



**Our approach to understanding our  
impact and building a sustainable  
business**

**medica:**

# ESG

We commit to absolute reduction of scope one, two and three emissions by 2050



## Our approach to understanding our impact and building a sustainable business

In order to achieve our mission of leading the way in telemedicine and putting patient outcomes at the heart of what we do, we recognise the importance of the Environmental, Social and Governance (ESG) activities that underpin our business. Our employees, clients, consultant radiologists, radiographers, specialist doctors and wider stakeholders make achieving our mission possible. Following a detailed review and materiality assessment in 2021, our framework and approach to ESG was updated to focus on four key pillars; **People and Community**, **Responsible Operations**, **Environmental Impact** and **Customer Centricity**.

Each pillar is relevant to the Group's business strategy and the framework has been approved by Medica's ESG sub-committee, chaired by independent Non-Executive Director Dr. Junaid Bajwa. The committee meets quarterly and provides advisory oversight, supporting the board and management to develop policies, frameworks and strategies for key ESG matters. Please refer to the chair's letter for more details on the committee and its activities during the year on page 40.

For each of our ESG pillars, we have outlined the key areas of focus below and the contents of this report includes commentary highlighting the main activities aligned to these focus areas and progress we have made to date.

### SASB (Sustainability Accounting Standards Board)

We are pleased to continue to report against the SASB standard for healthcare delivery. Medica considers this to be the most appropriate internationally recognised ESG reporting standard for healthcare companies such as Medica.



Unless otherwise noted, this report summarises the ESG activities and impact of our UK and Ireland operations for the reporting period of 1 January to 31 December 2022.



## Measuring our impact

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

	People and Community	Responsible Operations
<b>Our commitments</b>	<ol style="list-style-type: none"> <li>1. Attract, retain and develop our people to deliver sustained business growth</li> <li>2. Promote equality, diversity and inclusion across our business</li> <li>3. Supporting and encouraging initiatives resulting in positive community impact</li> </ol>	<ol style="list-style-type: none"> <li>4. Protect the privacy and security of the data we are entrusted with</li> <li>5. Promote ethical standards within our workforce and onward supply chain</li> </ol>
<b>KPIs</b>	<ul style="list-style-type: none"> <li>• Percentage of women on the board of directors</li> <li>• Percentage of women on the wider management team</li> <li>• Internal appointments as a percentage of total appointments</li> </ul>	<ul style="list-style-type: none"> <li>• Number of material regulatory compliance breaches</li> <li>• Total amount of monetary losses as a result of legal proceedings associated with data security and privacy</li> </ul>
<b>Actions taken in 2022</b>	<ul style="list-style-type: none"> <li>• Reporting on diversity and inclusion within the wider business</li> <li>• Plan in place that focuses on improving our reporter experience through the delivery of our future tech programme</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed the United Nations Sustainable Development Goals (SDGs) reviewed and aligned to our ESG strategy</li> <li>• Provided our staff with training on the risks of modern slavery</li> <li>• Carried out an employee salary review against the National Living Wage in Ireland</li> </ul>
<b>Targets for 2023</b>	<ul style="list-style-type: none"> <li>• Conduct staff survey across the wider business and assess engagement and areas for improvement</li> <li>• Report on Diversity and Inclusion metrics and ensure consistent inclusion of D&amp;I metrics as part of Medica's recruitment approach</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Cyber Security strategy and action plan</li> <li>• Gain Cyber Essentials Plus accreditation</li> </ul>

	Environmental Impact	Customer Centricity
<b>Our commitments</b>	<ol style="list-style-type: none"> <li>6. Minimise our impact on the environment</li> <li>7. Minimise our carbon emissions</li> </ol>	<ol style="list-style-type: none"> <li>8. Put patient outcomes at the heart of everything we do</li> <li>9. Deliver exceptional clinical quality</li> <li>10. Developing long-term partnerships built on trust</li> </ol>
<b>KPIs</b>	<ul style="list-style-type: none"> <li>• Carbon emissions, tCO<sub>2</sub></li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of NightHawk studies completed within SLA</li> </ul>
<b>Achievements in 2022</b>	<ul style="list-style-type: none"> <li>• Introduced further green travel initiatives including incentivising employees to use other modes of transport to the office for example by introducing a 'cycle to work' scheme</li> <li>• Introduced accredited recycling of redundant IT equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Increased the reporter engagement programme across the Group with more regular engagement to manage rosters and development</li> </ul>
<b>Targets for 2023</b>	<ul style="list-style-type: none"> <li>• Begin developing Medica's net zero strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Review and align the client survey programme across the Group</li> </ul>

