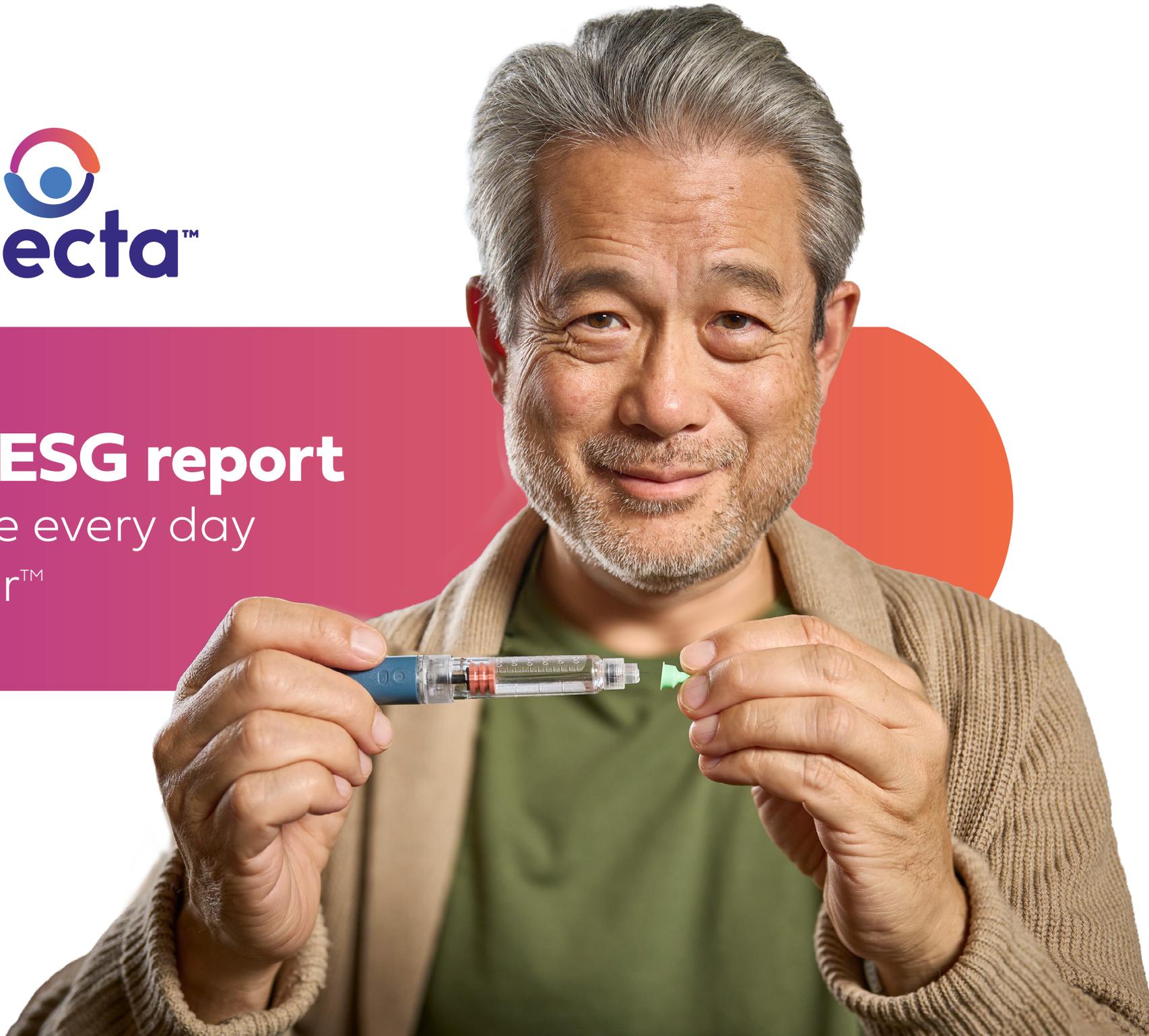




# 2026 ESG report

Advance every day  
together™





## About embecta

embecta is a global company that is advancing its 100-year legacy in insulin delivery to become a broad-based medical supplies company, helping to improve lives through innovative solutions, partnerships and the passion of approximately 2,000 employees around the globe. The company is the world's leading producer of insulin injection devices, manufacturing approximately 8 billion devices annually for an estimated 30 million people in more than 100 countries.

