Kimal Plc

SUSTAINABILITY & IMPACT REPORT 2025-2026



KIMAL

delivering healthcare innovation

LEADING SUSTAINABILITY

M. Press

Matthew Press
CEO, Kimal Plc



When we first started talking at Kimal about sustainability and a wider ESG programme I am happy to admit there was a part of me that wondered whether a company of our size, in an industry as complex as medical devices, could genuinely move the needle.

The answer, I have come to believe, is yes, but it requires us to be brave enough to look at all aspects of our business.

Sustainability, and more broadly ESG, matters to Kimal for one straightforward reason – the Kimal Mission is to "provide treatment solutions to support best-in-class patient outcomes". Therefore a world, whether that be for our patients or staff, that is healthier and more sustainable is one in which that mission becomes easier, not harder. It is with pride that I say we are on the journey to achieving our Mission.

In terms of that journey this past year has given us real cause for pride. Achieving our Carbon Literacy accreditation was a meaningful step, not simply as a credential, but because it signals a genuine shift in how our people think both at work and in their day to day lives. Winning the Medilink Sustainability Award was a welcome acknowledgement of that progress from our wider industry community, and receiving a CDP B score and EcoVadis Bronze tells me we are building something credible.

Perhaps most significantly, we have now completed our full Scope 3 emissions mapping. This was not a straightforward task and ultimately gave us tens of thousands of new data points. However, understanding where carbon sits across our supply chain, logistics and products is the foundation for everything that follows. Without that clarity and understanding, any net zero commitment risks becoming little more than words. Therefore we can state that we know what is needed to achieve net zero by 2045.

We know that journey will have challenges, some of which we can already see. For example, the global differences on net zero targets and national regulatory requirements will present a challenge through their impact on international supply chains that we all rely on.

Looking ahead, our Scope 3 data will allow us to move from insight to the next stage of corporate action. Our priority will be working on our carbon hotspots and addressing them in a structured and meaningful way. Equally, we want to do more for our customers, providing them with the data, knowledge and product options that allow us to go on the journey together. Our Mission is only achieved through collaborative working with all stakeholders.

I am excited about the next stage of this journey whilst also proud of what we have achieved to date.

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ABOUT US

Kimal Plc is a UK-based manufacturer and supplier of medical devices and pharmaceuticals to healthcare systems around the world. Annually we produce and supply over 3 million products to global healthcare systems across several specialties; our solutions support a range of clinical teams including cardiology, radiology, laparoscopy, cardiac surgery, critical care, renal and maternity.



OUR JOURNEY

Founded in **1964** by George and Diana Press, Kimal Plc has grown from a small family business, operating out of a garden shed in Uxbridge, to an international healthcare organisation with **over 450 employees**. Over 62 years, Kimal Plc has shifted from distribution to advanced medical device manufacturing and innovation while maintaining a commitment to quality, long-term value, and responsible business.

KIMAL PLC AT A GLANCE

1964
Founded

450+
Employees

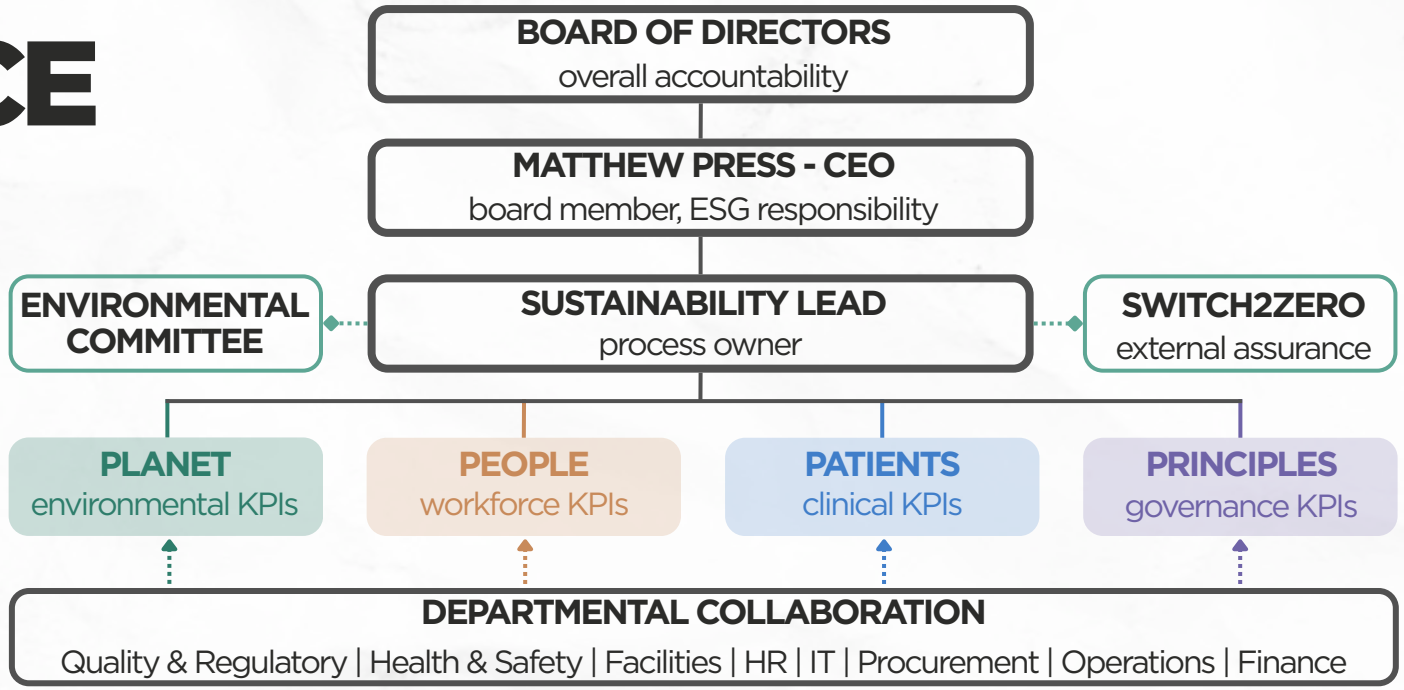
70+
Healthcare markets

2 million+
Packs manufactured annually

GOVERNANCE

Oversight, seniority and accountability

Clear governance ensures our sustainability strategy is embedded across the business, with accountability from the top and data-driven action at every level.



collaboration across functions delivers better decisions, greater efficiency and measurable impact



GOVERNANCE IN ACTION

ENVIRONMENTAL COMMITTEE

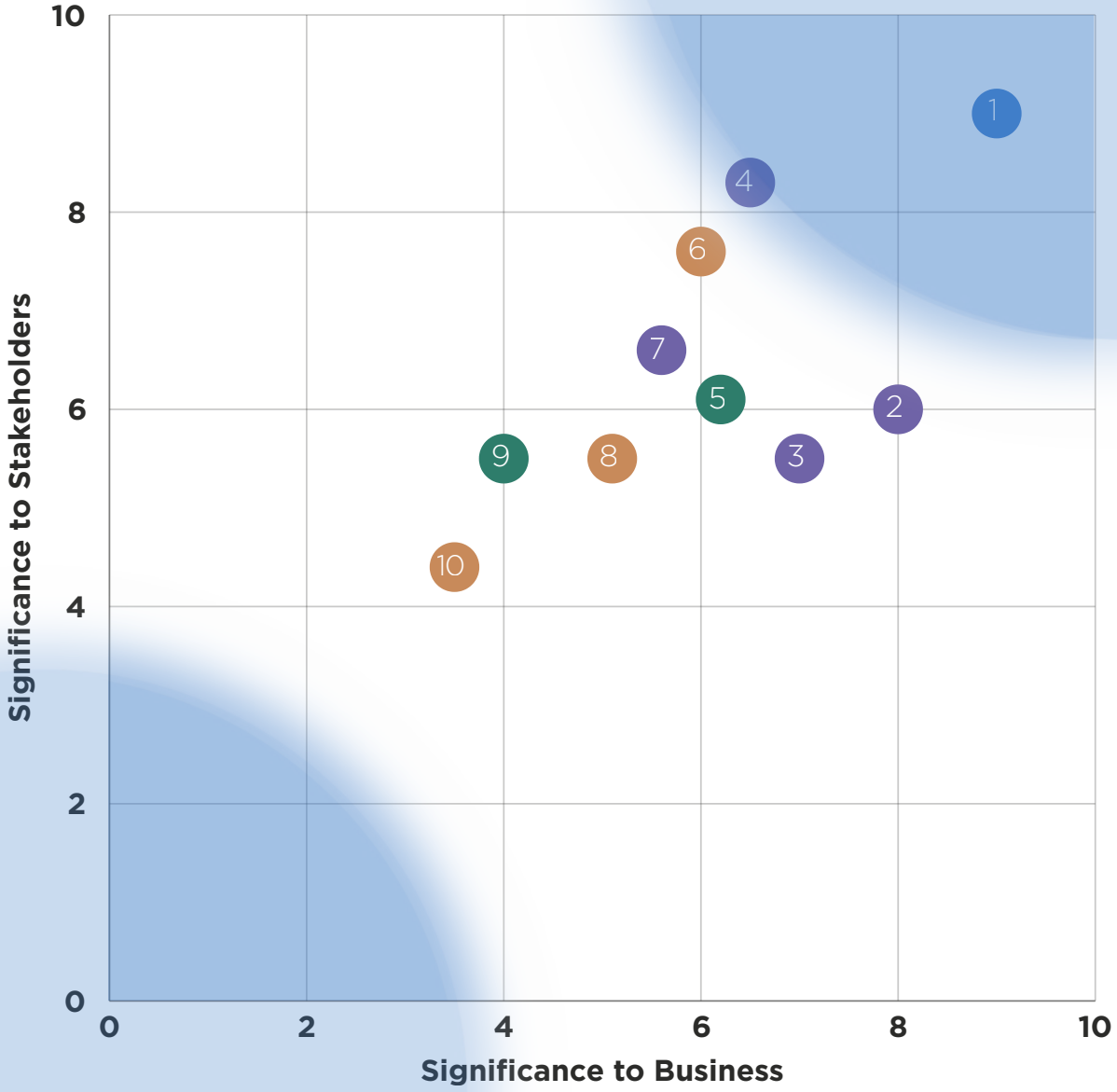
OPERATIONS
optimises warehouse processes to reduce waste and emissions