# ESG

continued

## People and community

### Our commitments

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

### KPIs

- Percentage of women on the Board of Directors
- Percentage of women on the Wider Management team
- Internal appointments as a percentage of total appointments

### Promoting equality, diversity and inclusion

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

We are determined to make Medica a great place to work and have a firm commitment to equality of opportunity in all of our employment policies, practices and procedures. Our recruitment and selection processes are geared to selecting the best candidate regardless of their age, gender, sexuality, ethnicity, full or part-time status, disability and marital status. Our equal opportunities policy ensures that no employee or applicant is discriminated against. We also apply these principles to the recruitment of the radiologists, radiographers, specialist doctors and other clinicians that we contract with across our business.

In October 2022 we introduced Equal Opportunity questionnaires into our recruitment process. Up to that point there was no mechanism in place to ensure that equal opportunities were offered, discrimination was prevented and under-represented groups were supported. Our aim is to create a culture of diversity and inclusivity and also to understand our workforce better. Ultimately, our plan is that this will help us to target specific groups through our recruitment advertising, and also train hiring managers how to sift applications and conduct interviews fairly and without bias, and provide reasonable adjustments for disabled applicants.

### Our employees in numbers

	2022
Total no. of employees <sup>1</sup>	413
Employee growth year on year	+ 26%
Split by gender	Female – 65% Male – 35%
Percentage with a permanent contract	98%
Total no. of full-time employees	212
Total no. of part time employees	191

<sup>1</sup> Total number of people employed (headcount)

### Our reporters in numbers

	2022
Reporters by gender diversity	Female – 22% Male – 72% Other – 6%

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

### Fostering a diverse leadership team

This year we are reporting for the first time on diversity within our Board of Directors and senior management team (SMT). Although the Group is not currently in scope, we are pleased to report positive progress against the targets set out by the Hampton-Alexander and Parker reviews. Our performance on ethnic and gender diversity, is outlined in the tables below.

### Our board of directors in numbers

Number of individuals on the Board	6
Percentage of women on the Board	33.3%
Number of women holding chair or senior positions	2
Number from an ethnically diverse background	1

### Our wider management team

Number of individuals on the WMT	31
Percentage of women on the WMT	45%
Number from an ethnically diverse background	1

### Engaging with our team and communicating our strategy

An engaged team of employees and reporters is vital to our current and future success. We hold regular “town hall” style meetings, led by Dr. Stuart Quin, CEO, to share updates of our progress and good news stories with employees across our UK, Ireland and US based teams. In Q1 2023, we also held the first Medica Company Day in the UK which gave the teams the opportunity to meet the executive team, hear first-hand about our evolving strategy and how they can get more involved. It was also an opportunity to be able to ask questions directly to management. Further updates are shared with our employees and reporters through our newsletter the ‘Medica Reporter’. New members of our teams are welcomed into the business, including interview styled introductions.

Alongside this we conduct regular education and “lunch and learn” sessions with employees, as well as organising a dedicated educational programme for our reporters which is run by one of our internal radiologist experts.

Our independent non-executive director, Jo Easton, hosted virtual employee forums during the year to hear directly from employees on a number of topics and better understand how our people strategy is performing. Topics discussed included retention, workplace pressures, leadership communication, understanding of Medica’s longer term strategy and for RadMD, the acquisition and integration experience. A formal review of the output and feedback was undertaken by the Board.

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

During 2022 we continued to review and improve our staff benefits across the group. To support our staff with the growing cost of living we made a one-off payment in July to all group staff, excluding the executive team. Following further review later in the year an additional salary increase of 2.5% was awarded to all group staff, below the executive team which was over and above the annual pay uplift in April. These payments were made with the assurance that salaries would be kept under review into 2023.

