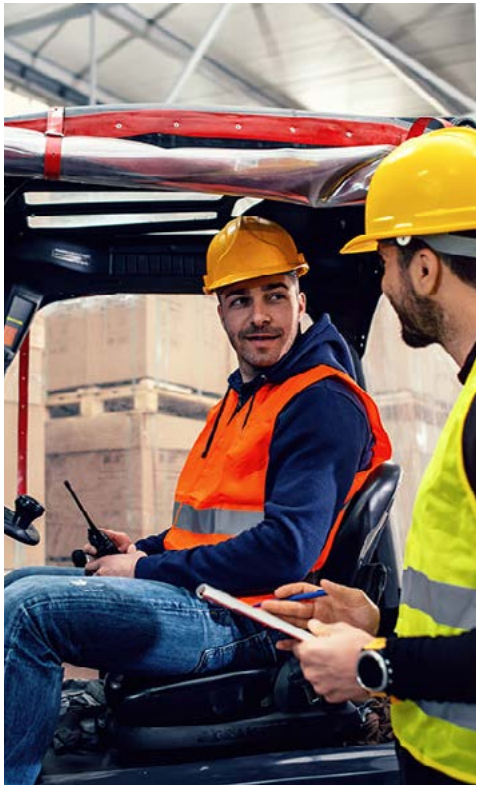
Looking Ahead

During 2026, our priorities include completing sustainability and ethical risk assessments for strategic suppliers, expanding supplier engagement and improvement plans, increasing ESG and Modern Slavery data collection and reviewing high-risk suppliers annually.

POLICIES AND COMPLIANCE

Our policies and procedures provide the framework for responsible decision-making across Crest Medical. They establish clear expectations for our people and help us maintain consistent standards across employment, ethical conduct, health and safety, environmental responsibility, data protection and our supply chain.

Together, these policies support our wider ESG commitments by providing clear standards for how we operate, manage risk and maintain accountability across the business.



Our Policy Framework

People and Employment

Policies supporting fair and consistent employment practices, employee rights and appropriate workplace standards.

Ethics and Conduct

Policies establishing expectations around integrity, responsible behaviour, anti-bribery, whistleblowing and ethical business practices.

Privacy and Information

Policies governing the responsible collection, use, retention and protection of personal and business information.

Health, Safety and Environment

Policies supporting safe working practices, environmental responsibility and the management of health, safety and environmental impacts.

Regulatory Compliance

Policies and procedures supporting compliance with applicable product and regulatory requirements, including REACH requirements relating to substances used within articles, packaging components and accessories and specifically ISO 13485 standards for our core business.

Responsible Supply Chain

Policies and procedures establishing expectations for responsible sourcing, supplier assessment, labour standards, ethical trading and environmental performance.

See Page 61 for more information on Crest Medical policies →

PRIVACY AND DATA PROTECTION

Protecting Information

Protecting the information entrusted to Crest Medical is an important part of operating responsibly. We are committed to maintaining appropriate privacy, personal data protection and information security practices across our business.

As the way we collect, store and use information continues to evolve, we recognise the importance of maintaining the confidentiality and security of personal and business information.





Our Approach

Privacy

Providing clear information about how personal data is collected and used, while ensuring employees understand their choices and rights.

Data Protection

Maintaining policies and procedures to support the appropriate collection, storage, use and protection of personal information.

Information Security

Establishing clear expectations around the appropriate use of information systems and protecting valuable company resources.



Policies That Protect Our Information

Data Protection Policy

Sets out our approach to the responsible handling and protection of personal data.

Employee Privacy Notice

Provides employees with information about the collection and use of their personal information and their associated rights.

Information System Security Policy

Establishes expectations around the appropriate use of company information systems and the protection of business resources.



Building Awareness

Technology and policies alone cannot protect information. Employees also have an important role in maintaining data security.

Crest Medical uses its eLearning platform to provide compliance training based on employee roles and responsibilities, with Information Security included among the mandatory training modules identified in the previous reporting period

0

Information Security or Data Protection Incidents in the Reporting Period

RISK MANAGEMENT

A Risk-Based Approach to Responsible Business

Effective risk management supports Crest Medical's ability to make informed decisions, protect the business and deliver our strategic objectives.

Our approach considers risks that could affect our financial performance, reputation, operations and wider environmental, safety and societal responsibilities.

Our Key Risk Areas

Strategic
Business continuity, market changes and achievement of strategic objectives.

Regulatory
Medical device regulation and wider legal and regulatory requirements.

Operational
Processes, people, technology, information technology and cyber security.

Financial
Financial performance, investment and business stability.

Our Risk Management Process



Risks are assessed according to their likelihood and potential impact, with appropriate actions and controls established according to the resulting level of risk.



