

INTERSURGICAL SUSTAINABILITY REPORT 2025



Quality, innovation and trust

This report is both a reflection of our journey so far and a roadmap for the future.

Intersurgical sustainability report

We are pleased to present our 2025 sustainability report outlining our commitments, progress, and aspirations across all aspects of Environmental, Social, and Governance (ESG) performance.

This second sustainability report builds on the foundation we established last year, reflecting the progress we have made and the next steps we are taking on our journey towards a more sustainable future.

Intersurgical is a global medical device manufacturer dedicated to enabling exceptional patient care through trusted, high-quality solutions, while acting responsibly in every aspect of our business.

As we continue to grow our global footprint, we recognise the increasing importance of transparency and accountability to our stakeholders, including employees, healthcare professionals, patients, customers, suppliers, regulators, and the communities in which we operate.

We have long invested in reducing environmental impact, improving product design, and fostering an ethical, inclusive, and safe workplace. Our UK operations have been certified to ISO 14001 since 2006, and we use this as a framework to inform broader environmental initiatives across our global manufacturing network.

In this report, we align our efforts with relevant Sustainable Development Goals (SDGs) and report on our most important ESG topics, including carbon emissions, energy use, social impact, product stewardship, human rights, and governance.

We would like to thank our teams worldwide who contribute every day to a safer, cleaner, and more ethical healthcare industry.





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‘Embracing new opportunities, and strengthening our commitment to building a more sustainable future.’



Introduction

Executive summary

2025 has been a pivotal year for our sustainability efforts. Building on the foundations established in our inaugural report, we have accelerated successful progress across environmental, social, and governance priorities. Over the past year, we strengthened our internal capabilities, significantly expanding our sustainability team, strengthening our expertise and deepening engagement across the business.

We continued to prepare for future Corporate Sustainability Reporting Directive (CSRD) compliance and made significant progress in developing and preparing our pilot double materiality assessment. As part of the process we began engaging with key stakeholders to better understand their sustainability performance, promote transparency, and position them as partners in driving sustainable progress.

Alongside this, we continue to create and monitor clear KPIs throughout our sustainability policies which enables us to track progress more effectively and focus our efforts where they can deliver the greatest impact, aligning our sustainability strategy with evolving

global standards and expectations.

We are proud to have once again been awarded the EcoVadis™ Committed Badge, reaffirming our dedication to responsible business practices and high standards across four key areas of sustainability. This year, we achieved a 10% increase in our overall rating score, reflecting the tangible progress made through our ongoing continuous improvement efforts. We remain committed to building on this achievement and further strengthening our sustainability performance in the years ahead.

It was an exciting end to 2025 with the announcement that Intersurgical has entered into an agreement to acquire the Acute Care and Interventional Urology businesses of Teleflex®, a strategic milestone that reinforces Intersurgical's long-term growth strategy. With this transaction, Intersurgical® will integrate the Acute Care and Interventional Urology product ranges, technical expertise, and operations, enabling the Company to deliver a broader, more comprehensive portfolio to its customers and



*Charles Bellm,
Managing Director*

distribution partners worldwide. As our business continues to grow to deliver this wider offering, we remain committed to embed sustainability into everything we do.

On behalf of the sustainability team, I would like to thank everyone once again for their continued efforts that have contributed to the success of this report and to Intersurgical's ongoing work in advancing sustainable practices, reducing environmental impact, and embedding ESG principles across the business. We look forward to continuing this journey together, embracing new opportunities, and strengthening our commitment to building a more sustainable future.

'Our purpose is to deliver trusted respiratory solutions that enable healthcare professionals to provide exceptional patient care.'

Intersurgical: Advancing respiratory care with quality, innovation and trust

Intersurgical is a global leader in the design, manufacture, and supply of high-quality medical devices for respiratory care and support. Our purpose is to deliver trusted respiratory solutions that enable healthcare professionals to provide exceptional patient care — all within a work environment where our people can thrive. We are committed to being a respected healthcare partner, driven by quality, innovation, and environmental responsibility in everything we do.

Comprehensive respiratory solutions

Our extensive product range today covers four key areas of respiratory care:

- Airway Management
- Anaesthesia
- Critical Care
- Oxygen and Aerosol Therapy

Designed for use across emergency prehospital settings, hospitals, and home care, our solutions are built to meet the evolving needs of healthcare providers and their patients.

Experience and continuous improvement

With over 40 years of expertise in respiratory care, we have remained at the forefront of innovation by continuously improving our products and services. Our integrated approach allows us to uphold the highest standards in design, manufacturing, quality, and customer care, ensuring that we respond quickly and effectively to clinical advancements and customer needs.

Commitment to sustainability

We are committed to reducing our carbon footprint and minimising the environmental impact of our products, operations, and services. Our Environmental Management System, certified to ISO 14001:2015, guides our sustainability initiatives across the business and ensures a responsible approach across every stage of the product lifecycle.

Our promise

We are driven by quality, defined by innovation, and built on trust—committed to delivering the best in respiratory care for healthcare professionals and patients worldwide.



Our goal

'Our goal is to deliver trusted solutions that enable exceptional patient care, in a work environment where our people can thrive. We are committed to being a respected healthcare partner driven by quality, innovation and environmental responsibility.'

Driven by Quality

All of our products are designed and manufactured to meet the requirements of relevant international, European and national standards and our Management System is assessed and certified as meeting the requirements of ISO 9001 and ISO 13485.

Defined by Innovation

Innovation is important in all areas, helping us to deliver high quality products and services matched by cost effective solutions to meet today's needs.

Built on Trust

Our purpose is to deliver trusted respiratory solutions that enable exceptional patient care, ensuring our customers can trust in our products, people, and processes when it matters most.

'As our markets and portfolio have expanded, so have our production facilities, today we operate seven international manufacturing sites.'



Product moulding equipment

Our history and global operations

Intersurgical was formed in 1982, based in the UK, producing a limited number of products for supply to the UK hospital market. Over 40 years following a constant programme of new product and market development, we now provide an extensive portfolio and are one of the market leaders for high quality respiratory care products for the hospital sector worldwide.

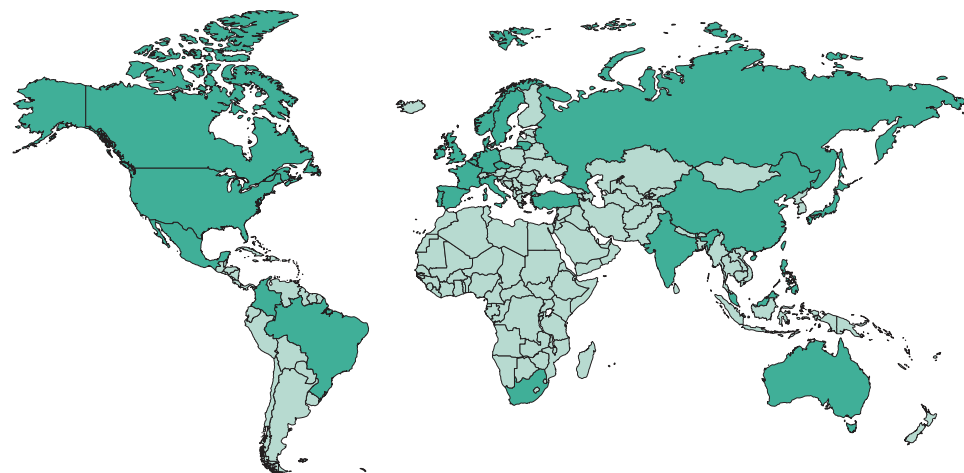
Our product range has remained focussed in anaesthesia and respiratory care providing solutions across airway management, anaesthesia, critical care and oxygen and aerosol therapy.

To serve our global customers, we have established a network of 28 directly operated subsidiary sales offices, complemented by partnerships with more than 90 specialist distributors.

As our markets and portfolio have expanded, so have our production facilities. Today we operate seven global manufacturing sites based in Pabrade and Visaginas (Lithuania), Wokingham (UK Head Office), Mirandola (Italy), Penang (Malaysia), Indianapolis (USA) and Changzhou (China).

Each of our manufacturing sites focus on specific areas of the business, providing local expertise and experience.

This extensive infrastructure has enabled us to extend our reach across international markets, ensuring reliable access to our products and services for customers around the world.



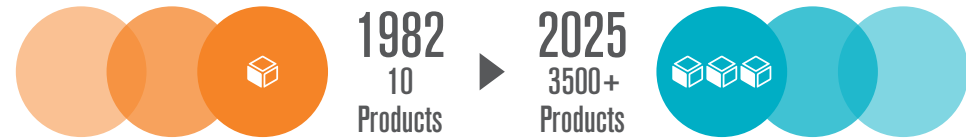
Direct subsidiaries

- | | | | | | | |
|-----------|----------------|---------|-----------|-------------|--------------|--------|
| UK | Canada | Denmark | Ireland | Malaysia | Portugal | Sweden |
| Australia | China | France | Italy | Mexico | Russia | Taiwan |
| Benelux | Colombia | Germany | Japan | Norway | South Africa | Turkey |
| Brazil | Czech Republic | India | Lithuania | Philippines | Spain | USA |

Network of over 90 speciality distributors

Manufacturing sites

Our products



The product portfolio can be divided into four key areas all related to respiratory support for airway management, anaesthesia, critical care, and oxygen and aerosol therapy.



Airway Management

We provide a range of airway management devices to assist medical personnel in managing the airway safely and effectively. The range includes the i-gel® family, a truly unique second generation supraglottic airway device, as well as laryngeal masks, endotracheal tubes and Guedel airways. Additional devices to assist the management of the airway include video laryngoscope blades, the Universal Stylet Bougie (USB™), patient connections, and an extensive range of breathing filters, HMEs, and HMEFs.