In the UK we introduced a cycle to work scheme, which was already in place in Ireland. We also appointed an external Pension Advisor in the UK, to provide staff with expert advice on their pension arrangements. In the US we have appointed an external HR consultant to support our colleagues on all HR related matters.

In addition to the benefits we provide, our ethos of recognising and rewarding our staff remains at the heart of what we do. At the end of 2022, our colleagues and the leadership nominated individuals who embodied Medica's values and we celebrated their success with the annual virtual 'Medica Awards' event in the UK and Ireland.

### Developing and growing our talent

We have continued to develop and grow our in-house talent as we have done in previous years and build on the ethos of growing our own talent.

In 2022, in the UK, we have established links with the local education authority to start building relationships with schools and become local Industry Champions. In 2023 we will have a programme of Work Experience students in the office, for a week at a time, giving our staff and the students many learning opportunities.

The groundwork was carried out in 2022 to launch a Leadership Development Programme in 2023 enabling all managers and team leaders across the group to develop their leadership skills and support their teams effectively.

To further enhance our commitment to clinical excellence, we developed a 'Training Blueprint', for our out of hours NightHawk service. Developing key communication skills ensures that our teams deal effectively with critical messages when liaising with our customers and reporters.

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

During 2022 we continued with our virtual 'lunch and learn' sessions in the UK, Ireland and US, enabling staff to access additional training and increase cross-functional awareness within the organisation.

We have supported the further education of our employees, including individuals working towards MBAs, masters degrees and specialist training, such as ITIL, AAT, leadership training and recertification across the business.

We continue to invest in our talented workforce, and this continues to lead to regular internal promotion. This enables the Group to develop a loyal and highly engaged workforce, as well as continuing to maintain and develop our culture. We continue to adopt our "grow your own" approach to talent and where possible, will always seek to fill internal roles by offering existing team members the opportunity to grow and develop within the organisation.

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

Internal appointments as a percentage of total appointments	14%
Number of training hours per employee	6

### Sustaining the wellbeing, health and safety of our people

This year we continued our focus on wellness by running a series of wellbeing training sessions across the entire group.

We started with Mental Health Awareness training; providing staff with a better understanding of mental

health and how it impacts their colleagues. Also educating staff to recognise the signals in themselves and others.

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

The social committees across the group continue to setup a social committee with members joining across the organisation to arrange social events inside and outside of the workplace.

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

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

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

### Attracting and retaining the highest calibre of medical expertise

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

Our people strategy considers all aspects of a reporter's interaction with us and encourages long-term retention. In addition to our dedicated reporter recruitment and training teams, our reporter relationship functions in the UK and Ireland provide assistance with day-to-day queries, requirements and 24/7 support. Our clinical governance team oversee the management of our reporters. Investment as part of our Future Tech programme in the UK is targeted to improve the workflow experience for reporters and functionality of the system to enhance both the quality of reports, as well as reporter productivity.



# ESG

## continued

In 2022 we implemented support for busy radiologists working on night shifts to report urgent exams. We have reduced the number of interruptions doctors receive to take so-called justification calls – in other words authorisation to give a patient ionising radiation – whilst working on our NightHawk service by providing additional support. This not only reduces interruption allowing reports to be finalised faster, but it also enables our specialist radiologists to increase the throughput of reports without having to be disturbed to answer calls from hospital clients.

Reporters who partner with Medica experience more than just reporting and reading work. We provide flexible scheduling, with both ad-hoc and regular reporting work to suit their availability. This year, we offered leadership development initiatives, allowing reporters to participate in working groups, focus group involvement and present on a series of educational seminars. We also supported our reporters with mentorship opportunities and access to the seminar series. Our reporters in the UK and Ireland also have an exciting prospect of undertaking work for both divisions as we continue to align and develop our service offering in both countries.

In the US, our reporters are offered a flexible schedule and the ability to be fully remote and work from anywhere in the world. We support them through regular communication channels including updates on upcoming projects and sharing feedback from labs.

