



SUSTAINABILITY 2025 REPORT — & — 2026 ACTION PLAN



A transparent pathway to Net Zero
and continuous sustainability improvement

Issue 1.0 • January 2026

1 Welcome from BDK Senior Management



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At BDK, sustainability is not treated as a separate initiative or a compliance exercise—it is an integral part of how we run the business, make decisions and support our customers in the healthcare supply chain. This Sustainability Report and 2026 Action Plan sets out, transparently and honestly, how we manage our environmental, social and governance responsibilities, and how we are strengthening performance year on year.

We recognise that our customers, regulators, auditors and partners rely on BDK not only for product quality, service and reliability, but also for evidence that our operations are well governed, ethical and sustainable. Senior management is fully accountable for this agenda. Sustainability objectives, risks and performance are embedded within our Quality and Environmental Management Systems, reviewed through routine governance and management review, and supported by independent external assessment and specialist consultancy.

During 2024 and 2025, BDK moved from establishing a sustainability baseline to demonstrable deployment and measurable progress. This includes integrating ISO 14001 into our existing ISO 9001 and ISO 13485 management systems, investing in major energy-reduction projects such as on-site solar PV and machine-level energy monitoring, strengthening waste segregation and circularity, and completing a comprehensive review and upgrade of our labour, human rights, ethics and responsible sourcing frameworks. These actions reflect deliberate, management-led decisions to invest in long-term resilience and compliance.

This report has been prepared to provide customers and auditors with clear, evidence-based insight into our approach, performance and priorities. It sets out our material topics, current performance, risks and opportunities, and the actions planned for 2026 as part of our continuous improvement journey, including our pathway towards Net Zero and future Science Based Targets initiative (SBTi) alignment.

We are committed to transparency. Where progress is strong, we say so; where work remains to be done, we are clear about the actions in place. Sustainability at BDK is a journey of disciplined improvement, grounded in data, governance and accountability—not marketing statements.

On behalf of the Senior Management Team, we confirm our ongoing commitment to delivering this agenda, supporting our people, protecting our customers' interests and operating as a responsible manufacturing partner within the global healthcare supply chain.

The BDK Senior Management Team.

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INTRODUCTION

WHO WE ARE



An overview of BDK, our industry, and our core values and purpose.

MATERIAL TOPICS FOR REPORTING



Our prioritized sustainability topics as defined through materiality assessment.

MATERIALITY IMPACT ASSESSMENT



A summary of our materiality assessment process and key stakeholder concerns.

BDK SUSTAINABILITY VISION



Our long-term vision and strategic approach to sustainability.

OUR COMMITMENTS



BDK's commitment to continuous improvement and responsible stewardship.



WHO WE ARE



MATERIALITY IMPACT ASSESSMENT



BDK sustainability Vision



ecovadis



OUR

2 Introduction

2.1 Who we are and what we do



BDK is a UK-based converting manufacturer operating within the medical devices supply chain as a contract manufacturer. The Company specialises in the manufacture of medical dressings and related converted components for business customers who own the intellectual property, hold regulatory responsibility, and place products on the market under their own brands. BDK's role is to provide high-quality, compliant and reliable manufacturing services that support a safe and consistent supply of healthcare products through the supply chain.

BDK's operations are built around controlled manufacturing processes that convert customer-specified materials into finished medical dressings and wound care components, using specialist equipment and defined process controls. The Company manufactures strictly to customer specifications and agreed quality requirements, managing production planning, material control, traceability and product conformity through established systems and procedures. BDK's manufacturing capability is supported by quality assurance, validated processes where required, and structured oversight to ensure products are manufactured consistently and in line with applicable regulatory requirements and customer expectations.

As a contract manufacturer, BDK operates within the boundaries of its defined responsibilities under relevant standards and regulations (including ISO and FDA requirements as applicable). The legal responsibility for placing product on the market, defining intended use, labelling, post-market surveillance, and end-user safety reporting rests with BDK's customers as the brand owners / legal manufacturers. BDK does not have direct control over distribution, marketing, product use by patients or clinicians, or the conditions under which products are stored and used once released from BDK's control. Accordingly, BDK's role in safety and performance is centred on manufacturing conformity, process control, product realisation, and effective communication to its customers of any quality or compliance matters relevant to the product supplied.

BDK works in close partnership with its customers and supply chain to deliver dependable service, on-time-in-full performance, and continual improvement in quality, productivity and operational control. The Company places strong emphasis on disciplined planning, inventory control and effective material flow, recognising that resilience and reliability in the healthcare supply chain depend on robust processes and clear accountability across manufacturing and logistics activities.

As a responsible manufacturer, BDK recognises that sustainability is inseparable from operational excellence and long-term competitiveness. The Company is therefore focused on reducing environmental impact,

improving resource efficiency, strengthening social and ethical controls, and increasing supply chain transparency, while continuing to meet demanding quality and delivery expectations. This Sustainability Report and Plan sets out how BDK governs sustainability, how it manages material topics, and how it will continue to build measurable performance and credible evidence across its operations and value chain.

For avoidance of doubt, this report reflects BDK's operations as a business-to-business contract manufacturer. Any sustainability, quality or compliance information BDK can provide externally is necessarily limited to what is within BDK's control and what is appropriate to share within customer, regulatory and confidentiality obligations. Reporting or communication to end customers and end-users is managed by BDK's customers, who control the market-facing information and hold the regulatory responsibilities associated with placing the finished device on the market and supporting it throughout its lifecycle.

In addition, BDK operates within supply chain models that are often customer-directed, which affects the degree of control and influence BDK can exert over upstream sourcing and sustainability outcomes. In some cases, customers purchase and supply the raw materials directly (including substrates, adhesives, packaging and other critical inputs) for conversion at BDK. Where materials are customer-owned and/or customer-supplied, BDK has limited direct influence over supplier selection, contractual sustainability requirements, supplier engagement, and upstream transparency beyond what can be requested through the customer relationship and applied through incoming inspection, material verification, and agreed change-control processes.

In other cases, the customer specifies both the material requirements and the approved supplier, including detailed technical specifications that must be followed to maintain product conformity and regulatory compliance. In these scenarios, BDK's ability to substitute materials, introduce alternative sources, or impose additional sustainability requirements is constrained by customer approval processes, regulatory considerations, and contractual obligations. BDK therefore focuses its efforts on robust supplier and material controls within its remit—such as supplier qualification activities where applicable, verification of certificates and conformance documentation, defined acceptance criteria, traceability, and communication of any risks or nonconformities to the customer for decision-making.

BDK also recognises practical limitations in influencing upstream sustainability performance where key materials are sourced from large multinational suppliers. As an approximately 100-person manufacturing business, BDK can experience reduced leverage in driving engagement from such organisations—particularly in securing timely responses to sustainability questionnaires, obtaining detailed supporting evidence, or requesting changes to established corporate practices and reporting frameworks. Where these constraints exist, BDK seeks to progress sustainability and transparency through a combination of: structured supplier communication, prioritisation of high-risk or high-impact materials, use of available third-party or publicly available disclosures where appropriate, and collaboration with customers—who often hold greater commercial influence and can embed sustainability expectations within their own purchasing and supplier management processes.

Taken together, these factors mean BDK's sustainability reporting and improvement plan is necessarily centred on what BDK directly controls (its own operations, utilities, waste, process efficiency, people and ethical practices, and governance), while also setting out how BDK will support and encourage improved upstream transparency and responsible sourcing through customer collaboration and proportionate supplier engagement within the boundaries of its role as a contract manufacturer.

2.2 Material Topics for Reporting

BDK uses the Sustainability Accounting Standards Board (SASB) framework to help determine which topics are material for reporting, based on our role as a business-to-business contract manufacturer within the healthcare supply chain. Under SASB, BDK aligns most closely with the Healthcare Equipment & Supplies sector. For this sector, the most material topics typically include energy management, waste and emissions (including hazardous waste where applicable), and product quality and safety.



BDK does not place medical devices on the market, does not sell products directly to patients or end users, and does not control labelling, intended use, distribution, or post-market surveillance activities. Those responsibilities sit with our OEM / brand-owner customers as the legal manufacturers. However, BDK manufactures and converts materials that become critical components within our customers' finished products, so our operational performance directly supports our customers' regulatory and sustainability obligations, and the consistent supply of safe, conforming product into the healthcare system.

From a SASB perspective, BDK's reporting therefore focuses on:

- ENVIRONMENTAL IMPACTS:** We manage the environmental footprint of production by controlling energy use and greenhouse gas emissions, process and packaging waste, and any hazardous or regulated materials. This covers energy and carbon management, waste prevention and circularity, and safe handling, storage and disposal where relevant. We use management systems, data controls and assurance mechanisms—including ISO 14001, third-party audits and specialist reviews—to identify impacts, maintain compliance and drive continual environmental improvement.
- MANUFACTURING & PRODUCT CONFORMITY:** We manage product quality as a core material topic for a healthcare contract manufacturer. Robust quality management, process controls, inspection, testing and traceability ensure products and components meet specification and are suitable for our customers' finished medical devices. Reporting covers quality governance, certification, nonconformance and complaint handling, and how we work with customers on change control, validation, deviation management and continuous improvement. End-user safety and post-market duties remain with the legal manufacturer.
- VALUE-CHAIN IMPACTS & RESPONSIBLE SOURCING:** We address upstream sustainability and supply chain transparency in a way that reflects our role and influence. Customers either supply materials or nominate approved suppliers, limiting our control over selection and over changes to supplier practices, particularly with large multinationals. BDK therefore focuses on proportionate supplier engagement, verification of documentation, risk-based prioritisation of high-impact materials, Scope 3 screening where data exists, and collaboration with customers who hold greater leverage to drive upstream improvements.

In addition, while SASB does not include this area as part of our industry materiality, in line with the wider EcoVadis assessment criteria, we also report on the following:

- LABOUR & HUMAN RIGHTS:** We manage labour and human rights as a core topic, ensuring fair, safe and respectful working conditions for all employees and workers. Our framework covers non-discrimination, dignity at work, working hours, pay, health and safety, mental wellbeing and freedom from harassment or retaliation. We use QMS-controlled policies, training, grievance and whistleblowing routes, and management review of indicators such as incidents, grievances and audit findings to ensure rights are protected and continually improved.

2.3 BDK Sustainability (ESG) Vision

BDK's sustainability vision is to be a trusted, audit-ready manufacturing partner in the healthcare supply chain: delivering consistent product quality and service while continuously reducing environmental impact, protecting people, and strengthening ethical and responsible business practices. Sustainability at BDK is managed through our integrated management systems and governance routines, so that performance is driven by the same discipline we apply to quality, compliance and operational excellence—clear standards, measurable outcomes, and continual improvement.

In practical terms, our vision is centred on: (1) decarbonisation and efficiency through credible baselines, robust data governance and investment in targeted projects; (2) waste reduction and circularity by improving segregation, reducing landfill dependency and working with partners on better recovery routes; (3) safe, fair and respectful work supported by controlled policies, training and effective speak-up routes; and (4) responsible sourcing and transparency through proportionate supplier expectations and risk-based engagement, recognising our mid-chain role and the need to collaborate with customers where supplier selection is customer-directed.

Our long-term ambition is to progress on a science-aligned climate pathway and strengthen value-chain reporting and action over time, including improved Scope 3 understanding. From 2026 onwards, we will continue to mature our reporting and target-setting in line with recognised standards and external expectations, supported by independent expertise, so that customers and auditors can rely on BDK's sustainability information with confidence.

2.4 BDK Sustainability Commitments and Stakeholders

BDK's sustainability commitments are central to our long-term vision of creating value while protecting the environment, supporting communities, and fostering ethical business practices. As a manufacturing company operating in the healthcare and life sciences sectors, our impact extends beyond our products to the people, environments, and markets we interact with.

This section outlines BDK's key sustainability commitments across the areas of community, workplace, marketplace, and environment, each critical to ensuring that we meet the expectations of our stakeholders and drive positive, lasting change. Understanding and addressing these commitments is essential for reducing risks, maintaining trust, and ensuring our operations align with broader environmental, social, and governance (ESG) standards.

- **Community:** BDK is committed to being an active and responsible member of the communities in which we operate. We believe in creating positive social impact by engaging with local organisations, supporting educational initiatives, and fostering economic growth. Our community-focused efforts include providing job opportunities, offering apprenticeships, and encouraging volunteerism among our employees. Additionally, we aim to minimise the impact of our operations on local environments by reducing emissions and waste, ensuring that we respect the health and well-being of the communities surrounding our facilities. Through continuous dialogue and collaboration with community stakeholders, we strive to contribute to a sustainable future for all.
- **Workplace:** At BDK, we recognise that our employees are our greatest asset, and we are dedicated to creating a workplace that promotes safety, well-being, diversity, and professional growth. We prioritise health and safety across all operations, ensuring our employees work in a secure and supportive environment. Furthermore, we are committed to fostering an inclusive culture where every individual,

regardless of background, feels valued and empowered to contribute. We invest in ongoing training and development programs to enhance the skills of our workforce and prepare them for future challenges. By promoting work-life balance and employee engagement, we aim to build a motivated team that is committed to both personal and organisational success.

- **Marketplace:** In the marketplace, BDK strives to be a trusted partner that consistently delivers high-quality products and services to our clients, particularly in the healthcare and life sciences sectors. Our value proposition is based on innovation, reliability, and ethical business practices. We work closely with clients to understand their needs and provide tailored solutions that meet the highest industry standards, including regulatory and sustainability requirements. BDK is committed to transparency in our business dealings, ensuring that we maintain long-term relationships built on trust and mutual benefit. Additionally, we uphold responsible marketing and fair-trade practices, ensuring that our products are safe, effective, and aligned with global best practices in sustainability.
- **Environment:** Environmental stewardship is at the core of BDK's sustainability efforts. We are committed to reducing our environmental impact through the optimisation of resources, responsible sourcing, and the integration of energy-efficient technologies. Our environmental strategy focuses on reducing waste, conserving water, minimising carbon emissions, and promoting the use of sustainable materials in our production processes. We continuously seek innovative ways to improve our environmental performance, striving for compliance with international environmental standards, such as ISO 14001. Through ongoing investment in cleaner technologies and more sustainable operational practices, we aim to contribute positively to the environment while maintaining the high-quality standards our clients expect.