## Over 100 years of commitment

embecta has been serving people with diabetes since 1924, when the company's predecessors developed the world's first syringe specifically designed for insulin delivery, only two years after insulin was first successfully used to treat people with diabetes. One hundred years later, there are approximately 537 million people worldwide that live with diabetes, and embecta remains committed to making their lives better through innovative solutions, partnerships and education, leveraging its talent and expertise in insulin delivery to empower people with diabetes today, while paving the way for a life unlimited for all.

~30

million people with diabetes reached

~8

billion injection devices produced annually

~2,000

employees globally

\$1.08

billion in annual revenue (FY'25)



## mission

Empowering people with diabetes today while paving the way for a life unlimited for all

## values



Innovative



Integrity



Results oriented



Team players



Hungry mindset



Authentic & inclusive



External focus



## Pen needles

embecta offers pen needles, which are sterile, single-use and designed to be used in conjunction with pen injectors. embecta also offers safety pen needles, which have shields on both ends of the cannula that automatically deploy after the injection to help prevent needlestick exposures and injuries during injection and disposal.



## Insulin syringes

embecta offers a portfolio of sterile, single-use insulin syringes in varying needle lengths and barrel sizes for people with diabetes who draw from an insulin vial, as well as safety insulin syringes, which have a sliding safety arm that can be activated with one hand after the injection to help protect healthcare workers from needlestick injuries.



## A letter from our President & Chief Executive Officer: Dev Kurdikar

In 2025, we marked a defining point in embecta's journey with the completion of the first phase of our strategic roadmap: standing up the company with its own operating systems, distribution networks and launching the transition to embecta branding on all product packaging. Together, the completion of these separation and stand-up activities have freed up capacity which we are now devoting to initiatives that we anticipate will help transition the company towards long-term sustainable growth and, ultimately, transform embecta into a broad-based medical supplies company. This includes maintaining our leadership in core injection products and leveraging our global commercial and manufacturing capabilities to serve more patients worldwide. Our ability to expand and diversify in this way is made possible by our strong culture and by the principles that underpin our Environmental, Social and Governance (ESG) strategy.

ESG is not separate from our business — it is how we do business. From advancing environmental goals and responsible operations, to strengthening governance and supporting our global teams, ESG helps us deliver

safe, high-quality medical solutions sustainably and responsibly. This year's recognition as a Great Place To Work Certified™ company in multiple countries underscores the strength of our people and our commitment to the communities we are proud to serve.

I am grateful to our employees, customers and partners whose passion and integrity continue to drive our success. Together, we are building a stronger embecta — one positioned for growth, resilience and long-term impact that will allow us to continue to empower patients with diabetes today, while paving the way for a life unlimited for all.

Devdatt (Dev) Kurdikar  
President and Chief Executive Officer



## embecta's strategic business priorities



### Increase financial flexibility

We will drive operational excellence with the plan to reduce net leverage and debt—unlocking capacity for future potential strategic investments.



### Expand our product portfolio

We are seeking to deliver affordable pen needles and syringes in key regions while prioritizing organic product innovation. At the same time, we will actively explore M&A opportunities that position embecta for long-term, sustainable growth, as well as explore opportunities to support partners and B2B collaborations leveraging our delivery expertise.



### Strengthen our core business

Our global brand transition will continue throughout 2026, reinforcing embecta's identity worldwide.

## Twelve Months Fiscal Year 2025 Results

Revenues by geographic region are as follows:

Dollars in millions	Twelve months ended September 30									
	2025			2024			% Increase (Decrease)			
	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenue Growth	Currency Impact	Adjustment Impact	Adjusted Constant Currency Revenue Growth
United States	\$ 579.1	\$ —	\$ 579.1	\$ 607.2	\$ —	\$ 607.2	(4.6)%	— %	— %	(4.6)%
International*	501.3	0.7	500.6	515.9	(4.1)	\$ 520.0	(2.8)	(0.7)	1.0	(3.1)
<b>Total</b>	<b>\$ 1,080.4</b>	<b>\$ 0.7</b>	<b>\$ 1,079.7</b>	<b>\$ 1,123.1</b>	<b>\$ (4.1)</b>	<b>\$ 1,127.2</b>	<b>(3.8)%</b>	<b>(0.3)%</b>	<b>0.4%</b>	<b>(3.9)%</b>

\* International includes the recognition of changes in estimates associated with the Italian payback measure relating to certain prior years since 2015 recorded in Revenues. Adjusted Revenues exclude the impact of these changes in estimates.