Anaesthesia

The anaesthesia product portfolio offers comprehensive solutions designed for use during anaesthetic procedures, recovery, and emergency care. The range includes anaesthetic breathing systems to safely deliver anaesthetic gases to the patient, a wide range of anaesthetic face masks, resuscitation systems, and accessories to meet all patients' clinical needs across both adults and paediatrics. We also provide a choice of medical grade CO₂ absorbents available loose or in convenient pre-filled canisters compatible with the most widely used anaesthetic equipment.



Critical Care

The range for critical care encompasses an extensive choice of respiratory products for ventilatory support in intensive care and high-dependency units for adult, paediatric, and neonatal patients. These include passive and active breathing systems, transport and bilevel breathing systems, humidification devices, patient interfaces, oral care products; TrachSeal™ closed suction systems, and accessories. We also offer a range of equipment including the InterFlow™ respiratory gas blender and the InterActive™ respiratory humidifier.



Oxygen and Aerosol Therapy

We design and manufacture an extensive range of high-quality products to accurately deliver prescribed oxygen and aerosol therapies. The oxygen and aerosol therapy range is designed for the delivery of fixed and variable concentration oxygen therapy, aerosol (humidification) therapy, and nebulisation therapy. It also includes physiotherapy support devices to assist patients in their treatment journey, and features the Intersurgical EcoLite™ products which are part of the eco range designed to improve patient comfort and reduce environmental impact.





'Every product we develop is crafted with patient safety, comfort, and environmental sustainability in mind.'

Innovation and continuous improvement

Our approach to innovation and continuous improvement is driven by a deep understanding of clinician and market needs, applying the latest technologies and therapies to deliver effective solutions.

Research and insights

In-depth clinical research and market analysis inform early-stage concepts. Collaboration with clinical specialists ensures our designs are practical, safe, and meet healthcare needs.

Design and optimisation

Our in-house mechanical and electrical design teams translate concepts into reality. Using 3D modelling, simulation of clinical use, and advanced computer-aided engineering (CFD and FEA), we optimise performance before manufacture.

Sustainability considerations

Material selection is reviewed carefully, drawing on internal expertise, industry knowledge, and manufacturing techniques to identify efficient, lower-impact alternatives. Life Cycle Assessments (LCAs) guide decision-making by quantifying material use, energy in production, and overall carbon footprint, helping to reduce environmental impact across the product lifecycle.

Customer and clinician engagement

Feedback from healthcare professionals and user perception studies help us refine designs, ensuring products are intuitive, reliable, and aligned with customer expectations.

This integrated process allows us to uphold the highest standards in design, manufacturing, quality, and customer care, while responding quickly and effectively to clinical advancements and sustainability challenges.



'We are committed to maintaining the highest standards of quality, safety, and sustainability across all aspects of our operations.'



Accreditations and partnership

We are committed to maintaining the highest standards of quality, safety, and sustainability across all aspects of our operations. This commitment is reflected in our adherence to internationally recognised certifications, as well as our active participation in key industry bodies and sustainability initiatives. These accreditations and partnerships not only demonstrate compliance with global regulations but also support our efforts to drive continuous improvement, responsible innovation, and ethical business practices. By aligning ourselves with trusted standards and collaborative networks, we ensure that our products, processes, and values remain aligned with the expectations of our customers, regulators, and wider society.

Quality management systems



ISO 13485
Medical Device Quality Management Systems



ISO 9001
Quality Management System (if applicable)



MDSAP
Medical Device Single Audit Program, enabling access to multiple international markets

Conformity markings



CE marking
Conformity marking confirming compliance with EU requirements



UKCA marking
Conformity marking confirming compliance with UK requirements, applicable post-Brexit

Associations



Environment and sustainability



ISO 14001
Environmental Management System



EcoVadis Rating
Sustainability and Corporate Social Responsibility (CSR) rating



Sustainability Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) are a global blueprint for creating a better and more sustainable future for all. Adopted by all UN member states in 2015, the 17 interconnected goals address the world's most pressing challenges from ending poverty and hunger to tackling climate change, promoting equality, and ensuring healthy ecosystems.

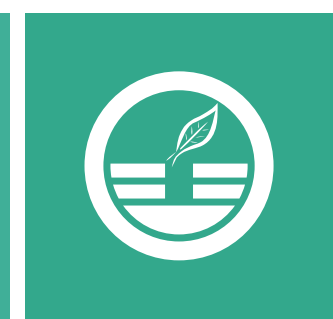
The SDGs are important because they provide a shared framework for action, enabling governments, businesses, and

communities to work together toward measurable outcomes by 2030. For businesses, they offer a clear guide for aligning operations, strategies, and innovations with global priorities, while also meeting stakeholder expectations for social and environmental responsibility.

At Intersurgical, we are committed to contributing meaningfully to the SDGs. Our sustainability initiatives are designed not only to create value for our business, but also to drive positive change for people and the planet. We have identified

the goals most relevant to our operations and stakeholders, and we actively integrate them into our decision-making, performance tracking, and long-term planning.

In this report, you will see SDG icons placed alongside relevant sections. Each icon links directly to the global goal that the topic addresses helping you easily see where our work supports specific SDG targets.



‘Effective stakeholder engagement is central to advancing our sustainability strategy.’



Stakeholder engagement

Stakeholder Engagement Strategy

Effective stakeholder engagement is central to advancing our sustainability strategy and ensuring that our operations align with the expectations and needs of those we affect. To date, our focus has been on engaging employees through both structured and informal feedback mechanisms, and performance management tools.

Looking ahead, we recognise the need to continue to expand and globally align our engagement efforts, not only with more of our employees but to include a broader range of stakeholders. In 2025, as part of this approach, we continued to develop our pilot double materiality assessment in alignment with the Corporate Sustainability Reporting Directive (CSRD). Through structured interviews, questionnaires and stakeholder dialogue, we identified and prioritised our key Impacts, Risks and Opportunities.

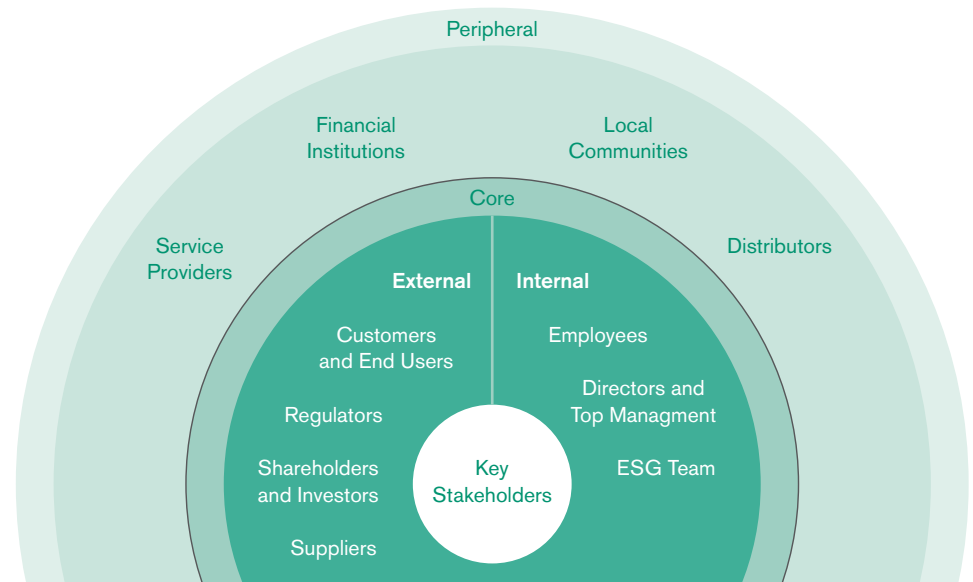
This process strengthens the integration of ESG considerations into our governance framework, enhances collaboration across departments and improves the quality of our ESG data. The outcomes of the double materiality assessment inform ESG priorities, KPI development, risk management and reporting roadmap.

Workforce and Supplier Engagement

During past employee surveys, we achieved an average response rate of 82.1% engagement across the organisation, gathering valuable

insights across key areas including employee wellbeing and internal communication. These results will be used to help guide meaningful improvements in our workplace practices and sustainability efforts.

We have also developed our initial engagement with suppliers through an evaluation process, assessing their environmental, social and ethical practices to ensure alignment with our sustainability standards from the outset.



'We are committed to continuously improving the way we work to reduce our impact and create lasting value for our stakeholders.'



Environmental performance

Environmental overview

As a manufacturer and supplier of a wide range of medical devices for respiratory support, we recognise that environmental responsibility is integral to how we operate.

We are committed to continuously improving the way we work to reduce our impact and create lasting value for our stakeholders.

Our efforts deliver a range of benefits, including a smaller environmental footprint, safer working environments, stronger operational performance, greater stakeholder trust, enhanced compliance with environmental regulations, and long-term business resilience.

Our Environmental Policy sets out this commitment in detail, outlining the principles and practices we follow to minimise our impact and embed sustainability across our operations.

To learn more about our approach, please see our Environmental Policy [here](#).



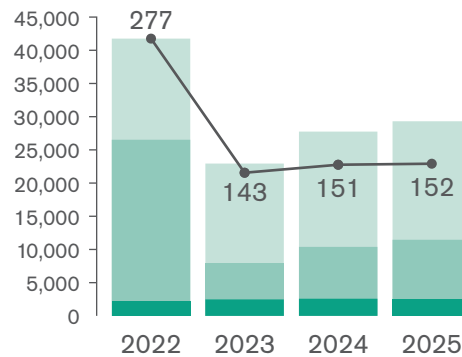
‘Our modernised hydroelectric dam in Pabrade, Lithuania, generated over 1000 MWh of clean energy in 2025.’