FACILITIES
manages building functions to improve efficiency

PROCUREMENT
drives sustainable sourcing and supplier engagement

R&D
reduces impact through material and design

WHAT MATTERS MOST



1. Product safety, quality & regulatory compliance
2. Anti-bribery, ethics & governance
3. Information security & data privacy
4. Modern slavery & supply-chain human rights
5. Climate change & GHG emissions
6. Employee health, safety & wellbeing
7. Responsible procurement & supplier ethics
8. Inclusive workplace, fair pay & progression
9. Waste & circular economy
10. Community, apprenticeships & skills

OUR DOUBLE-MATERIALITY ASSESSMENT

Our materiality assessment identifies the sustainability issues that matter most to our stakeholders, our business and the environment. It provides the foundation for our ESG priorities and reporting.

WHY IT MATTERS

A report is only as honest as the questions it chooses to answer. Before writing a word of this one, we set out to understand which sustainability issues matter most, both to the people and planet we affect, and to the long-term health of the business.

HOW WE ASSESSED IT

We took a double-materiality approach, scored internally by senior leadership drawing on our teams' day-to-day knowledge of patients, clinicians, the NHS and international health systems, our suppliers and our regulators. Significance to stakeholders & environment asks how Kimal affects the world around us; significance to business asks how each issue affects our resilience, performance and prospects. As our process matures, we intend to bring more direct stakeholder input into future assessments.

WHAT WE FOUND

Every topic on the resulting matrix matters to us, there is no item here we consider optional. Issues nearer the top right carry more weight for both people and business right now, and earn a larger share of our focus this year. Topics in the middle remain important and are actively managed. Lower priority issues are monitored as risks and opportunities. Every topic is tracked with its own metrics and KPIs; what differs is depth, the highest priority issues carry the most detailed, closely monitored measures, while others are tracked more lightly for now.



Pillar 01 of 04

PLANET

Healthy planet, healthy patients

PLANET

We are reducing our environmental impact through action on climate, energy, waste and resources.



OUR IMPACT IN ACTION

Reducing our footprint
Energy efficiency, renewable energy and smarter resource use are helping us to reduce environmental impact.

Designing out waste
We're improving how we use, reuse and dispose of materials across our operations and supply chain.

Working differently
We're engaging colleagues, suppliers and partners to embed sustainability into everyday decisions.

OUR PRIORITIES

1. **Reduce emissions**
   Decrease our operational emissions and increase renewable energy generation.
2. **Understand our value chain**
   Using our complete and verified emission data to continue identifying emission reduction initiatives.
3. **Building climate knowledge**
   Rolling out Carbon Literacy training across the organisation and our suppliers.

CONTRIBUTING TO THE SDGS

13 CLIMATE ACTION	7 AFFORDABLE AND CLEAN ENERGY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	6 CLEAN WATER AND SANITATION	15 LIFE ON LAND
Measuring emissions to drive meaningful climate action	Investing in renewable energy for a cleaner future	Diverting waste from landfill and improving resource efficiency	Managing water discharge to protect water quality	Establishing biodiversity baselines to guide future action

PROGRESS & TARGETS

Where we are → **where we're going**



277

tCO2e Scope 1 & 2 GHG emissions

Target:

0 tCO2e
by 2035



on track



16,668

tCO2e Scope 3 GHG emissions

Target:

1,667 tCO2e
by 2045



on track



100%

Scope 1, 2 and 3 emissions verified

Target:

100%
by 2026



target achieved



219

MWh on-site renewable electricity generation

Target:

750 MWh
by 2035



on track



2,467

M^3 water consumption

Target:

1500 M^3
by 2035



on track

OUR FOOTPRINT

We are taking action across our operations, supply chain, and products to reduce emissions and protect the environment for a healthier future.



Our Approach

MEASURE
our environmental impacts and GHG emissions across Scope 1, 2 and 3

REDUCE
emissions through efficiency, renewables and smarter operation

COLLABORATE
with suppliers and partners to drive impact across the value chain

INNOVATE
for lower impact and circularity, advancing sustainable healthcare

TIMELINE

2025-2028
- Solar and renewable energy live
- Top suppliers engaged
- SBTi submission

2028-2032
- Low-carbon materials introduced
- Freight partner collaboration scaled

2032-2038
- Scope 1 & 2 Net Zero achieved
- Scope 3 reduction targets progressed

2038-2045
- Deep Scope 3 decarbonisation with suppliers
- Full Net Zero across all scopes

KEY PERFORMANCE INDICATORS

42% reduction in Scope 1 & 2 emissions by 2035 (vs FY2025/26)

Zero to landfill by 2028

100% renewable energy across both UK sites

Full biodiversity baseline completed

TWO SIDES



ONE FUTURE

OUR EXPOSURE

We assess how climate change and nature loss could affect our business, our supply chain, and our ability to deliver for patients.

Our Criteria

DEPENDENCIES
are the aspects of a stable climate that our operations rely on to function.

IMPACTS
are the effects our operations and value chain have on the climate.

RISKS
physical, regulatory, technology, market, reputation and liability

OPPORTUNITIES
are the ways in which our response to climate-related elements could benefit us

SCENARIO ANALYSIS AT A GLANCE

Net Zero 2050 (orderly)
- **Assumption**: progressive tightening of emissions requirements
- **Implication**: increased need for credible emission targets
- **Impact**: potential NHS revenue loss from unmet requirements
- **Response**: maintain our Net Zero pathway, informed by emission data

Delayed Transition (disorderly)
- **Assumption**: rapidly increased transition costs from delayed policy action
- **Implication**: impacted manufacturing costs and investment requirements
- **Impact**: higher transition costs could put pressure on margins
- **Response**: accelerate decarbonisation investment

Current Policies (hot-house world)
- **Assumption**: continued high emissions and increasing climate hazards
- **Implication**: climate-vulnerable suppliers experience greater disruption
- **Impact**: potential revenue loss from supply disruption
- **Response**: diversify sourcing where appropriate

MAPPING WHAT MATTERS

By understanding what we depend on, where we create impact, the risks we face and the opportunities ahead, we can make better decisions today for the future

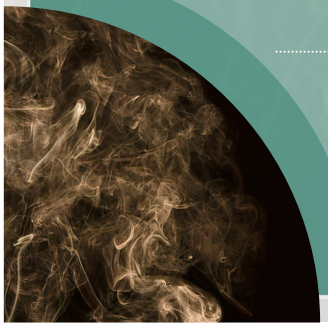
DEPENDENCIES

GRID ELECTRICITY SUPPLY	Essential for 24/7 cleanroom operations and regulated manufacturing
GAS SUPPLY	Used for site heating - exposed to supply reliability and policy-driven cost
WATER SUPPLY & QUALITY	Critical for sanitation, cleaning and drinkable water across our sites
POLYMER FEEDSTOCKS	Core raw materials used to manufacture our products
GLOBAL LOGISTICS	Reliable freight networks are vital for our supply chain
SITE OPERATIONS	Stable climatic conditions for our warehouses



IMPACTS

Direct emissions from on-site gas use and refrigerant leakage.	**SCOPE 1 EMISSIONS**
Indirect emissions from purchased grid electricity.	**SCOPE 2 EMISSIONS**
Purchased goods, transport, waste, business travel and commuting	**SCOPE 3 EMISSIONS (UPSTREAM)**
Transport, product use, end of life and investments.	**SCOPE 3 EMISSIONS (DOWNSTREAM)**
Manufacturing processes (packaging, deadstock), general and food waste.	**WASTE GENERATION**
Stable climatic conditions for our warehouses	**WATER USE**



RISKS

ACUTE PHYSICAL	Extreme weather events disrupting operations or logistics routes.
CHRONIC PHYSICAL	Gradual climate shifts affecting energy demand and supply chain.
POLICY AND LEGAL	NHS and regulatory requirements, UK ETS and other policies increasing costs and obligations.
TECHNOLOGY	Low-carbon technologies and materials create opportunities, but risk of stranded investment.
REPUTATION	Perceptions of our climate performance among customers, clinicians and industry peers.
LIABILITY	Exposure from inadequate disclosures or failures to meet contractual sustainability commitments.



