

The logo for 'medica:' is displayed in a bold, white, sans-serif font. The word 'medica' is in lowercase, and the colon is also in lowercase. The letter 'i' in 'medica' has a small blue dot above it, and the colon has a small pink dot above it. The background is a dark blue gradient with a large, light green circular arc on the right side and some blurred light spots.

Environmental, Social and Governance (ESG) report 2024

Our approach to
understanding our impact
and building a sustainable
business



We create lasting change that benefits our company, our clients and our communities

Our purpose is to improve lives through excellence in diagnostics and research and we recognise the importance of the Environmental, Social and Governance (ESG) activities that underpin our business.

Our employees, clients, consultant radiologists, radiographers, specialist doctors and wider stakeholders make achieving our purpose possible. Following a detailed review and materiality assessment in 2021, our framework and approach to ESG was updated to focus on four key pillars:

- **People and community**
- **Responsible operations**
- **Environmental impact**
- **Customer centricity**

Each pillar is relevant to the Group's business strategy and the framework has been approved by the Medica Group Board.

To maintain accountability and transparency, ESG is a standing item at the monthly Medica Board, where the annual objectives are monitored (including modern slavery mitigation efforts).



Within this report, we have outlined the key areas of focus for each of our ESG pillars, highlighting the main activities and providing progress updates.

SECR (Streamlined Energy and Carbon Reporting)

We are pleased to report against the SECR standard. Medica considers this to be the most appropriate internationally recognised ESG reporting standard to publicly report our annual energy use, greenhouse gas emissions, and energy efficiency measures.

Unless otherwise noted, this report summarises the ESG activities and impact of our UK, Ireland and US operations for the reporting period of 1 January to 31 December 2024.

Measuring our impact

As part of our ongoing commitment to building a sustainable business, the table below sets out how we measure our ESG impact and progress.

	People and community	Responsible operations
Our commitments	<ul style="list-style-type: none"> • Attract, retain and develop our people to deliver sustained business growth • Promote equality, diversity and inclusion across our business • Supporting and encouraging initiatives resulting in positive community impact 	<ul style="list-style-type: none"> • Deliver exceptional clinical quality, to ensure patient outcomes are at the heart of everything we do • Protect the privacy and security of the data we are entrusted with • Promote ethical standards within our workforce and onward supply chain
KPIs	<ul style="list-style-type: none"> • Percentage of women on the Board of Directors • Percentage of women on the wider management team • Internal appointments as a percentage of total appointments 	<ul style="list-style-type: none"> • Number of material regulatory compliance breaches • Total amount of monetary losses as a result of legal proceedings associated with data security and privacy
Actions taken in 2024	<ul style="list-style-type: none"> • Conducted employee survey across the Group to assess engagement levels and areas for improvement • Established a Group Equity, Diversity and Inclusions (E,D&I) Forum that will report to the Executive Team on improvements needed 	<ul style="list-style-type: none"> • Reviewed cyber security strategy and action plan • Gained Cyber Essentials Plus accreditation
Targets for 2025	<ul style="list-style-type: none"> • Mental health champions in UK • Mental health first aiders in UK • Training for all employees in unconscious bias • Establish management development programme • Continue supporting local schools with CV workshops and interview training 	<ul style="list-style-type: none"> • Maintain compliance with the general data protection regulations and DCB0129 and DCB0160 accreditation

	Environmental impact	Customer centricity
Our commitments	<ul style="list-style-type: none"> • Minimise our impact on the environment • Minimise our carbon emissions 	<ul style="list-style-type: none"> • Put patient outcomes at the heart of everything we do • Deliver exceptional clinical quality • Developing long-term partnerships built on trust
KPIs	<ul style="list-style-type: none"> • Carbon emissions, tCO2 	<ul style="list-style-type: none"> • Percentage of NightHawk studies completed within Service Level Agreement (SLA) • Patient outcomes • NightHawk reports within SLA • Elective reports within SLA • Justification calls answered within SLA • Clinical quality • Discrepancy rate • Long-term partnerships • Client retention rate • Complaints
Achievements in 2024	<ul style="list-style-type: none"> • Begun developing Medica’s net zero strategy • 2024 (Y1) Percentage of suppliers assessed for environmental/social sustainability practices — target increasing percentage year-on-year • 2024 (Y1) Percentage of suppliers meeting minimum sustainability criteria — target 100% (end of five years) • 2024 (Y1) Number of partnerships/collaborations with sustainable suppliers — target increasing number year-on-year • 2024 (Y1) Number of supplier audits conducted — target conducting regular audits — applicable to tier 1 	<ul style="list-style-type: none"> • Reviewed and aligned the client survey programme across the Group
Targets for 2025	<ul style="list-style-type: none"> • Improve on ESG supply chain targets set in 2024 • Further educate procurement teams to develop partnerships with sustainable suppliers 	<ul style="list-style-type: none"> • Begin gathering supply chain ESG conformance data

People and community

We note that none of our employees are subject to a collective bargaining agreement or represented by a trade or labour union and our relationship with employees remains very positive.