Appendix 1 contains the BDK stakeholder mapping, which illustrates the relationship between BDK's sustainability commitments and its key stakeholders, helping to prioritise engagement strategies based on their interest and influence.

Appendix 2 presents the BDK stakeholder and corporate risk analysis, identifying potential risks to the business if stakeholder expectations regarding sustainability are not met and assessing their impact and likelihood.

2.5 Our Commitments

BDK has a portfolio of policies (about 80), each setting out what the Company is committed to; some of the key highlights of our commitments are as follows:

- **Operating as a responsible manufacturing partner within the healthcare supply chain** by continuously improving its environmental, social, ethical and supply chain performance, while maintaining the highest standards of product quality, safety and service. The Company recognises that sustainability is inseparable from long-term operational excellence and resilience, and therefore commits to embedding ESG requirements into business governance, decision-making, risk management and day-to-day operational control.
- **Maintaining a robust environmental management system**, including continued compliance with ISO 14001 requirements and the systematic identification, prioritisation and delivery of environmental improvement initiatives. The Company will reduce its environmental impact through measurable action on energy efficiency, greenhouse gas emissions, waste reduction and circularity, water management and pollution prevention, supported by clear objectives, defined responsibilities and monitored KPIs.
- **Credible carbon management and to aligning its climate approach with recognised best practice.** The Company intends to register with the Science Based Targets initiative (SBTi) by the end of December 2025 and will strengthen its carbon accounting foundations to support target-setting, delivery planning and transparent reporting. BDK will develop and maintain a structured decarbonisation plan, covering relevant emissions sources across its operations and value chain, and will use data-led governance to track progress and drive continual improvement.
- **Protecting and promoting the rights, safety and wellbeing of all employees and workers.** The Company will maintain safe systems of work, provide appropriate training and supervision, and encourage an open culture where concerns can be raised and addressed without fear of retaliation. BDK will continue to strengthen fair and respectful workplace practices, equality and inclusion, competence development and effective communication, recognising that a skilled, engaged and supported workforce is critical to both sustainability and operational performance.
- **Conducting business ethically and with integrity at all times.** The Company will maintain a clear Code of Conduct and supporting policies to prevent bribery and corruption, manage conflicts of interest, ensure appropriate data protection and confidentiality, and provide effective speak-up and whistleblowing routes. Ethical expectations will be communicated, reinforced through training and leadership behaviours, and monitored through management review and corrective action where required.
- **Responsible and transparent supply chain management, recognising that sustainability performance extends beyond its own operations.** The Company will strengthen sustainable procurement controls through supplier engagement, risk-based due diligence, defined contractual expectations and a structured approach to supplier assessment and improvement. BDK will work collaboratively with suppliers and service partners to improve ESG performance, support corrective actions where gaps are identified, and increase the proportion of suppliers that can demonstrate credible sustainability and ethical controls.
- **Continual improvement and to demonstrating progress through measurable performance and credible evidence.** The Company will define clear targets, monitor KPIs, review performance through structured governance, and maintain an evidence pack that supports internal oversight and external assessment. BDK will use recognised frameworks, customer expectations and EcoVadis feedback to guide ongoing improvement, with the objective of strengthening performance and transparency year on year.



Environmental Impacts

3 Environmental Impacts

3.1 Environmental Policy and Compliance Obligations

BDK's environmental commitments are defined and controlled through its Environmental Policy (BDK-POL-151), which sets out the Company's approach to preventing pollution, protecting the environment, meeting compliance obligations and driving continual improvement. Environmental management is integrated into BDK's existing Quality Management System, which is certified to ISO 9001 and ISO 13485, so that quality, regulatory and environmental requirements are managed through a single, coherent governance framework rather than in isolation.

The employee-facing expectations and practical guidance are communicated through the aligned Employee Handbook version (BDK-EHB-151), supporting consistent day-to-day application across all roles.

Environmental compliance obligations are identified, maintained and reviewed to ensure BDK remains aligned to applicable legal and regulatory requirements, customer and contractual obligations, and voluntary commitments adopted by the Company. These obligations are translated into operational controls within procedures, work instructions and contractor management arrangements, with clear accountability for monitoring, reporting and escalation where issues arise. Compliance status and emerging changes are reviewed through routine governance and management review, ensuring that environmental requirements remain current and effectively embedded into operations.

BDK applies a risk-based approach to identifying environmental aspects and impacts associated with its activities, products and services, and then establishes proportionate controls to manage significant risks and opportunities. This includes controls covering resource use, energy and carbon management, waste and circularity, pollution prevention, handling and storage of materials, and the environmental performance of relevant suppliers and contractors. Where environmental requirements extend into the supply chain, expectations are reinforced through BDK's responsible procurement and supplier standards, including the Responsible Procurement & Supply Chain Policy (BDK-POL-152), Supplier Code of Conduct Policy (BDK-POL-153), Procurement & Contracting (BDK-POL-154) and Supplier Audits & Risk Management (BDK-POL-155).

Environmental issues are treated as integral to the business rather than as a standalone initiative. Key programmes and progress are communicated through town halls, management briefings and other internal communication channels, and are reinforced by visible projects on site. Recent examples include:

- the installation of solar PV in 2025 to reduce grid electricity and carbon emissions;
- the deployment of Sensorfact induction sensors and independent consultancy on 20 converting machines to cut out-of-hours electricity use; and
- waste-stream mapping leading to improved segregation, baling and changes to disposal routes to divert material from landfill.

Performance against environmental objectives is monitored through defined KPIs and management information, with incidents, near misses, nonconformities and compliance concerns recorded, investigated and managed through corrective actions with clear owners, deadlines and effectiveness checks. Findings from internal and external audits and periodic reviews are used to update controls, refresh training and refine priorities within the Sustainability Plan, ensuring that environmental risks are controlled and continual improvement is demonstrable across the business and its value chain.

3.2 Environmental Achievements and External Assurance 2024–2025

During 2024–2025, BDK deliberately shifted from building an internal environmental framework to seeking external challenge, assurance and specialist support. We strengthened our management systems, began to benchmark our performance against recognised standards and peers, and invested in independent expertise to test our data, guide our priorities and shape our long-term Net Zero pathway. The following sections summarise how this has translated into formal certifications, regional recognition, an external sustainability rating and dedicated consultancy support for our greenhouse gas and wider environmental programme.



ISO 14001 certification: In 2025, BDK’s Environmental Management System was certified to ISO 14001, providing independent confirmation that our environmental policy, risk assessment, operational control and improvement processes meet recognised international standards. This certification is fully integrated with our existing ISO 9001 and ISO 13485 Quality Management System, demonstrating that environmental considerations are embedded alongside quality and regulatory requirements in a single, coherent framework. ISO 14001 certification gives customers and stakeholders assurance that we are systematically managing our environmental impacts, complying with relevant obligations and driving continual improvement.



Suffolk Carbon Charter Bronze Award: In December 2025, BDK achieved Bronze level certification under the Suffolk Carbon Charter, recognising our commitment to understanding and reducing our carbon footprint at a regional level. The award reflects the progress we have made in establishing energy and emissions baselines, implementing practical reduction measures such as solar PV and efficiency projects, and putting governance structures in place to manage carbon performance over time. It also signals BDK’s role as a responsible local employer and manufacturer, contributing to the wider transition to a lower-carbon economy in Suffolk.



EcoVadis assessment (59/100): 2025 also marked BDK’s first full EcoVadis sustainability assessment, in which we achieved a score of 59/100. This represents a strong initial performance, placing us close to the Bronze medal threshold and providing a clear, externally benchmarked view of our strengths and improvement areas across Environment, Labour & Human Rights, Ethics and Sustainable Procurement. The EcoVadis scorecard now acts as a structured improvement roadmap, helping us prioritise actions, strengthen our evidence base and target higher scoring levels in future assessments.

To strengthen the credibility and depth of our environmental work, BDK has engaged an independent sustainability consultant, Julian Colman, to support our journey towards Net Zero. Julian is helping us to collate and verify our greenhouse gas (GHG) data, develop a robust corporate GHG inventory, and define realistic yet ambitious reduction targets aligned with science-based pathways. In addition, he provides expert input on energy and waste projects, data governance and reporting, ensuring that our environmental initiatives are technically sound, auditable and fully aligned with the expectations of customers, EcoVadis and future SBTi commitments.

3.3 Net Zero Target



Context and approach: BDK’s Net Zero ambition is the long-term anchor for our climate and energy strategy. It brings together operational efficiency, renewable energy generation and disciplined carbon reporting into a single, measurable trajectory that supports customer expectations and strengthens business resilience. Our approach is to prioritise real, evidence-based reductions in Scope 1 and Scope 2 emissions first—where we have direct control—while progressively improving Scope 3 data quality and supplier engagement so that value-chain emissions can be addressed credibly over time. Net Zero delivery is managed through ISO 14001 governance and is closely linked to our planned SBTi commitment.



Policy & Scope: BDK has adopted a long-term climate goal of achieving net zero greenhouse gas (GHG) emissions by 2040, aligned in ambition with science-based pathways. The Net Zero trajectory covers Scope 1 and Scope 2 emissions from BDK operations, with a phased expansion of Scope 3 coverage as screening, data quality and value-chain engagement mature. The pathway is managed within BDK’s environmental management system and climate governance framework, with clear linkages to SBTi readiness and target-setting.

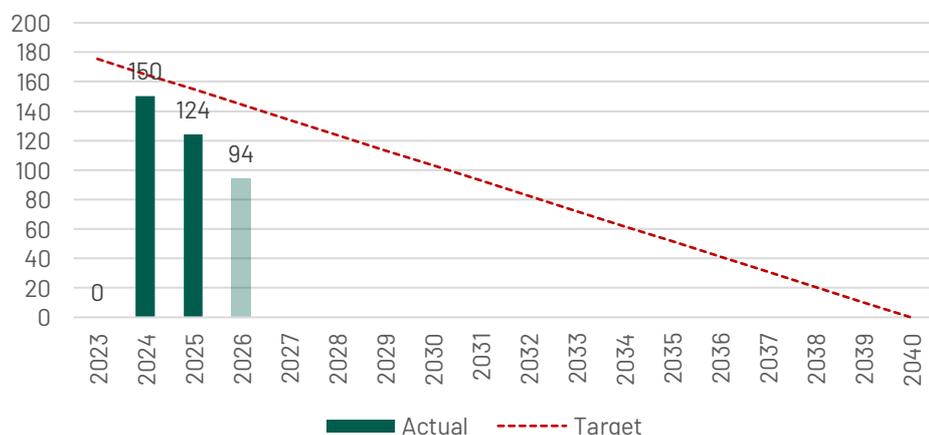


Materiality & Responsibilities: Energy and associated GHG emissions are among BDK’s most material environmental impacts, so the Net Zero pathway is treated as a strategic priority rather than a standalone initiative. Senior leadership holds overall accountability for approving the trajectory, priorities and investment decisions. The sustainability lead coordinates emissions data, modelling and reporting, while Operations, Facilities, Procurement and Finance are responsible for delivering the projects and behavioural changes that drive reductions, and for embedding these into normal management routines.



Baseline, Data and Reporting Method: BDK uses 2023 as the base year, reflecting the first complete and consistent dataset for energy consumption and associated Scope 1 and Scope 2 emissions. Annual emissions are calculated using recognised UK Government conversion factors and plotted against an indicative linear pathway to 2040 to support planning and performance review (conversion factor source and year documented under environmental data controls). As Scope 3 screening and quantification mature, priority categories will be added progressively, with all boundaries, assumptions and methods recorded to ensure transparency and audit readiness.

BDK Net Zero CO2e progress





Current Performance: The Net Zero progress chart shows that BDK is ahead of the indicative linear reduction pathway for the period 2023–2025, with operational projects already delivering measurable reductions in projected emissions. While the 2025 figure remains provisional pending completion of the GHG inventory, performance to date indicates that early actions have moved BDK below its “straight-line” target curve, providing a positive foundation for near-term SBTi-aligned targets and for the longer-term 2040 Net Zero objective.



Key Actions & projects delivered this year: The projected step change between 2025 and 2026 is driven primarily by the commissioning of the on-site solar PV system, which significantly reduces reliance on grid electricity and therefore Scope 2 emissions from 2026 onwards. This is complemented by Sensorfact machine-level monitoring on 20 converting machines, which has enabled BDK to eliminate excessive out-of-hours running and lock in electricity savings, as well as by LED/PIR upgrades and the cessation of a shift in summer 2024. Together, these measures underpin the strong early progress seen in the Net Zero chart.



Risks, Opportunities and Materiality: Key risks to the Net Zero pathway include energy price and policy uncertainty, the technical limits of further efficiency gains in quality-critical cleanroom environments, and the need to expand from operational to value-chain (Scope 3) decarbonisation over time. However, significant opportunities remain: further optimisation of electricity and gas use, expansion of renewable generation, potential electrification of heating, and deeper collaboration with suppliers and logistics partners on emissions reduction. Maintaining robust data quality and governance is essential to ensure that reductions are real, verifiable and compatible with future SBTi validation.



2026 plan and objectives: For 2026 BDK’s objectives are to deliver the projected reduction in operational emissions versus the 2023 baseline, confirm and document the resulting GHG savings from solar PV and efficiency projects, and finalise a set of near-term science-aligned targets for SBTi submission. This includes consolidating Scope 1 and 2 data into an audited inventory, integrating priority Scope 3 categories, and updating the Net Zero pathway as new projects and assumptions are agreed. Progress against the Net Zero trajectory will be reviewed annually, with variances analysed and corrective or additional actions defined to keep BDK on track for its 2040 Net Zero goal.