OPPORTUNITIES

On-site solar generation reduces emissions and reliance on the grid.	**ENERGY SOURCE**
Operational and supply chain efficiency improvements lower cost and emissions.	**RESOURCE EFFICIENCY**
Lower-carbon materials and packaging design, including reusable/recyclable formats.	**PRODUCTS & SERVICES**
Decarbonisation progress supports access to NHS and international tenders and new opportunities.	**MARKETS**
Diversified sourcing and self-generated energy help keep products flowing through disruption.	**RESILIENCE**
Adoption of lower carbon sterilisation methods and manufacturing technologies could reduce emissions and improve efficiency.	**TECHNOLOGY & INNOVATION**

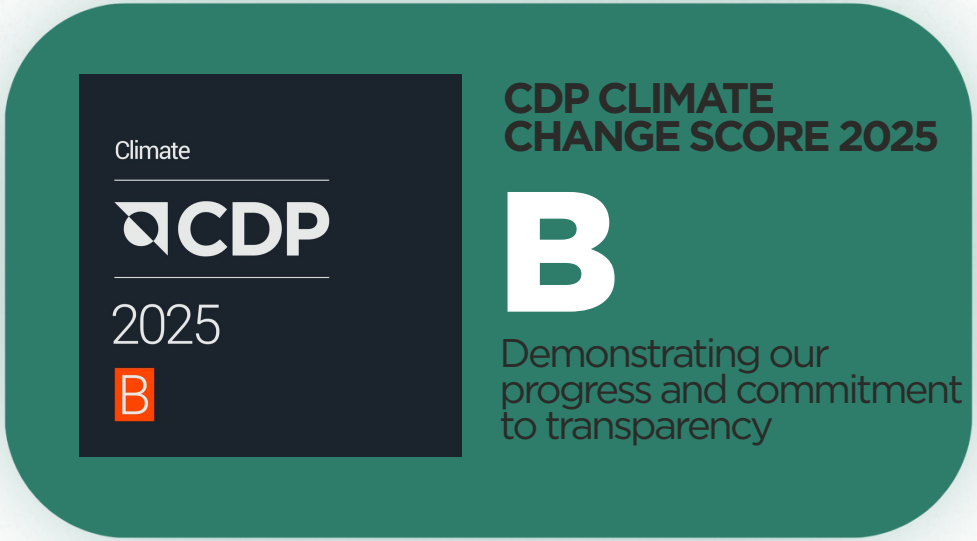


EMISSIONS

Knowing our footprint

You cannot cut what you have not counted. This year we completed our first full **Scope 3 emissions map,** the hardest and most revealing part of our carbon footprint, giving us, for the first time, a verified picture of where our impact truly lies. The great majority sits not in our factory but in our supply chain: the materials we buy and the journeys our products make to more than seventy countries.

That clarity was independently assured, and recognised externally too - our **CDP climate score rose from D to B**. We even asked our own people to help, running a **staff commuting survey** so real data, not estimates, fed the footprint. Knowing the number is not the same as fixing it, but it is where honesty starts.



The road to Net Zero

A target without a plan is just a hope. Ours is net **zero by 2045**, factoring in 10% residual emissions to be offset, with our own operations, Scopes 1 and 2, reaching it by **2035**, on milestones aligned to the NHS Net Zero Supplier Roadmap so we are measured year on year, not only at the finish. The plan tackles the biggest sources first: cleaner energy, lower carbon materials, smarter logistics and closer work with suppliers.

It is not only handed down from the top. We are a certified **Carbon Literate Organisation**, and our second staff **Sustainability Challenge** drew over 40 ideas from across the business, proof that the people closest to the work often see the savings first. In October 2026 Kimal committed to setting near-term and long-term science-based emissions reduction targets with the **Science Based Targets initiative** (SBTi).

2026

FOUNDATION

Baseline established and emissions reduction strategy begins with a complete emissions inventory

2035

SCOPE 1 & 2 REDUCTION

Reduce absolute emissions from our operations to Net Zero

2045

NET ZERO

Achieve Net Zero across our supply chain

OUR SCOPE INVENTORY

SCOPE 1 & 2
Our operations

277
tCO2e

30% reduction vs previous year

SCOPE 3
Our value chain

16,668
tCO2e

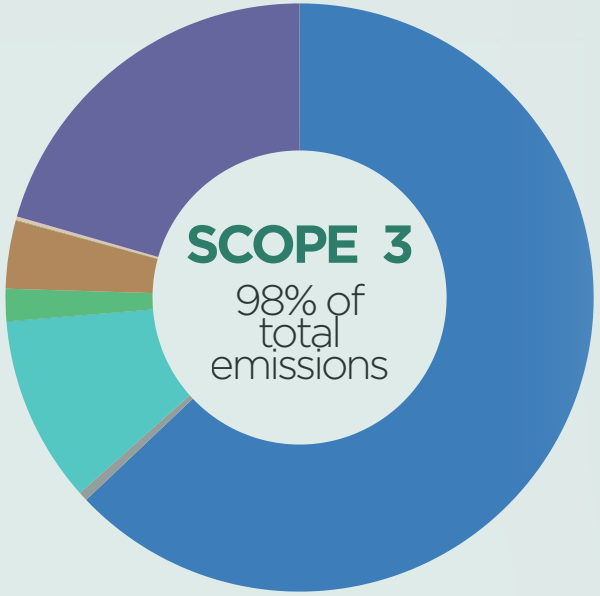
First full Scope 3 inventory

TOTAL
All scopes

16,945
tCO2e

Full scope baseline established

Purchased Goods and Services	62.9%
Fuel-and-Energy Related Activities	0.5%
Transportation & Distribution - Upstream	10.3%
Waste Disposal	0.01%
Business Travel	1.8%
Employee Commuting	3.7%
Transportation & Distribution - Downstream	0.04%
Use-of-Sold Products	0.2%
End-of-Life Sold Products	20.6%
Investments	0.003%