Our commitments

- Attract, retain and develop our people to deliver sustained business growth
- Promote equality, diversity and inclusion across our business
- Support and encourage initiatives resulting in positive community impact

KPIs

- Percentage of women on the Board of Directors
- Percentage of women on the wider management team
- Internal appointments as a percentage of total appointments

Promoting equality, diversity and inclusion

At Medica, employees are our most valuable assets. They have been vital to the success of Medica as market leader in teleradiology, in the UK and Ireland, as well as driving growth in our US clinical trial imaging business, RadMD. Our ability to attract, retain and develop a diverse and talented team is crucial to delivering our business strategy and ensuring our continued sustainability going forward.

We are determined to make Medica a great place to work and have a firm commitment to equality of opportunity in all of our employment policies, practices and procedures. We have a Dignity at Work Policy and a Whistleblowing Policy. All employees are trained to reinforce the policy messages.

In 2024 we launched the Medica Equality, Diversity and Inclusion Forum with the aim of further promoting equality, diversity and inclusion across the business.

The Forum is made up of employee volunteers and provides employees the opportunity to share ideas and suggest improvements to the Executive Team. The Forum works with the Executive Team to promote the importance of sharing good practice and experience, and developing a culture of listening to all communities and groups within Medica.

In 2024, the issue of sexual harassment was included in our workplace training, empowering employees to identify, prevent and report inappropriate behaviour.

Our recruitment and selection processes are geared to selecting the best candidate regardless of their age, gender, sexuality, ethnicity, full or part-time status, disability and marital status.

In 2022, we introduced equal opportunity questionnaires into our recruitment process.

In 2023, we introduced recruitment training for all hiring managers, to ensure that we have a consistent approach to recruitment and selection and an understanding of how to ensure equality in the selection process.

Our Equal Opportunities Policy ensures that no employee or applicant is discriminated against. We also apply these principles to the recruitment of the radiologists, radiographers, specialist doctors and other clinicians that we contract with across our business.

We track retention rates and conduct exit interviews to understand reasons behind employees leaving. We have positive results in this field as our employee turnover rate was reduced from 20% in 2023 to 16% in 2024.

Our recruitment process starts with the aim of “growing our own” and all vacancies are advertised internally. This has meant that the percentage of roles filled internally has increased from 20% in 2023 to 31% in 2024. This success ensures that employees are having the opportunity to grow and develop their careers within Medica.

Our employees in numbers

	2024
Total no. of employees ¹	469
Employee growth year-on-year	+4%
Split by gender	Female - 59% Male - 41%
Percentage with a permanent contract	98%
Total no. of full-time employees	246
Total no. of part time employees	223

Our reporters in numbers (UK only)

	2024
Split by gender	Female 23% Male 69% Other 8%

¹Total number of people employed (headcount)



Fostering a diverse leadership team

We continue to report on diversity within our Board of Directors and Senior Management Team (SMT)

Our Board of Directors in numbers

Number of individuals on the Board	6
Percentage of women on the Board	0%
Number of women holding chair or other senior positions	0
Number from an ethnically diverse background	1

Our Wider Management Team (WMT)

Number of individuals on the WMT	42
Percentage of women on the WMT	45%
Number from an ethnically diverse background	2

Engaging with our team and communicating our strategy

An engaged team of employees and reporters is vital to our current and future success.

We hold regular “town hall” style meetings, led by our CEO, to share updates of our progress with employees across our UK, Ireland and US based teams. In Q1, we again held the Medica Company Day in the UK which is an opportunity to be able to ask questions directly to management and share our strategy for the year.

Further updates are shared with our employees and reporters through our newsletter the ‘Reporter Bulletin’. New members of the team are welcomed in the business and feature interview style introductions. Alongside this we conduct regular education and “lunch and learn” sessions with employees, as well as organising a dedicated educational programme for our reporters run by one of our internal radiologist experts.

In Q1 2024, we launched our first Medica engagement survey for all employees across the Group. This was run by Edgecumbe (a widely trusted employee survey partner). We had a hugely successful completion rate with nearly 90% of employees completing the survey.

Edgecumbe have confirmed that our results are consistently, significantly above the industry standard levels.

97% of our employees view Medica as a friendly and welcoming workplace; we

were pleased to see that our commitment to investing in our teams and fostering an inclusive culture is reflected in this feedback. The survey also revealed that our work-life balance and flexibility are what people value most about working for Medica.

95% of our employees believe their department works well as a team. They highlighted our friendly atmosphere, great managers and supportive teams. We are very proud of the positive work environment we've built together and these results demonstrate that.

We also established employee advocacy groups, comprising of roles from a cross-section of the business, to suggest and champion responses/changes resulting from the employee survey feedback.

The Group defines employee performance management through the setting of company-wide strategic objectives and these are cascaded throughout the organisation. Performance against objectives is reviewed and managed via an appraisal process and through regular meetings between our managers and their teams.