Hydroelectric dam at Intersurgical Lithuania

Energy and decarbonisation

Group carbon emissions (tCO₂e)



■ Scope 1 ■ Scope 2 ■ Scope 3
— gCO₂e/product

With the goal of achieving [net zero carbon emissions by 2045](#),

Intersurgical is committed to reducing the environmental impact of our products, activities, and services.

To support this goal, we actively measure our carbon footprint, set emission reduction targets, and implement strategies to reduce greenhouse gas (GHG) emissions across our operations.

The graph shows, in 2025, our total carbon footprint was 29,052 tonnes of CO₂e — a 30% reduction from our 2022 baseline of 41,674 tonnes of CO₂e. Over the same timeframe, we reduced our

emissions per product manufactured from 277 gCO₂e to 152 gCO₂e. This progress reflects the combined impact of efficiency improvements, renewable energy production and procurement, and targeted emissions reduction projects across the group. Since 2023, as the company has grown, our total carbon emissions have increased; however, emissions per product have risen at a significantly slower rate.

Major contributors to our reduction in CO₂e emissions is through the procurement of 100% renewable energy at a number of our sites globally, including at our UK Head Office, Lithuanian manufacturing sites and our French sales office. These actions have delivered a 63% reduction in Scope 2 market based emissions against our 2022 baseline, whilst continuing to strengthen the resilience of our operations.

In Lithuania not only have our market based Scope 2 emissions remained at 0 kgCO₂e, our location based emissions have decreased by 80%. This reduction was an advantage of Lithuania's tremendous progress towards their targets of reaching a 70% renewable grid by 2030 and 100% renewable by 2045;

as of 2025, the bulk of the Lithuanian grid constituted of renewable energy sources. This impressive progress and dedication towards net zero is one of the many reasons that we continue to invest in manufacturing in Lithuania.

Alongside buying renewable energy, we are committed to investing in our own diverse production of clean energy. Our modernised hydroelectric dam in Pabrade, Lithuania, generated over 1000 MWh of clean energy in 2025. Furthermore, we have installed solar panels on-site at our subsidiaries in Spain, France and Ireland. At our French subsidiary, the combination of installing solar panels and the addition of a newly installed heat pump, has delivered a 92% reduction in CO₂e emissions from energy sources. In the coming years, we will expand on-site clean energy sources on a global scale.

Meanwhile, the replacement of older equipment with modern injection moulding machines and other advanced technologies is enabling us to support production growth while minimising additional energy demand.



At our French, Spanish and Irish subsidiaries we have invested in solar panels to produce our own electricity.



Solar panels at Intersurgical France



Solar panels at Intersurgical Spain

We have extended our efforts beyond our factories. Since 2018, we have been transitioning our sales fleet towards electric vehicles, and since 2022 we have purchased only hybrid or electric cars within our UK operations. Globally, over 18% of our fleet is hybrid or electric with plans to increase this figure in the coming years. This reduces emissions from employee travel while supporting the wider adoption of cleaner transport.

Adoption of cleaner travel is exemplified with a 3% reduction in tCO₂e from upstream transportation and distribution compared to 2024. This reduction was supported by a continued shift toward lower-emission transport modes, including prioritising sea freight over air freight, even as overall deliveries

increased. Air freight now accounts for 1.8% of upstream transportation and distribution.

Finally, the impact of employee commuting has reduced per employee by 8.7%, due to an increase in electric and hybrid vehicle use, as well as the availability of more accurate data. This change is supported by Intersurgical through the provision of electric vehicle chargers at various sites globally.

Together, these actions (renewable electricity, on-site generation, efficiency measures, and sustainable transport) demonstrate how we are embedding decarbonisation into the core of our operations.



Our goal

To minimise the environmental impacts of the company's products, activities and services and to continually review and reduce our energy consumption, with an aim to achieve net zero by 2045.



Policies

- Environmental policy.

Greenhouse gas emissions by scope	Baseline year (2022)	Current reporting year (2025)
Scope 1	2,166 tCO ₂ e	2,425 tCO ₂ e
Scope 2 location based	11,849 tCO ₂ e	9,504 tCO ₂ e
Scope 2 market based	24,359 tCO ₂ e	9,020 tCO ₂ e
Scope 3.4 upstream transportation and distribution	8,565 tCO ₂ e	9,224 tCO ₂ e
Scope 3.5 waste generated in operations	190 tCO ₂ e	97 tCO ₂ e
Scope 3.6 business travel	2,294 tCO ₂ e	3,203 tCO ₂ e
Scope 3.7 employee commuting	4,098 tCO ₂ e	4,977 tCO ₂ e
Scope 3.9 downstream transportation and distribution	84 tCO ₂ e	92 tCO ₂ e
Total location based	29,248 tCO₂e	29,522 tCO₂e
Total market based	41,674 tCO₂e	29,038 tCO₂e

‘Where feasible, we implement water recycling, rainwater harvesting, and energy-efficient treatment systems to reduce both water demand and associated carbon emissions.’

Water stewardship

We remain committed to responsible water stewardship across all our operations, through minimising consumption, ensuring regulatory compliance, preventing pollution, and protecting local ecosystems. Where feasible, we implement water recycling, rainwater harvesting, and energy-efficient treatment systems to reduce water demand and associated carbon emissions.

2025 marked the second year of tracking water usage across the business. Total consumption was 219,512 cubic metres, a 13% increase compared to the previous year, primarily reflecting business growth and higher production volumes. On an output-adjusted basis, water consumption remained broadly consistent with operational activity.

We are progressing targeted water efficiency initiatives, including exploring conservation measures and process optimisation, while undertaking site-

level analysis to better understand operational drivers and identify reduction opportunities.

With two years of data now available, we are establishing baseline metrics to inform future reduction targets and assessing local water stress at each facility to prioritise action. This approach supports alignment with Sustainable Development Goal (SDG) 6 (Clean Water and Sanitation) and preparation for Corporate Sustainability Reporting Directive (CSRD) requirements, integrating water management into our broader climate and biodiversity strategy.



Our goal

To responsibly manage water as a shared and finite resource by continuously reducing water consumption across our operations, safeguarding water quality, and enhancing resilience in water-stressed regions through measurable efficiency, recycling and conservation initiatives.



Policies

- Environmental policy.



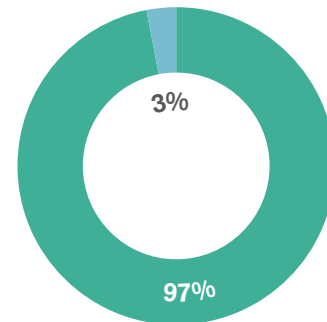
Rainwater harvesting unit at Intersurgical China

‘As a result of these efforts, only 3% of our global waste now goes to landfill.’

Waste management

We recognise that waste is one of our most significant environmental impacts, and we are committed to reducing it wherever possible. Our manufacturing sites account for 97% of our total global waste, so improving waste management within production is a central focus of our sustainability efforts.

Areas contributing to waste



- Manufacturing Sites
- Sales Offices

We continue to prioritise reducing the amount of waste sent to landfill while maximising recycling. At present, 77% of our waste is recycled, primarily plastics and mixed recyclables. The majority of the remaining waste is used in energy recovery plants, composted, or incinerated. As a result of these efforts, only 3% of our global waste now goes to landfill.

As our production capacity has expanded over the past four years, the total volume of non-hazardous waste generated has increased from 2,993 tonnes to 3,779 tonnes per year. Despite the overall increase in production, we have improved efficiency, reducing waste generated per product from 0.021 kg to 0.020 kg. This indicates that our process optimisation efforts are delivering measurable environmental benefits even as output grows.

We follow local best practices for waste segregation in each country where we operate, aligning our activities with regulatory requirements and supporting broader sustainability goals. Across operations, we prioritise effective and efficient waste management processes.

In Lithuania, baling cardboard increases recycling rates and reduces the carbon emissions of the recycling process, whilst separating injection-moulded waste by material type further improves recyclability and enables waste Polyvinyl Chloride (PVC) to be repurposed to manufacture wellington boots. At our UK site, regrounding Low Density Polyethylene (LDPE) and

Polypropylene (PP) tubing contributes to a circular economy by giving new functions to materials that would otherwise be discarded.

These initiatives not only increase recycling rates but also enhance the quality and value of recycled materials, embedding circularity across our operations.

Where hazardous waste is generated, it is managed responsibly by licensed specialists across our global operations, ensuring safe disposal and minimising environmental impact. We manage hazardous substances in our operation to the highest levels of care, taking every precaution when transporting, storing, labelling, and handling substances.

During 2025 we undertook a comprehensive review and strengthened our environmental policy to ensure alignment with evolving regulatory requirements, stakeholder expectations, and our long-term sustainability ambitions. A key focus area of the policy update was waste management where we highlighted the procedures in place to ensure responsible waste management, as well as introducing new group level waste KPIs.

'We are able to provide a range of oxygen, aerosol and tracheostomy masks that are both comfortable for the patient, and the environment.'



Sustainable development

Eco design

We are committed to continuously improving our products and packaging. Development and design decisions are guided by the eco-design principles set out in BS EN IEC 62430:2019. During 2025, in response to customer demand and anticipated NHS lifecycle assessment (LCA) requirements, we expanded our understanding of product carbon footprints to inform product design and support customer and regulatory enquiries.

Eco range

The Intersurgical EcoLite™ range of oxygen, aerosol and tracheostomy masks has been designed as part of our ongoing focus on sustainable development, which is an integral part of our ethos. The Intersurgical EcoLite range, unlike traditional masks, contains no PVC in the mask body and seal which provides an option with a significantly lower impact on the environment.