### Community impact and charitable causes

The Medica team is proud to work for a company that makes a real difference to improving patient welfare and contributes to saving lives. Our NightHawk and Elective services in the UK do this by providing high quality complex reports back to hospitals quickly to support diagnosis of illness and disease that directs the care of the patient. In Ireland, our diabetic retinopathy (DR) screening service can quickly identify and reduce the likelihood of blindness through a cost-effective screening approach. Further, in the US, we support our clients to analyse imaging data from clinical trials that aim to demonstrate safety and efficacy of novel therapies including for cancer.

We are always looking to innovate and improve the quality of our services. A recent example of this is the extended investment in critical communication training for our emergency out of

hours team. This was directly aimed to improve patient outcomes particularly in time-sensitive conditions such as stroke and trauma diagnosis pathways.

Our business continues to help improve the day-to-day reporting experience for our consultant radiologists and this ultimately improves patient outcomes. There are many ancillary benefits of teleradiology to the NHS apart from providing much-needed reporting capacity. Radiologists want a more flexible portfolio career that allows specialisation and telemedicine is a great way to achieve this. Our consultants continue to augment their expertise by focusing on particular types of sub-specialist reporting which benefits the NHS and in the case of reading for clinical trials, our pharmaceutical and biotech clients. Medica's clinical audit process is valued by our radiologists as this is rarely conducted in the NHS or HSE systems. They receive support and feedback on their reporting quality and approach and we also share best practices that help to develop sub-specialist expertise that is highly valued in their roles working for the NHS in the UK or HSE in Ireland and is an important benefit of working for Medica.

Our core business model relies on us to continually “do well by doing good” and through our business model and strong company values, we believe that we will have a positive impact on our people and the Group's future growth. During the year we continued to support our charitable partner RefuAid to sponsor doctors arriving in the UK as refugees as they retrain to become qualified in the UK.

Our employees in the UK and Ireland raised further charitable donations, including fundraising for local mental health and homeless charities; the latter by collecting and donating clothing and supplies, essential during the winter months.

## Responsible operations

### Our commitments

- Protect the privacy and security of the data we are entrusted with
- Promote ethical standards within our workforce and onward supply chain

### KPIs

- Number of material regulatory compliance breaches
- Total amount of monetary losses as a result of legal proceedings associated with data security and privacy

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

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

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

We conducted a review of the hourly rate of all UK staff and workers in 2022 as we have done in previous years, to satisfy ourselves that the National Minimum Wage and National Living Wage were being paid in all circumstances.

We continue to maintain this position and obtained the National Living Wage accreditation during the year as a further statement of our commitment.

The Group publishes a Modern Slavery statement in line with the requirements of the Modern Slavery Act 2015. We also have a Modern Slavery Policy that reflects our commitment to act ethically and with integrity in all our business relationships. The policy is made available to all workers to ensure they understand our responsibility and attitude towards modern slavery. Our annual Modern Slavery Statement can be found on the footer of our website at [www.medicagroupplc.com](http://www.medicagroupplc.com).

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

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

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

We have further developed our risk management framework and this has been further embedded into our business, following our acquisitions in 2020 and 2021. During the year we aligned risk, project and performance management across our UK, Ireland and US divisions. Further information on our approach to risk can be found in our Risks & Uncertainties report on pages 24 to 27.

We would also refer you to our Corporate Governance report on pages 30 to 33.

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

We are committed to working with suppliers who demonstrate highly ethical business practices. Our supplier management and assurance process ensures that suppliers are assessed for supply chain risks, including modern slavery, privacy and data security. This is driven by our internal Information Security & Risk team with support and engagement across the business. In 2023, we shall continue to develop a supply chain code of ethics policy to further support our existing supplier risk processes.

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

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

Cyber and privacy risk is reviewed alongside our wider risk management approach and was regularly reported on by our head of information security & head of risk management and discussed with the senior management team and board of directors.

Our UK and Ireland divisions are accredited and certified to a number of quality and security focused standards, including the Quality Standards of Imaging (QSI) and CHKS for our teleradiology operations and both ISO 27001 and Cyber Essentials to support our internal information security management system. In addition to our own internal audit process, our management systems are regularly audited by external certification and accreditation bodies

to provide assurance against the standards, our policies and our controls.