TARGET HOTSPOTS

End-of-Life Sold Products

Transportation & Distribution

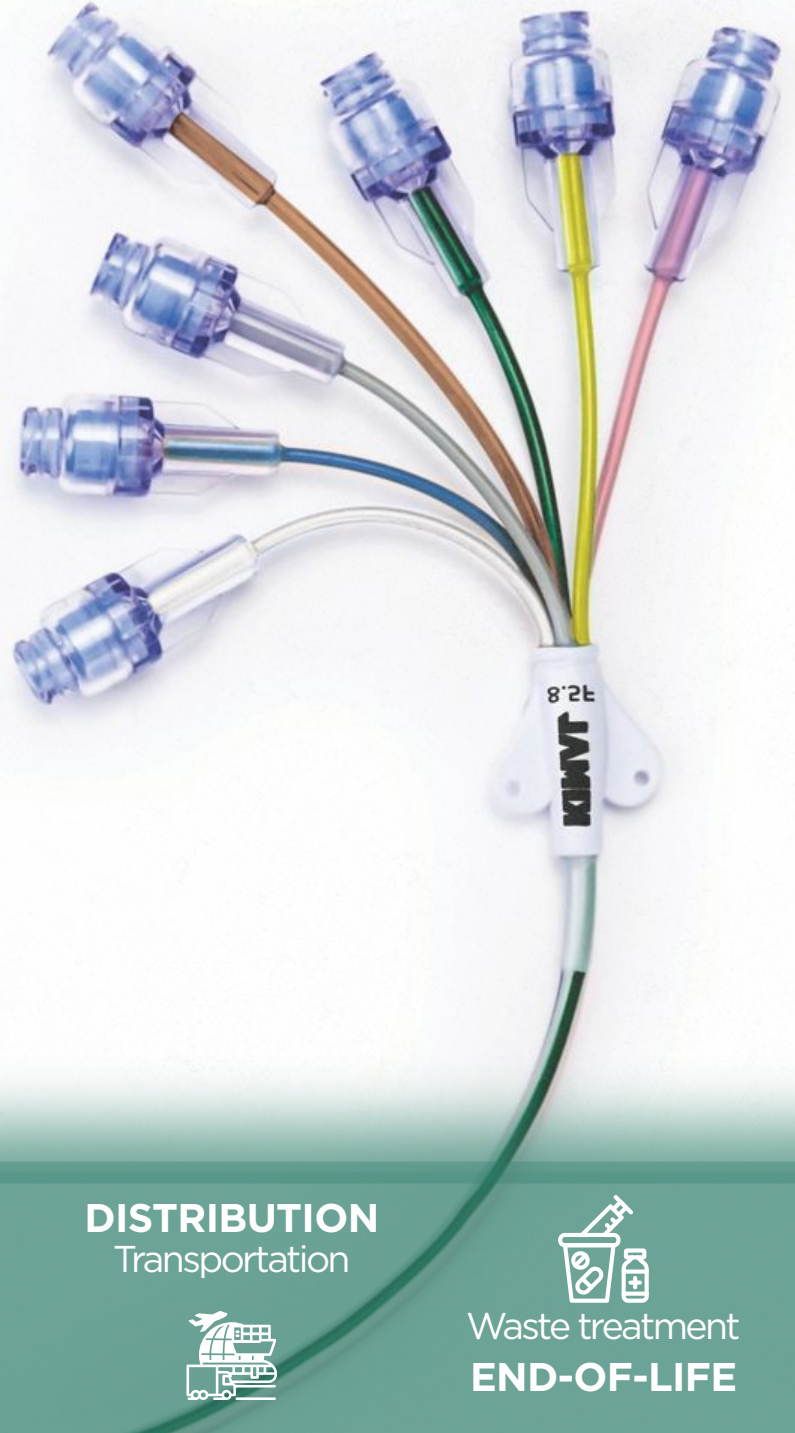
Purchased Goods

PRODUCT IMPACT

Where it really counts

Our biggest environmental lever isn't the factory, it's the product.

Most of our footprint is carried by what we make: the materials, the manufacture, and what happens after a single clinical use. So this is where our long-term effort goes. We are assessing the lifecycle footprint of our product families, designing in lower impact materials, and using less of them wherever sterility and safety allow. We can now offer **product carbon footprint data** to customers, helping the hospitals we supply decarbonise too. Our target is a footprint for **100% of products by 2027**.



CARBON FOOTPRINTS AT A GLANCE

MATERIAL
Extraction

Processing
MANUFACTURING

WAREHOUSING
Storage

Sterilisation
SERVICES

DISTRIBUTION
Transportation

Waste treatment
END-OF-LIFE

DESIGNING FOR LOWER IMPACT

DESIGN

R&D considers material choices and product design opportunities to reduce environmental impact while maintaining the safety, quality and performance our customers expect.

END-OF-LIFE

Clinical contamination presents challenges for medical device disposal. We are improving our understanding of disposal pathways and identifying chances for greater circularity where feasible.

MATERIALS

We are reviewing materials used across our products to identify opportunities to reduce material intensity and consider lower impact alternatives where technically and clinically appropriate.

PACKAGING

We are identifying opportunities to reduce packaging, improve recyclability and optimise packaging formats without compromising product sterility or protection.

PACKAGING

Packaging is the part of our product a clinician handles first and throws away fastest, so it has to earn its place. The cartons our products ship in are made from **82% recycled material**, **fully recyclable** after use, and carry **FSC certification**, so the virgin fibre that remains comes from responsibly managed forests. We have set ourselves a **target of 100% recycled content by 2030.** Getting there depends on recycled fibre performing as reliably as what we use now, and we are working with our suppliers to get there.

Packaging arriving with incoming goods is monitored too, and separated for recycling rather than sent to general waste. We are registered and compliant under both the **Plastic Packaging Tax** and **Extended Producer Responsibility**, which means the packaging we place on the market is recorded by material and weight, and reported annually.



97%

waste diverted from landfill

Zero waste to landfill by 2028

Designing out waste

Patient safety is non-negotiable, but reducing environmental impact is an ongoing opportunity. From the way we design our products to how we operate, we're working to minimise waste wherever possible and the results speak for themselves. We now divert **97% of our manufacturing waste from landfill,** and we are targeting **zero waste to landfill by 2028**.

Our environmental management is independently checked. We recertified our **ISO 14001** certification at Bromsgrove, and a later audit across both sites returned **zero non-conformities,** a clean bill of health that is harder to earn than it sounds.

Making our own power

Every kilowatt we draw is a choice, and increasingly, we make our own. This year we took our biggest single step yet, fitting **955 solar panels** at our Worcester Six site, generating a growing share of its electricity exactly where we use it. Paired with efficiency upgrades to lighting and equipment, every unit we generate is also a direct cut to our Scope 2 emissions. Our aim is to run largely on **self-generated renewable power by 2035.**





We generated roughly 394 tonnes of waste this year. Around 12 tonnes went to landfill and 27 tonnes to energy recovery, with the remainder recycled or otherwise recovered.

Less than 1% was hazardous waste handled by specialist licensed carriers with full consignment and waste transfer documentation. The figures are modest for a manufacturer of our size, and we report them in full rather than only the headline diversion rate.

Managing environmental risk

Our manufacturing does not involve the processes that create significant emissions to air, land or water, but we have confirmed that rather than assumed it.

Every environmental aspect of our sites is identified and scored through our **ISO 14001 management system**, with bunded storage, spill procedures and refrigerant leak checks in place

ISO 14001

We recorded no environmental incidents, spills or complaints this year.

WATER

Not every impact makes headlines. Water is one we keep a careful eye on regardless. Medical device manufacturing uses relatively little, and our own consumption sits at around 2,500m^3 a year, but we monitor it rather than ignore it: tracking consumption, managing discharge to the required standards, and taking the small practical steps that add up, like the low water fittings installed as part of our Bromsgrove refurbishment. **Our target is 1,500m^3 by 2035, a 40% reduction.**





BIODIVERSITY

Biodiversity is an emerging part of our work, and for now we are focused close to home. Our Worcester Six base sits within a development planned with nature at its heart, retained woodland, wildflower meadows and wildlife habitat across the wider site. We are adding to it in our own ways: through our HR recruitment partner, **5,271 trees were planted on our behalf** this year. Our next step is to set a proper baseline for our own sites and improve measurably from it, with at least **two new biodiversity initiatives by 2028**.

Powering Our Future

This year, the roof of our Worcester Six site became one of our most important pieces of environmental equipment. We installed **955 solar panels,** the single largest step we have taken to decarbonise our own operations, and a visible sign of what our net-zero pathway looks like in practice rather than on paper.

DECARBONISATION
54.7tCO2e avoided

INSTALLATION
955 solar panels installed

GENERATION
312.45 MWh generated since installation

The array cuts both our energy bills and our Scope 2 emissions all at once. It sits alongside quieter efficiency work, lighting, controls and equipment, that moves us toward **running largely on power we make ourselves by 2035**. Since installation, our panels have generated **nearly 20%** of our Worcester site's electricity.