3.4 Energy & GHG emissions (Scopes 1 & 2, Scope 3 screening)



Context and approach: Energy is central to BDK's environmental footprint and a growing focus for customers, auditors and sustainability ratings. Our approach is to manage energy and carbon with the same discipline we apply to quality: define clear scope and ownership, build an auditable baseline, strengthen measurement and controls, and deliver practical projects that lock in measurable reductions without compromising product quality, cleanroom conditions or service performance. Scope 1 and 2 are managed through direct operational control of site utilities and equipment, while Scope 3 is addressed through structured screening and targeted supplier engagement as data maturity improves.



Policy & Scope: BDK's energy and GHG management is governed through our ISO 14001 Environmental Management System, integrated within our wider QMS. This section covers energy consumed within BDK's operational control at BDK-controlled sites, including purchased electricity (grid), on-site renewable generation (solar PV) and direct fuels used for heating or other direct site requirements where applicable. Scope 3 is not treated as an operational emission in this section; instead, it is screened and prioritised as a value-chain topic to inform phased improvement and reporting.



Materiality & Responsibilities: Energy is material because it drives a significant proportion of BDK's operational environmental impact and cost base, and it is increasingly used by stakeholders as a proxy for carbon management maturity. Senior leadership is accountable for energy and GHG performance, investment decisions and target approval. Facilities and Operations own delivery of site controls, settings and maintenance that influence consumption, while the Sustainability lead owns governance of the reporting method, KPI definitions and evidence readiness. Procurement supports Scope 3 screening and supplier engagement, recognising that customer-nominated supply chains can limit direct leverage.



Baseline, Data and Reporting Method: BDK's method is designed to be consistent, comparable and audit-ready. Baseline year: 2024 is used as the baseline for energy performance, with 2025 tracked as the first full year of progress against that baseline. Boundary: reporting follows an operational control approach and includes electricity (grid and on-site solar generation) and direct fuels used for heating or other direct requirements where applicable (Scope 1 fuel detail is TBD within the corporate GHG inventory method). Activities outside BDK's operational control (e.g., third-party logistics/warehousing where relevant) are addressed through Scope 3 screening. Units and definitions: energy is reported in kWh and split by source; definitions and any scope/method updates are controlled under change control. Conversion factors: emissions are calculated as tCO₂e using recognised conversion factors; the factor source/year for Scope 1 and Scope 2 reporting is TBD pending finalisation of the 2025 corporate GHG dataset and inventory methodology.



Current Performance: BDK has progressed from establishing an energy baseline to evidencing stronger operational control and measurable improvement. Monitoring and governance have been strengthened to support reliable year-on-year tracking, and delivery activity has shifted from planning to implementation, with renewable generation and machine-level optimisation now embedded as part of how energy performance is managed. The solar PV system was commissioned late in 2025, so the full benefit will be seen in 2026 results; however, the changes

implemented in 2025 provide a clear foundation for accelerated reduction and more credible Scope 2 reporting going forward.



Key Actions & projects delivered this year: In 2025, BDK delivered two cornerstone initiatives that materially strengthen our energy and carbon pathway. First, we installed and commissioned an on-site **solar PV system**, creating a step-change in the proportion of electricity demand met through renewable generation and reducing dependence on grid electricity from 2026 onwards. Second, we implemented **Sensorfact machine monitoring** using induction sensors and software on 20 converting machines, supported by consultancy to identify avoidable consumption and embed shutdown discipline outside working hours. Alongside these, BDK continued to develop a prioritised pipeline of efficiency opportunities informed by internal review and specialist input.



Risks, Opportunities and materiality: Key risks include the persistence of baseload demand driven by quality-critical systems, exposure to energy price volatility, and the need to maintain tight governance so reported performance remains consistent and externally credible. The principal opportunities are to maximise the full-year benefit of solar PV from 2026, extend machine-level control and behavioural discipline, and implement targeted efficiency upgrades (for example lighting and building-energy improvements) that deliver repeatable, verifiable savings while maintaining required environmental conditions.



2026 plan and objectives: In 2026, BDK will focus on turning the strengthened foundations into sustained, measurable results. Priorities are to: (1) realise the full-year impact of solar PV and optimise on-site generation utilisation, (2) expand and embed Sensorfact-led monitoring and shutdown controls to reduce avoidable consumption, (3) progress the next wave of efficiency projects from the improvement pipeline, and (4) complete and formalise the corporate GHG inventory method (including confirmed conversion factors and documented boundaries) to strengthen audit readiness and future science-aligned target setting. Performance will be reviewed through routine governance and management review, with actions owned, evidenced and tracked to closure.

3.5 Climate strategy & SBTi readiness



Context and approach: BDK's climate strategy is to reduce greenhouse gas (GHG) emissions in a credible, data-led way while maintaining the quality, safety and service standards required in the healthcare supply chain. Our approach is to build a robust carbon management foundation—clear boundaries, auditable methods and disciplined governance—then deliver practical near-term reduction projects within our operational control, while progressively strengthening Scope 3 understanding and supplier engagement so value-chain emissions can be managed credibly over time. Climate actions and targets are evidence-based, monitored through KPIs, and reviewed through routine governance and management review.



Policy & Scope: Climate management is governed through BDK's ISO 14001 Environmental Management System and wider sustainability governance. The scope covers BDK's operational emissions (Scopes 1 and 2), supported by structured Scope 3 screening to prioritise value-chain categories for phased improvement. BDK intends to register with the **Science Based Targets initiative (SBTi) in January 2026** and will use this commitment to strengthen carbon governance, reporting discipline and reduction delivery across operations and the value chain.



Materiality & Responsibilities: Climate performance is material because it is increasingly required by customers, sustainability ratings and broader stakeholder expectations, and because it links directly to energy management and operational resilience. Senior leadership holds accountability for approving the SBTi commitment, endorsing targets and ensuring appropriate resources are available. The Sustainability Officer coordinates carbon reporting, maintains the audit trail and ensures alignment between the climate roadmap, ISO 14001 objectives and the Sustainability Action Plan. Operations and Facilities lead delivery of operational reduction projects, while Procurement supports Scope 3 screening and supplier engagement, recognising that some supplier choices and specifications are customer-directed.



Baseline, Data and Reporting Method: BDK's SBTi readiness is built on an auditable corporate GHG inventory covering Scopes 1 and 2, supported by structured Scope 3 screening. The inventory approach includes defined organisational boundaries, documented calculation methods, and controlled use of recognised conversion factors, with changes managed under change control to preserve comparability. The baseline year, assumptions and factor source/year are confirmed through the corporate inventory approval process. Scope 3 screening is used to identify priority categories and guide a phased plan for improved data quality and engagement over time.



Current Performance: During 2025 BDK strengthened the foundations required for credible climate governance by improving monitoring and reporting controls, collating GHG data and developing an initial reduction pathway linked to operational projects and planned investments. While inventory outputs and final baseline confirmation are subject to completion and approval, the direction of travel reflects a shift from intent to structured delivery: clearer reporting controls, defined responsibilities and a pipeline of actions aligned to near-term reduction and longer-term SBTi readiness.



Key Actions & projects delivered this year: In 2025 BDK progressed the core building blocks for climate readiness, including strengthening energy monitoring, collating GHG data for the reporting year and translating early findings into a structured action plan. This work is closely

linked to operational decarbonisation initiatives already underway (renewable generation and efficiency projects) and to procurement activity that supports Scope 3 screening and supplier engagement. These actions provide the practical base needed to formalise commitment and move into target development and submission planning.



Risks, Opportunities and materiality: Key risks include incomplete value-chain data, limited leverage over customer-nominated suppliers, and the need to maintain tight data governance so future targets and progress claims are externally credible. There are also technical constraints on reductions where quality-critical systems must operate continuously. Opportunities include accelerated Scope 2 reductions through renewable generation and efficiency, Scope 1 reductions through heating optimisation and potential electrification options, and improved Scope 3 transparency through risk-based supplier engagement and collaboration with customers who hold primary commercial leverage.



2026 plan and objectives: Following SBTi registration, BDK's 2026 objectives are to:

1. **Complete and approve the corporate GHG inventory** (Scopes 1 and 2, supported by Scope 3 screening), confirming baseline year, boundaries, methods and conversion factors;
2. **Develop near-term targets and a delivery plan** with defined actions, resources and milestones, ready for internal approval and external submission timing.
3. **Deliver the near-term decarbonisation roadmap** within operational control through efficiency, renewable generation and targeted upgrades, while evaluating market-based approaches where applicable; and
4. **Strengthen Scope 3 maturity** by prioritising categories, expanding supplier evidence collection, embedding sustainability expectations into procurement and contracting, and improving quantification as data quality matures.

Progress will be tracked through KPIs, project milestones and risk monitoring within the normal governance and management review cycle, with corrective actions raised where performance or controls fall behind plan.

3.6 Electricity Usage



Context and approach: Electricity is BDK’s most significant energy source and the main driver of our Scope 2 emissions, so it is a central focus of our efficiency and decarbonisation strategy. Our approach is to reduce avoidable consumption, optimise baseload, and increase the proportion of demand met by on-site renewable generation—while protecting the controlled environmental conditions and process stability required for quality-critical medical products. Electricity management is embedded within ISO 14001 governance and is supported by granular monitoring, targeted projects and continual improvement planning.



Policy & Scope: BDK is committed to reducing electricity consumption, improving energy efficiency and increasing the share of consumption offset by on-site renewable generation. The scope covers all electricity used across production, cleanrooms, warehouses, offices and welfare areas at BDK-controlled sites, including both grid electricity and electricity generated by the on-site solar PV system. Controls include management of lighting and HVAC settings, machine shutdown discipline, and structured identification and delivery of improvement actions.

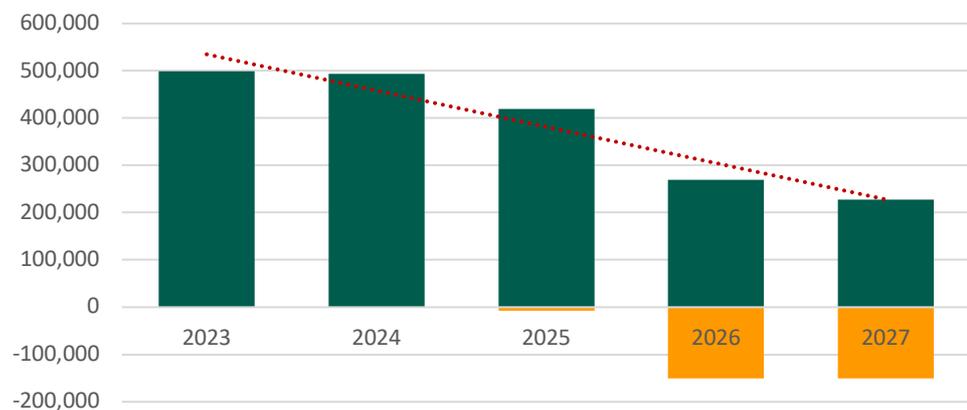


Materiality & Responsibilities: Electricity is a material environmental and operational aspect because it represents a major share of operating cost and the majority of BDK’s Scope 2 emissions. Senior leadership holds overall accountability, with Operations, Facilities and the Sustainability function responsible for day-to-day control, monitoring and improvement delivery. Line managers and supervisors reinforce efficient operation through local discipline—ensuring machines, lighting and ancillary systems are not left running unnecessarily—and by escalating abnormalities or opportunities identified through monitoring.



Baseline, Data and Reporting Method: BDK tracks electricity using half-hourly meter data supported by billing information, enabling both accurate annual reporting and understanding of demand profiles. Consumption is reported in kWh, split between grid electricity and solar PV generation: 2023 (498,367 kWh grid; 0 kWh solar), 2024 (493,441 kWh grid; 0 kWh solar), and 2025 (418,971 kWh grid; 7,575 kWh solar). Forecasts indicate further reductions in grid draw to 268,971 kWh (2026 est.) and 227,000 kWh (2027 est.), alongside an increase in solar generation to 150,000 kWh in both 2026 and 2027. Electricity data feeds BDK’s GHG inventory, with UK Government Scope 2 conversion factors applied to convert kWh into tCO₂e (factor source and year recorded under environmental data controls).

Electricity Usage and Generation in KWh





Current Performance: Half-hourly data from October 2023 onwards shows a clear reduction in grid electricity consumption, reflecting combined effects of efficiency measures, operational changes and the introduction of solar PV. The data also confirms a significant baseload, primarily associated with cleanroom systems that must operate continuously to meet product and quality requirements. From Q4 2025, the effect of solar generation begins to appear as a reduction in daily grid demand, establishing the foundation for a much larger impact in 2026 when the PV system contributes across a full year.



Key Actions & projects delivered this year: BDK delivered two cornerstone electricity initiatives in 2025: installation of on-site solar PV and rollout of Sensorfact machine-level monitoring. The PV system was commissioned in Q4 2025, so the reduction impact within the year is modest, but it represents a step-change in BDK's energy profile and is expected to materially reduce grid draw and Scope 2 emissions from 2026 onwards. In parallel, Sensorfact induction sensors were installed on 20 converting machines, supported by consultancy to analyse consumption patterns and identify avoidable usage. This enabled targeted reduction of out-of-hours running by ensuring machines are fully switched off outside working hours, delivering immediate efficiency gains. These initiatives build on earlier actions including LED upgrades, PIR sensors in low-occupancy areas and operating pattern changes implemented in 2024.