## ESG strategy & reporting approach

embecta is committed to a multi-year ESG strategy that began in 2022 with an initial evaluation of the company's ESG landscape. This included a sustainability materiality assessment and an alignment review with the United Nations Sustainable Development Goals (UNSDGs) to identify the areas most relevant to embecta's mission and impact. Our structured approach to advancing these initiatives is outlined on this page.

### Sustainability materiality assessment

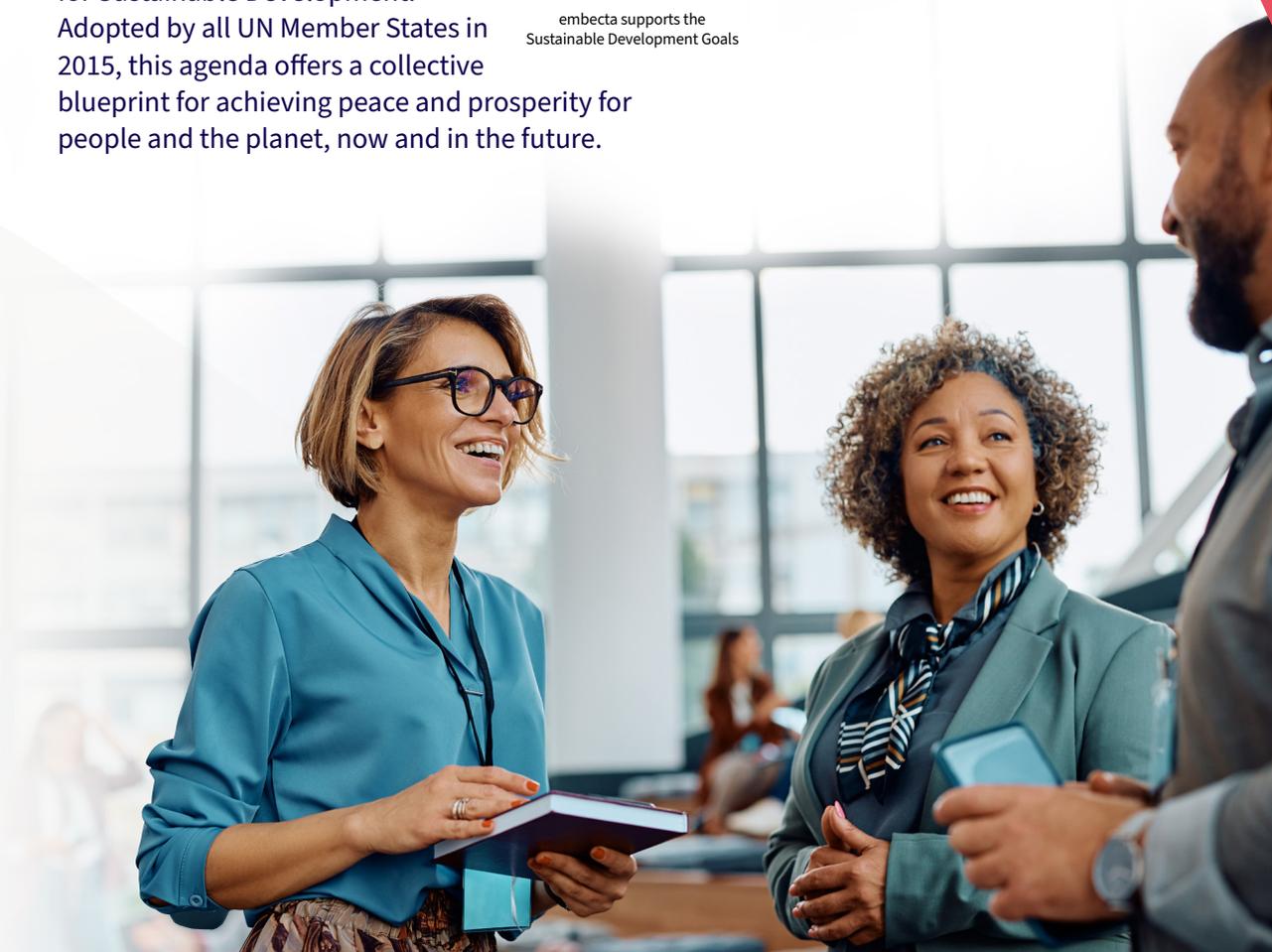
embecta collaborated with Business for Social Responsibility (BSR) to incorporate industry insights and best practices into our ESG strategy development. Through a series of interviews and surveys conducted with key internal and external stakeholders, we identified four strategic areas that will anchor our ESG priorities and reporting. These focus areas align with embecta's long-term vision and reflect the ESG topics most important to our stakeholders. More information on these areas is provided on the following pages.