In response to health and environmental concerns linked to Polyvinyl Chloride (PVC), we have developed our eco range offering healthcare providers high-quality alternatives with a reduced environmental

footprint compared to traditional PVC products. These advancements demonstrate our commitment to continuous improvement in both safety, performance and sustainability.

Improved patient comfort is paramount and the Intersurgical EcoLite range offers a lightweight and soft solution.

By utilising the latest technology we have combined two materials: the first forms the clear rigid shell of the mask, providing a strong lightweight body with good visibility; whilst the second, softer material forms the seal, providing a comfortable fit for a wide variety of face shapes.

We are able to provide a range of oxygen, aerosol and tracheostomy masks that are both comfortable for the patient, and the environment.

Whenever the distinctive green logo appears healthcare providers can be assured they are using a product that has a lower environmental footprint.

Our current range of eco products includes:

- Intersurgical EcoLite oxygen masks
- Intersurgical EcoLite aerosol masks
- Intersurgical EcoLite high concentration oxygen masks
- Cirrus™2 and HOT Top™2 nebuliser
- Intersurgical EcoLite mask kits
- Intersurgical EcoLite tracheostomy mask
- ClearLite™ and ClearLite Air anaesthetic face masks
- Eco Smoothbore breathing systems
- One-piece Guedel airways



'Our LCAs give us insights into the environmental impacts of our products.'

Life Cycle Assessment (LCA)

We use SimaPro 8 Life Cycle Assessment (LCA) software, following ISO 14040:2006 and ISO 14044:2006 standards, to measure the environmental impact of our products across materials, packaging, manufacturing energy, and end-of-life disposal.

Each LCA takes into account the complete lifecycle of a product, including:

- Material inputs — type, source, and weight of raw materials used.
- Manufacturing energy use — electricity and energy consumed during production.
- Packaging — materials and formats, with a focus on reducing weight and waste.
- Product use and disposal — clinical use phase impacts, end-of-life treatment, and waste streams.

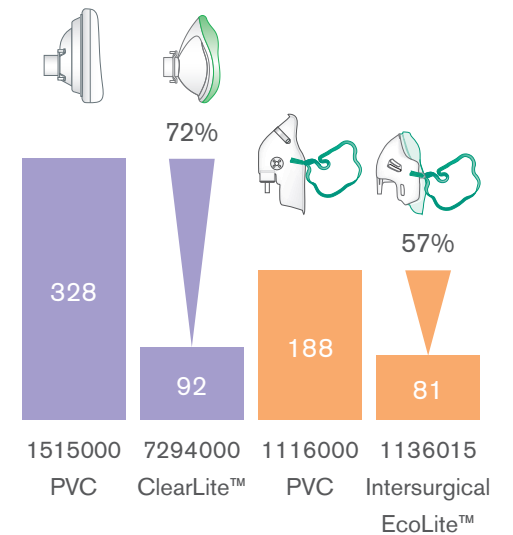
By quantifying these factors, we generate an overall environmental impact score, expressed in eco millipoints, and its associated carbon footprint. This approach allows for direct comparison between products, helping to identify opportunities for improvement and highlight the benefits of more sustainable design choices.

Our LCAs give us insights into the environmental impacts of our products. For instance, our lightweight, non-PVC masks have a lower carbon footprint than PVC and reusable alternatives. For example, our LCAs show a marked reduction in environmental impact when comparing traditional PVC oxygen masks to Intersurgical EcoLite™, and PVC anaesthetic masks to ClearLite™.

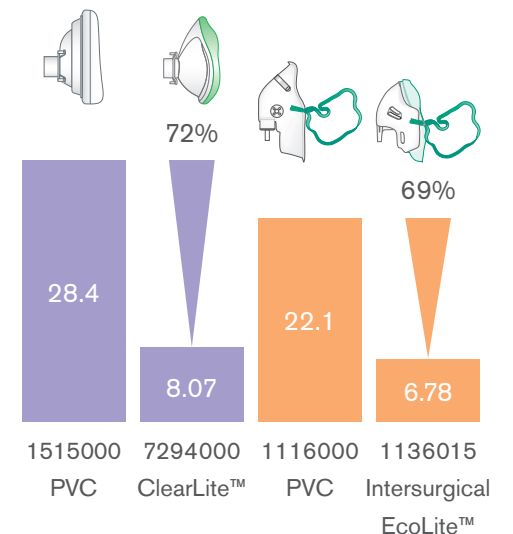
We have also produced a [video](#) demonstrating how moving from PVC to Intersurgical EcoLite masks can help healthcare providers reduce the volume of clinical waste they generate.

Our ClearLite mask has a 72% lower carbon footprint than our PVC anaesthetic face mask, and our Intersurgical EcoLite mask has a 57% lower carbon footprint than our PVC oxygen face mask.

Anaesthetic and oxygen masks gCO₂e



Anaesthetic and oxygen masks eco millipoints



'We are committed to creating an inclusive and supportive environment where all individuals are treated with respect, have equal access to opportunities.'

Social responsibility

Social responsibility overview

Our people are at the heart of everything we do, and we recognise that long-term success depends heavily on fostering a diverse, skilled, and engaged workforce, while making a positive contribution to the communities where we operate.

We are committed to creating an inclusive and supportive environment where all individuals are treated with respect, have equal access to opportunities, and can develop their potential. Through our focus on wellbeing, learning, and professional growth, we empower every employee to

thrive and contribute meaningfully to our shared purpose of improving patient care worldwide.

The following pages provide a detailed overview of our workforce demographics, diversity and inclusion initiatives, health and safety practices, and employee development programmes.



Over 70% of our employees work within manufacturing roles across our 7 global manufacturing sites.

Workforce demographics

Intersurgical has experienced steady workforce growth, reflecting both business expansion and the opening of new subsidiary offices.

Total employees in 2025:
4,038

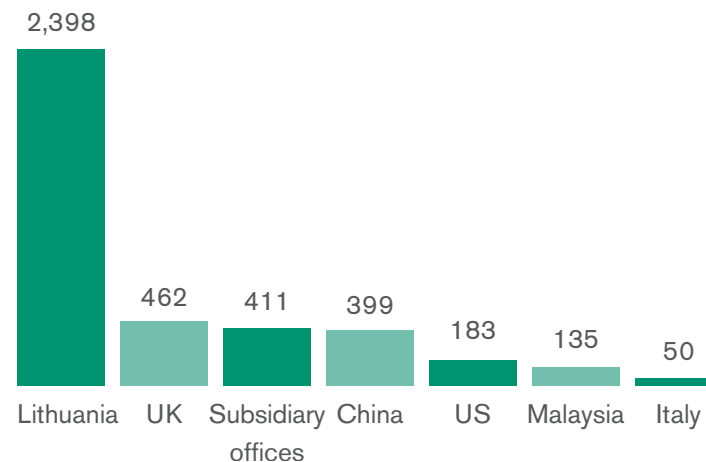
58% of employees are women – 2,325
42% of employees are men – 1,713

Global reach:
Employees across 28 countries

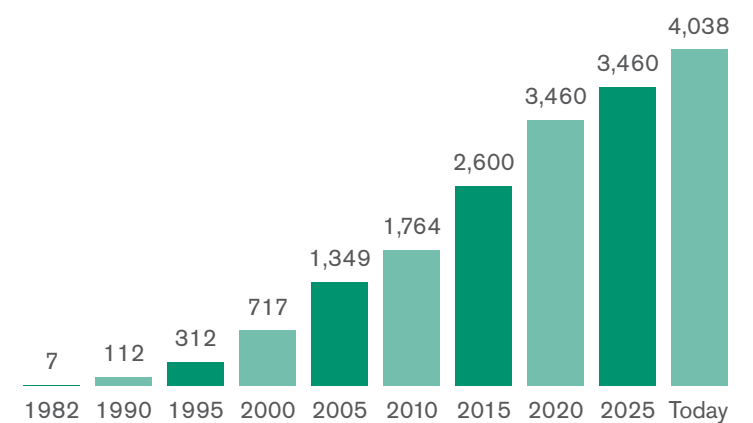
Largest 5 regions:
Lithuania (2,398), UK Head Office (462), China (399), USA (183), and Malaysia (135)



Number of employees by site



Employee numbers by year



'We are building a culture where all employees, partners, and stakeholders are treated fairly, with dignity, trust, and respect.'



Inclusion and diversity

We are committed to promoting equality, diversity, and inclusion across our workforce. We are building a culture where all employees, partners, and stakeholders are treated fairly, with dignity, trust, and respect.

We aim to build a workforce that reflects the diverse communities in which we operate, striving for parity of representation and ensuring non-discriminatory recruitment, promotion, and employment practices.

We actively work to create an environment free from discrimination, bullying, harassment, and victimisation. Our culture encourages integrity, inclusivity, and constructive challenge, empowering people to raise concerns safely and professionally address behaviours that fall short of our standards.

We recognise and value the unique contributions, backgrounds, and perspectives of all individuals, supporting career development and skill enhancement to maximise contributions to the organisation. All policies and procedures are developed in line with

legislative requirements and best practices, including safeguards for:

- Protected characteristics: age, disability, gender, gender reassignment, marital or civil partnership status, pregnancy and maternity, race, religion or belief, sexual orientation
- Educational background
- Socio-economic background
- Caring responsibilities
- Part-time or fixed-term status

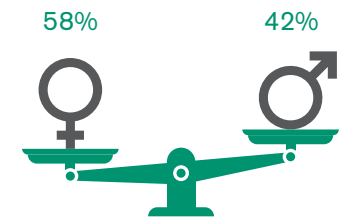
While we are committed to monitoring equality, diversity, and inclusion across our workforce, our current data collection is limited to gender, age, and the permanent or temporary status of our workforce. We recognise the need to expand monitoring in the future to better understand and address diversity gaps.