Risks, Opportunities and materiality: Key risks relate to the persistence of a high electrical baseload driven by cleanroom and HVAC systems, exposing BDK to energy price volatility and limiting the extent of achievable reductions if not actively managed. There are also data-related risks if monitoring and analysis are not maintained at a sufficient level of granularity. At the same time, there are strong opportunities: further LED replacement (for example in the main office), optimisation of cleanroom fan speeds and operating schedules during shutdown periods such as Christmas, and technical improvements identified through a detailed electrical survey. Such a survey is expected to assess site voltage, power factor and phase balance and may highlight projects such as voltage optimisation and power factor correction, which at comparable sites have delivered usage reductions of 10% or more..



2026 plan and objectives: The main constraint is the high baseload associated with cleanroom and HVAC requirements, which limits the proportion of consumption that can be removed without careful engineering control. There is also a risk that savings opportunities are missed if monitoring and follow-up actions are not maintained at sufficient granularity. The opportunity remains strong: further LED conversion (including remaining office areas), optimisation of cleanroom fan speeds during shutdown periods where permissible, and improvements identified through a site electrical survey. A survey of voltage, power factor and phase balance may identify projects such as voltage optimisation and power factor correction, which can deliver meaningful reductions in comparable industrial settings.

3.7 Waste Reduction



Context and approach: Waste and circularity are key environmental priorities for BDK because waste outcomes directly affect environmental impact, operational cost, housekeeping standards and customer confidence. Our approach is to prevent waste where practical, improve segregation at source, and maximise diversion from landfill through recycling and recovery routes. Waste management is embedded within the ISO 14001 Environmental Management System and is treated as a continual improvement programme with clear ownership, contractor controls and measurable performance tracking.



Policy & Scope: BDK is committed to reducing waste generation, improving segregation and increasing the proportion of materials diverted from landfill. The scope covers all waste arising from production, logistics, offices and welfare areas at BDK-controlled sites, including any streams that may be classified as hazardous or otherwise regulated. Controls include segregation rules, safe storage and handling, compliant transfer arrangements, and documented oversight of waste contractors and disposal routes.

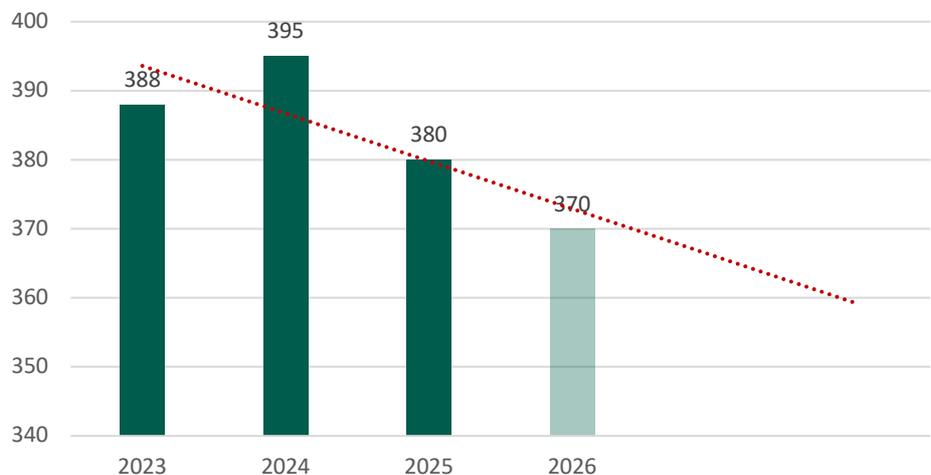


Materiality & Responsibilities: Waste is a material environmental aspect for BDK due to the volume of process-related waste and the current reliance on landfill for certain streams (including process reels that are not yet suitable for preferred recovery routes). Senior leadership holds overall accountability, while Operations, Facilities and Supply Chain share responsibility for prevention initiatives, segregation practices and contractor management. Line managers oversee local housekeeping and compliance with segregation rules, ensuring actions are implemented consistently and issues are escalated promptly.



Baseline, Data and Reporting Method: BDK's waste baseline is established from contractor documentation, portal reporting and internal records. Total waste was 388 tonnes (2023) and 395 tonnes (2024), with 2025 estimated at 380 tonnes (to 30/11/2025). BDK has set a working 2026 target of 370 tonnes, alongside an increased recycling and recovery proportion. Where estimates are required (for example, part-year data), the basis is documented to support transparency and audit readiness. Waste KPIs and targets are presented in Chapter 7 in line with BDK's environmental data governance arrangements.

Waste in Tonnes





Current Performance: Overall waste tonnage shows early improvement and increasing control, with 2025 trending down from the 2024 position. In parallel, BDK has strengthened segregation and route management, improving confidence in how waste is handled and where it goes after collection. While some process wastes remain constrained to landfill due to technical and route limitations, the combination of improved segregation, better infrastructure and more structured contractor oversight provides a solid platform to reduce landfill dependence further in 2026.



Key Actions & projects delivered this year: In 2025 BDK implemented practical projects to improve segregation and reduce landfill dependency. Cardboard and plastics balers and compactors were introduced, enabling approximately 15 tonnes of material to be diverted from landfill and reducing the volume and frequency of waste movements. BDK also began transitioning from daily disposable outer coats to laundered/reusable work coats in appropriate areas, reducing single-use waste while maintaining hygiene and operational control. Further work has started to identify high-volume single-material streams that could be separated more



Replacing bins in by all desks and in office to centralised waste stream bins.



We are moving from disposable to reusable cleanroom coats.



Clearly signed the general waste compactor, added a new skip for cores..



Added a second dry mixed waste disposal bin for recycling materials.



Additional skips at waste locations for material dispo

effectively to produce cleaner recyclate and improve circularity outcomes.



Risks, Opportunities and materiality: Key risks include continued reliance on landfill for certain process wastes, limited visibility of post-collection sorting and destination routes, and contamination from poor segregation that can reduce recycling performance. Opportunities include obtaining more granular contractor route evidence, improving segregation systems to match contractor capabilities, and evaluating alternative outlets for specific streams (for example, siliconised backing/liners) where reprocessing may be feasible. Strengthening contractor performance management and internal discipline can deliver both environmental benefits and potential cost savings.



2026 plan and objectives: In 2026, BDK's objectives are to reduce total waste toward the **370-tonne** target, increase recycling and recovery outcomes, and further reduce landfill by developing practical solutions for constrained process wastes. Planned actions include standardising segregation and baling practices, tightening contractor performance reviews and route transparency, and ensuring duty-of-care documentation provides clear evidence of outcomes. Waste KPIs (tonnes, recycling rate, landfill percentage and intensity metrics), together with baselines, 2025 results and 2026 targets, are presented in Chapter 7, supported by contractor reports, portal data, internal records, project documentation and management review minutes.

3.8 Water Usage



Context and Approach: Water is not used in BDK’s manufacturing processes and does not form a material input to production. Consumption is limited to welfare and building utilities (toilets and kitchen facilities), so the overall footprint is inherently low compared with many manufacturers. Even so, BDK manages welfare water responsibly through good housekeeping, basic controls and continual improvement, recognising the value of reducing avoidable consumption and demonstrating sound environmental stewardship within our ISO 14001 Environmental Management System.



Policy & Scope: BDK’s water management is controlled within the ISO 14001 EMS and applies to all welfare and utility water used at BDK-occupied premises under our operational control. Controls focus on preventing avoidable losses, maintaining efficient fittings and systems, and ensuring that any changes to welfare water controls maintain appropriate hygiene, comfort and compliance expectations.

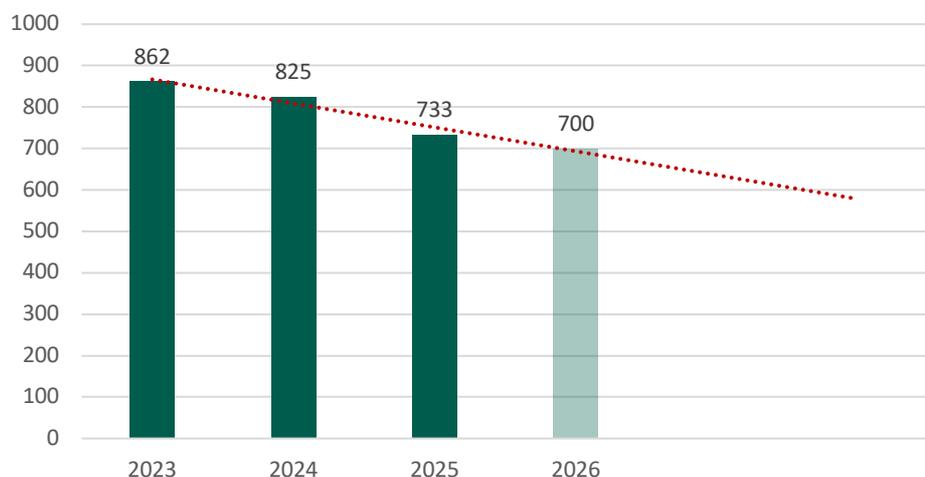


Materiality & Responsibilities: Water is treated as a low-materiality aspect for BDK because it is not consumed in production and is used only for welfare functions. Nevertheless, BDK aims to avoid unnecessary usage, particularly given the importance of responsible resource use. Facilities and environmental management share day-to-day responsibility for monitoring consumption, maintaining welfare systems, identifying improvement opportunities and ensuring actions are implemented, with escalation where abnormal usage suggests leaks, equipment faults or control failures.



Baseline, Data and Reporting Method: BDK’s water reporting boundary covers welfare water supplied to our occupied premises via a neighbouring company. Consumption is monitored using controlled meter and billing data rather than process-level sub-metering. A three-year baseline trend has been established from this source data: 862 m³ (2023), 825 m³ (2024) and 733 m³ (2025 estimated). These figures form the basis for performance tracking, target-setting and KPIs, which are presented in Chapter 7 in line with BDK’s environmental data governance and audit expectations.

Water usage in cubic metres





Current Performance: The continued reduction from 2023 to 2025 confirms that BDK’s already modest welfare water usage is being actively managed. Improvements have been driven primarily by tighter housekeeping and awareness, supported by independent consultant input to identify practical, low-cost controls. Current focus areas include optimising automatic urinal cleaning and flushing cycles so they operate less frequently outside normal office hours, while maintaining hygiene standards, and assessing whether additional flow controls or water-saving devices are appropriate for welfare areas.



Key Actions & projects delivered this year: During the year, BDK engaged an independent sustainability consultant to review welfare water usage and identify low-cost reduction opportunities. Early actions and recommendations focused on improving control of urinal flushing and cleaning cycles through timer optimisation to reduce out-of-hours consumption. Routine inspections also continued to reinforce good housekeeping, check for leaks or malfunctioning fittings, and identify any further practical upgrades that can be implemented without compromising hygiene or employee welfare.



Risks, Opportunities and materiality: Given water’s low materiality at BDK, the main risks relate to avoidable consumption caused by leaks, faulty fittings or poorly controlled automated systems, leading primarily to unnecessary cost and wasted resource. The opportunity is to keep water use tightly controlled through simple, well-maintained welfare systems, routine checks and targeted, low-cost controls. Consultant recommendations and inspection findings are assessed for practicality and cost-benefit and, where approved, are incorporated into the environmental improvement plan.



2026 plan and objectives: In 2026, BDK’s objective is to maintain or further reduce welfare water consumption relative to 2024–2025 levels by completing the rollout of timer-based controls, embedding routine leak and control checks into facilities inspections, and implementing any further cost-effective water-saving measures identified through review. Performance will be tracked through annual consumption and, where helpful, a simple intensity indicator, with evidence retained for audit and EcoVadis (utility data, consultant outputs, inspection and maintenance records, improvement actions and management review minutes).

3.9 Gas Usage



Context and Approach: Gas is used at BDK only to provide space heating and hot water for welfare, office and building services; it is not used as part of our manufacturing processes. Our approach is to manage gas demand responsibly as part of our wider energy and carbon programme—maintaining safe, comfortable working conditions while reducing avoidable consumption through good controls, targeted upgrades and evidence-based planning. We treat gas as an important lever for Scope 1 emissions reduction and therefore integrate it into ISO 14001 governance, data reporting and continual improvement.



Policy & Scope: BDK manages gas consumption through its ISO 14001 Environmental Management System, with controls covering gas-fired boilers and associated heating distribution serving production, warehouse and office areas at BDK-controlled sites. The scope includes operation, maintenance, set-points and control regimes for heating and hot water, and the identification and delivery of improvement actions that reduce unnecessary heating demand while protecting welfare standards and operational requirements.

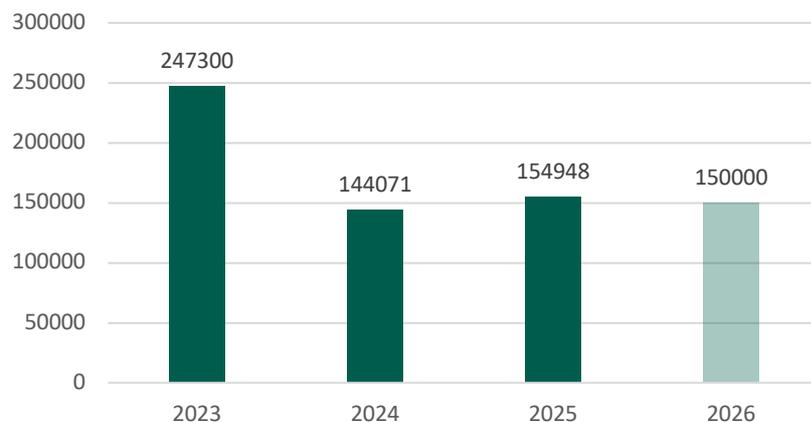


Materiality & Responsibilities: Although gas use is lower than electricity consumption, it is a direct (Scope 1) emissions source and therefore a material contributor to BDK’s carbon footprint. Senior leadership holds overall accountability, with Facilities and Operations responsible for day-to-day control, maintenance and improvement delivery. Line managers support effective implementation by aligning heating use to occupancy patterns, reinforcing good practice, and escalating issues such as comfort concerns, faults or suspected inefficiencies for timely resolution.