Governance and Oversight

The Board maintains oversight of significant risks and establishes Crest Medical's strategic approach and risk appetite. Corporate and process risks are reviewed annually, with the results forming part of the Management Review process.



Risk Across Our Business

Our risk-based approach extends into specific areas including medical device risk, supplier risk and operational risk, supported by dedicated assessment and monitoring processes.



APPENDIX

- Policies
- Certifications

POLICIES



Environmental Management, Carbon Performance, Waste and Circularity, Sustainable Operations

- QP 238 – Environmental Management Policy
- QC 002 – Health and Safety Policy
- QC 003 – Environmental Policy
- QC 004 – Waste Management Policy
- QC 005 – Hazardous Waste Policy
- QC 006 – PPWR Policy
- QC 007 – Environmental Responsibility and Governance
- QC 176 – Crest Corporate Risks
- QC 215 – Business Continuity Plan
- PP023 – Sustainable Travel Policy
- PP 038 – Electric Car Charging Policy
- Carbon Credit Retirement Certificate



Employee Wellbeing, Equality and Inclusion, Health and Safety, Learning and Development

- QP 103 – Training
- QC 002 – Health and Safety Policy
- QC 065 – Training Form
- QC 066 – Training Plan
- QC 226 – Equality Diversity Inclusion Strategy
- QC 241 – Safeguarding Policy
- QC 247 – Labour Standards Policy
- PP 005 – Maternity Policy
- PP 006 – Paternity Policy
- PP 008 – Dignity at Work Policy
- PP 009 – Equality Diversity and Inclusion Policy
- PP 011 – Buying Annual Leave Policy
- PP 015 – Reservist Policy
- PP 022 – Cycle to Work Policy
- PP 024 – Volunteering Policy
- PP 026 – Hybrid Working Policy
- PP 028 – Overtime Policy
- PP 030 – Whistle Blowing Policy
- PP 033 – Flexible Working Policy



Community Engagement, Charitable Giving, Volunteering and Social Impact

- QC 225 – Social Impact Statement
- PP 024 – Volunteering Policy

POLICIES



Responsible Sourcing, Supplier Engagement, Ethical Procurement and Supplier Assessments

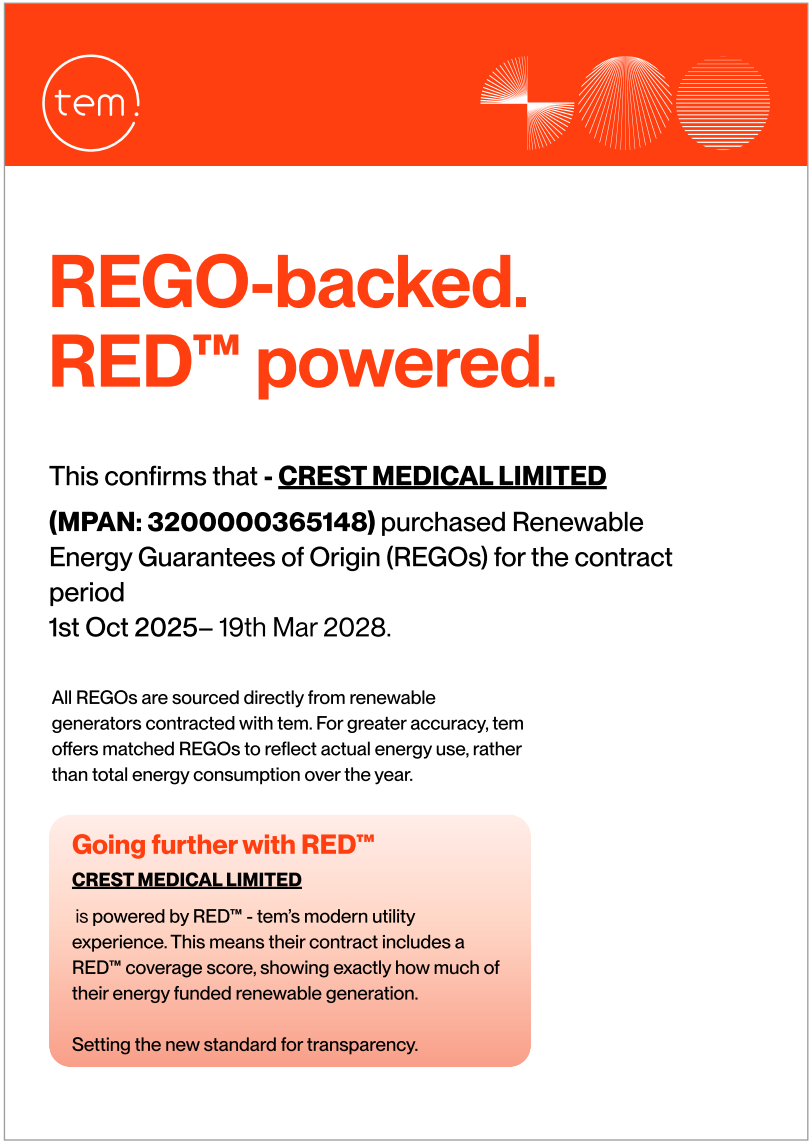
- QP 102 – Supplier Assessment
- QP 235 – Labour Standards Assurance System Manual
- QC 028 – Supplier Assessment Form
- QC 028a – Supplier Environmental Policy Questionnaire
- QC 152 – Code of Conduct for Ethical Trading
- QC 223 – Supplier Environment Policy Questionnaire
- QC 228 – Corporate Social Responsibility and Our Supply Chain
- QC 230 – LSAS Risk Assessment
- QC 233 – LSAS Supplier Assessment Form
- QC 234 – LSAS Internal Audit Report Form
- QC 235 – LSAS Supplier Audit Report Form
- QC 243 – Prompt Payment Policy