Gender

We are proud to report that our global workforce consists of 2,325 women and 1,713 men, meaning women make up approximately 58% of our total employees, while men represent about 42%.

This majority-female workforce marks an important milestone in our ongoing commitment to achieving gender equity.

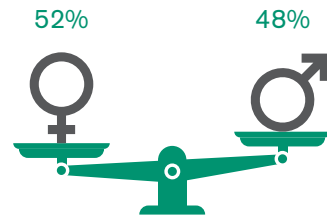


Total workforce gender split

'To build on our progress, we will continue to support the advancement of women into leadership and technical positions'

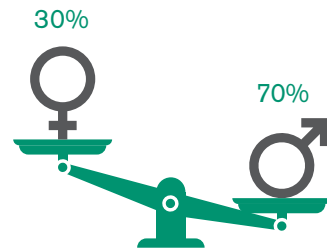


We track gender representation at both manager and senior manager levels to monitor progress and highlight areas for improvement. At the manager level, women represent a slight majority, with 300 women (52%) and 275 men (48%) out of a total of 575 global managers.



Manager gender split

However, at the senior management level (defined as Group Managers and Directors) representation shifts. Of 69 senior managers, 48 are men (70%) and 21 are women (30%).



Senior management gender split

This indicates a significant drop in female representation compared to the overall workforce and highlights a clear opportunity to improve gender balance in leadership roles. Closing this gap is a key priority, as equal representation at all levels supports better decision-making, fosters innovation, and strengthens an inclusive workplace culture.

To build on our progress, we will continue to support the advancement of women into leadership and technical positions through career development opportunities, and inclusive recruitment practices.



Our goal

To achieve a balanced gender representation across all levels of the organisation, ensuring women and men have equal opportunities to thrive in leadership, technical, and operational roles worldwide.



Policies

- Anti bullying and harassment policy.
- Recruitment and selection policy.
- Training policy.
- Flexible working policy.
- Equality, Diversity and Inclusion (EDI) policy.

'Longevity brings deep institutional knowledge, professional maturity, and a wealth of skills.'



Age

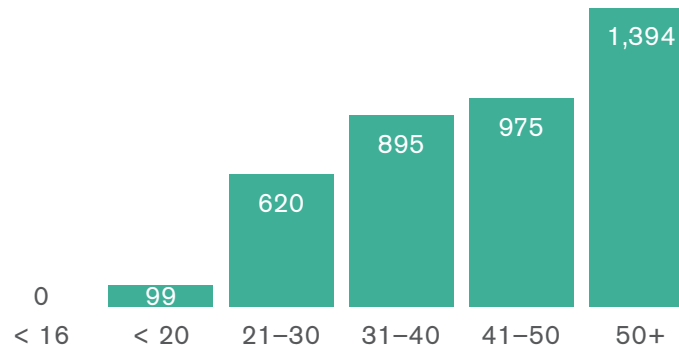
Our global workforce is rich in experience, with over 58% of employees aged 41 and above. This longevity brings deep institutional knowledge, professional maturity, and a wealth of skills that strengthen our organisation's stability and strategic insight.

At the same time, we recognise the importance of cultivating early-career talent to ensure the company's continued innovation and growth. We are genuinely excited to welcome the next generation into our organisation and take great pride in watching them develop their skills, and build meaningful careers within the company. Their fresh perspectives and enthusiasm energise

our workforce, while our commitment to nurturing their growth through mentorship, training initiatives, and development pathways ensure they have the support and opportunities needed to thrive.

In addition, we support those approaching retirement through phased retirement schemes that enable employees to manage this important milestone in a way that suits their individual needs. These schemes allow for a gradual reduction in working hours and provide opportunities to transition into mentorship roles, helping to pass down their expertise and institutional knowledge to the next generation.

2025 Age Split



Our goal

To maintain a healthy balance of experience and fresh perspectives by supporting a diverse age profile across our workforce, ensuring that employees at every career stage have opportunities to grow, contribute, and transition successfully.



Policies

- Anti bullying and harassment policy.
- Recruitment and selection policy.
- Training policy.
- Flexible working policy.
- Equality, Diversity and Inclusion (EDI) policy.

*'Healthy balance
between experienced
long serving colleagues
and those at earlier
stages of their careers'*



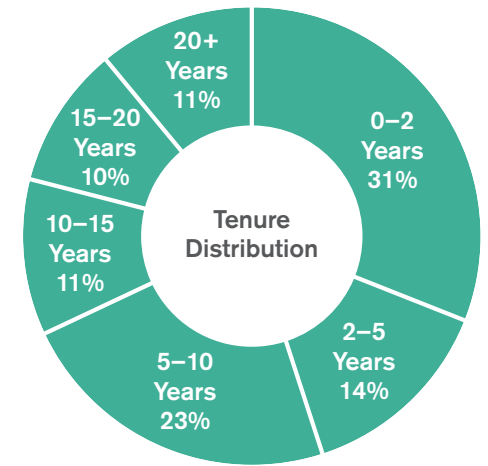
*Andy Masterman's
40 year service celebration*

Tenure

We are especially proud of the diverse tenure distribution across our workforce, which reflects a healthy balance between experienced long serving colleagues and those at earlier stages of their careers. A substantial proportion of employees are within their first five years at Intersurgical, demonstrating the success of our recruitment, onboarding, and development initiatives. At the same time, many colleagues have medium to long-term tenure (5–20+ years), highlighting strong retention and organisational commitment.

In the UK, each year, we recognise the longevity of our people by presenting long service awards, personally awarded by our Managing Director, as a celebration of their commitment and contribution.

In recognition of exceptional dedication, we have named both our auditorium and logistics facility in honour of employees who have achieved 40 years of service, creating a lasting tribute to their commitment and ensuring their legacy remains a visible and enduring part of our organisation's story.



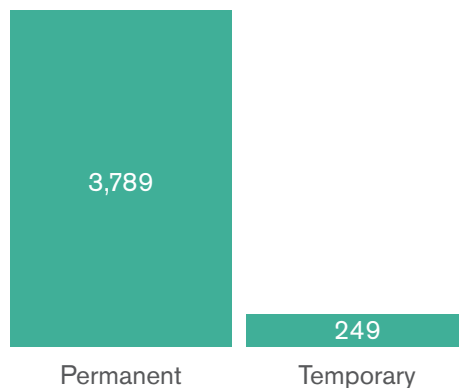
'By valuing both permanent and temporary employees, we foster a resilient and inclusive workforce.'



Employment types

Our global workforce comprises 3,789 permanent employees and 249 temporary staff, reflecting a stable yet flexible employment structure. This balance supports our broader sustainability goals by encouraging long-term employee development and organisational resilience, while also allowing us to adapt efficiently to evolving business needs.

Employment types



Permanent employment offers employees greater job security, which contributes significantly to their wellbeing, and financial stability. This security fosters loyalty and motivation, enabling individuals to invest fully in their roles and contribute meaningfully to Intersurgical's success.

We recognise that temporary roles are valued and integral to our operations. We invest in temporary employees by providing training, support, and development opportunities to help them succeed and grow. These roles also serve as important pathways for diverse talent to gain experience, engage with the organisation, and enhance workforce agility and inclusivity. Temporary positions often provide a bridge to permanent roles, supporting career progression within the company.

By valuing both permanent and temporary employees, we foster a resilient and inclusive workforce that supports organisational agility and promotes wellbeing across all employment types.



Our goal

To maintain a balanced workforce structure that combines the stability of permanent roles with the mutual flexibility of temporary positions, ensuring all employees regardless of contract type have access to opportunities, training, and support.



Policies

- Anti bullying and harassment policy.
- Recruitment and selection policy.
- Training policy.
- Flexible working policy.
- Equality, Diversity and Inclusion (EDI) policy.

'We are committed to protecting the health, safety, and wellbeing of all employees, contractors, visitors, and stakeholders across our operations.'



Production at Intersurgical UK

Health and safety

Health, safety and wellbeing

We are committed to protecting the health, safety, and wellbeing of all employees, contractors, visitors, and stakeholders across our operations. We strictly comply with all health and safety legislation, ensuring a safe and healthy working environment.

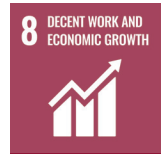
We hold everyone accountable for maintaining high standards of health and safety, fostering a culture of care, responsibility, and trust with our customers, suppliers, and partners. To promote overall wellbeing, we conduct procedure reviews to adapt to operational changes and drive continuous improvement.

We actively foster a safety-first culture, by assigning clear responsibilities across all departments and staff levels. Our structured approach is reinforced through regular Health & Safety meetings, which provide a platform for review, feedback, and shared knowledge.

Employee welfare and safe working conditions

We are committed to providing a clean, safe, and healthy workplace for all employees, contractors and visitors. Our teams carry out regular housekeeping and hygiene checks to ensure work areas remain tidy and comfortable. Employees receive regular comprehensive health and safety training specific to their job role, which include key topics such as manual handling, safe working procedures, and specific risk-related protocols. We ensure the provision of appropriate protective clothing and safety equipment where required, alongside a wider range of health and safety initiatives aimed at supporting physical comfort and preventing injury.

At our UK Head Office, we facilitate regular health checks and provide access to seasonal flu vaccinations to support proactive health management. Also in times of emotional or psychological need, support is available for employees including an Employee Assistance Programme.



Our goal

To protect the health, safety, and wellbeing of all employees across our operations, preventing accidents, injuries, and ill health, and maintaining a safe and healthy working environment globally.



Policies

- Intersurgical health and safety policies (site based).

'We provide every employee with the knowledge, skills... to grow, thrive, and succeed throughout their careers.'



Product training in the UK

Training and development

We believe our people are our greatest asset. We provide every employee with the knowledge, skills, and confidence to perform safely and effectively today, while equipping them to grow, thrive, and succeed throughout their careers.