To fully support and develop awareness, employees are provided with regular training on relatable security and privacy topics, including the risks from the internet, email security and data protection (UK and EU GDPR).

Medica has dedicated budget for investment in cyber security with a particular focus on staff awareness and IT security technologies. We have also obtained Cyber Insurance for the Group.

More information can be found in our 'Information Security and Data Protection Overview' publication, located on our website at [www.medicagroupplc.com/privacy-security-overview](http://www.medicagroupplc.com/privacy-security-overview).

Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	(£) zero
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## Environmental impact

### Our commitments

- Minimise our impact on the environment
- Minimise our carbon emissions

### KPI

- Carbon emissions, tCO<sub>2</sub>

### Minimising our environmental impact

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

Our environmental policy sets out our core foundation of environmental and sustainability principles, a copy is available on our website at: [www.medicagroupplc.com/environmental-policy](http://www.medicagroupplc.com/environmental-policy).

Following on from the pandemic we have implemented a working from home policy in our UK and Ireland divisions. This has resulted in higher levels of

remote working and reduced travel into the office. Although we do not have the data available, we believe that reducing employee travel has positively impacted our related carbon footprint. In the US our team already benefit from home working and reduced travel time.

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

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

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

During the year, we continued to drive the recycling of higher value items such as redundant workstations, laptops, PCs and cabling etc. Our process has been further adopted for non-office based equipment, such as server infrastructure. Due to our approach to re-use equipment where practicable, we did not require any physical recycling by our Waste Electrical and Electronic Equipment (WEEE) regulated partners in 2022. In 2022 we took steps to improve our recycling of computer equipment. Medica is working with a WEEE certified provider to recycle hundreds of devices – workstations, servers, screens, routers – anything that cannot be re-furnished and re-deployed.

In 2022, our documents requiring execution were processed using an e-signature solution. The use of this solution has positively impacted our environmental impact with estimated savings of over 1,700kg of carbon, 100kg of physical waste, and 700kg of wood.

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

# ESG

## continued

### Climate Disclosure Project (CDP) and Task Force on Climate-Related Financial Disclosures (TCFD)

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

TCFD recommendation	Our disclosure
Description of Medica's governance arrangements to assess and manage climate-related risks and opportunities.	<p>Medica's environmental social and governance committee has been appointed by the Board to identify, assess and strategically manage climate-related risks and opportunities that materially impact the Group.</p> <p>The Group's Audit Committee is responsible for providing oversight of Group risks and opportunities, and this includes environmental and climate-related risk. This includes risk mitigation, strategic alignment, scenario analysis and reviewing progress against targets where these have been set.</p>
Description of how Medica identifies, assesses and manages climate-related risks and opportunities.	<p>The ESG committee met twice during 2022 . Medica has a very limited direct impact on the environment and is not a significant producer of greenhouse gas emissions. Therefore, climate risk has been assessed as very low and is considered immaterial to the Group's future success. However, the Group recognises that it still has a key part to play in global climate-related challenges and continues to seekout opportunities to positively impact in this area. Our actions and impact is outlined in the 'Minimising our environmental impact' section on page 13.</p>
Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management process.	<p>Climate risks and opportunities are identified, assessed and managed through the Group's existing risk management framework and further details on this can be found in our risks and uncertainties report on pages 24 to 27.</p>
Description of the climate-related risks and opportunities that Medica has identified and the time period(s).	<p>Medica has reviewed climate-related risk and as a business we are not materially exposed to environmental risks in the next five years. The Group employs more than 400 employees globally and all of our offices are leased. Therefore we have not yet carried out an assessment of climate-related scenarios.</p>
Description of the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning.	<p>For transparency, we have detailed the climate-related risks and opportunities that we have identified and assessed, below:</p> <p><b>Risk: Environmental impact events (floods, fires, storms etc.)</b> Our offices in the UK and Ireland are located in areas of very low risk to flooding, fires and storms. Our office in the US is located in an area known for flood risk, however there has been no historical impact from floods in the region. Medica's remote working strategy, combined with resilient IT infrastructure, means that our employees and reporters who are dispersed globally, minimise any potential impact from such localised environmental events.</p>
Description of the actual and potential impacts of the principal climate-related risks and opportunities on the business model and strategy.	<p><b>Risk: Changes to government or regulatory policies on climate change</b> Our leadership team continue to monitor climate policy changes and ensure that Medica are able to comply and disclose appropriately.</p> <p><b>Opportunity: Increasing demand for healthcare delivery</b> Demand analysis shows that if global temperatures rise, this may increase the impact on human health and this could increase the demand on healthcare delivery and in particular Medica's services.</p>
Analysis of the resilience of the business model and strategy against different climate-related scenarios.	<p>Medica recognises that the effects of climate change need to be continually assessed and analysed for the short, medium and longer term and we will continue to report on this annually.</p>
Description of targets to manage climate-related risks and/or realise climate-related opportunities and performance against them.	<p>As stated earlier, Medica has assessed climate-related risk to be immaterial, however we have set ourselves targets to introduce further green travel initiatives and to begin developing a net zero strategy as set out in the 'measuring our impact' table on page 9.</p>
Description of the key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and a description of the calculations on which those key performance indicators are based.	<p>In addition we continue to report on carbon emissions metrics as a KPI in line with SECR and have enhanced our disclosure this year to include limited scope 3 reporting. These will continue to be monitored to assess climate-related risks and opportunities. Further details of greenhouse gas emissions can be found on page 15.</p>