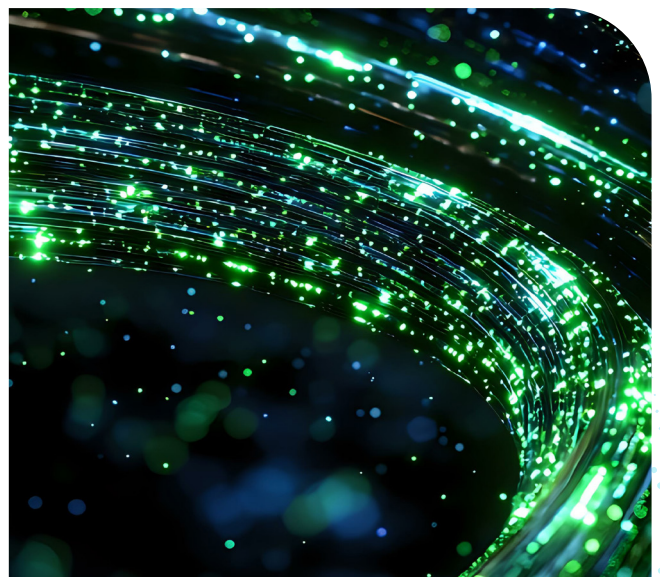
We are committed to providing a fair and equitable workplace, which is why we pay all our employees at or above the real national living wage and have maintained our accreditation with the Real Living Wage Foundation since 2021. This commitment ensures that our employees are adequately compensated, reflecting the true cost of living and contributing to their overall wellbeing. By adhering to this standard, we demonstrate our dedication to ethical business practices and social responsibility. Medica strongly believes that paying the real living wage is essential

in fostering a positive company culture and is a cornerstone of a sustainable and thriving business.

During 2024, we continued to review and improve our employee benefits across the Group and salaries are regularly benchmarked to ensure there is parity both internally and with the external market.

In the UK and Ireland, we have maintained the Cycle 2 Work schemes. We also appointed an external pension advisor in the UK, to provide employees with expert advice on their pension arrangements. In the US, we have appointed an external HR consultant to support our colleagues on all HR-related matters.

In addition to the benefits we provide, our ethos of recognising and rewarding our employees remains at the heart of what we do. At the end of 2024, our colleagues and leadership teams in the UK and Ireland nominated individuals who embodied Medica's values and we celebrated with the annual 'Medica awards' event.



Developing and growing our talent

Medica continues to invest in its people and grow the size of its operational and clinical teams in the UK, Ireland and US. Our focus remains on continuing to develop and grow our in-house talent as we have done in previous years and build on the ethos of growing our own talent. Examples of this include on-the-job training for sonographers and radiographers in Ireland, which we are looking to expand in 2025 and clear career path management for our operations and clinical governance teams in the UK.

In 2024, Medica launched an apprenticeship scheme in the UK, and currently has nine employees undertaking apprenticeship training in areas such as the Chartered Institute of Personnel and Development, Association of Chartered Certified Accountants, business analysis, and marketing. We will look to grow this further over the coming years.

Additionally, we established a leadership training programme for all managers and team leaders and have further enhanced our training and development budget to give increased opportunities for employees who want to improve their work skills.

In 2024, our compliance teams continued to deliver a suite of e-learning modules for our employees and reporters. This included the induction process and ongoing training during their time with the organisation. This resulted in improved employee and reporter engagement and streamlining of training.

We have supported the further education of our employees, including individuals working towards MBAs, Masters degrees and specialist training, such as Information Technology Infrastructure Library (ITIL), Association of Accounting Technicians (AAT), leadership training and recertification across the business.

We continued to invest in our talented workforce, and this allowed us to increase the number of internal promotions. This enables the Group to develop a loyal and highly engaged workforce, as well as continuing to maintain and develop our culture. We pursued our “grow your own” approach to talent and where possible, will always seek to fill internal roles by offering existing team members the opportunity to grow and develop within the organisation. The number of roles filled internally expands year-on-year.

When internal promotion was not possible, our in-house recruitment team were on-hand to source new talent to join the organisation, whilst keeping external recruitment agency costs down.

Internal appointments as a percentage of total appointments	31%
Number of training hours per employee	8

Sustaining the wellbeing, health and safety of our people

Medica recognises that employee wellbeing is vital as it enhances productivity, reduces absenteeism, fosters job satisfaction, and improves retention, leading to a healthier, more efficient, and engaged workforce.

In 2024, we continued our focus on wellness by running a series of wellbeing training sessions across the entire Group.

We started with mental health awareness training; providing employees with a better understanding of mental health and how it impacts their colleagues. Also educating employees to recognise the signals in themselves and others.

We followed on with financial wellbeing training across the Group and pension seminars for UK employees. In addition to this, we have appointed a pension advisor in the UK to support our employees and review the current pension arrangements.

The social committee has members from across the Group and they have continued to arrange social events inside and outside of the workplace.

We also monitored reasons for sickness to identify both physical and mental wellbeing concerns and conducted welfare meetings if certain thresholds were met.

We regularly conducted display screen equipment assessments to maintain ergonomic workplace safety and provide accommodations for employees with disabilities.

Our employee assistance programme offers free mental health, financial, and career support services to all employees.

We continued to offer all employees in the UK, Ireland and US, the flexibility to work from home, with some of the team fully remote. In the US market, our employee healthcare premiums are fully paid by the Company with an additional fund provided annually in a health savings account to assist managing the cost of healthcare expenses (insurance deductibles). The health plan offers coverage for health and wellbeing, including psychological counselling and is a market-leading offering for our employees.