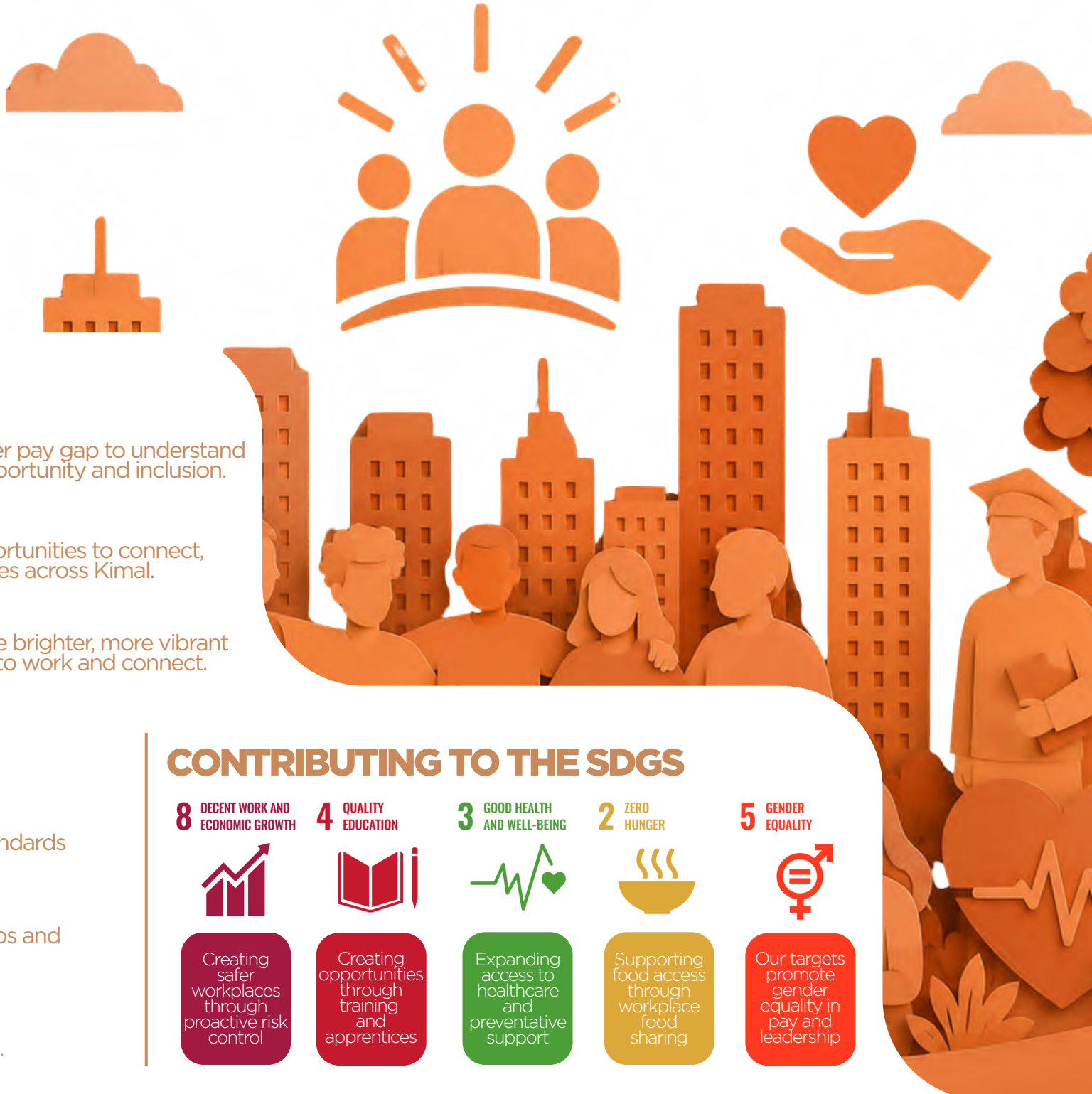
Pillar 02 of 04

PEOPLE

Made by people, for people

PEOPLE

Our people are at the heart of everything we do. We invest in their wellbeing, growth and success.



OUR IMPACT IN ACTION

Creating a fairer workplace
We're using data such as our gender pay gap to understand where we can improve equality, opportunity and inclusion.

Bringing people together
Our Social Committee creates opportunities to connect, have fun and get involved in activities across Kimal.

Investing in our workplaces
Refreshing our workplaces to create brighter, more vibrant and modern spaces for colleagues to work and connect.

OUR PRIORITIES

1. **Everyone home safe**
   Maintain high health and safety standards and a culture of care
2. **Growing our people**
   Investing in learning, apprenticeships and career development.
3. **Everyone belongs**
   Build an inclusive workplace where everyone can thrive and contribute.

CONTRIBUTING TO THE SDGS

8 DECENT WORK AND ECONOMIC GROWTH	4 QUALITY EDUCATION	3 GOOD HEALTH AND WELL-BEING	2 ZERO HUNGER	5 GENDER EQUALITY
Creating safer workplaces through proactive risk control	Creating opportunities through training and apprentices	Expanding access to healthcare and preventative support	Supporting food access through workplace food sharing	Our targets promote gender equality in pay and leadership

PROGRESS & TARGETS

Where we are → **where we're going**

50%

women in senior leadership

Target:

50%

ongoing

target achieved

16

training hours per employee

Target:

20

by 2035

on track

70

employee satisfaction score

Target:

95

by 2035

on track

5

apprentices employed

Target:

2

by 2035

target exceeded

1

RIDDOR-reportable incidents

Target:

0

by 2035

below target

7.32%

lower median pay for women (FY24/25)

Target:

0%

by 2035

on track

Everyone home safe

Nobody who helps make life-saving products should be put at risk doing it. Manufacturing medical devices means real hazards, machinery and precise processes, that we manage with real rigour. Our safety system is built around prevention: routine risk assessment, safety walks, near-miss reporting and training everyone completes. We track our lost time injury frequency rate closely and report our **RIDDOR** figures in full. Where something does go wrong, we investigate openly and share the lesson across both sites. A hazard caught once should never reappear.



25yrs

longest service milestones marked

Who we are

Today **more than 450 colleagues** (55% women, 45% men) work across our Worcester Six headquarters and Bromsgrove manufacturing site, and many stay a very long time. This year we celebrated service milestones reaching **up to 25 years**, the surest sign that if you look after people, they stay.

We also asked them to shape their own future: staff helped design a **new benefits platform** through a consultation before it launched, because the people who use something should have a say in it.

Growing our own

We believe the strongest expertise is developed, not recruited. This year we launched a **new internal training platform**, giving every colleague access to consistent, high-quality learning whatever their role. We continued to invest in apprenticeships, celebrating colleagues who completed their qualifications during **National Apprenticeship Week**, while welcoming work experience students and promoting from within wherever possible. By helping people build long-term careers at Kimal, we strengthen the knowledge, skills and culture that underpin quality, safety and reliability.





Everyone belongs

Everyone deserves to be valued, respected and fairly rewarded. This year we became an accredited **Real Living Wage Employer**, signed the **Armed Forces Covenant**, and continued as a **Disability Confident employer** (level 1). We were also recognised as **Inclusive Worcestershire leaders**. We also continue to publish our gender pay gap in full because transparency drives progress.

Inclusion is part of everyday life at Kimal. Throughout the year we recognised events including Zero Discrimination Day, Neurodiversity Celebration Week, Pride, Black History Month and International Women's and Men's Days through awareness, education and wellbeing activities that helped every colleague feel welcome and supported.



Investing in wellbeing, every day.

More than a workplace

Looking after people means more than keeping them safe, it means helping them thrive. This year we launched a new benefits platform for all staff, including a **free base level of healthcare cover**, and backed it with practical care: free flu jabs, health checks for International Men's and Women's Days, and a growing network of mental health champions. We leaned into healthy living too with regular **fresh fruit deliveries**, Healthy Eating Week, Cycle to Work Day and Stress Awareness Month.

We also invested in the spaces and moments that make work a better place to be. The Bromsgrove canteen was refurbished and reopened as the **Alan Press Canteen,** a welcoming space to eat, relax and connect, named in recognition of the family whose story Kimal continues to build. Throughout the year, seasonal treats, team breakfasts and community events brought colleagues together, reinforcing a culture where wellbeing is woven into everyday working life, not treated as an occasional initiative.

In support of

Tommy's

Registered charity number 1060508

A family business never really belongs only to itself.

After six decades in Worcestershire, supporting our local community remains part of who we are. This year, that connection was strongest with **Primrose Hospice**.

Colleagues volunteered in its gardens, we sponsored the **Lights of Love** campaign, and a curry and quiz night we supported as principal sponsor raised **£2,417**.

One walk was made quietly, in memory of a colleague we lost - a gesture that said more about this place than any policy could.

Together with our work for Tommy's, the pregnancy and baby loss charity, our fundraising for the two causes passed **£10,000** across the year.

Our people gave far more than money. One completed a **London-to-Paris** cycle relay for **Parkinson's UK,** raising over £5,000; others ran the London Marathon and the London Landmarks Half.

Coffee mornings, bake offs and a Christmas raffle turned everyday moments into hundreds of pounds more.

Even our night shift collected food for a **local dog rescue**.

Primrose PARTNERS







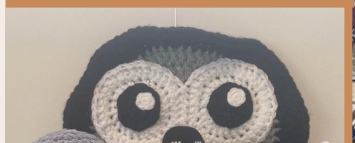














Pillar 03 of 04

PATIENTS

Everything we do ends with a patient

PATIENTS

We design and supply high-quality products that support better outcomes for patients and clinicians.



OUR IMPACT IN ACTION

Maintaining quality standards
We maintain ISO 13485 to ensure consistent quality and patient safety across our products and processes.

Collaborating to improve care
We work with suppliers, customers and clinicians to develop innovations that improve patient care.

Making healthcare more sustainable
We're measuring the carbon footprint of our products and exploring opportunities to reduce environmental impact.

OUR PRIORITIES

1. **Quality first**
   Maintain robust quality and patient safety in everything we do.
2. **Design around need**
   Work with clinicians to understand real world challenges.
3. **Access and reach**
   Managing our supply chain and capacity to keep critical products flowing.