Our training system

Our Learning Management System (LMS), embedded within our Quality and Environmental Management Systems, ensures timely completion of mandatory courses while offering a broad spectrum of optional learning opportunities that support personal and professional development.

The LMS supports a blended learning approach, combining eLearning modules with instructor-led and classroom-based training, allowing employees to benefit from flexible, self-paced online learning as well as interactive, face-to-face sessions that enhance engagement and practical skill application.

3,052 ILT courses, and 697 Elearning courses available in our LMS

Mandatory and compliance training

Relevant employees complete annual compliance training, consistently achieving completion rates above 92%. Specialist programmes focus on roles with high regulatory or product safety impact, ensuring that our workforce meets the highest standards of quality, safety, and environmental responsibility.

During 2025, over 530,000 hours globally were dedicated to training

Adapting to change

Our training system sits alongside change management systems, enabling rapid upskilling in response to process improvements and regulatory changes. During 2025 we have seen more than 390 employees complete targeted re-training, ensuring they remain compliant, confident, and capable in our dynamic business environment.

During 2025 we have seen more than 390 employees complete targeted re-training



'We believe our people are our greatest asset.'



Soft skills, leadership, and management development

We invest in leadership, communication, problem-solving, and management skills across all levels of the organisation to build a collaborative, innovative, and future-ready workforce. Employees participate in personal and career development programmes, including management training, coaching, and external learning opportunities, strengthening individual capabilities and fostering a positive workplace culture.

In 2025, training highlights included:

- Digital & technical skills: Microsoft Dynamics 365 Supply Chain Management, Lean Practitioner training, Agile Project Management, and ISO 31000 Risk Management

- Leadership & soft skills: DISC profiling, Situational Leadership, coaching, feedback, delegation, resilience, emotional intelligence, and conflict management.
- Sustainability leadership: The Imperial Sustainability Leadership Programme, developing knowledge and leadership capability in sustainable business practices and environmental strategy.
- Engineering capabilities: Mechanical Maintenance, Pneumatics, and Mechanical–Electrical training programmes.

- Apprenticeships: Senior Leader Apprenticeship (Business Administration), IT, and Sustainability apprenticeships, supporting long-term leadership, digital, and sustainability expertise.

These initiatives enhance operational excellence, support continuous improvement, and develop a skilled workforce equipped to lead, innovate, and drive sustainable business performance.



‘Employees are encouraged to pursue career pathways which align with their skills and aspirations.’



Career growth and internal progression

We are proud of our track record in nurturing talent and promoting from within.

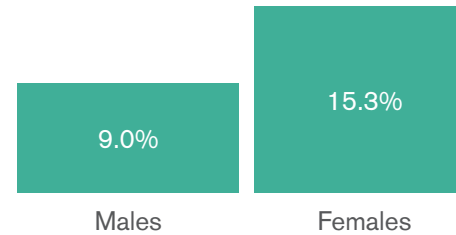
In 2025 we supported 180 internal promotions

Employees are encouraged to pursue career pathways which align with their skills and aspirations, with development plans in place.

Long tenure is valued, and our structured training programmes ensure that employees at every level have the opportunity to advance internally, take on new challenges, and build long-term careers with Intersurgical.

In the UK, women achieved a higher proportional promotion rate than men, demonstrating fair and consistently applied promotion practices. While absolute numbers favour men due to workforce composition, women have equitable access to career progression opportunities

UK promotion rate



Supporting lifelong development

We encourage employees to take ownership of their career journey.

Through annual appraisals, mentorship, and succession planning, individuals can identify development opportunities, plan career growth, and access training that prepares them for future roles.

We are passionate about creating a workplace where ambition is supported, careers flourish, and people feel valued for their contributions and potential, helping every employee to thrive.



Our goal

To ensure every employee has the skills and confidence to perform their roles to the highest standards of quality, safety, and reliability, while supporting their growth, career development, and ability to thrive in a workplace where ambition is nurtured and contributions are valued.



Policies

- Recruitment and selection policy.
- Training policy.
- Equality, Diversity and Inclusion (EDI) policy.

'We aim to make a meaningful difference through charitable partnerships, employee-led initiatives, volunteering, and skills development opportunities.'



Visaginas 50th anniversary jubilee

Community engagement and charitable activity



We believe that supporting the communities we work in is an integral part of building a more sustainable and inclusive future. Through all regions in which we operate we aim to make a meaningful difference through charitable partnerships, employee-led initiatives, volunteering, and skills development opportunities. Many of our manufacturing sites and subsidiaries have key charity partners which they regularly collaborate with, creating strong and lasting relationships.

Employee-led giving

Each year, we invite our employees to nominate local charities and causes that are personally meaningful to them. Through company-supported fundraisers and donation matching, we help transform these passions into real world impact. This employee-led approach ensures our social contributions are authentic, relevant, and people-driven.

Supporting communities through donations and sponsorships

We respond to direct requests from charities, community groups, and local initiatives through a formal support process, offering both financial sponsorships and in-kind donations.

As a medical device manufacturer, we donate critical products to registered outreach organisations working in under resourced or crisis affected areas, helping improve access to life-saving care.

One instance of this in 2025 was Intersurgical Mexico donating oxygen masks to hospitals that were treating patients injured by a gas tanker explosion in Mexico City.

Charity Support

We were delighted to support a charity football match at Sandhurst Town in memory of a local young sports enthusiast, a close friend of one of our employees, who tragically lost his life to a glioblastoma brain tumour at 17. The match raised funds for A New Hope for Ethan, helping to advance research into better treatments and a cure.

Our UK Head Office also took part in the local Business Fives 5-a-side tournament against other Berkshire businesses. Two Intersurgical teams represented the company, raising funds for their chosen charities: Team AC Surgical supported Scope, while Team Intersurgical supported Ivison Trust.

In addition, we have supported a range of other charities, including The Intensive Care Society, NY 5 Young People, Tapping House, Macmillan Cancer Support, and Molly Olly's Wishes, reflecting our ongoing commitment to making a positive difference in our communities.



'Participation in these activities promotes a culture of service, teamwork, and connection to the communities we live and work in.'



Corporate volunteering day

Corporate volunteering

Our employees are encouraged to take part in annual volunteering events that support local charities. Participation in these activities promotes a culture of service, teamwork, and connection to the communities we live and work in.

Employees from our UK Head Office took part in a day of hard work and gardening to support Thrive. We have supported the charity Thrive since 2022 by helping maintain their grounds, enabling them to run gardening events and classes that promote the health benefits of horticulture and spending time in nature.



Thrive's activities particularly support individuals who are isolated, disadvantaged, or living with disabilities or ill health, helping to improve physical and mental wellbeing, communication, and cognitive skills. Our support has consistently received positive feedback from both Thrive and the participants.



Our goal

To make a positive, lasting impact in the communities where we operate by supporting local charities, encouraging employee-led initiatives, and promoting volunteering and skills development. We strive to foster a culture of genuine social responsibility that reflects our core values of sustainability, inclusion, and community engagement.



Policies

- Charity and community support policy.

'We are committed to helping the next generation succeed through a range of education and development initiatives.'

Creating opportunities through education and development

We are committed to helping the next generation succeed through a range of education and development initiatives.

Each year, we offer structured work experience placements for young people interested in careers in the medical technology sector, and continue to invest in apprenticeships, supporting both new recruits and existing staff in achieving professional qualifications.

In 2025, over 3,330 work placement days were supported globally



This program of placements has had strong delivery, engagement and positive learning outcomes with a 100% completion rate across all quarters. Participant satisfaction has remained consistently above our target score of five out of six, achieving an average of 5.4. During their placements, the students spend time across various departments learning about the company, our products and operations, as well as the type of tasks and responsibilities within each area.



Alongside work placements, we introduced three new apprenticeships in the UK to strengthen skills development, and celebrated the successful completion of another apprenticeship.

Newton Room in Lithuania

In 2025, we continued to hold sessions at our Newton Room beside the Visaginas factory, in partnership with the local municipality. These sessions give schoolchildren from across Visaginas hands-on opportunities to bring scientific principles to life. Lessons cover physics, chemistry, mathematics, biology, and information technology, with each module using real business activities to develop critical thinking and problem-solving skills.

To enhance learning, the Newton Room is equipped with advanced technologies, including laboratory equipment, scientific simulations, and specialist software that help visualise complex processes. Serving all schools in the municipality, the Newton Room offers many children the chance to engage with our company and explore potential future careers.

By investing in education and skills development, we help strengthen local communities, nurture future talent, and contribute to the long-term sustainability of our industry.

'Our governance framework integrates Environmental, Social, and Governance (ESG) principles into how we operate, manage risk, and create value.'

Governance and ethics

Governance and ethics overview

Strong governance and ethical conduct form the foundation of our business at Intersurgical. We are committed to maintaining transparency, integrity, and accountability across all our operations, ensuring that our decisions support long-term sustainable growth and stakeholder trust.

Our governance framework integrates Environmental, Social, and Governance (ESG) principles into how we operate, manage risk, and create value. With clear oversight from our Managing Director and Board of Directors, supported by a dedicated Sustainability

Team and ESG committees, we ensure robust alignment between corporate governance, operational performance, and sustainability objectives.

The following pages detail our governance structures, ESG oversight, ethical commitments, and approaches to responsible business practices, including human and labour rights, anti-bribery, data protection, and sustainable procurement.



'We are committed to embedding Environmental, Social and Governance (ESG) principles across all aspects of our business.'