We have published the health and safety data collated across all three divisions, demonstrating Medica's safety record across the Group:

TRIR (total recordable incident rate)	0
DART (days away, restricted, or transferred)	0

We take the physical and mental health of our contract workforce very seriously and this was part of the reasoning behind launching our Prestige service. This unique service allows the contractor/reporter to have a 1-2-1 contact within the business, their own dedicated reporter relations representative, to whom they can reach out at any time.

One of the key features of this service is that the contractor has a voice within the business. They have regular and frequent check-ins with their appointed reporter relations representative, thus ensuring that they are never left to struggle in silence. Our doctors are therefore empowered and are engaged and vocal within Medica.

The relationship that develops between the doctor and the reporter relations representative, means that we learn if a doctor excels in a specific area and can ensure they receive what they are best at, giving them optimisation of quality work. We can also quickly detect and remedy any training needs that arise.

Quality and patient care are our priority. With our Prestige service we can ensure that breaks in reporting are enforced and that our reporters are not working back-to-back with other commitments and are taking the necessary numbers of breaks.

This individual attention also means that we can accommodate life changes very quickly to ensure work-life balance remains a priority and that the reporter is able to have flexibility with their job plan.

We monitored and managed the wellbeing of our contractor workforce through various methods:

We issued our NPS (Net Promoter Score) surveys to collect data on how our contractors were feeling whilst working with Medica and directly asking if they felt overworked or stressed.

We also managed a ruleset for our doctor's

commitment with us. We do not allow doctors to work on complex service lines past midnight in their time zone, we also ensure they have rest between other commitments and starting work with Medica.

Attracting and retaining the highest calibre of medical expertise

In addition to our recruitment, engagement and development activities, the Group continues to invest in our dedicated in-house recruitment team and our approach to attract and retain our reporters. Delivering telemedicine solutions with clinical excellence requires the highest calibre of expertise. Our clinical recruitment and retention strategy focuses on the needs of all stakeholders to ensure clinical quality for our clients and a satisfying and rewarding experience for our doctors. Although the majority of our reporters are not employed with us, our strategy focuses on the importance of investing in ongoing professional development, training and regular audit which reinforces the quality of their reporting output. The addition of augmented intelligence tools also helps to assist our radiologists with reporting of critical, highly time sensitive diagnosis of stroke out-of-hours.

Our strategy considers all aspects of a reporter's interaction with us and encourages long-term retention. In addition to our dedicated reporter recruitment and training teams, our reporter relationship functions in the UK and Ireland provide assistance with day-to-day queries, requirements and 24/7 support. Our clinical governance team oversee the management of our reporters.

Investment as part of our Future Tech programme in the UK is targeted to improve the workflow experience for reporters and the functionality of the system to enhance both the quality of reports, as well as reporter productivity.

The acquisition of leading CPD provider, JCA Seminars now rebranded as Educate by Medica, has enabled us to provide our radiologists with ongoing learning opportunities, professional development and rapid, flexible set up options.

We have continued providing support for busy radiologists working on night shifts to report urgent exams. We have reduced the number of interruptions doctors receive to take so-called justification calls — in other

words authorisation to give a patient ionising radiation — whilst working on our NightHawk service by providing additional support. This not only reduces interruption, allowing reports to be finalised faster, but it also enables our specialist radiologists to increase the throughput of reports without having to be disturbed to answer calls from hospital clients.

Reporters who partner with Medica experience more than just reporting and reading work. In the US, our reporters are offered a flexible schedule and the ability to be fully remote and work from anywhere in the world. We support them through regular communication channels including updates on upcoming projects and sharing feedback from labs.



Community impact and charitable causes

The Medica team is proud to work for a company that makes a real difference to improving patient welfare and contributes to saving lives. Our NightHawk and Elective services in the UK do this by providing high quality complex reports back to hospitals quickly to support diagnosis of illness and disease that directs the care of the patient. Further, in the US, we support our clients to analyse imaging data from clinical trials that aim to demonstrate safety and efficacy of novel therapies, including for cancer.

We take our social responsibility very seriously and as such have put in place a number of initiatives to help our local communities. In 2024 we introduced the Company Volunteering Day; employees will have an additional day's paid leave each year to carry out a volunteering activity of their choice within their local community.

In the UK we have developed a work experience programme whereby students from local schools come in and join us for a week of structured work experience around key departments: Finance, Marketing, IT and Operations.

Also in the UK, we are working in partnership with East Sussex Education to visit schools in the area to support the students on interview techniques, CV writing and presentation skills.

We continued our ongoing commitment to donate to the local foodbank and had a number of fundraising activities across the Group that raised funds for charitable causes.

Our core business model relies on us to continually “do well by doing good” and through our business model and strong company values, we believe that we will have a positive impact on our people and the Group's future

We are always looking to innovate and improve the quality of our services. A recent example of this is the extended investment in critical communication training for our emergency out of hours team. This was directly aimed to improve patient outcomes particularly in time-sensitive conditions such as stroke and trauma diagnosis pathways.

Our business continued to help improve the day-to-day reporting experience for our consultant radiologists and this ultimately improved patient outcomes. There are many ancillary benefits of teleradiology to the NHS (UK) and HSE (Ireland) apart from providing much-needed reporting capacity. Radiologists want a more flexible portfolio career that allows specialisation and telemedicine is a great way to achieve this.