### UN Sustainable Development Goals

embecta is also assessing its efforts in alignment with the 17 UNSDGs, established under the 2030 Agenda for Sustainable Development. Adopted by all UN Member States in 2015, this agenda offers a collective blueprint for achieving peace and prosperity for people and the planet, now and in the future.



embecta supports the Sustainable Development Goals



## ESG strategic focus areas

Addressing key stakeholder needs as embecta transforms into a broad-based medical supplies company





## How our ESG strategy is driving our future aspirations

A foreword from Declan Cunningham,  
Director of Sustainability, embecta

For more than 100 years, embecta has advanced solutions that help people with diabetes live fuller, healthier lives. Today, our mission — empowering people with diabetes while paving the way for a life unlimited for all — sits at the heart of our ESG strategy. It guides how we support our customers, our team members, the communities where we operate and the planet we all share.

In 2025, our progress to advance our ESG priorities was evident throughout the company. Some examples include recognition as a Great Place to Work™ certified company in eight countries where embecta operates; reducing our landfill disposal by more than two thirds since 2023 at one of our main manufacturing sites; and reducing transportation time, cost and energy consumption across our supply chain. These highlights from just a few case studies detailed in this report, alongside the additional forward progress we have documented, demonstrate that our team members across embecta are fully engaged and committed to advancing the work of our ESG strategy.

Importantly, our ESG priorities are directly aligned with our intention to strengthen our core business and expand our product portfolio. As embecta begins its transformation into a broader-based medical supplies company, ESG remains central to how we operate and grow. Keeping our customers front and center, supporting our team, operating sustainably and managing our business with good governance, enable embecta to build on our century-old tradition of accelerating better diabetes care and will help us advance a new generation of life-changing solutions for the future for all. We are proud of the progress made, and we are focused on the work ahead.



## ESG management

The management of the ESG strategy at embecta is shared across the organization through a cross-functional working team; senior leadership team (CEO and direct reports) engagement; and Board of Directors (Board) oversight.

### Board oversight

The Corporate Governance and Nominating Committee is a subset of the Board, and takes the lead on oversight of the strategy and annual reporting, with input from all relevant committees throughout the year. The full Board receives updates on the strategy and its progress.

### Management oversight

The Enterprise Risk Committee, comprising of several members of embecta's senior leadership team, directs the ESG strategy and the enterprise risk management process, and provides reports to the Board. It also provides regular progress updates to senior leadership.

### ESG working group

The ESG Working Group is comprised of leaders from across the organization tasked with shaping and driving the ESG strategy throughout the year. Senior representatives from the working group are also a part of the Enterprise Risk Committee.

## Board governance policy

It is embecta's policy that the Board be composed predominantly of independent directors, thereby ensuring their availability to serve on the Audit, Compensation and Management Development, and Corporate Governance and Nominating Committees. No more than two members of embecta's management, or persons who held embecta management responsibilities within the preceding three years, may be members of the Board at any given time. The size of the Board, its operational principles, compensation practices and ethical codes, among other Board topics, are covered in our **Corporate Governance Principles**.