Baseline, Data & Reporting Method: Gas performance is monitored using utility bills and meter readings for all connections within BDK’s operational control. 2023 is treated as the baseline year, and subsequent years are tracked on a consistent basis to enable transparent trend analysis. Consumption is reported in kWh and converted to tCO₂e using the relevant UK Government conversion factor for natural gas for the reporting year (conversion factor source and year TBD and recorded within the environmental data procedure). Any estimates or normalisation assumptions (for example, partial-year data) are documented to ensure auditability.

Gas in KWh





Current Performance: Gas usage reduced in 2024 compared with 2023, with changes in operating patterns (including the cessation of the night shift in summer 2024) likely contributing to lower heating demand. 2025 data to September indicates usage higher than 2024 but broadly similar to 2023, reflecting variation in operating hours and seasonal conditions. Detailed gas consumption and Scope 1 emissions figures, together with 2026 targets, are presented in Chapter 7 alongside BDK's wider energy and GHG KPIs..



Key Actions & Projects Delivered This Year: During the year, BDK focused on understanding the drivers of heating demand and building a practical improvement pipeline, supported by independent review. Early work included assessment of opportunities to reduce heat loss in office areas (including insulation above the suspended ceiling) and scoping an integrated office upgrade concept combining improved thermal performance with modern heating and cooling options. This work strengthens the technical and commercial basis for investment decisions and delivery planning in 2026.



Risks & Opportunities: The key risks relate to ongoing reliance on fossil fuel heating, exposure to energy price volatility and the impact of gas use on Scope 1 emissions performance. The opportunity is to reduce both emissions and cost through targeted building fabric improvements, better heating zoning and controls, and, where feasible, transition to higher-efficiency solutions such as heat pumps. Progress in this area supports BDK's longer-term decarbonisation pathway and readiness for future science-aligned target setting.



2026 plan and objectives: In 2026, BDK aims to stabilise or reduce gas consumption relative to the 2023–2025 baseline through practical efficiency measures and improved control. Objectives include finalising a decision on the office upgrade programme (insulation, lighting and heating/cooling approach), optimising boiler and heating controls to match occupancy, and formalising gas-related KPIs and targets within the energy management programme. Progress will be tracked through annual gas kWh and Scope 1 tCO₂e reporting, with actions and performance reviewed through ISO 14001 governance and management review.



QUALITY MANAGEMENT SYSTEM

Our Commitment:

- We are committed to providing the highest quality products and services to our customers.
- We are committed to continuous improvement and innovation.
- We are committed to environmental protection and social responsibility.
- We are committed to the safety and health of our employees.
- We are committed to the satisfaction of our customers.

Our Goals

- Increase product quality and customer satisfaction.
- Reduce waste and improve efficiency.
- Increase employee safety and health.
- Increase environmental protection and social responsibility.
- Increase customer loyalty and retention.

PRODUCT CONFORMITY

- _____
- _____
- _____



MANUFACTURING QUALITY & PRODUCT CONFORMITY

4 Manufacturing Quality and Product Conformity

4.1 Operational Performance & Reliability



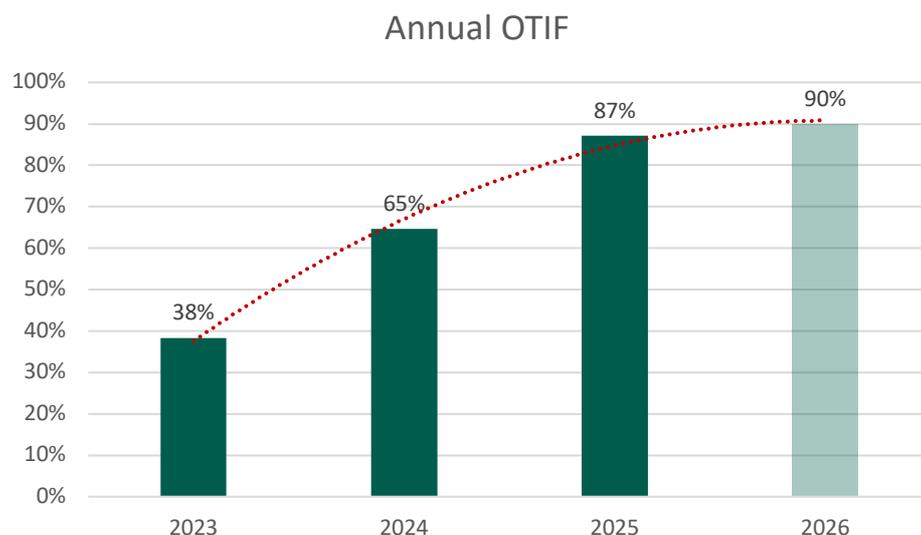
Policy & Scope: On-Time In-Full (OTIF) delivery is one of BDK’s primary operational and customer service KPIs. It measures our ability to deliver the right product, in the right quantity, at the right time, against confirmed commitments. OTIF applies across all customer orders shipped from BDK’s manufacturing and warehouse operations and is managed within our integrated QMS covering ISO 9001, ISO 13485 and ISO 14001, reflecting its importance for product availability, patient care and customer confidence.



Materiality & Responsibilities: OTIF is material because it directly affects our customers’ ability to supply finished medical products to healthcare providers and, ultimately, patients. Persistent underperformance would increase the risk of disruption, expedites, and potential reputational impact. Over all accountability for OTIF sits with the Head of Operations, with day-to-day responsibility shared between Production Planning, Supply Chain, Stores and Production management. Planning owns the master schedule and prioritisation, Supply Chain and Stores ensure materials and kits are available, and Production is responsible for executing to plan, with joint review of performance and root causes.



Baseline, Data and Reporting Method: OTIF is calculated using a defined method, based on the percentage of orders (or order lines, depending on customer requirement) delivered fully and on or before the promised date. The calculation method, inclusions/exclusions and data sources are documented to ensure consistency and auditability over time. OTIF performance is reported monthly and on a year-to-date basis and is included within the core KPI pack reviewed at operational and management review meetings. The current target is $\geq 90\%$, reflecting customer expectations and BDK’s commitment to high service reliability.





Current Performance: In the current reporting year, OTIF has been consistently close to, but not yet at, the 90% target. The OTIF average across all customers for 2025 is 86%, reflecting performance across BDK's full customer base, including accounts with varying demand profiles and service requirements. Importantly, this average includes a number of key accounts where OTIF performance is consistently strong, with several achieving >95% OTIF, demonstrating that BDK is capable of delivering at a high and reliable service level where forecasting stability, materials availability and scheduling alignment are strongest. Overall performance remains broadly consistent with the improvement seen over the past two years, with OTIF moving into the mid-80s as process and planning changes have taken effect, providing a clear platform for further improvement in 2026.



Key Actions & projects delivered this year: During 2025, BDK has continued to strengthen the processes that underpin OTIF performance. Key actions include refining the production planning process, improving alignment between demand, capacity and material availability, and tightening communication between Planning, Supply Chain, Stores and Production. Kitting and material availability controls have been enhanced so that high-priority orders are fully kitted and ready before their planned start, reducing last-minute changes and delays. In parallel, increased use of operational data and daily/weekly performance reviews has helped to identify bottlenecks earlier and implement targeted corrective actions, supporting a more predictable flow of work through the factory.



Risks, Opportunities and materiality: OTIF remains sensitive to a number of risks, including upstream material delays, planning volatility, unexpected equipment downtime, and the impact of change requests or urgent orders. If not well controlled, these factors can create expediting, increased cost and pressure on quality. However, there are significant opportunities: improved forecasting and communication with customers, tighter integration of materials planning with production capacity, further strengthening of kitting and stores processes, and the use of structured problem-solving (including CAPA) to address recurring causes of late or incomplete deliveries. The main threat is complacency; maintaining and improving OTIF requires continued discipline in planning and adherence to agreed priorities.



2026 plan and objectives: For 2026, BDK's objective is to move OTIF consistently towards and then at or above the $\geq 90\%$ target while maintaining product quality and efficient use of resources. Key planned actions include: further embedding the ALIGN, SUPPLY and PULSE meeting structures to improve cross-functional coordination; completing ongoing improvements in kitting and material availability; using root cause analysis on late deliveries to drive targeted process changes; and continuing to refine planning rules so that capacity constraints and change requests are managed transparently. OTIF performance will be monitored on a year-to-date basis, reviewed in operational and management forums, and supported by corrective and preventive actions where performance deviates from plan, giving customers and auditors clear evidence of a controlled and continually improving service level.

4.2 Customer Complaints & Product Conformity (Revenue per Complaint)



Policy & Scope: Customer complaints are a critical indicator of product conformity, service quality and customer confidence, and form a key input into BDK’s integrated Quality Management System. Complaints cover any verified customer-reported product or service issue relating to manufactured or supplied medical dressing products, including quality defects, packaging and labelling issues, delivery-related nonconformities where product suitability is affected, and any complaint requiring formal investigation. Complaint management is controlled within BDK’s QMS in line with ISO 9001 and ISO 13485 requirements and supports our wider commitments under ISO 14001 by reducing waste, rework, and avoidable environmental impacts associated with nonconforming outputs.

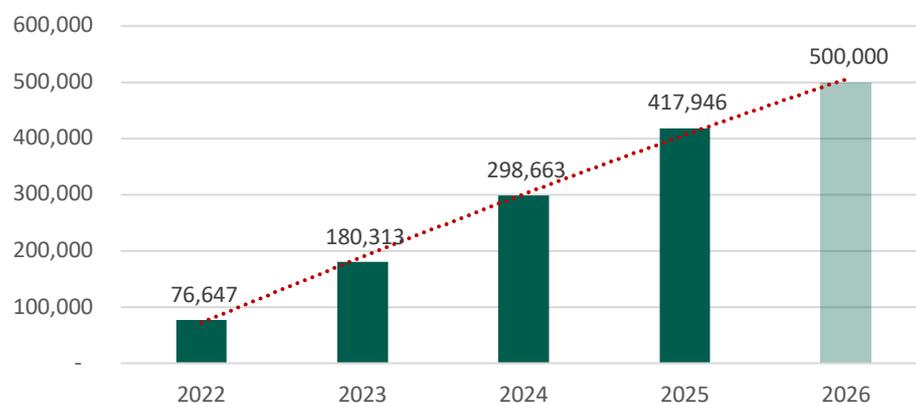


Materiality & Responsibilities: Complaints are material because they directly reflect the customer’s experience of our performance and the suitability of product supplied into healthcare supply chains where patient safety and clinical confidence are paramount. A sustained increase in complaints increases the risk of escalations, CAPA activity, additional inspections, reputational damage, and preventable waste through rejects, returns, rework and expedited corrective actions. Overall accountability for complaint performance sits with the Head of Operations, with primary responsibility held by the Quality team for complaint investigation, root cause analysis, and regulatory alignment. Day-to-day contributions sit across Production, Planning, Supply Chain and Stores, who collectively own process control, material integrity, product handling and execution discipline to prevent recurrence.



Baseline, Data and Reporting Method: BDK measures complaint performance using a normalised indicator called Revenue per Complaint, calculated as the total annual revenue divided by the number of customer complaints recorded in the same reporting year. This provides a scale-adjusted view of complaint performance as the business grows, and allows year-on-year trending in a consistent, auditable format. The objective is to increase Revenue per Complaint over time, demonstrating that BDK is generating more customer value per complaint received, through stronger process control and improved product conformity. Performance is reviewed at management level through the KPI pack and is supported by complaint logs, investigation records, CAPAs and management review outputs to ensure traceability and governance.

Revenue Per Complaint





Current Performance: Complaint performance has improved strongly and consistently across the reporting period, with a clear upward trend in Revenue per Complaint, demonstrating that BDK is delivering increasing levels of customer value for every complaint received. Performance improved significantly year-on-year between 2022 and 2024, and strengthened further in 2025, indicating that product conformity and complaint prevention controls are becoming more effective as operational maturity increases. The latest reporting year represents the strongest performance to date, with Revenue per Complaint reaching its highest level on record, and the business maintaining a continued improvement trajectory. Based on current performance and forward planning, BDK is targeting a further step improvement in 2026, supporting the objective of sustaining lower complaint incidence while continuing to grow and deliver reliably at scale.



Key Actions & projects delivered this year: During 2025, BDK strengthened the controls and behaviours that prevent complaints at source rather than simply reacting after the event. Key improvements included tighter process discipline through clearer production controls, enhanced material and kitting readiness to prevent damage and mis-build risks, and improved escalation routes when quality risks are identified. Complaint handling has been reinforced through more structured investigation routines, improved capture of complaint learning into CAPA where appropriate, and strengthened cross-functional feedback loops so that issues identified by Quality are rapidly translated into operational process changes. Increased use of operational reviews and performance forums has supported earlier identification of defect drivers and faster containment actions, reducing repeat occurrences and improving overall product conformity.



Risks, Opportunities and materiality: Complaint performance remains sensitive to operational variation, including supplier material inconsistency, handling damage risk, packaging errors, labelling and batch traceability weaknesses, and equipment-related quality drift. If these risks are not controlled, complaints can translate into increased waste, additional inspection and rework effort, and potential customer escalations with consequential business and sustainability impacts. However, the opportunity is significant, because complaint reduction improves customer trust while also reducing energy use, material scrap and the environmental footprint associated with rejects, returns and repeat production. The main threat is focusing only on the complaint count without learning from trend themes, so BDK will continue to treat complaints as a structured source of intelligence, not simply a metric to suppress.