Our consultants continued to augment their expertise by focusing on particular types of sub-specialist reporting which benefits our clients and in the case of reading for clinical trials, our pharmaceutical and biotech clients. Medica's clinical audit process is valued by our radiologists as this is rarely conducted in the NHS or HSE systems. They received support and feedback on their reporting quality and approach. We also shared best practices that helped to develop sub-specialist expertise that is highly valued in their roles working for the NHS or HSE and is an important benefit of working for Medica.

Responsible operations

Behaving ethically, with good governance at the heart of what we do

The Group maintains internal processes, management systems, certifications and accreditations to ensure it operates within compliance of regulation.

Accredited and certified standards:

- Quality Standard in Imaging Accreditation (UK)
- CHKS Accreditation (Ireland)
- ISO 9001 Certification (UK and Ireland)
- ISO15189 Accreditation (UK)
- ISO27001 Certification (UK)
- Cyber Essentials Plus (UK)
- National Living Wage programme enrolled

Registration with regulators:

- Care Quality Commission (UK)
- Health Information and Quality Authority (Ireland)
- US Food and Drug Administration (FDA)
- Information Commissioners Office (UK)
- Data Protection Authority (Ireland)

2024 was a successful year for accreditation and certification at Medica as we not only maintained our Quality Standard in Imaging and CHKS Accreditations we also recertified and implemented new standards. The ISO27001:2022 and ISO9001:2015 were successfully recertified in the UK. Medica implemented and were successfully accredited to ISO15189:2022, the Quality Standard for Medical Laboratories, supporting MedPath, our new digital pathology service.

We remain committed to maintaining and implementing policies to ensure we operate in a manner that is both responsible and ethical. This is essential to ensuring that our business grows in a sustainable manner. Behaving ethically involves everyone at Medica from our Board of Directors down and all employees are required to abide by our employee code of conduct that is made available via Medica's internal network.

We operate in accordance with the Universal Declaration of Human Rights and take account of other internationally accepted human rights standards. We also promote human rights through our employment policies and practices, our supply and value chains.

We continued to maintain our National Living Wage accreditation during the year as a further statement of our commitment.

The Group publishes a modern slavery statement in line with the requirements of the Modern Slavery Act 2015. We also have a Modern Slavery Policy that reflects our commitment to act ethically and with integrity in all our business relationships.

The policy is made available to all workers to ensure they understand our responsibility and attitude towards modern slavery. Our annual Modern Slavery Statement can be found on the footer of our website at www.medica.co.uk.

Medica maintains and implements policies that demonstrate commitment to adhere to regulations on tax and financial transparency. We refrain from using offshore jurisdictions for tax planning and our tax payments are aligned with revenue generating activity.

We continue to adhere to regulations on anti-bribery, anti-corruption and anti-money laundering. We reviewed our policies and process with external auditors to ensure continued adherence with the Criminal Finances Act 2017.

Our Whistleblowing Policy enables anyone from any level of the organisation to report known or potential breaches of our code of conduct and policies.

All emerging risks are identified, reviewed and assessed as part of the risk management framework process. Risks may also be identified through the use of industry and horizon scanning, internal forums and workshops with management teams. Any potential new risk is considered by the senior management team and its impact and likelihood is assessed before inclusion in the Group risk register.

The impact and likelihood of each risk are identified, and this generates a risk score that can be holistically judged on a relative scale to other risks and the changes to each individual risk over time.

Existing controls are then identified and assessed resulting in a residual (or current) risk score being calculated.

The risks are reviewed by Group and divisional management teams and then summarised in an overall corporate risk register that is regularly reviewed by the Executive Team and Board.

Number of material regulatory compliance breaches	0
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Ensuring we work with ethical and responsible supply chain partners

We are committed to working with suppliers who demonstrate highly ethical business practices. Our supplier management and assurance process ensure that suppliers are assessed for supply chain risks, including modern slavery, privacy, and data security. This is driven by our internal Compliance Management Team with support and engagement across the business. In 2024 we implemented review of ESG compliance within our Quality Management System (QMS) Objectives:

- 2024 (Y1) Percentage of suppliers assessed for environmental/social sustainability practices — target increasing percentage year-on-year
- 2024 (Y1) Percentage of suppliers meeting minimum sustainability criteria — target 100% (end of five years)
- 2024 (Y1) Number of partnerships/ collaborations with sustainable suppliers — target increasing number year-on-year
- 2024 (Y1) Number of supplier audits conducted — target conducting regular audits — applicable to tier 1

Protecting the security and privacy of the data we are entrusted with

The risks from cyber security continue to rise globally and so too does the need to protect our customers' patients, our employees and Medica's other information assets.

Cyber and privacy risk is reviewed alongside our wider risk management approach and was regularly reported on by our Head of Information Security and discussed with the Senior Management Team and Board of Directors.

The Group has data protection officers in the UK and Ireland and has a head of information security UK. The Compliance Management Team continues to deliver a security awareness programme to all employees, to support our internal information security management system (ISMS).

In addition to our own internal audit process, our management systems are regularly audited by external certification and accreditation bodies to provide assurance against the standards, our policies and our controls.