# Advancing patient care

It is estimated that over half a billion people are living with diabetes worldwide, and its prevalence is expected to keep rising. In line with our mission to empower people with diabetes today while paving the way for a life unlimited for all, we collaborate closely with the global diabetes community, payors and regional health authorities. Our goal is to ensure that our products and solutions are developed and delivered to meet our high standards, enhance diabetes care and remain accessible to people with diabetes worldwide. As we expand our vision going forward to create a life unlimited for all, we will continue to build on the solid foundation we have built to serve the diabetes community.



## A commitment to product quality & safety

To ensure the safety, efficacy and quality of our products from design and development to manufacturing, distribution and post-market surveillance, we maintain a robust quality management system (QMS) and policy that encompass various processes and procedures to ensure the safety, effectiveness and reliability of our products. This begins with a risk management process to implement, assess and mitigate risks

associated with our devices and to implement proactive measures to reduce potential hazards and ensure patient safety. The efforts around quality are led by our Vice President of Global Quality. The company seeks to create a quality mindset that permeates every level of our organization, so we have invested in training and education for all employees that takes place throughout the year to reinforce this philosophy.

## Regulatory compliance & document control

embecta adheres to global quality and safety guidelines and regulations that include the following:

<b>ISO 13485</b>	Quality Management Systems for medical devices
<b>ISO 14971</b>	Application of risk management to medical devices
<b>ISO 11607-1 &amp; ISO 11607-2</b>	Packaging for terminally sterilized medical devices
<b>ISO 10993</b>	Biological evaluation of medical devices
<b>ISO 8537</b>	Sterile single-use syringes, with or without needle, for insulin
<b>ISO 11608</b>	Needle-based injection systems for medical use
<b>ISO 11137</b>	Sterilization of health care products

embecta has a structured document control system to manage procedures, work instructions, specifications and other critical documents for the QMS. Our document control processes ensure that employees have access to up-to-date information and can track changes and revisions to processes and products.



## Clinical trial conduct & post-market surveillance

Clinical trials are conducted in accordance with the relevant harmonized standards and applicable international and national legal requirements (e.g., ISO 14155). Clinical data of clinical investigations are collected and documented with regulatory authorities.

Once those products reach the market, embecta monitors patient safety data through frequent post-market surveillance reporting, and diligently collects and analyzes information on device performance, adverse events and customer feedback to identify promptly any potential safety concerns. This proactive approach allows us to take swift and appropriate action to ensure the continued safety and well-being of the people who rely on our products. Reportable product issues are disclosed in a timely manner to the appropriate regulatory bodies to ensure public health and safety.

## Audits, inspections & corrective actions

embecta diligently monitors recalls and regulatory findings in collaboration with the relevant regulatory bodies to ensure compliance and prioritizes the safety and satisfaction of our customers. embecta reviews and monitors key performance indicators through careful data collection, analysis and evaluation to identify areas of improvement and deliver the highest level of quality for our customers.

embecta has regular internal and external audits conducted to assess the effectiveness of our QMS and ensure compliance with regulations, and follows a systematic approach to address non-conformities, customer complaints and other quality issues related to our products. Our Corrective and Preventive Actions (CAPA) processes involve root cause analysis, corrective actions and preventive measures to continuously improve product quality for our customers.

The company monitors product recalls, adverse events related to our products as reported to the regulatory bodies, and any correspondence related, but not limited to, the activities above.

## Training & competency

embecta empowers our employees to maintain our standards of compliance by equipping them with the necessary knowledge and skills to meet regulatory requirements and uphold industry practices. We provide our employees with regular assessments, training modules and ongoing professional development to foster a culture of accountability.

embecta holds an annual Quality Week hosted by our manufacturing facility in Ireland that showcases our performance against key quality goals and initiatives and emphasizes our commitment to maintaining a culture of quality and continuous improvement.



## Making connections and offering support to improve diabetes care

embecta has a number of programs in place to foster connection with and offer support to people with diabetes. As a part of our ongoing mission to empower people living with diabetes and to break down the barriers that hold them back from truly living a life unlimited, we launched a “People First” cause campaign in conjunction with our annual celebration of Diabetes Awareness Month and World Diabetes Day. This campaign focused on stories of real people living with diabetes, celebrating their passions, hobbies and community to show that they are not defined by their diabetes — they are people first.