2026 plan and objectives: In 2026, BDK's objective is to maintain strong complaint control while continuing to improve the Revenue per Complaint indicator toward £500k per complaint, ensuring this reflects genuine product and process improvement rather than reduced reporting. Key actions include strengthening prevention controls at the point of manufacture and packing, deepening trend analysis to identify repeat failure modes earlier, and increasing the consistency of root cause quality problem-solving across teams. BDK will continue to link complaint learning to targeted corrective actions and, where required, CAPA activity, while ensuring investigation quality remains high and auditable. Performance will be monitored through KPI reporting and management review, with clear evidence of action, learning and continual improvement, supporting both customer confidence and measurable reduction in avoidable waste across the business.

4.3 Nonconformities, CAPA and Continuous Improvement



Policy & Scope: Corrective and Preventive Actions (CAPA) are a core pillar of BDK's integrated QMS, supporting compliance with ISO 9001, ISO 13485 and ISO 14001 and underpinning our role as a medical device contract manufacturer. The CAPA system applies to significant quality, environmental and safety issues, including customer complaints, audit findings, internal nonconformities, supplier issues and emerging trends. In 2025, BDK completely redesigned the CAPA procedure and supporting documentation from scratch, introducing a simplified CAPA form for core information and standard root cause analysis, supported by a dedicated advanced RCA form for more complex investigations using structured tools such as fishbone analysis. This updated approach has now been embedded as the standard across the business and has already been reviewed positively by external customers.



Materiality & Responsibilities: CAPA is material because it provides controlled, auditable evidence that BDK identifies issues early, investigates root causes thoroughly, implements corrective and preventive actions effectively, and verifies that improvements are sustained. This supports product conformity, patient safety and customer confidence while reducing avoidable waste from scrap, rework and repeat failures. The Quality Manager owns the CAPA framework and ensures compliance and effectiveness, with leadership oversight from the Head of Operations to ensure that learning is converted into lasting improvements. Functional managers remain accountable for implementing actions in their areas and confirming effectiveness, ensuring CAPA ownership is embedded in day-to-day operations rather than isolated within Quality.



Baseline, Data and Reporting Method: CAPAs are managed through a central register capturing source, status, due dates, actions and effectiveness verification, providing full traceability and governance. CAPA performance is monitored for discipline and control, including closure timeliness, completion of actions, effectiveness verification and recurring themes. However, BDK does not treat the number of CAPAs raised as a direct KPI for quality performance, as CAPA volumes are influenced by reporting culture and the maturity of issue escalation. As BDK continues to strengthen openness, engagement and proactive reporting, CAPA volumes may increase even when underlying performance is improving. For sustainability and governance reporting, BDK therefore focuses on outcome-based indicators (such as customer complaint performance normalised against business scale), supported by evidence that issues are being addressed through a controlled system..



Key Actions & projects delivered this year: The most significant improvement during 2025 was the full redesign and roll-out of the CAPA process, clarifying when basic RCA is sufficient and when advanced RCA methods must be used. Training and adoption across managers and key users has strengthened investigation quality, improved consistency of root cause logic, and increased transparency in action tracking and effectiveness checks.

In parallel, BDK continues to run a structured continuous improvement approach that is broader than CAPA alone. Since January 2024, the Company has operated ten formal continuous improvement programmes covering all major operational and support functions. Each programme is led by an assigned Project Manager and governed by a cross-functional committee of core stakeholders, with defined projects delivered within each programme to drive measurable improvement across the business.



The BDK Continuous Improvement Programmes



Risks, Opportunities and materiality: The key risks within the corrective action system relate to under-reporting of issues, inconsistent root cause analysis, delayed completion of actions, or weak effectiveness verification, any of which can allow repeat problems to persist and increase operational waste, disruption and customer risk. The redesigned CAPA process implemented in 2025 reduces these risks by clarifying expectations, strengthening investigation quality, and ensuring that the appropriate RCA approach is selected and evidenced based on complexity and impact.

In parallel, BDK's ten continuous improvement programmes provide a structured engine for cross-functional improvement, but they carry their own risks if focus is not maintained. Without disciplined prioritisation and sustained attention, programmes can drift, projects can lose momentum, and improvement activity can become fragmented. To mitigate this, each programme is led by an assigned Project Manager and supported by a committee of core stakeholders, with clearly defined projects, deliverables and governance routines to ensure that improvement work remains targeted, measurable and continually progressing across all areas of the business.



2026 plan and objectives: In 2026, BDK will continue to apply the redesigned CAPA process while strengthening the wider continuous improvement system. Priorities include maintaining strong governance and timely closure discipline, ensuring advanced root cause tools are consistently applied where complexity or risk demands it, and protecting effectiveness verification so that improvements are demonstrably sustained.

In parallel, the ten continuous improvement programmes will remain the Company's primary delivery mechanism for structured improvement activity, with defined projects progressed through cross-functional ownership and disciplined project management. As part of this next phase of maturity, BDK working with an external consultant to consolidate and fully rewrite the complete QMS, ensuring it reflects continued best practice and BDK's commitment to continual improvement. This programme will include the restatement of all QMS policies and the systematic review and update of supporting SOPs, OPIs, forms and records, strengthening consistency, audit readiness and day-to-day usability across the business.



VALUE-CHAIN RESPONSIBILITY

Our Commitment:

- Wirte als verantwortliche Partner in der Wertschöpfungskette zu agieren.
- Integrität und Transparenz in allen Geschäftsbeziehungen zu gewährleisten.
- Soziale Verantwortung und Umweltverantwortung zu fördern und zu unterstützen.
- Unsere Mitarbeiterinnen und Mitarbeiter zu fördern und zu unterstützen.
- Unsere Lieferanten zu unterstützen und zu fördern.
- Unsere Kunden zu unterstützen und zu fördern.
- Unsere Mitarbeiterinnen und Mitarbeiter zu fördern und zu unterstützen.
- Unsere Lieferanten zu unterstützen und zu fördern.
- Unsere Kunden zu unterstützen und zu fördern.

RESPONSIBLE SOURCING

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VALUE-CHAIN IMPACTS & RESPONSIBLE SOURCING

5 VALUE-CHAIN IMPACTS & RESPONSIBLE SOURCING



Context and approach: BDK's value-chain impacts are shaped by our role as a contract manufacturer in the Healthcare Equipment & Supplies sector. Our customers rely on us to deliver safe, compliant product and to demonstrate that our upstream materials and services are sourced responsibly. As a mid-chain converter, BDK does not always control supplier selection—customers may supply materials directly or nominate approved suppliers and specifications—so our approach is proportionate and risk-based. We set clear expectations, focus effort where risk and impact are highest, build evidence through structured supplier engagement, and collaborate with customers where they hold greater leverage.



Policy & Scope: BDK manages value-chain impacts through a responsible sourcing framework embedded in its integrated Quality and Environmental Management System. This framework is defined by the Environmental Policy and a dedicated procurement policy suite comprising: Responsible Procurement & Supply Chain Policy, Supplier Code of Conduct Policy, Procurement & Contracting Policy and Supplier Audits & Risk Management Policy. Together, these policies apply to BDK's suppliers and contractors and set expectations covering environmental performance, labour and human rights, ethical conduct and business continuity.



Materiality & Responsibilities: Responsible sourcing is material for BDK because value-chain performance can influence customer approvals, regulatory confidence and sustainability ratings, and can introduce risk through upstream environmental, labour or integrity issues. Accountability sits with senior leadership, with Procurement and Supply Chain responsible for implementation, supplier engagement and escalation. Quality supports supplier assurance and risk controls through approval processes and audits, while operational managers contribute by identifying supply risks that could affect continuity, conformity or compliance.

- **Responsible sourcing standards and expectations:** BDK communicates clear requirements through its Supplier Code of Conduct and associated procurement policies. These cover environmental management and resource efficiency, health and safety, labour and human rights, anti-bribery and corruption, data protection and fair business practices. Expectations are embedded through onboarding and approval processes and, where appropriate, reinforced through purchasing documentation and contracting. Where suppliers are customer-nominated, BDK aligns to customer requirements and supports joint engagement where this strengthens effectiveness.
- **Due diligence, risk assessment and segmentation:** Supplier due diligence is applied proportionately and is guided by supplier segmentation. BDK categorises suppliers by criticality, spend, product or service category and inherent ESG risk, considering factors such as geography, industry sector and material type. This informs the level of scrutiny at onboarding and re-approval and helps prioritise higher-impact suppliers for deeper assessment. Evidence may include questionnaires, self-assessments, Code of Conduct confirmation, audit activity (including ESG-related questions where appropriate), and review of available third-party or customer information.
- **Supplier assessment, monitoring and remediation:** BDK operates a structured assessment and follow-up process for selected suppliers, gathering evidence on environmental, labour and ethics controls and seeking agreement to the Supplier Code of Conduct. Responses are reviewed and, where gaps are identified, BDK requests

clarification, corrective actions or improvement plans. Where the customer holds the main commercial relationship, BDK escalates issues appropriately and supports collaborative resolution. Decisions, actions and outcomes are recorded to provide a clear audit trail and to support periodic reassessment.



- **Value-chain environmental and social impacts (including Scope 3):** BDK links responsible sourcing to its Scope 3 screening programme to improve understanding of upstream emissions and impacts over time. Initial focus areas include purchased materials, upstream transport and waste routes, reflecting the most likely sources of value-chain impact for a converting manufacturer. BDK uses available data pragmatically and prioritises higher-impact categories, while working with suppliers and customers to improve transparency as data quality develops. This supports SBTi readiness and a credible pathway to improved value-chain reporting.



Baseline, Data & Reporting Method: In 2025, BDK moved from a “no supplier assessments” baseline to a structured engagement programme. A defined cohort of 81 suppliers was contacted as the initial scope for sustainability assessment. Performance is tracked using controlled records of supplier contact, response and completion of the sustainability assessment form and Supplier Code of Conduct confirmation, supported by documented follow-up and any corrective actions raised. This provides a measurable foundation for improvement and stronger evidence for customers and sustainability assessments.



Current Performance: Progress in 2025 demonstrates strong first deployment and a clear platform for expansion: BDK contacted 81 suppliers; 2 are no longer active. Of the remaining suppliers:

- 64 responded (81%),
- 56 completed the Sustainability Assessment Form (71%), and
- 39 confirmed the Supplier Code of Conduct (49%).

While coverage is not yet universal, this represents a meaningful shift from baseline to structured delivery and has improved BDK’s visibility of supply-chain risk and maturity.



Risks & Opportunities: The main risks include limited leverage over customer-nominated suppliers, varying responsiveness from large multinational suppliers, and incomplete ESG data for high-impact materials, all of which can affect customer confidence and sustainability ratings. There is also potential exposure to upstream labour, human rights or environmental issues that could create reputational or regulatory risk for customers. The opportunity is to use BDK’s policy framework to strengthen consistency and evidence: increasing assessment coverage, improving corrective action and escalation, embedding responsible sourcing clauses into contracting, and building better Scope 3 transparency. This supports BDK’s Net Zero pathway and differentiates the Company as a well-governed manufacturing partner.



2026 plan and objectives: In 2026, BDK will expand assessment coverage across a higher proportion of critical suppliers and spend, and increase the proportion of suppliers confirming adherence to the Supplier Code of Conduct. We will embed responsible sourcing clauses and Code of Conduct references into new and renewed contracts, strengthen the consistency of corrective action and escalation for non-compliance, and deepen Scope 3 screening for key



LABOUR & HUMAN RIGHTS POLICY

Our Responsibilities:

- While a providing safe working and mgments.
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- Diversity, Equity & Inclusion (DEI) Policy
- Fair Labour Practices & Working Working Policy
- Anti-Harassment and Bullying Policy
- Sexual Harassment and Victimisation Policy
- Health, Safety and Wellbeing Policy
- Human Rights and Modern Slavery Policy
- Mental Health & Wellbeing Policy
- Stress Management Policy




LABOUR & HUMAN RIGHTS

6 Labour & Human Rights

6.1 Employee Rights, Labour Standards & Workplace Conduct



Context and approach: BDK's ability to attract, retain and support a competent workforce is fundamental to safe, reliable manufacturing in a regulated healthcare supply chain. Our approach to labour and human rights focuses on creating a respectful, inclusive and safe workplace for all workers, including employees and agency staff, supported by clear standards, practical supervision and accessible routes to raise concerns. We apply controls proportionate to our scale and risk profile, with particular emphasis on health and safety, respectful conduct, fair working practices and prevention of modern slavery.



Policy & Scope: Employee rights and labour standards at BDK are governed by an integrated framework titled Employee Rights, Labour Standards & Workplace Conduct, comprising the Diversity, Equity & Inclusion (DEI) Policy, Fair Labour Practices & Working Conditions Policy, Anti-Harassment and Bullying Policy, Sexual Harassment and Victimisation Policy, Health, Safety and Wellbeing Policy, Human Rights and Modern Slavery Policy, Mental Health & Wellbeing Policy, and Stress Management Policy. These policies are controlled within the QMS and apply to all workers at BDK-controlled sites, setting expectations for dignity and respect, fair treatment, safe working conditions and responsible behaviour.



Materiality & Responsibilities: Labour and human rights performance is a core expectation of customers, regulators and sustainability rating bodies, and it directly influences productivity, morale, retention and operational stability. Senior leadership has overall accountability for this framework, with HR and H&S providing specialist oversight and line management responsible for day-to-day implementation on the shop floor and in offices. The framework is designed to ensure fair recruitment and working practices, prevent discrimination and harassment, promote physical and mental wellbeing, and prevent modern slavery risks in our operations and—proportionately—within our supply chain.