Total amount of monetary losses as a result of legal proceedings associated with data security and privacy

(£) zero

Minimising our environmental impact

Medica actively considers its environmental footprint and the impact that decisions may have on the environment and particularly climate change. As a technology and services focused Group with most of its employees either working from home or employed in one office location and radiologists contracted mainly from their own homes, we believe our own environmental footprint remains small.

[Our Environmental Policy sets out our core foundation of environmental and sustainability principles, click here to view on our website.](#)

Medica has a well-established Home Working Policy in all divisions. This has resulted in higher levels of remote working and reduced travel into the office. We believe that reducing employee travel has positively impacted our related carbon footprint. In the US our team already benefit from home working and reduced travel time.

We have continued to reduce our environmental impact through partnerships, including leveraging existing delivery networks, rather than delivering reporter workstations around the UK ourselves. This also benefits our business with reduced lead times, quicker overall deployment of workstations and an improved experience for reporters.

We continue to maintain our clear approach to recycling by encouraging those in the office to use conveniently placed bins for standard paper and plastic recyclables, and separate secure confidential paper recycling.



Starting in 2022, we deployed the use of virtual desktop infrastructure (VDI) to further minimise the potential transport of large workstations, in particular as we continue to grow our overseas based reporters.

During the year, we continued to drive the recycling of higher value items such as redundant workstations, laptops, PCs and cabling etc. Our process has been further adopted for non-office based equipment, such as server infrastructure. Due to our approach to re-use equipment where practicable, we did not require any physical recycling by our Waste Electrical and Electronic Equipment (WEEE) regulated partners. Starting in 2022 we took steps to improve our recycling of computer equipment. Medica is working with a WEEE certified provider to recycle hundreds of devices — workstations, servers, screens, routers — anything that cannot be re-furbished and re-deployed. In 2024 we partnered with Action Against Stalking, a small not-for-profit charity based in Scotland; providing them with refurbished IT equipment to fulfil their office fitout requirements.

In 2024, our documents requiring execution were processed using an e-signature solution. The use of this solution has positively

impacted our environmental impact with estimated savings of over 1,700kg of carbon, 100kg of physical waste, and 700kg of wood.

Following a review of our leased head office, we have been advised that the building was supplied with 100% renewable source electricity during the year.

Task Force on Climate-related Financial Disclosures (TCFD)

The Group submitted its first corporate response to the annual Carbon Disclosure Project (CDP) Climate Change survey and also recognises the TCFD recommendations, in particular the relevance for organisations who have identified key risk exposure to climate change impact. Medica's exposure to climate risk over the near-term has been assessed and is considered immaterial due to our operating model, we have however set a target to start the development of a climate strategy that set out our ambition to become carbon neutral and achieve net zero in the future. Included in this report are our responses to the TCFD along with our disclosures, as required under LR 9.8.6R(8) and LR 14.3.27R. These are consistent with the TCFD's recommendations and recommended disclosures outlined on pages 20 and 21.



TCFD recommendation	Our disclosure
Description of Medica’s governance arrangements to assess and manage climate-related risks and opportunities.	The Group’s Audit Committee is responsible for providing oversight of Group risks and opportunities, and this includes environmental and climate-related risk. This includes risk mitigation, strategic alignment, scenario analysis and reviewing progress against targets where these have been set.
Description of how Medica identifies, assesses and manages climate-related risks and opportunities.	Medica has a very limited environment and is not a significant producer of greenhouse gas emissions. Therefore, climate risk has been assessed as very low and is considered immaterial to the Group’s future success. However, the Group recognises that it still has a key part to play in global climate-related challenges and continues to seek out opportunities to positively impact in this area. Our actions and impact are outlined in the ‘Minimising our environmental impact’ section on page 18.
Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management process.	Climate risks and opportunities are identified, assessed and managed through the Group’s existing risk management framework.
Description of the climate-related risks and opportunities that Medica has identified and the time period(s).	Medica has reviewed climate-related risk and as a business we are not materially exposed to environmental risks in the next five years. The Group employs more than 400 employees globally and all of our offices are leased. Therefore we have not yet carried out an assessment of climate-related scenarios.
Description of the impact of climate-related risks and opportunities on the organisation’s business, strategy and financial planning.	For transparency, we have detailed the climate-related risks and opportunities that we have identified and assessed, below:
Description of the actual and potential impacts of the principal climate-related risks and opportunities on the business model and strategy.	<p>Risk: Environmental impact events (floods, fires, storms etc.) Our offices in the UK and Ireland are located in areas of very low risk to flooding, fires and storms. Our office in the US is located in an area known for flood risk, however there has been no historical impact from floods in the region. Medica’s remote working strategy, combined with resilient IT infrastructure, means that our employees and reporters who are dispersed globally, minimise any potential impact from such localised environmental events.</p>
Analysis of the resilience of the business model and strategy against different climate-related scenarios.	<p>Risk: Changes to government or regulatory policies on climate change Our leadership team continue to monitor climate policy changes and ensure that Medica is able to comply and disclose appropriately.</p> <p>Opportunity: Increasing demand for healthcare delivery Demand analysis shows that if global temperatures rise, this may increase the impact on human health and this could increase the demand on healthcare delivery and in particular Medica’s services.</p> <p>Medica recognises that the effects of climate change need to be continually assessed and analysed for the short, medium and longer term and we will continue to report on this annually.</p>
Description of targets to manage climate-related risks and/or realise climate-related opportunities and performance against them.	As stated earlier, Medica has assessed climate-related risk to be immaterial, however we have set ourselves targets to introduce further green travel initiatives and to begin developing a net zero strategy as set out in the ‘measuring our impact’ table on pages 4 and 5.
Description of the key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and a description of the calculations on which those key performance indicators are based.	In addition we continue to report on carbon emissions metrics as a KPI in line with Streamlined Energy and Carbon Reporting (SECR) and have enhanced our disclosure this year to include limited scope 3 reporting. These will continue to be monitored to assess climate-related risks and opportunities. Further details of greenhouse gas emissions can be found on page 21.