Business Ethics, Governance, Risk Management, Compliance and Transparency

- QP 158 – Gifts and Hospitality Policy (Quality)
- QC 002 – Health and Safety Policy
- QC 150 – Fraud Risk Assessment
- QC 151 – Anti-Bribery and Corruption Assessment
- QC 152 – Code of Conduct for Ethical Trading
- QC 158 – Gifts and Hospitality Register
- QC 176 – Crest Corporate Risks
- QC 215 – Business Continuity Plan
- PP 013 – Gifts and Hospitality Policy (People)
- PP 027 – The Crest Way (Code of Conduct)
- PP 029 – Anti-Bribery and Corruption Policy
- PP 030 – Whistle Blowing Policy
- PP 032 – Modern Slavery Statement

CERTIFICATIONS



tem

REGO-backed. RED™ powered.

This confirms that - **CREST MEDICAL LIMITED**

(MPAN: 3200000365148) purchased Renewable Energy Guarantees of Origin (REGOs) for the contract period
1st Oct 2025– 19th Mar 2028.

All REGOs are sourced directly from renewable generators contracted with tem. For greater accuracy, tem offers matched REGOs to reflect actual energy use, rather than total energy consumption over the year.

Going further with RED™

CREST MEDICAL LIMITED

is powered by RED™ - tem's modern utility experience. This means their contract includes a RED™ coverage score, showing exactly how much of their energy funded renewable generation.

Setting the new standard for transparency.



We are Planet Mark Certified

PlanetMark Certified
Business

Business

CREST MEDICAL
For a Healthier Tomorrow

Crest Medical has achieved Planet Mark Certified - Business by reporting its measured carbon emissions, reducing Scope 1 and 2 emissions (market-based) by 83.8% compared to the previous reporting period, and by committing to expand its measurement boundary to measure up to a full carbon footprint.

Emission sources included within this measurement:

Scope 1:	Stationary Fuels, Mobile Fuels
Scope 2:	Electricity
Scope 3:	
Cat. 3:	Fuel and energy-related activities
Cat. 4:	Upstream transportation and distribution
Cat. 5:	Waste
Cat. 6:	Business travel
Cat. 7:	Employee commuting

MARKET-BASED

201.7 tCO_2e
Measured carbon emissions

2.7 tCO_2e
Measured carbon emissions per employee

LOCATION-BASED

243.0 tCO_2e
Measured carbon emissions

Crest Medical have been measuring with Planet Mark for 4 years.

Organisational Boundary:
2 UK sites: Warrington, WA1 2PB & Motherwell, ML1 1PN

Reporting Period:
01 April 2025 to 31 March 2026

The Planet Mark measurement methodology is fully aligned to Greenhouse Gas (GHG) Protocol and all data is reviewed with evidence provided by **Crest Medical.**

To retain Planet Mark Certification members must demonstrate continuous improvement in line with the Planet Mark Net Zero Certification Scheme Rules.

Empowering Zero **planetmark.com**

CERTIFICATIONS



Climate
Positive Action for Planet + People

We are delighted to confirm the retirement of

19 Verified Emission Reductions (VERs)

for

Crest Medical Ltd

on 19/10/2026

Renewable Power Project by Emami Power Ltd - (3x)
Clean Cooking Programme Uganda - (6x)
Mozambique Safe Water Project - (10x)

These credits have been retired, saving 19 tonnes of CO2 emissions from being released into the atmosphere.
Thank you for investing in a safer climate and more sustainable world.

Order number: GSM33544

Gold Standard

Retirement certificates are hosted on the Gold Standard Impact Registry, view your certificate.

Gold Standard | Chemin de Balexert 7-9 1219 Châtelaine, International Environnment House 2, Switzerland | goldstandard.org. +41 22 788 70 80, help@goldstandard.org

CREST MEDICAL

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