ESG governance and oversight

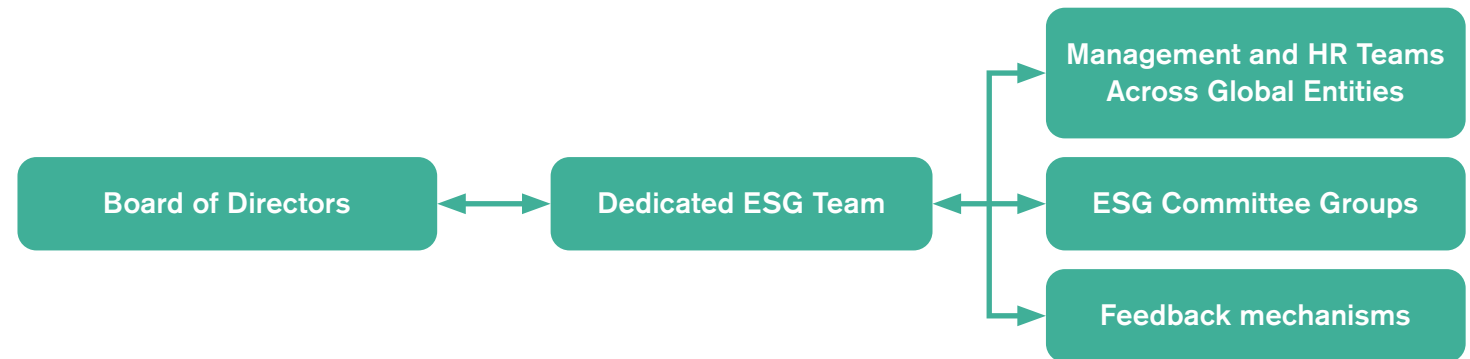


We are committed to integrating Environmental, Social, and Governance (ESG) principles across all aspects of our business to drive sustainable growth and long-term value creation.

In 2024, we established a dedicated Sustainability Team at our head office to work closely with management across all global entities, ensuring a consistent and aligned approach to ESG strategy and implementation. The team doubled in size in 2025, significantly strengthening our capabilities to coordinate initiatives, enhance data quality and consistency, and support effective implementation at both site and group levels.

To further strengthen governance, we are establishing ESG committee groups that provide a platform for feedback and engagement across the business, ensuring diverse perspectives inform our initiatives. The ESG team reports directly to the Managing Director and maintains regular communication with the Board of Directors. Key Performance Indicators (KPIs) are shared with the board and senior management through management reviews, enabling transparent oversight and continuous improvement.

This governance framework ensures robust accountability, proactive management of ESG risks and opportunities, and alignment with our corporate objectives and global best practices.



'Our integrated Quality Management System (QMS), certified to ISO 13485 and ISO 9001, ensures we consistently deliver products and services that meet or exceed global regulations while fulfilling the specific needs of our customers'



Production at Intersurgical Malaysia

Product quality, safety and risk management

Commitment to quality

Quality is not just a regulatory requirement, it is a core value embedded across all aspects of our business. Our integrated Quality Management System (QMS), certified to ISO 13485 and ISO 9001, ensures we consistently deliver products and services that meet or exceed global regulations while fulfilling the specific needs of our customers in terms of safety, effectiveness, and performance.

Compliance with the Medical Device Directive (MDD), the Medical Device Single Audit Program (MDSAP), and UK Conformity Assessed (UKCA) marking further demonstrates our commitment to maintaining high standards of quality, safety, and continuous improvement throughout the product lifecycle.

We take a customer-focused approach, identifying internal and external stakeholders and ensuring products are defect-free. This commitment underpins our reputation for excellence in respiratory care, recognised globally by healthcare professionals. Our QMS provides the framework for setting

and reviewing quality objectives, promoting clear communication across employees, subsidiaries, distributors, and other stakeholders, and ensuring accountability through training and engagement.

We continually leverage advanced technologies and manufacturing practices to enhance product design, performance, and production efficiency. These improvements not only boost customer satisfaction but also support sustainability by reducing waste, minimising variability, and increasing product reliability throughout its lifecycle.

Patient Safety and Design

Patient safety is central to everything we do. Safety considerations are integrated from the earliest stages of product development, informed by clinical research and scientific literature. Our design processes align with internationally recognised standards and are audited annually to ISO 13485. Each product undergoes rigorous clinical evaluations before reaching the market, ensuring it performs safely and effectively.

We operate state-of-the-art testing laboratories at our sites in the UK, Lithuania, and China, conducting comprehensive testing from components to fully assembled devices. Material testing ensures all inputs meet performance and safety standards, while accelerated and real-time ageing tests confirm product functionality over its intended lifespan. Products are also validated under real-world conditions, including repeated cleaning, sterilisation, and exposure to harsh environments.

Technical files are fully compliant with the MDD, EU MDR 2017/745, and UK Medical Regulations, ensuring regulatory and quality standards are met. Our in-house clinical and regulatory teams conduct detailed risk-benefit analyses, ensuring that devices maximise benefits while minimising risks for patients and healthcare providers.

'Compliance to ISO 14971 facilitates the identification, evaluation, and control of risks throughout the product.'



Testing laboratory at our UK site

Post-Market Surveillance (PMS)

Post-Market Surveillance is a critical part of ensuring the ongoing safety, effectiveness, and quality of our devices. Structured in line with regulatory requirements, including EU MDR 2017/745, our PMS system integrates fully with our QMS.

PMS activities include:

- Customer feedback and complaint handling.
- Vigilance reporting, incident monitoring, and trend analysis.
- Review of scientific literature and clinical publications.
- Post-Market Clinical Follow-up (PMCF) data collection.

This continuous monitoring allows early identification of potential issues, supports timely corrective and preventative actions (CAPA), and informs future product improvements, material selection, and design updates. PMS also contributes to sustainability by improving product lifecycle efficiency, reducing waste, and ensuring devices consistently meet the needs of patients and healthcare providers.

Risk Management

Risk management is embedded across product development and operations. For medical devices, compliance to ISO 14971 facilitates the identification, evaluation, and control of risks throughout the product lifecycle. ISO 31000 principles are applied across manufacturing, logistics, infrastructure, and resource management, enabling proactive risk identification and mitigation.

Cross-functional teams review risk assessments regularly to ensure strategies remain effective against evolving regulatory, technological, and clinical challenges. Risk-based thinking is embedded in the QMS, and continuous monitoring, audits, and feedback mechanisms drive improvements in product quality, reliability, and sustainability.

Driving Continuous Improvement

Through innovation, advanced materials, and cutting-edge testing technologies, we ensure our products maintain the highest standards of safety, performance, and regulatory compliance. By embedding quality, safety, and risk management throughout the product lifecycle, Intersurgical delivers medical devices that healthcare providers can trust today and into the future.



'We are committed to building a sustainable, ethical business that respects the rights of every individual who works with and for us.'



Human and labour rights

We are committed to building a sustainable, ethical business that respects the rights of every individual who works with and for us. Our key principles are:

Elimination of forced and child labour

We take a zero-tolerance approach to modern slavery, forced labour, and child exploitation. We comply with modern slavery laws and have strong recruitment controls in place, including age verification and clear written employment terms. No identity documents are retained, and all employment is freely chosen.

Equality and inclusion

We are committed to compliance with equality laws and to creating a respectful workplace where everyone can thrive. Protected characteristics are fully respected, and policies guide how we support inclusion, equity, and fairness in all aspects of employment.

Fair pay and working conditions

We ensure fair wages in line with all local legislation. All statutory benefits are provided, including pension, sick pay, and paid leave. Our practices promote job security and transparent pay processes.

In 2025, 100% of our global workforce were paid at, or above their local minimum wage

Safe and respectful workplaces

We provide a safe and healthy working environment in line with local health and safety legislation. Mental health and wellbeing are supported through initiatives including wellbeing action plans, and Mental Health First Aiders.

Reasonable working hours

We follow working time regulations, including rest breaks, daily and weekly rest, and paid annual leave. Managers respect personal time and discourage out-of-hours communication.

Voice and accountability

We encourage open communication channels across all areas of the business and provide platforms for employees to share their views and suggestions. We maintain accessible grievance and whistleblowing processes and offer protection against retaliation. We respect freedom of association and employee representation, even without formal union recognition.



Our goal

To uphold the highest standards of fairness, safety, and dignity at work by embedding human and labour rights into all aspects of our operations, ensuring every individual is treated with respect and protected under ethical, lawful, and inclusive practices.



Policies

- Anti bullying and harassment policy.
- Recruitment and selection policy.
- Health and safety policy.
- Whistleblowing policy.
- Equality, Diversity and Inclusion (EDI) policy.
- Human and labour rights policy.

‘Our policy ensures that all reports are treated confidentially and that individuals are protected from retaliation.’



Whistleblowing

We maintain a global whistleblowing policy that enables employees, contractors, and stakeholders globally to raise concerns regarding misconduct, unethical behaviour, or breaches of law, including matters related to environmental, social, and governance (ESG) issues.

Our policy ensures that all reports are treated confidentially and that individuals are protected from retaliation, fostering a safe and transparent environment for speaking up. During 2025, we strengthened our whistleblowing policy through establishing key performance indicators (KPIs) to enhance oversight, transparency, and accountability. The introduction of these measures enables more structured monitoring of reporting trends, engagement and training levels, supporting continuous improvement of our speak-up culture and compliance processes.

All concerns raised are taken seriously, investigated thoroughly, and addressed appropriately, reinforcing accountability and responsible business practices.

During the reporting period, one whistleblowing report was submitted. This case was reviewed in accordance with the company’s established whistleblowing policy and investigation procedures. The matter raised was assessed promptly, handled appropriately, and resolved in line with internal controls and compliance requirements. No policy breaches were substantiated.

By integrating whistleblowing into our sustainability framework, we demonstrate our commitment to transparency, ethical conduct, and the protection of people and the environment, strengthening trust with stakeholders in the UK and globally.