## Energy use and greenhouse gas (GHG) emissions during the year

The Group reports on energy consumption and the associated GHG emissions in compliance with the Streamlined Energy and Carbon Reporting (SECR) legislation.

Greenhouse gas emissions and energy use data – UK and Offshore (for the period 1 January to 31 December 2022)	2022	2021	2020
Scope 1 in tCO <sub>2</sub> e	0	0	0
Scope 2 (location based) in tCO <sub>2</sub> e			
Purchased electricity	8.2	8.9	10.3
Total Scope 2	8.2	8.9	10.3
Total Scope 1 and 2 in tCO <sub>2</sub> e	8.2	8.9	10.3
Intensity Ratio			
tCO <sub>2</sub> e per £m Revenue	0.1	0.1	0.3
Scope 2 emissions in metric tonnes CO <sub>2</sub> e (Market based)			
Purchased electricity	0	0	No data
Total Scope 2 – Market based	0	0	No data
Scope 3 emissions in metric tonnes CO <sub>2</sub> e			
Business travel in employee owned vehicles	17.88	13.3	No data
Total Scope 3	17.88	13.3	No data
Total Energy Consumption used to calculate scope 1 & 2 emissions (kWh)			
Electricity	39,041	42,029	44,263
Total	<b>39,041</b>	42,029	44,263

### Scope

As per previous years reports and for the 2022 report, the scope includes our UK operations only. For 2022, our non-UK subsidiaries are not included as they are excluded by way of the SECR exemptions, as they would not be obliged if reporting on their own account and they are also considered immaterial.

We did not purchase or combust fuel directly, so Scope 1 was not applicable. Scope 2 emissions are limited to our UK operations and specifically to electricity usage at our Group's head office building. We have also chosen for the first time to make a voluntary disclosure for Scope 3 emissions relating to business travel in employee-owned vehicles this year.

## Calculation methodology

The reporting methodology used is the GHG Protocol Corporate Accounting and Reporting Standard, operational control approach. This year we have also reported market-based scope 2 emissions as this data was made available from our third party building landlord.

The calculations for Scope 2 are derived from electricity meter readings for lighting and power and estimates where applicable. The calculations for Scope 3 are derived from mileage claims for UK employee expense forms for travel during the period. Scope 2 & 3 GHG emissions have been calculated this year using the 2022 UK Government GHG Conversion Factors for Company Reporting.

**Scope 1:** includes emissions from activities for which the Company own or control including combustion of fuel and operation of facilities for the UK.

**Scope 2:** includes emissions from purchase of electricity, heat, steam or cooling for own use for the UK.

**Scope 3:** includes emissions from business travel in employee owned vehicles.

We have disclosed one intensity ratio this year and it is calculated based on total tCO<sub>2</sub>e emissions in the reporting period divided by total Group revenue in £m.