- **Diversity, equity, inclusion and fair working conditions:** The DEI Policy and Fair Labour Practices & Working Conditions Policy set expectations for equal opportunity, non-discrimination, fair recruitment, working hours, rest periods, pay and benefits. They require employment decisions to be based on merit and legitimate business needs, prohibit discrimination on protected grounds, and commit BDK to maintaining working conditions that support health, safety and work-life balance. These policies apply to all employees and workers, including agency staff, and are embedded into HR processes, contracts and management practices.
- **Respectful workplace and zero tolerance for harassment:** The Anti-Harassment and Bullying Policy and Sexual Harassment and Victimisation Policy set out BDK's zero-tolerance stance on any form of harassment, bullying, intimidation or unwanted conduct, whether from colleagues, managers, contractors or third parties. They define unacceptable behaviour, explain how concerns can be raised, and require prompt, impartial investigation with appropriate remedial action. Training, leadership example and clear communication ensure that everyone understands their responsibilities for maintaining a respectful, professional working environment.

- **Health, safety, wellbeing and mental health:** The Health, Safety and Wellbeing Policy establishes BDK's commitment to providing a safe and healthy workplace, supported by risk assessment, controls, training and worker consultation. This is complemented by the Mental Health & Wellbeing Policy and Stress Management Policy, which recognise mental health as an integral part of overall wellbeing. Together they promote early identification of stress and mental health concerns, encourage open conversations, and provide access to support, adjustments and signposting to professional help where appropriate.



- **Human rights and modern slavery:** The Human Rights and Modern Slavery Policy affirms BDK's commitment to respecting internationally recognised human rights and to preventing modern slavery, human trafficking, forced labour and child labour in our own operations and, proportionately, in our supply chain. It sets expectations for due diligence, supplier engagement and escalation where concerns arise, and links directly to our Responsible Procurement & Supply Chain framework. This policy supports both legal compliance and the expectations of customers who rely on BDK as a responsible manufacturing partner.



Baseline, data and reporting method: BDK tracks performance using controlled HR and H&S records and defined KPIs, including training completion, incident reporting, absence and wellbeing indicators, grievance/concern routes, and evidence of modern slavery awareness and supplier due diligence. Data sources include induction checklists, iHASCO or equivalent training logs (where used), H&S incident and near-miss records, risk assessment reviews, absence records, HR case logs (grievances, dignity-at-work cases), and management review outputs.



Current performance: In 2025, BDK's focus was on strengthening governance foundations by rewriting and formalising the complete Labour & Human Rights policy framework, ready for structured rollout and evidence capture in 2026. Health and safety performance remained strong and consistent:

- **Lost time injuries:** BDK recorded zero lost time injuries in 2023, 2024 and 2025, demonstrating sustained control of higher-severity risk.
- **Recordable incidents:** Recordable incidents continued to reduce year on year, with six incidents in 2023, eight in 2024 and five in 2025 (circa 100 employees).
- **Near-Miss Reporting:** Near-miss reporting remains a development area: zero near misses were reported in 2023, one in 2024, and zero in 2025, indicating the opportunity to strengthen proactive reporting and learning culture.
- **Sickness Absence:** Sickness absence has also improved from 3.51% (2023) to 3.16% (2024), with 2025 estimated at ~3.0% (TBD final).
- **Employee Satisfaction:** Employee satisfaction results for the current period are not yet available at the time of writing, as the annual survey has only just been issued and is expected to be reported in January.



Risks & Opportunities: The principal risks are inconsistent policy application, unmanaged stress or wellbeing concerns, under-reporting of concerns, or failure to detect harassment, discrimination or labour abuses, which could harm colleagues and undermine customer confidence. The opportunity is to strengthen engagement, retention and productivity through a

consistently safe and respectful workplace, supported by clear evidence for audits and EcoVadis. Strong labour and human rights performance also reduces disruption, improves stability and reinforces BDK's position as a responsible partner (and employer) within the healthcare supply chain.



Key actions and projects delivered in 2025: During 2025, BDK strengthened the foundations for consistent deployment by completing a full policy refresh across employee rights, workplace conduct and wellbeing topics, aligning expectations into a coherent framework suitable for audit and workforce communication. H&S controls continued to be reinforced through routine briefings, visible leadership engagement and operational risk controls. BDK also prepared the next phase of deployment improvements for 2026, including tighter induction controls and clearer evidence capture for training, wellbeing and grievance routes, to strengthen both workforce understanding and audit readiness.



2026 plan and objectives: In 2026, BDK will focus on strengthening deployment evidence and increasing proactive engagement. Priorities include: improving induction consistency so all new starters complete key policy awareness within 30 days; delivering role-appropriate refresher training for DEI, respectful workplace and wellbeing topics; increasing near-miss reporting to strengthen prevention; and improving the visibility and confidence in grievance and speak-up routes. BDK will also strengthen modern slavery awareness and proportionate supply chain controls, aligned to the responsible sourcing programme. Progress will be monitored through KPIs and reviewed through senior management governance to ensure continuous improvement.

6.2 Business Integrity, Transparency & Compliance



Context and approach: BDK operates in a regulated healthcare supply chain, so ethical conduct, confidentiality and compliance are fundamental to customer confidence and long-term resilience. Our operating model also shapes how we deploy controls: relatively few roles are commercial or regularly interact with external organisations, and around half of our workforce (machine operators and packers) do not use IT systems as part of their day-to-day work. For this reason, BDK applies a proportionate, risk-based approach—ensuring everyone understands the Code of Conduct and speak-up expectations, while providing additional controls and training for higher-risk roles and system users.



Policy & Scope: Business integrity at BDK is governed by an integrated policy framework titled Business Integrity, Transparency & Compliance, comprising the Ethical Business Practice Policy, Anti-Bribery and Corruption Policy, Conflict of Interest Policy, Whistleblowing Policy, Data Privacy & GDPR Compliance Policy, Workspace Privacy Policy, Confidentiality and Data Protection Policy, and Protection of Company IPR Policy. These policies are controlled within the QMS and define the standards that apply to all BDK activities, including conduct with customers and suppliers, handling of information and data, and appropriate use of company assets.



Materiality & Responsibilities: Strong ethics and compliance performance protects BDK's licence to operate and reduces risk to customers, patients and the business. Senior leadership has overall accountability for integrity and compliance, supported by Quality, HR and IT, with functional managers responsible for practical implementation in their areas. The framework is designed to prevent bribery and improper influence, manage conflicts of interest, protect

personal and confidential information, and provide safe routes for raising concerns—ensuring decisions are taken transparently, lawfully and consistently with customer and regulatory expectations.



Baseline, Data and Reporting Method: During 2025, BDK strengthened its baseline by completing a full rewrite of the Code of Conduct and associated compliance policies, establishing clear standards, responsibilities and escalation routes. From 2026 onwards, performance will be tracked using controlled evidence sources and defined KPIs, including iHASCO training completion records, HR induction checklists (including a 30-day requirement), conflict-of-interest declarations, gifts and hospitality registers, incident logs (whistleblowing, data privacy and confidentiality/IP), IT access review records, and QMS outputs such as CAPA and management review minutes.

- **Ethical conduct, anti-bribery and conflicts of interest:** The Ethical Business Practice, Anti-Bribery and Corruption and Conflict of Interest policies set out BDK's zero-tolerance approach to bribery, improper payments, facilitation payments and unethical influence. They require employees and representatives to act with integrity, avoid situations where personal interests conflict with those of BDK or its customers, and declare any potential conflicts promptly. Clear rules on gifts and hospitality, third-party interactions and decision-making help managers and employees to recognise and manage risk in day-to-day business.
- **Speak-up, whistleblowing and protection from retaliation:** The Whistleblowing Policy establishes confidential routes for raising concerns about suspected misconduct, non-compliance or unethical behaviour, including the option of anonymous reporting where permitted. It emphasises BDK's commitment to protecting anyone who raises a concern in good faith from retaliation, victimisation or disadvantage. Procedures for receiving, assessing and investigating concerns are defined so that issues are dealt with promptly, fairly and with appropriate escalation and remediation where required.
- **Data privacy, confidentiality and information protection:** The Data Privacy & GDPR Compliance Policy, Workspace Privacy Policy and Confidentiality and Data Protection Policy set out how BDK protects personal data, customer information and other confidential or commercially sensitive material. They define the legal and contractual obligations that apply, including GDPR, and specify requirements for collection, processing, storage, access control, retention and secure disposal. Combined with technical and organisational security measures, they help ensure that information is handled lawfully and securely throughout its lifecycle.
- **Protection of intellectual property:** The Protection of Company IPR Policy describes how BDK safeguards its own intellectual property as well as respecting the intellectual property rights of customers and third parties. It covers ownership and use of technical data, drawings, software, trade secrets and know-how, and sets expectations around confidentiality agreements, system access and appropriate use of company assets. This policy supports innovation, protects competitive advantage and reduces the risk of legal or contractual disputes.
- **Governance, responsibilities and implementation:** Overall accountability for the Business Integrity, Transparency & Compliance framework lies with senior leadership, with support from Quality, HR, IT and functional managers. Policies are controlled within the QMS,

communicated via induction and periodic training, and reinforced through leadership messaging and day-to-day supervision. Managers are expected to lead by example, ensure their teams understand the requirements, and address potential breaches promptly, using CAPA processes where systemic issues are identified.



Current Performance: Historically, BDK relied on the Employee Handbook as the main route for communicating ethics and compliance expectations, with limited formal measurement of training completion or awareness. In 2025, the emphasis shifted to strengthening governance foundations and preparing for structured deployment in 2026. Workforce-wide Ethics/Code of Conduct and Anti-Bribery & Corruption training had not yet been rolled out, and GDPR/data privacy training was completed by the HR Manager only. There were no recorded whistleblowing reports, personal data incidents, or confidentiality/IP breaches during the year. During 2025, BDK also identified the need for more formal information governance controls—particularly routine functionality and access-rights reviews across IT applications—which has been scheduled for implementation in 2026.



Risks & opportunities: The key risks in this area include unethical behaviour, unmanaged conflicts of interest, mishandling of confidential or personal data, or failures to escalate concerns, all of which could undermine customer trust and increase regulatory exposure. The opportunity is equally clear: a strong, well-evidenced integrity framework strengthens audit outcomes, supports EcoVadis performance, reduces operational and legal risk, and reinforces BDK's reputation as a dependable, transparent partner in the healthcare supply chain.



Key Actions & projects delivered this year: BDK's main progress in 2025 was establishing the controls required for robust and auditable deployment. The Company completed a full rewrite and update of the Code of Conduct and compliance policy suite and strengthened information governance planning through a structured review of MRP requirements, a detailed tender specification for a modernised system, and a CAPA to drive a wider review of IT applications and user access rights. In addition, BDK delivered mandatory phishing and computer safety awareness training for all staff who use IT systems, including a test to confirm understanding, providing a proven delivery model for wider compliance training in 2026. understanding—providing a tangible deployment example and a repeatable model for the wider 2026 compliance training programme.



2026 plan and objectives: In 2026, BDK will convert the strengthened framework into measurable workforce coverage and audit-ready evidence. iHASCO Ethics/Code of Conduct training will be mandatory for all employees, while Anti-Bribery & Corruption training will be mandatory for defined risk roles (including sales, purchasing, senior management and relevant customer-facing roles). GDPR/data privacy training will be mandatory for staff who use company IT systems. Induction will be reinforced through a clear work instruction so all new starters complete ethics, whistleblowing and data protection within 30 days. BDK will introduce annual conflict-of-interest declarations for risk roles, implement formal annual access-rights reviews across key systems, and measure speak-up awareness through the annual employee questionnaire. Ethics and compliance KPIs will be reviewed by senior management at least annually to maintain a strong audit trail and drive continuous improvement.

ACTION PLAN



- FINALISE 2026 TARGETS**
- ESTABLISH KEY INITIATIVES**
- ASSIGN RESPONSIBILITIES**
- MONITOR PROGRESS**
- REVIEW & REPORT**

Taking clear and decisive steps on
our **sustainability** journey

7 Action Plan

7.1 Continuous Improvement

BDK adopts the five-step framework of the Centre for Sustainability and Excellence as a practical roadmap to drive continuous improvement in our sustainability performance:



- BDK Awareness & Training:** BDK recognises that a culture of sustainability is built over time. In 2024–2025 we integrated environmental management into our QMS, delivered projects such as solar PV, Sensorfact monitoring and waste-stream improvements, and shared progress via town halls and management updates. Building on this, all employees and key stakeholders will receive sustainability training linked to our achievements, Net Zero pathway and future goals, including onboarding, refreshers and focused sessions for higher-impact roles. A cross-functional Sustainability Team will champion initiatives and ensure consistent communication across the organisation.
- Stakeholder Mapping & Engagement:** Sustainability at BDK is shaped by customers, suppliers, employees, owners, regulators and the local community. We already reflect these expectations through EcoVadis, ISO 14001, Suffolk Carbon Charter and enhanced supplier engagement. We will maintain and refine a structured stakeholder mapping process to understand influence, interests and impact, guiding how we engage internal and external stakeholders. Regular dialogue with customers, suppliers and employees will test our priorities, ensure actions remain aligned with their needs, and support collaboration on improvement across the value chain and future SBTi-aligned commitments.
- Sustainability Assessments**
BDK has moved from ad-hoc activity to formal sustainability assessments, using audits, energy and waste reviews, supplier questionnaires and our first EcoVadis scorecard to identify strengths and gaps. With support from external sustainability consultants, we will further develop assessments using frameworks such as SASB to focus on material issues for our sector—energy and GHG emissions, waste and circularity, product quality and value-chain impacts. These assessments will refine SMART goals and build the foundations for SBTi-aligned target-setting and reporting from 2026, ensuring each cycle delivers tangible, evidence-based improvement.
- Sustainability Goals & Strategy:** BDK has already set targets on energy, waste, supplier engagement and operational performance and defined a Net Zero pathway using 2023 as a baseline. The next phase is to consolidate these into a single sustainability strategy aligned with long-term business objectives and SBTi readiness, supported by external quality and sustainability consultants. Goals will be informed by stakeholder input and assessment results, prioritising resilience, customer requirements and environmental and social benefits. Progress will be monitored through KPIs across environment, labour and human rights, ethics and sustainable procurement, with accountability embedded into normal management routines and governance.
- Sustainability Reporting:** BDK’s Sustainability Report and Plan 2026 marks a step-change in how we communicate progress, combining environmental, quality, people and value-chain themes in one structured document, supported by ISO 14001, EcoVadis and Suffolk Carbon Charter evidence. From 2026 onwards, we will also report progress against SBTi-aligned climate targets, supported by independent sustainability expertise. Each year we will refine data, expand coverage (including Scope 3 GHG) and

strengthen links between narrative, KPIs and external expectations. Sustainability reporting will remain integrated with corporate and management reporting, demonstrating both improvements achieved and our commitment to continuous, independently credible progress.