Our goal

To create a culture of transparency, accountability, and ethical conduct by providing a safe and confidential channel for employees and stakeholders to raise concerns about misconduct, unethical behavior, or breaches of law.



Policies

- Anti bullying and harassment policy.
- Recruitment and selection policy.
- Health and safety policy.
- Whistleblowing policy.

'We are committed to ensuring that our operations and supply chains are free from modern slavery.'



Modern slavery

We are committed to ensuring that our operations and supply chains are free from modern slavery, including human trafficking, forced labour, debt bondage, and child exploitation. This commitment applies across all Intersurgical group legal entities worldwide and aligns with the Modern Slavery Act 2015 as well as broader global ethical standards.

Our approach is based on robust recruitment and supply chain practices, including ethical hiring, fair wages, age verification, and compliance with employment laws. Where agency workers are engaged, we ensure third-party providers adhere to our standards. Supplier due diligence includes assessments in line with the principles set out in our Ethical Business Handbook, with corrective actions taken as needed, including guidance, support, or termination of partnerships with non-compliant suppliers. Training and awareness are central to maintaining ethical practices across our workforce.

In 2025, 0 instances of modern slavery reported

In 2025, we identified no instances of modern slavery within our direct operations or through our formal reporting mechanisms. We also strengthened our approach by introducing targeted key performance indicators (KPIs) and dedicated training within our UK operations to enhance oversight, accountability, and the prevention of modern slavery risks across our supply chain.

We remain committed to conducting annual risk assessments to identify and mitigate potential modern slavery risks, considering factors such as geographic location, industry, and supplier practices, ensuring that ethical standards are consistently upheld across the business.

Our published modern slavery statement is available via our [website](#).



Our goal

To ensure that our operations and supply chains are free from modern slavery, human trafficking, and exploitative practices, building an ethical, responsible, and transparent business culture globally.



Policies

- Modern slavery statement.
- Recruitment and selection policy.
- Purchasing policy.
- Supplier evaluation policy.
- Supplier assessment.
- Service provider assessment.
- Supplier audit policy.
- Whistleblowing policy.

‘Employees and business partners are expected to act with integrity in every aspect of their work.’



Anti-bribery and corruption

We are committed to conducting all business activities honestly, transparently, and ethically, with zero tolerance for bribery and corruption. This commitment extends across all geographies in which we operate, including the UK and overseas markets. Employees and all business partners are expected to act with integrity in every aspect of their work.

In 2025, 0 instances of bribery reported

We maintain comprehensive policies and procedures to prevent, detect, and respond to bribery risks. These include clear guidance on gifts, hospitality, promotional expenditure, facilitation payments, and charitable donations.

During 2025, we enhanced our anti-bribery and corruption governance by establishing key performance indicators (KPIs) to strengthen monitoring, prevention, and accountability across our operations and business relationships. These metrics provide greater visibility over compliance trends, support a

strong ethical culture, and enable continuous improvement in mitigating bribery and corruption risks across the organisation and its supply chain.

We conduct regular risk assessments to identify potential bribery and corruption across our operations and supply chain, including relationships with third parties such as suppliers, distributors, agents, and consultants.

Through these measures, we seek to uphold a culture of ethical business conduct, protect the integrity of its operations, maintain stakeholder trust, and ensure compliance with applicable laws and industry standards globally.



Our goal

To ensure that our operations and supply chains are free from bribery and corruption, building an ethical, responsible, and transparent business culture globally.



Policies

- Anti-bribery policy.
- Purchasing policy.
- Supplier evaluation policy.
- Whistleblowing policy.

‘All employees and associated persons are expected to act with integrity and accountability.’

Anti-competitive practices

We are committed to conducting all business in a fair, competitive, and transparent manner in accordance with global competition law.

We prohibit anti-competitive practices such as price-fixing, market sharing, bid-rigging, or any conduct activity that could distort fair competition.

Our approach is based on promoting ethical commercial conduct and fostering trust with customers, suppliers, and partners.

All employees and business partners are expected to act with integrity and accountability, and we are actively working towards implementing formal risk assessment, policy, Key Performance Indicators (KPIs) and training in the near future.

In 2025, 0 instances of anti-competitive behaviour reported



Our goal

To ensure that our operations and business dealings comply fully with competition laws, and are conducted in a fair, transparent, and ethical manner that promotes healthy competition and fosters trust.



Policies

- Whistleblowing policy.
- *Planned: Anti-competitive practices policy.*



'We are committed to protecting personal data and ensuring cyber security across all our operations.'



Data protection and cyber security

Intersurgical is committed to protecting personal data and ensuring cyber security across all operations, through robust IT security policies, regular employee training, and continuous monitoring to prevent, detect, and respond to data-related risks.

We strictly comply with the requirements of the General Data Protection Regulation (GDPR) and implement comprehensive measures to safeguard against cyber threats and data breaches.



As an organisation classified as an important entity under the EU NIS2 Directive, we are required to meet strict cybersecurity requirements reflecting the critical nature of our operations. A cyber incident could disrupt manufacturing activities, impact patient safety, or stop production entirely.

All employees and business partners are required to comply with the Intersurgical Information Security Policy and are responsible for reporting any security incidents or suspicious activities they observe. Everyone is accountable for maintaining the confidentiality, integrity, and availability of information, reinforcing trust with our customers, suppliers, and partners.



Our goal

To ensure that all Intersurgical operations and business dealings are conducted in a fair, transparent, and ethical manner globally, while rigorously protecting personal data in accordance with GDPR and implementing comprehensive cybersecurity measures to defend against cyber threats, thereby safeguarding the integrity, confidentiality, and availability of information across all operations.



Policies

- Intersurgical information security policy.
- Intersurgical acceptable use policy.
- User access rights procedure. GDPR.

'Our approach is guided by principles of ethical sourcing, transparency, and strong supplier partnerships.'

Sustainable procurement



We recognise that the environmental and social impacts of our operations extend beyond our immediate business activities. Through our procurement practices, we have both the opportunity and responsibility to influence sustainability across our supply chain. We are committed to sourcing responsibly, protecting human rights, and preventing exploitation in any form. Our approach is guided by principles of ethical sourcing, transparency, and strong supplier partnerships. We work closely with our supply chain partners to uphold high standards of labour practices, environmental responsibility, and business integrity.

Due diligence and risk management

We continue to take a structured approach to identifying and mitigating risks across our global supply chain. To strengthen resilience, we assess geographical risks using the Walk Free Global Slavery Index and other tools to highlight areas where risks may be elevated. As part of our quality system all new suppliers undergo a detailed evaluation against Intersurgical's requirements and existing suppliers are re-evaluated every 3 years. We use results across our supply chain to evaluate trends to better predict and mitigate risk.

Supplier engagement and ESG

Strong supplier relationships are central to our approach. Where risks are identified, we work collaboratively with suppliers to help them strengthen their practices. We also maintain whistleblowing procedures throughout our supply chain, enabling individuals to raise concerns safely and confidentially, with full protection for whistleblowers.

Insights gathered from 798 supplier assessments and ESG questionnaires provide us with a clearer picture of risks and opportunities, allowing us to work jointly with suppliers to reduce impacts and encourage innovation. This approach builds transparency, accountability, and shared progress across our network.



Our goal

To ensure that our procurement activities are conducted in a fair, transparent, and ethical manner globally, with a strong focus on selecting suppliers and materials that support environmental stewardship, social responsibility, and long-term economic resilience, thereby promoting sustainability throughout the supply chain and reducing negative impacts across all operations.



Policies

- Purchasing policy.
- Supplier evaluation policy.
- Modern slavery statement.
- Supplier assessment policy.
- Supplier audit policy.
- Whistleblowing policy.

'We aim to build a robust and transparent foundation for sustainability, ensuring continuous improvement, accountability, and meaningful impact across our global operations.'

Looking ahead to 2026

Through these initiatives, we aim to build a robust and transparent foundation for sustainability, ensuring continuous improvement, accountability, and meaningful impact across our global operations.

Reviewed and Improved Policies: Our internal policies will be continuously reviewed and enhanced to reflect best practices and evolving regulatory requirements, ensuring alignment with global sustainability standards.

Introduction of Key Performance Indicators (KPI's): Start to introduce and monitor ESG KPI's to measure and track sustainability performance.

Global Policy Alignment: We will work toward harmonising policies across all operations, producing consistency and clarity in how ESG objectives are implemented worldwide.

Internal Feedback Loops: We will implement more formalised mechanisms for gathering and responding to internal feedback, ensuring that employees at all levels can contribute to sustainability initiatives.

Introduction of Committees: We plan to establish committee groups in key regions to enhance employee engagement, representation, and collaborative decision-making on sustainability matters.

Expansion of ESG Data and KPI Tracking: We will broaden the scope of our ESG data collection and performance metrics across all regions, enabling more comprehensive tracking of our environmental and social impact.

Stakeholder Engagement: Strengthening relationships with suppliers, customers, and other stakeholders will be a key focus. We aim to develop more structured and formalised channels for feedback and dialogue, building transparency and collaboration within ESG policy.

Scope 3 Emissions Accounting: Recognising the importance of our broader environmental footprint, we will begin the formal accounting of Scope 3 emissions, encompassing indirect emissions from our value chain.

Enhancing our ESG Reporting: We will build our reporting infrastructure to meet CSRD compliance needs.

During 2025 it was announced that Intersurgical has entered into an agreement to acquire the Acute Care and Interventional Urology businesses of Teleflex®, a strategic milestone that reinforces Intersurgical's long-term growth strategy. Following this announcement, and as our business continues to grow, to deliver this wider offering, we remain committed to embed sustainability into everything we do, ensuring we continue to meet these initiatives long into the future.



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