# ESG

continued

## Customer centricity

### Our commitments

- Put patient outcomes at the heart of everything we do
- Deliver exceptional clinical quality
- Developing long-term partnerships built on trust

### KPI

- Percentage of NightHawk studies completed within SLA

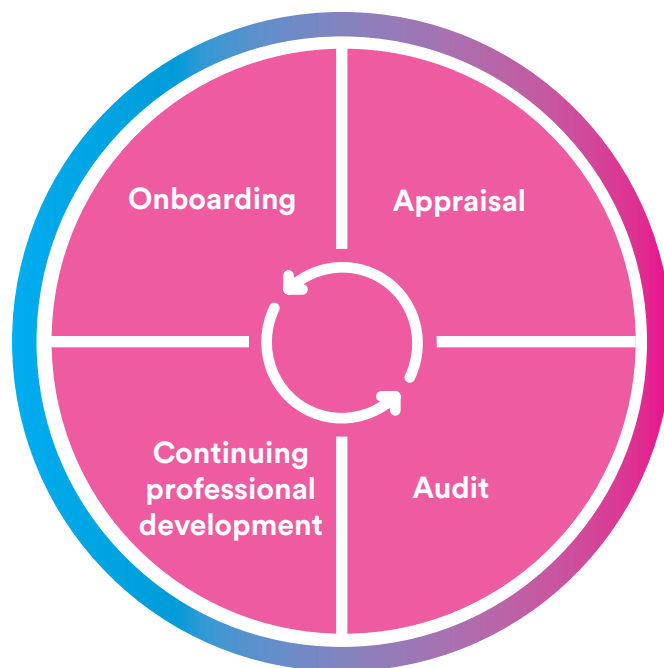
## Keeping patient outcomes at the heart of what we do underpinned with clinical excellence

Clinical governance remains paramount to the delivery of our critical services. The Group’s oversight utilises regular reporting from clinical committees in the UK and Ireland and is consolidated by the Medical Advisory Board, led by our Group Medical Director, Dr. Robert Lavis. The Clinical Governance and Quality sub-committee of the PLC Board chaired by Dr. Junaid Bajwa meets quarterly to ensure oversight of clinical excellence, highlighting potential clinical risk and enabling the Board to review and manage this in line with the Group’s wider risk management framework.

**Onboarding:** All of our reporters are taken through a thorough review, accreditation and assessment to assure quality of patient care. This is balanced with careful management of reporter engagement, hours worked and wellbeing.

**Appraisal:** Our high quality appraisal team are now engaging with overseas reporters to assist in regaining GMC registration to further increase our overseas rostered capacity.

**Audit:** We provided ongoing evolutions of our clinical audit processes to harmonise systems across the clinical aspects of our business. We have changed the focus of some of our internal audit to target patient groups with complex studies such as major trauma so that they were effectively reviewed in a shorter time frame.



Percentage of NightHawk studies completed within SLA	92%
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### Continuing Professional Development (CPD):

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

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

In H2 2021 and in 2022, Medica was proud to renew over 65% of its NightHawk contracts for urgent reporting with its NHS customers, with the remaining 35% expected to renew over the coming years. This is testament to the ongoing positive relationship between Medica and its clients. Additionally, Medica is working closely with clients to help to prioritise and respond to as many requests for Elective reporting as possible given capacity constraints. Medica prides itself in close collaboration with clients to manage expectations and deliver against them.

Care Quality Commission inspection: Medica UK was routinely inspected by the CQC in July 2022. The report rated Medica “Good” overall with a “Good” rating for the categories “Responsive” and “Safe” and “Outstanding” for the category “Well led”.

CHKS inspection: Medica Ireland was routinely inspected by CHKS in Ireland. The report was similarly positive and Medica retained its CHKS accreditation.

In 2022 RadMD continued to strengthen its quality and compliance performance by conducting over 50 internal process audits for the second year in a row. Additionally, RadMD is routinely audited by our sponsors as an outside and independent check on our adherence to industry and regulatory best practices. RadMD hosted seven sponsor audits in 2022 with no critical or major findings reported.