7.2 External Auditing and Assessment

BDK uses independent audits and assessments to test the robustness of its sustainability and management systems, benchmark progress and provide stakeholders with confidence that our commitments are real and verifiable. External assurance is now an established part of how we run the business, complementing internal audits and management review and helping to shape our continuous improvement and SBTi-readiness journey.

- **ISO Auditors Assessment:** Our Environmental Management System is certified to ISO 14001, integrated with our ISO 9001 and ISO 13485 Quality Management System. Certification confirms that BDK systematically identifies and controls environmental risks, complies with applicable requirements and drives continual improvement through defined objectives, internal audits, leadership review and employee involvement. Ongoing surveillance audits will continue to test the effectiveness of our controls and ensure that environmental considerations remain embedded in everyday operations.
- **FDA Inspection Readiness:** In parallel with our sustainability assurance, BDK is strengthening its readiness for U.S. FDA inspections. In December 2025, key stakeholders completed targeted training on FDA awareness, 21 CFR Part 820, QMSR and inspection readiness, delivered by MD Compliance Ltd. Using this as a foundation, we have carried out a structured risk analysis and defined the actions needed to ensure compliance in the event of an FDA audit. In Q1 2026, an independent consultant will conduct a trial FDA inspection to test our preparedness, taking BDK to a new level of auditable readiness in supporting customers whose products are sold into the United States.
- **EcoVadis Assessment:** In 2025 BDK also completed its first full EcoVadis sustainability assessment, achieving a score of 59/100. This external rating provides a structured view of our strengths and improvement priorities across Environment, Labour & Human Rights, Ethics and Sustainable Procurement. The EcoVadis scorecard is now used as a key reference for our action plan and target-setting, supporting transparent reporting to customers and helping us align with evolving market expectations and best practice.
- **Suffolk Carbon Charter:** Regionally, BDK has been awarded Bronze level under the Suffolk Carbon Charter, recognising our progress in understanding and reducing carbon emissions and in managing energy and environmental performance at our Suffolk site. The Charter provides a local framework that complements ISO 14001 and EcoVadis, and we intend to build on this foundation by pursuing higher levels over time as our carbon reduction projects, such as solar PV and efficiency measures, deliver further results.
- **Independent Consultant:** To strengthen the credibility and technical quality of our environmental and climate work, BDK is supported by an independent sustainability consultant, Julian Colman. Julian assists with the development of our corporate GHG inventory, energy and waste reviews, target-setting and preparation for future SBTi-related commitments, as well as advising on data governance and reporting. This external expertise ensures that our methodologies are robust, that improvement opportunities are fully evaluated, and that the information presented in our Sustainability Report and Plan is ready for scrutiny by customers, auditors and rating bodies..

7.3 Disclosure

BDK recognises that transparency is essential to credible sustainability performance. Disclosure is therefore treated as a core management discipline, not an afterthought. We aim to provide clear, consistent, evidence-based information on our environmental, social and governance impacts, supported by robust data controls and aligned with recognised standards and stakeholder expectations. By reporting openly on both progress and challenges, we enable customers, employees, owners and other stakeholders to understand our journey, test our approach and hold us to account for continuous improvement.

- **Annual Sustainability Report and Plan:** BDK will continue to use its Annual Sustainability Report and Plan as the primary vehicle for transparent, public disclosure of our environmental, social and governance performance. This report brings together environmental impacts, manufacturing quality and product conformity, labour and human rights, ethics, and value-chain impacts in a single, integrated document, rather than treating sustainability as a standalone initiative. It will be published annually on our website and shared with customers, employees, suppliers, owners and other stakeholders, providing a clear view of progress, challenges and priorities.
- **Strengthened data governance framework:** Reporting will be underpinned by a strengthened data governance framework and informed by recognised standards and expectations, including SASB for the Healthcare Equipment & Supplies sector, EcoVadis criteria and the requirements of our ISO 9001, ISO 13485 and ISO 14001 management systems. From 2026 onwards, the report will also track progress against our science-aligned climate pathway and SBTi-related commitments, supported by independent sustainability consultancy input. Core disclosures will include KPIs on energy and GHG emissions (Scopes 1, 2 and phased Scope 3), waste and circularity, water, product quality and conformity, labour and human rights, ethics, and responsible sourcing, with baselines, annual performance and 2026 targets presented in a consistent format.
- **Targeted disclosures to key audiences:** In addition to the annual report, BDK will provide targeted disclosures to key audiences in accessible formats, such as customer scorecards, data packs to support EcoVadis and other assessments, and concise summaries on our website or in customer communications. Where appropriate, selected data and approaches may be reviewed by external quality and sustainability consultants to enhance credibility and readiness for future assurance. Through this structured, evidence-based and increasingly standard-aligned disclosure approach, BDK aims to give stakeholders confidence that our sustainability journey is real, measurable and continuously improving.

APPENDICES

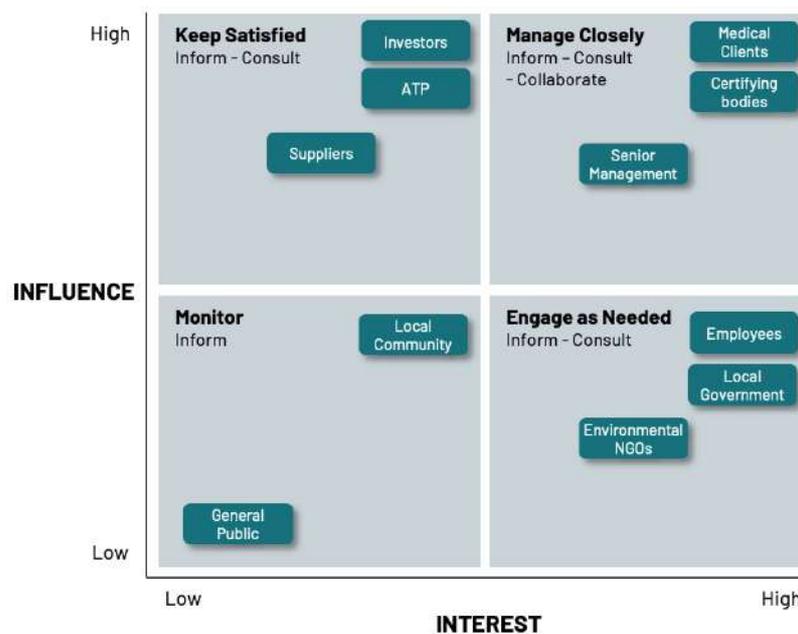
Appendix 1: BDK Stakeholder Mapping

The stakeholder map is a strategic tool used by BDK to identify, categorise, and prioritise the various individuals, groups, and organisations that have an interest in or influence over our company's operations.

For BDK, a stakeholder map is crucial as it helps us understand the needs and expectations of different parties impacted by or can impact the business, particularly in terms of sustainability. By mapping stakeholders based on their level of interest and influence, BDK can tailor its engagement strategies to ensure that key groups are appropriately informed, consulted, and involved in the company's sustainability journey.

This structured approach ensures that BDK can effectively manage relationships, minimise risks, and align its operations with the expectations of clients, employees, regulators, and other critical stakeholders, ultimately contributing to the success of its sustainability goals and long-term business strategy.

Here's a BDK stakeholder mapping based on the two axes of influence and interest, forming four quadrants:



1. Monitor / Inform (Low Influence, Low Interest)

- Local Community:** While the local community has an interest in BDK's sustainability efforts, their direct influence on our business operations is relatively low. BDK can monitor their needs and provide updates through local engagement and communication efforts.
- General Public:** Broader societal interest in BDK's environmental footprint is present, but their influence is minimal. We can monitor public perception and offer general information through sustainability reports and public relations.

2. Engage as Needed (Inform - Consult) (Low Influence, High Interest)

- **Employees:** While individual employees may not have significant influence over strategic decisions, they have a vested interest in BDK's sustainability goals, particularly those related to health, safety, and workplace improvements. Engaging with employees through consultations, feedback loops, and training ensures that their concerns are addressed.
- **Environmental NGOs:** These groups have a strong interest in sustainability but limited direct influence over BDK's operations. Engaging with them through consultations can help identify best practices and keep them informed of BDK's progress.
- **Local Government and Regulators:** While not always directly influential over daily operations, local government bodies are interested in compliance and the sustainability impacts of businesses in the area. Maintaining communication and engagement through updates and consultations ensures regulatory alignment.

3. Keep Satisfied (Inform - Consult) (High Influence, Low Interest)

- **Suppliers:** While BDK's suppliers may not have a strong vested interest in our sustainability initiatives, they wield significant influence as critical partners in the supply chain. BDK should consult with them to ensure sustainability standards are met while keeping them satisfied through clear communication and setting expectations.
- **Financial Institutions / Investors:** Investors have influence over BDK's financial sustainability but may have limited direct interest in the details of environmental or social efforts, as long as they align with governance and performance expectations. Regular consultations and updates will ensure they remain informed and satisfied with our sustainability strategies.
- **ATP Group (Parent Company):** As BDK's parent company, ATP has high influence but may not have a deep interest in the specifics of BDK's day-to-day sustainability activities unless they directly affect profitability or reputation. Keeping ATP informed and involved in key decision-making is crucial to maintaining their satisfaction.

4. Manage Closely (Inform - Consult - Collaborate) (High Influence, High Interest)

- **Healthcare OEM Clients:** Our major clients have both high interest and high influence on BDK's sustainability practices. They expect us to meet stringent environmental and social standards as part of our supply agreements. Close collaboration and regular consultation are essential to ensure we align with their sustainability goals and requirements.
- **Senior Management / Leadership:** BDK's leadership team is deeply invested in the company's sustainability goals and holds significant influence over the implementation of these initiatives. Close collaboration, regular consultations, and informed decision-making are key to driving BDK's sustainability forward.
- **ISO Certifying Bodies / Eco Vadis Assessors:** These stakeholders hold high influence as they determine the success of BDK's sustainability accreditations. They also have a high interest in ensuring that BDK meets international standards. Maintaining a collaborative relationship with these bodies is crucial for certification and long-term sustainability success.

Appendix 2: BDK Stakeholders and Corporate Risk Analysis

The BDK stakeholder and corporate sustainability risk analysis is an essential tool for evaluating the potential risks associated with how various stakeholder groups perceive the company's sustainability efforts. This analysis helps BDK identify the specific concerns of stakeholders, such as employees, clients, regulators, and the local community, and assess the potential impact and probability of these concerns materialising into risks. Understanding these dynamics allows BDK to prioritise actions and allocate resources effectively to address stakeholder needs, mitigate risks, and strengthen relationships.

For BDK, this analysis is crucial as it ensures that the company remains aligned with its sustainability commitments, reduces operational risks, maintains its competitive advantage, and upholds a positive reputation in the marketplace. Through this structured risk assessment, BDK can proactively manage potential challenges and continue driving sustainable business practices.

The following table provides an overview of the BDK stakeholder and corporate risks associated with Sustainability (ESG).

Stakeholder	Risk	Impact	Probability	Priority
		1-5 low-high	1-5 low-high	(I x P)
Local Community	If BDK is not perceived as sustainable by the local community, it could result in a negative perception, leading to reduced local support and potentially affecting community relations.	2	1	2
General Public	If BDK is not perceived as sustainable by the general public, it could lead to a poor public reputation, ultimately impacting the brand's image and reducing consumer trust.	3	2	6
Employees	If BDK is not perceived as sustainable by its employees, it may lower employee morale and retention, affecting overall productivity and company culture.	3	3	9
Environmental NGOs	If BDK is not perceived as sustainable by environmental NGOs, it could increase pressure and attract negative attention, potentially leading to public campaigns against the company.	2	2	4
Local Government and Regulators	If BDK is not perceived as sustainable by local government and regulators, it risks non-compliance with regulations, which could result in fines or stricter operational limitations.	4	4	16
Suppliers	If BDK is not perceived as sustainable by suppliers, it could lead to the loss of partnerships or strained relationships, as they may seek more sustainable partners.	3	2	6
Financial Institutions / Investors	If BDK is not perceived as sustainable by financial institutions or investors, it may result in reduced financial support or higher loan rates due to increased risk perception.	4	3	12
ATP Group (Parent Company)	If BDK is not perceived as sustainable by ATP Group, it could lead to pressure to meet group sustainability targets, potentially affecting strategic decisions and resources.	4	4	16

Stakeholder	Risk	Impact	Probability	Priority
		1-5 low-high	1-5 low-high	(I x P)
Healthcare OEM Clients	If BDK is not perceived as sustainable by its healthcare OEM clients, it could result in the loss of business contracts or strained client relationships, impacting revenue.	5	5	25
Senior Management / Leadership	If BDK is not perceived as sustainable by senior management, it could lead to a lack of internal leadership support for sustainability initiatives, reducing their effectiveness.	5	5	25
ISO Certifying Bodies / Eco Vadis Assessors	If BDK is not perceived as sustainable by ISO certifying bodies or Eco Vadis assessors, it risks failure to obtain certifications or receiving low Eco Vadis scores, which would harm the company's standing.	5	4	20



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Learn more about our commitment to a greener tomorrow