CONTRIBUTING TO THE SDGS

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	3 GOOD HEALTH AND WELL-BEING	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	10 REDUCED INEQUALITIES	17 PARTNERSHIPS FOR THE GOALS
Transforming clinical needs into practical healthcare solutions	Advancing patient safety and dignified healthcare	Reducing material through smarter product design	Improving care for overlooked patient needs	Advancing healthcare through clinical and academic partnerships

PROGRESS & TARGETS

Where we are → **where we're going**

99.99%

product quality rate

Target:

⩾99.99%

ongoing

target achieved

1

innovation launched

Target:

1

ongoing (per year)

on track

3,000,000+

patients reached

Target:

4,000,000

2030

on track

0

reportable adverse incidents

Target:

0

ongoing

on track

Getting it right, every time

For a medical device, quality and patient safety are inseparable. Everything else in this report matters because of what happens here: a clinician trusting one of our products with a patient's life. That trust rests on a quality system certified to **ISO 13485** and on meeting the regulatory standards of every market we serve.

We measure ourselves unforgivingly, on the rate of complaints per unit supplied, and on recalls and field safety corrective actions, which we work to keep at **zero**. Every complaint is investigated, every lesson fed back into design.

A quality failure isn't a cost line — it's a patient harmed.



There when it matters

The reach of our products is the reach of our responsibility.

From Worcestershire, we supply clinicians in **more than 70 countries,** where reliable delivery is fundamental to patient safety. A critical device is only effective if there when needed. This year, our global reach was recognised when we were named **International Trade Business of the Year** at the Herefordshire & Worcestershire Chamber Business Awards. We supply over **2 million procedure packs** and devices annually, supported by a resilient supply chain that keeps healthcare moving.



Better ideas, together

We innovate *with* clinicians, not just for them. The best ideas in healthcare start with a clinical need no product yet meets, and our job is to turn that into something safe and manufacturable, working alongside the clinicians, hospitals and universities who understand the problem best. This year we launched **Maternity by Kimal**, bringing our clinical expertise to the maternity space, and took our ideas out into the world at the Life Sciences Innovation event. We also welcomed our local MP, Nigel Huddleston, to talk about delivering innovative products to the NHS and the cost pressures we face. But the clearest expression of how we innovate is the **Quenby Cradle**.

MATERNITY
BY KIMAL

A collaboration built around dignity

Innovation succeeds when clinicians and engineers solve healthcare challenges together.



Some of the most important work in healthcare happens in moments medicine has too often overlooked. **The Quenby Cradle,** developed by Kimal with University Hospitals Coventry and Warwickshire and the University of Warwick, was created to bring dignity and better clinical care to early pregnancy loss.

It is a model of how Kimal innovates: clinical insight, academic rigour and manufacturing expertise brought together to meet a need a single organisation could not have addressed alone; the clearest expression of what the Patients pillar means.

MATERNITY
BY KIMAL



COLLABORATION IN ACTION

01 → 02 → 03 → 04 → 05

CLINICAL NEED

We listen to clinicians and understand the real challenges faced in care.

COLLABORATE

We work together to explore ideas and shape the right solution.

DESIGN

Our team designs and engineers products that meet clinical need.

VALIDATION

We rigorously test for safety, performance and usability.

MANUFACTURE

We produce to the highest quality standards.





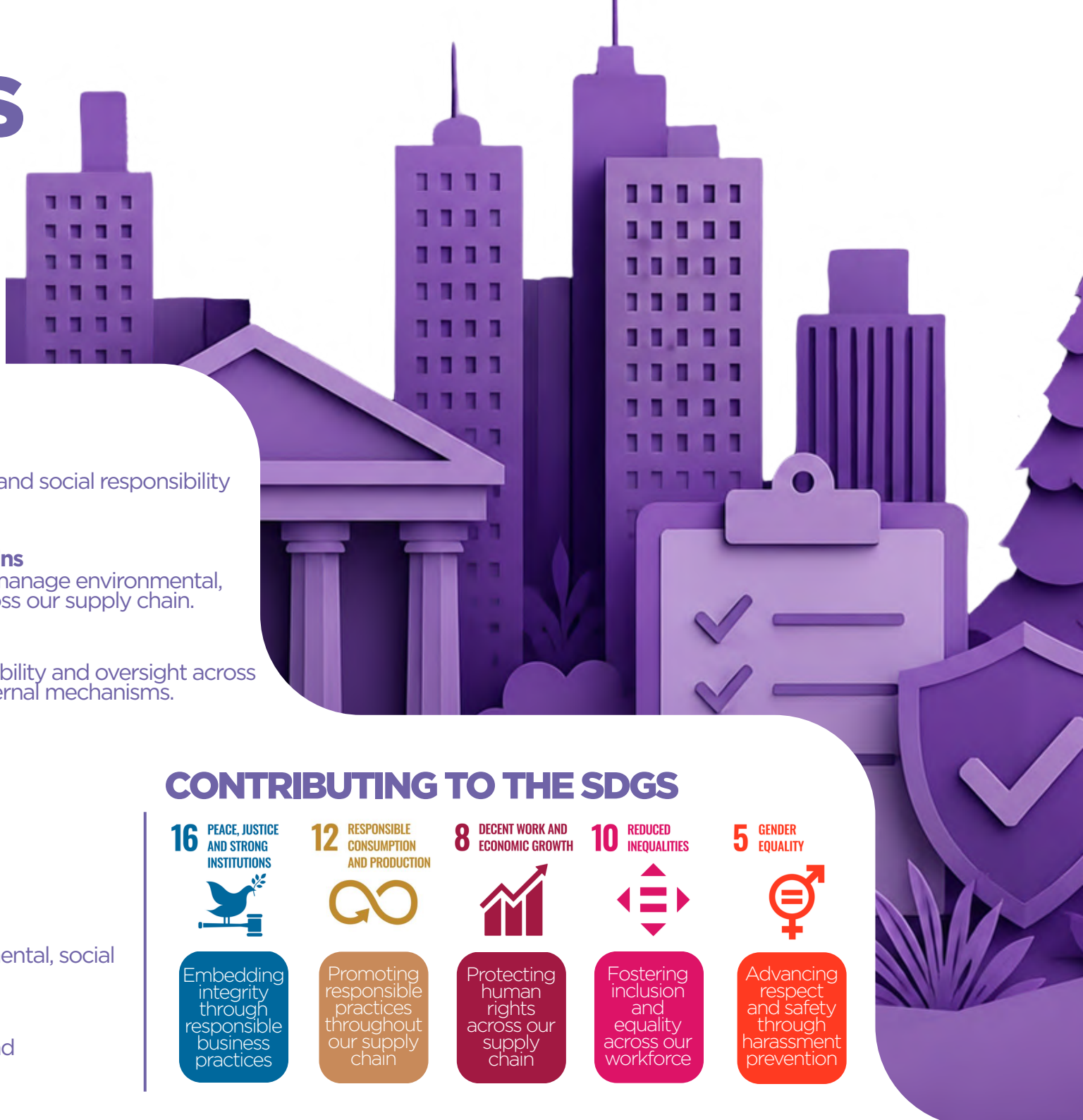
Pillar 04 of 04

PRINCIPLES

How we do business is who we are

PRINCIPLES

Trust is earned through the way we operate, make decisions and work with others.



OUR IMPACT IN ACTION

Doing business responsibly
Embedding ethical, environmental and social responsibility into how we operate.

Building more resilient supply chains
We're working to understand and manage environmental, social and climate-related risks across our supply chain.

Strong governance
Maintaining clear policies, accountability and oversight across our business using internal and external mechanisms.

OUR PRIORITIES

1. **Maintain trust**
   Uphold strong governance, ethics and transparent decision-making.
2. **Responsible supply chains**
   Understand and manage environmental, social and ethical risks.
3. **Accountability**
   Strengthen reporting, assurance and stakeholder engagement.

CONTRIBUTING TO THE SDGS

16 PEACE, JUSTICE AND STRONG INSTITUTIONS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	5 GENDER EQUALITY
Embedding integrity through responsible business practices	Promoting responsible practices throughout our supply chain	Protecting human rights across our supply chain	Fostering inclusion and equality across our workforce	Advancing respect and safety through harassment prevention

PROGRESS & TARGETS

Where we are → **where we're going**

77%
anti-bribery & corruption training completed

Target:
95%
by 2028

on track

0
reportable data breaches

Target:
0
continuous

on track

100%
procurement team trained in modern slavery

Target:
100%
by 2026

target achieved

100%
ESG-assessed suppliers

Target:
100%
by 2026

target achieved

100%
LSAS compliant supply chain

Target:
100%
Continuous

achieved 2025/2026

75%
IT systems Cyber Essentials Plus certified

Target:
certification
by 2027

on track

We hold nine certifications, accreditations and marks.

None is simply a badge: each requires ongoing audit, surveillance, resubmission or rescoring, and each can be lost if our standards slip. They therefore shape how we operate, not simply describe it.