Greenhouse gas emissions and energy use data – UK and Offshore (for the period 1 January to 31 December*)	2024	2023	2022	2021
Scope 1 & 2 emissions in metric tonnes CO2e				
Scope 1 in tCO2e	4.93	0	0	0
Scope 2 (location based) in tCO2e	39.88	7.6	8.2	8.93
Scope 2 (market based) in tCO2e	39.32	7.6	8.2	8.93
Total Scope 1 and 2 (location based) in tCO2e	44.8	7.6	8.2	8.9
Total Scope 1 and 2 (market based) in tCO2e	44.25	7.6	8.2	8.9
Scope 3 emissions in metric tonnes CO2e				
Purchased goods and services	1,593.06	1,471.80	1,367.40	1,307.22
Fuel and energy related activities	77.15	70.26	60.88	53.37
Upstream transportation and distribution	3.27	5.23	4.53	4.64
Waste generated in operations	5.02	3.17	2.84	2.60
Business travel	420.95	386.91	335.97	295.88
Employee commuting	204.37	186.12	161.26	141.37
Upstream leased assets	41.78	38.05	32.97	28.90
Total Scope 3 in tCO2e	2,345.60	2,161.55	1,965.85	1,833.98
Total Scope 1, 2 & 3 (location based) in tCO2e	2,390.40	2,169.15	1,974.05	1,842.88
Total Scope 1, 2 & 3 (market based) in tCO2e	2,389.85	2,169.15	1,974.05	1,842.88
tCO2e per £m Revenue (location based)	22.26	22.76	25.64	29.77

*The data used for reporting in 2024 has been expanded and refined, leading to an increase in reported carbon figures. We will revisit the 2021 data and incorporate all relevant categories to establish a new baseline.

Calculation methodology

Medica Group has been measuring and reporting carbon emissions since 2021. During 2024, the carbon reported was expanded comprehensively to include all relevant Scope 3 activities. As a result, the 2024 emissions were significantly higher than previous reporting periods. In order to bring consistency and in accordance with GHG Protocol guidance, the emissions for 2021 to 2023 were recalculated. This was done by extrapolation of 2024 activities on the previous year's

using annual turnover figures with inflation adjustments. Going forward, Medica Group will use actual data for carbon emissions reporting and further improve the data hierarchy where feasible.

The reporting methodology used follows the Greenhouse Gases (GHG) Protocol Corporate Accounting and Reporting Standard, utilising the operational control approach to boundary setting. This year our reporting scope was expanded to encompass the entire Medica Group. Therefore, the data includes emissions from Ireland and the US in addition to those

from the UK. This broader geographical coverage ensures a more comprehensive and accurate representation of our environmental impact across all the regions where Medica Group operates.

Scope 2 emissions data was made available from our third-party building landlord. Calculations are derived from electricity meter readings for lighting and power and estimates based on area size where applicable.

Scope 3 calculations are derived from mileage claims from the employee expense forms for the number of car journeys and the spend data for train journeys. The remaining Scope 3 data is sourced from our corporate travel site and purchase data for the period.

Scope 2 & 3 GHG emissions have been calculated using the 2024 UK Government GHG Conversion Factors for Company Reporting.

- Scope 1: includes emissions from activities for which the company owns or controls, including combustion fuel and operation of facilities for the UK, Ireland and USA.
- Scope 2: includes emissions from purchase of electricity, heat, steam or cooling for own use for the UK, Ireland and USA calculated by market-based reporting method. In addition, the location-based figures are provided in accordance with GHG protocol guidelines.
- Scope 3: includes emissions from business travel, supplier purchase data for the UK, Ireland and USA.

Scope

For 2024, we extended and enhanced our data collection to encompass the entire Medica Group, including operations in UK, Ireland,

and the USA. In previous years our emission was primarily derived from spend based estimates. However, in our 2024 calculations, we significantly improved the quality and detail of our data. This allowed us to establish more accurate Scope 3 reporting on various categories including purchased goods & services, fuel & energy related activities, waste generated in operations, business travel and employee commuting.

The increase in emission numbers was not due to an actual rise in carbon emissions but rather a result of our improved data collection and reporting capabilities. By refining our methods, we captured a more comprehensive picture of our emissions, leading to higher reported figures.

Our scope 1 emissions are calculated using facility size data (in square metres), as specific activity or energy usage data were unavailable due to Medica renting its office spaces. Emissions have therefore been estimated using industry benchmarks for offices of comparable size.

Our Scope 2 emissions are indirect emissions generated by purchase of electricity.

Scope 3 emissions refer to other indirect emissions generated by the company. These are calculated based on relevant categories, out of the 15 defined, such as purchased goods and services, business travel, staff commuting, and others.

Through collaborative efforts, we have enhanced our carbon reporting to encompass our global operations. This report highlights our ongoing dedication to sustainability and our determination to achieve our environmental goal of net zero by 2045.

Keeping patient outcomes at the heart of what we do, underpinned with clinical excellence

Clinical governance remains paramount to the delivery of our critical services. The Group's oversight utilises regular reporting from clinical committees in the UK and Ireland and is consolidated by the Medical Advisory Board led by our Chief Medical Officer, Dr Robert Lavis. The Clinical Governance and Quality subcommittee of the Board, chaired by Andrew Cannon, meets quarterly to ensure oversight of clinical excellence, highlighting potential clinical risk and enabling the Board to review and manage this in line with the Group's wider risk management framework. The Quality and Compliance board meet quarterly to discuss non-clinical compliance and risk at a group level, their focus is to implement initiatives for continual improvements, collaborating across jurisdictions. In 2024, Medica reported on 2,510,979 exams: 56% X-Ray, 32% CT, 10% MR, and 1% USS.

Onboarding: All of our reporters undergo a comprehensive review, accreditation, and assessment process to ensure the highest quality of patient care. This is carefully balanced with the management of reporter working hours and a strong focus on wellbeing.

Appraisal: Our appraisal team work with our growing number of UK and overseas connected doctors to provide a high quality appraisal service.

Audit: We continue to develop our audit system to identify excellent practice and areas for personal and collective professional development.

We will be exploring novel ways to improve efficiency in this system including AI solutions, dedicated resource and changes in our systems.

Continuing Professional Development (CPD):

We drive excellence through our reporter engagement exercises such as feedback surveys, educational seminars and working groups to enhance reporter experience and education.

Building partnerships with clients that go beyond excellence in service delivery:

In 2024, Medica successfully renewed over 35% of its NHS contracts, with the remainder expected to follow in the coming years. The average client relationship now exceeds 10 years, highlighting the strength and continuity of these partnerships. Medica continues to work closely with clients to prioritise and respond to Elective reporting requests amid capacity constraints, maintaining a strong focus on collaboration and expectation management.

Meanwhile, RadMD hosted a regulatory inspection by the FDA in 2024, which concluded with no deviations, findings, or recommendations. Routine sponsor audits also reported no critical or major findings. The Quality Assurance team conducted over 70 internal audits and collaborated with project teams to update all internal policies, SOPs, and Work Instructions to align with current best practices and workflows.

Sustainable development

Medica Group is committed to aligning its operations with the United Nations Sustainable Development Goals (SDGs). While not formally reporting on these targets, Medica strives to integrate the principles of environmental sustainability, economic growth and social responsibility into our business strategy. Through these actions Medica demonstrates our dedication to fostering a sustainable future in line with the spirit of the UN SDGs:

UN SGD targets	Medica Group ESG report alignment with UN SDGs — Referenced
1. No poverty	People and community (page 6); Engaging with our team and communicating our strategy (pages 8—9); Responsible operations (pages 15—16)
2. Zero hunger	Engaging with our team and communicating our strategy (pages 8—9); Minimising our environmental impact (page 18)
3. Good health and wellbeing	Sustaining the wellbeing, health and safety of our people (page 10); Keeping patients' outcomes at the heart of what we do, underpinned with clinical excellence (page 23)
4. Quality education	Developing and growing our talent (page 10); Attracting and retaining the highest calibre of medical expertise (page 12)
5. Gender equality	Measuring our impact (page 4); People and community (page 6); Fostering a diverse leadership team (page 8)
6. Clean water and sanitation	Responsible operations (pages 15—16); Ensuring we work with ethical and responsible supply chain partners (page 17); Our disclosure (pages 20-21)
8. Decent work and economic growth	Promoting equality, diversity and inclusion (pages 6-7); Engaging with our team and communicating our strategy (pages 8-9); Responsible operations (pages 15—16)
9. Industry, innovation and infrastructure	Responsible operations (pages 15-16); Keeping patient outcomes at the heart of what we do, underpinned with clinical excellence (page 23)
10. Reduced inequalities	People and community (page 6); Engaging with our team and communicating our strategy (pages 8—9); Responsible operations (pages 15—16)
11. Sustainable cities and communities	Community impact and charitable causes (page 14); Responsible operations (pages 15—16); Minimising our environmental impact (pages 18—19)
12. Responsible consumption and production	Ensuring we work with ethical and responsible supply chain partners (page 17); Minimising our environmental impact (pages 18—19); Our disclosure (pages 20—21)
13. Climate action	Responsible operations (pages 15—16); Minimising our environmental impact (pages 18—19)
14. Life below	Responsible operations (pages 15—16); Minimising our environmental impact (pages 18—19)
15. Life on land	Responsible operations (pages 15—16); Minimising our environmental impact (pages 18—19)
16. Peace, justice and strong institutions	Responsible operations (pages 15—16)
17. Partnerships for the goals (17.17)	People and community (page 6); Community impact and charitable causes (page 14)

NB: The numbering aligns with the official UN Sustainable Development Goals (SDGs), which is why there is no UN SGD target '7.' listed in this table.