Three provide external scrutiny of our environmental performance. ISO 14001 is independently audited annually; CDP assesses our climate disclosure against a published methodology; and Carbon Literate Organisation status depends on continuing to train colleagues.

Three underpin patient safety. ISO 13485 sets the quality standard for designing and manufacturing medical devices, while the Medical Device Regulation and CE marking determine whether our products can reach the clinicians and patients who depend on them. All three remain subject to notified body scrutiny.

Three hold us to account on people and ethics. The Labour Standards Assurance System tests our controls against labour exploitation in our supply chain; Real Living Wage accreditation commits us to an independently calculated wage floor, recalculated annually; and EcoVadis assesses our environment, labour and human rights, ethics and sustainable procurement practices, with our score visible to customers.

Together, these nine provide an ongoing external check on the commitments made throughout this report.

PROOF, NOT PROMISES








LSAS
Labour Standards Assurance System
CE
LIVING WAGE EMPLOYER
Climate
CDP
2025
B
Carbon Literate Organisation
Bronze
kiwa
certified
ISO 13485
LRQA
CERTIFIED
ISO 14001
BRONZE | Top 35%
ecovadis
Sustainability Rating
FEB 2026
EU-MDR

MODERN SLAVERY

Modern slavery does not announce itself.

It hides in the layers of a supply chain where nobody is looking, so we look, record and track what we find.



PEOPLE

68%

of our total staff have completed modern slavery awareness training.

Our target is 100% by 2028.

SUPPLY CHAIN

100%

of suppliers have been issued our Supplier Business Risk questionnaire, covering ethical policy, modern slavery and labour standards.

DUE DILIGENCE

2

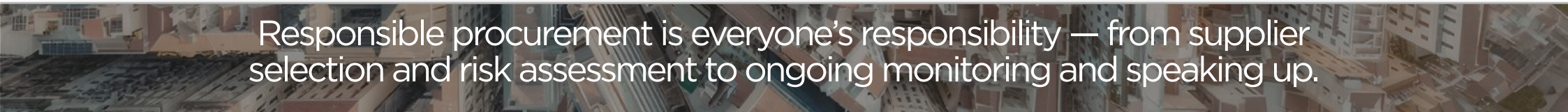
critical suppliers are Sedex members and undergo independent third-party ethical audits under the SMETA methodology.

SPEAK-UP & ASSURANCE

0 reports received via our whistleblowing channel this year

76%

score against the Modern Slavery Assessment Tool, compared to 41% against the NHS baseline



Responsible procurement is everyone's responsibility — from supplier selection and risk assessment to ongoing monitoring and speaking up.

Responsible by design

Our responsibility doesn't end at our own gate, it runs the length of our supply chain. Most of what we make depends on others, a large share of our impact sits with our suppliers, and we cannot credibly hold ourselves to standards we don't ask of them.

HIGH STANDARDS

Our Supplier Code of Conduct sets clear expectations on ethics, labour standards, environment and quality.

FOCUS ON RISK

We assess suppliers against ESG criteria, prioritising the spend and the risks that matter most.

WORKING TOGETHER

We collaborate with our suppliers to improve performance, drive transparency and create shared value.





100%

suppliers ESG assessed

No product we make is worth a single person being exploited to produce it. Modern slavery exists in supply chains everywhere, and the honest position is that no global supply chain can be declared risk free. What matters is whether a company looks. We do.

Our own UK operations are low risk, so our focus is where the risk genuinely lies: the extended supply chain that feeds our products. We set out our expectations in our Modern Slavery Statement, published annually, and screen the suppliers and regions that carry the greatest risk. Respecting human rights, for our own people and for everyone whose work reaches us, is a baseline we don't compromise.

Integrity means doing the right thing, even when nobody is watching.

As a trusted supplier to healthcare systems, we hold ourselves to the highest standards through our Code of Conduct, zero tolerance anti-bribery policy and confidential whistleblowing channels.

As a member of the Association of British HealthTech Industries (ABHI), Kimal adheres to the ABHI Code of Ethical Business Practice in all our interactions with healthcare professionals and healthcare organisations, and we require our distributors and agents to do the same.

This year, we reinforced our values through ThinkINPINK, celebrating Integrity, Positivity, Inclusion and Kindness with a colleague recognition programme that received hundreds of nominations.

We also enhanced our sexual harassment training ahead of new legal requirements, recognising that a culture of integrity must be actively built and maintained.

INTEGRITY
We lead with honesty, transparency and accountability.

POSITIVITY
We bring energy, optimism and solutions.

INCLUSION
We value every voice and every background.

KINDNESS
We treat people with respect and care.

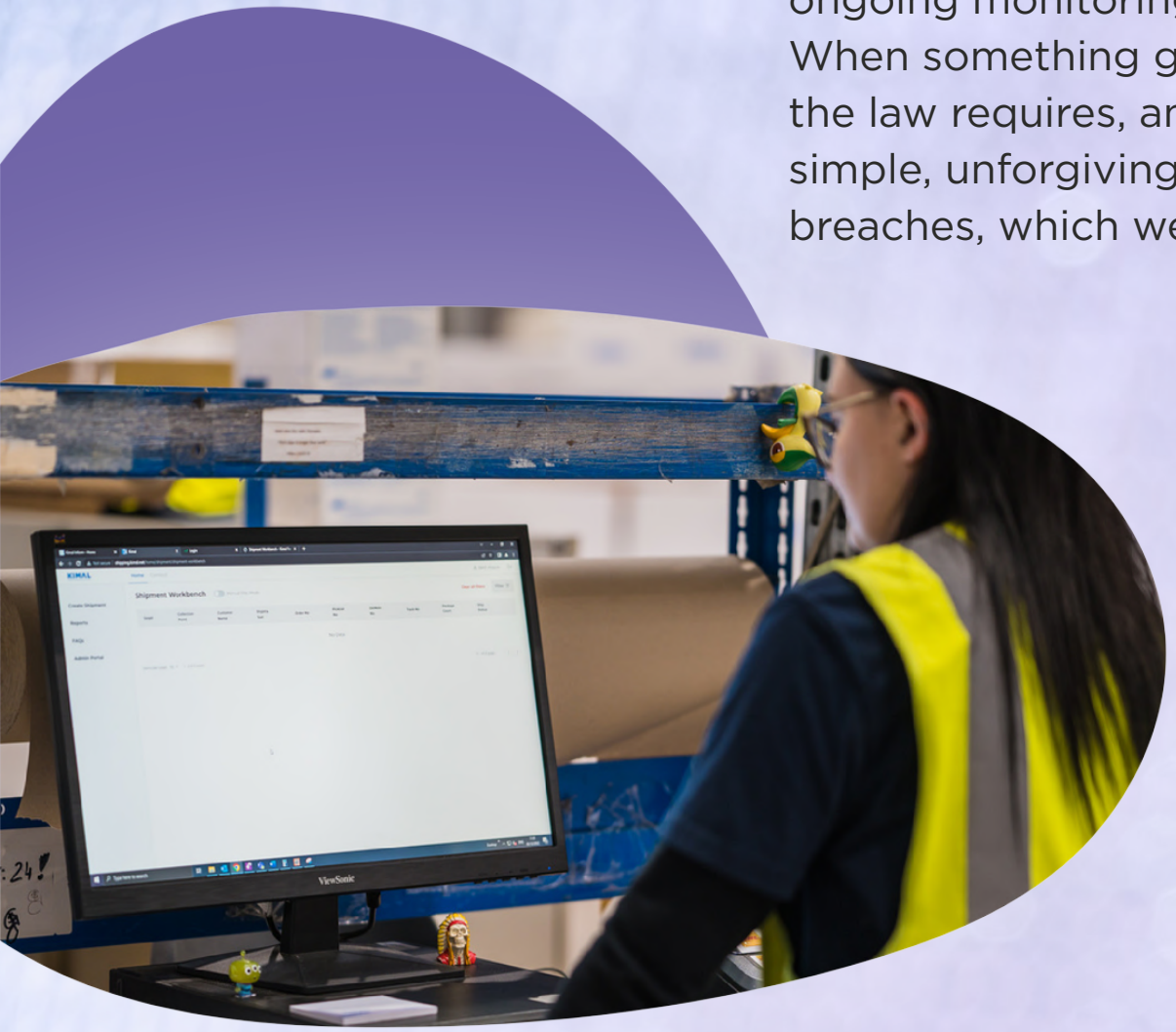
#ThinkIntegrity #ThinkPositivity #ThinkInclusion #ThinkKindness #ThinkInPink #ThinkIntegrity #ThinkPositivity #ThinkInclusion #ThinkKindness #ThinkInPink



KEEPING TRUST

Protecting the information we are trusted with is part of protecting the people behind it. In a data-driven healthcare system, the information we hold, about our people, our partners, and at times, the patients our products serve, deserves the same care as our products.

We take a structured approach: clear policies, controlled access, ongoing monitoring and regular training, all in line with UK GDPR. When something goes wrong, we respond quickly, report what the law requires, and learn from it. We measure ourselves on a simple, unforgiving figure, the number of reportable data breaches, which we work to keep at zero.



CLEAR POLICIES
defined rules and standards for everyone

MONITORING
detecting and stopping issues early

TRAINING
building awareness and good habits

ZERO BREACHES
our measure of success

WHAT WE KNOW

A first report is mostly an act of measurement. Before this year we had commitments, initiatives and a good deal of effort. What we did not have was a full picture, and it is difficult to be accountable for something you cannot see.

We have that picture now.



THE PICTURE

Much of our Scope 3 impact sits beyond our gates, in the materials we buy and the journeys our products make.



THE DATA

Our waste, water and packaging figures are on the page in full rather than as a single flattering percentage.



THE WORK

Our modern slavery training coverage is published at 68% rather than described as ongoing.

REPORT

Return to the same measures where possible, explain where they moved, and be explicit where progress has been slower than expected.



ACT

Use what we have learned to influence materials, procurement, facilities, suppliers and the way products are designed and made.



MEASURE

Improve the quality and coverage of emissions data, strengthen verification, and close the gaps that remain across our inventory.



WHAT HAPPENS NEXT



WHAT THIS MEANS FOR US

Not everything in this report is comfortable. That is deliberate, and it is the point. Credibility comes from being honest about where we are, not just where we want to be.

What gives us confidence is not just the distance already covered but where the work now sits at Kimal. Sustainability is no longer a project running alongside the business. It is becoming part of how the business is run: how Procurement selects suppliers, how R&D considers materials, how Facilities operates our two sites, and how the Board challenges and holds itself to account. Carbon Literacy training has put the knowledge and reasoning into the hands of the people closest to the decisions. Our staff Sustainability Challenge showed what can happen when we give people the opportunity to shape the change themselves.

Sixty-two years ago this company started in a garden shed. It grew by making things people could rely on, and by taking the long view about how it treated the people who made them. Net zero by 2045 is a longer horizon than most business plans allow, which is exactly why a family business is the right kind of company to hold it.

We do not have all the answers. What we do have is a clearer view of the work ahead, and the people, decisions and accountability to move it forward.



ABOUT.

This is the first Sustainability and ESG Impact Report published by Kimal Plc. It covers the financial year 1 April 2025 to 31 March 2026, and we intend to report annually.

Kimal Plc is a single legal entity with no subsidiaries or joint ventures. The reporting boundary therefore covers the whole business: our headquarters at Worcester Six, our manufacturing operation at Bromsgrove, and all colleagues employed by Kimal Plc. Financial and operational data are consolidated on that basis, and there are no entities included in our financial reporting that fall outside this report.

SCOPE, BOUNDARY & METHODOLOGY

The report has been prepared with reference to the GRI Standards 2021. A GRI content index is included at pg.47.

Material topics were identified through the assessment described on page 6, which was a desk-based exercise scored by our senior leadership team rather than a formal external stakeholder consultation.

GHG emissions are calculated in line with the GHG Protocol Corporate Standard and cover Scope 1, Scope 2 (market-based and location-based) and the Scope 3 categories set out at pg.12.

Emissions are also reported under SECR in our statutory accounts. Energy, water and waste figures are drawn from supplier invoices and metered data. Our Scope 1, 2 and 3 GHG emissions were independently verified by Switch2Zero Ltd in accordance with ISO 14064-3:2019.

Statement of use: Kimal Plc has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

DISCLOSURE LOCATION

GRI 2: General Disclosures 2021
2-1 Organizational details pp. 3, 46
2-2 Entities included in the sustainability reporting p. 46
2-3 Reporting period, frequency and contact point p. 46
2-4 Restatements of information p. 46
2-5 External assurance pp. 4, 11
2-6 Activities, value chain and business relationships pp. 3, 9, 10, 40
2-7 Employees pp. 3, 23
2-9 Governance structure and composition p. 4
2-12 Highest governance body's oversight of impacts pp. 4, 44
2-13 Delegation of responsibility for managing impacts p. 4
2-22 Statement on sustainable development strategy p. 2
2-23 Policy commitments pp. 40, 41
2-24 Embedding policy commitments pp. 40, 44
2-25 Processes to remediate negative impacts pp. 39, 41
2-26 Mechanisms for seeking advice and raising concerns pp. 39, 41, 42
2-27 Compliance with laws and regulations pp. 17, 42
2-28 Membership associations pp. 24, 39, 42
2-29 Approach to stakeholder engagement pp. 5, 11, 23
GRI 3: Material Topics 2021
3-1 Process to determine material topics pp. 6, 45
3-2 List of material topics p. 6
3-3 Management of material topics pp. 6–7, 20–21, 27–28, 34–35
GRI 201: Economic Performance 2016
201-2 Risks & opportunities due to climate change pp. 9, 10
GRI 205: Anti-corruption 2016
205-2 Communication & training on anti-corruption pp. 36, 41
205-3 Confirmed incidents of corruption pp. 39, 41
GRI 301: Materials 2016
301-2 Recycled input materials used p. 15
GRI 302: Energy 2016
302-1 Energy consumption within the organization pp. 8, 16, 19
302-4 Reduction of energy consumption pp. 16, 19
GRI 303: Water and Effluents 2018
303-1 Interactions with water as a shared resource p. 18
303-5 Water consumption pp. 8, 18
GRI 304: Biodiversity 2016
304-3 Habitats protected or restored p. 18
GRI 305: Emissions 2016
305-1 Direct (Scope 1) GHG emissions pp. 8, 12
305-2 Energy indirect (Scope 2) GHG emissions pp. 8, 12, 46
305-3 Other indirect (Scope 3) GHG emissions pp. 8, 11, 12
305-5 Reduction of GHG emissions pp. 11, 12, 19
GRI 306: Waste 2020
306-1 Waste generation & significant impacts pp. 13, 14
306-2 Management of significant waste impacts p. 17
306-3 Waste generated p. 17
306-4 Waste diverted from disposal pp. 16, 17
306-5 Waste directed to disposal p. 17
GRI 308: Supplier Environmental Assessment 2016
308-1 New suppliers screened on environmental criteria pp. 36, 39, 40
GRI 401: Employment 2016
401-2 Benefits provided to full-time employees p. 25
GRI 403: Occupational Health and Safety 2018
403-1 Occupational H&S management system p. 23
403-2 Hazard identification, risk assessment, investigation p. 23
403-5 Worker training on occupational H&S p. 23
403-6 Promotion of worker health p. 25
403-9 Work-related injuries pp. 22, 23
GRI 404: Training and Education 2016
404-1 Average hours of training per employee p. 22
404-2 Programs for upgrading employee skills p. 24
GRI 405: Diversity and Equal Opportunity 2016
405-1 Diversity of governance bodies and employees pp. 22, 23
405-2 Ratio of basic salary & remuneration, women to men pp. 22, 24
GRI 406: Non-discrimination 2016
406-1 Incidents of discrimination & corrective actions pp. 24, 41
GRI 409: Forced or Compulsory Labor 2016
409-1 Operations & suppliers at risk of forced labour pp. 37, 39, 40
GRI 413: Local Communities 2016
413-1 Local community engagement & development p. 26
GRI 414: Supplier Social Assessment 2016
414-1 New suppliers screened on social criteria pp. 39, 40
414-2 Negative social impacts in the supply chain pp. 39, 40
GRI 416: Customer Health and Safety 2016
416-1 H&S impacts of product categories pp. 28, 29, 30
416-2 Non-compliance concerning product H&S pp. 29, 30
GRI 418: Customer Privacy 2016
418-1 Breaches of customer privacy & data losses pp. 36, 42

A Lasting Legacy

Alan Press

Former Chief Executive



Kimal's story has always been shaped by the people behind it. Alan Press was central to that story, helping establish the values and approach that continue to influence the business today. Following his passing, we reflect on the values and principles he leaves behind — and the responsibility we have to carry them forward.

His legacy is not simply measured in years, products or milestones. It can be seen in the way we work — putting people first, developing products with patients in mind, building long-term relationships and taking responsibility for the impact we have.

Those principles continue to shape how Kimal looks ahead. From reducing our environmental impact and supporting our people, to investing in innovation and maintaining the standards our customers and patients rely on, we are building on foundations that were laid long ago.

The responsibility now is to carry those values forward — continuing to improve, innovate and build a business that is ready for the next generation.

KIMAL

delivering healthcare innovation

For further support regarding sustainability at Kimal, please contact the sustainability team (environment@kimal.com)

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