### Meet one of these patients: Fannie, USA, Type 2, diagnosed in 1975

For Fannie, a life unlimited starts with learning about how to manage her diabetes. From taking classes to talking with others who also have diabetes, she’s learning the skills and attitudes that help her continue to stay positive and on the go.

Fannie relies on her friends and family to give her advice when she has questions about her diabetes. Many people say that they have experienced stigma at some point, which is why it’s important to be able to share with and learn from others who also have diabetes. Whether you attend a support group, talk to a neighbor or reach out to a family member, having a network of people you trust can help you cope and find encouragement when you need it.

*“We are not alone. We should communicate more with each other.”*

We host global educational videos and resources for insulin injection on [embecta.com](https://embecta.com). These resources are designed to help people living with diabetes access the support and education they need to inject their insulin correctly.



Meet Andrea



Meet Javier



Meet Qiang



## Community support and volunteerism

As a company focused on improving the lives of people living with diabetes, we share a sense of urgency to advance diabetes care together with those who are similarly focused on this goal. embecta has a long history of supporting the diabetes community and continues its social investing in areas such as grants and volunteerism, as well as product donations.

### Product donations & patient assistance

embecta works with non-profit partners such as Direct Relief to help provide access to our product in times of crisis. In 2025, as we worked to transition our packaging in North America from our legacy company's brand to the new embecta brand, there was a significant opportunity to donate the injection devices that carried the old branding. As a result, embecta donated approximately 15 million units of pen needles and insulin syringes this past year. As the packaging transition continues across the

international markets throughout 2026, embecta and Direct Relief will continue their partnership to provide pen needle and insulin syringe access to those most in need across the globe.

Internationally, embecta's products support Direct Relief's partnership with Life for a Child, which provides life-sustaining diabetes care to children and young people with Type 1 diabetes in resource-limited countries and the International Diabetes Federation, which supports people living with diabetes in more than 30 countries experiencing crises or facing significant gaps in healthcare access. Most recently, in collaboration with Direct Relief, embecta donated 2.7 million insulin needles and syringes to support an upcoming humanitarian response campaign in Sudan.

embecta has a number of programs in place to help people with diabetes who are in need obtain affordable access to our products. Depending on the region, rebates and patient assistance programs may be available based on certain conditions.



### Employee matching gifts

To support employee engagement and enhance the company's charitable giving efforts, embecta has an employee matching gift program. For employee donations to the American Diabetes Association, Breakthrough T1D (formerly JDRF), Life for a Child, Direct Relief or the Diabetes Education & Camping Association, embecta matches that donation up to \$5,000 per employee per year.

## FITTER Forward initiative

embecta is also proud to support the FITTER Forward initiative, a Forum for Injection Technique and Therapy Expert Recommendations (FITTER), which is a collaborative effort among diabetes experts from all continents dedicated to enhancing diabetes care. This initiative highlights the critical need for improved training and standardization in insulin delivery, aiming to enhance clinical outcomes for millions of people with diabetes worldwide. In 2025, the Fitter Forward initiative led to a landmark publication in the *Mayo Clinic Proceedings*. The publication introduced the FITTER Forward Expert Recommendations, an updated set of global best practices for insulin injection technique and education. By empowering healthcare professionals with the latest research-backed recommendations, this initiative is helping improve patient outcomes and ensuring that injection therapy is as effective and safe as possible.



## Community support

embecta is committed to addressing the needs of people with diabetes by partnering with organizations that share our mission. Together we are working to raise awareness, provide education and support efforts to prevent and manage this chronic condition effectively. In addition to embecta’s corporate support, our teams from across the company volunteer their time and energy in the programming offered and raise funds on their own to support these worthwhile causes. Below are some of the key partnerships that help us make a meaningful impact in the diabetes community.

### American Diabetes Association

A nonprofit dedicated to preventing and curing diabetes and to improving the lives of all people affected by diabetes.

embecta served as a corporate sponsor for the 11th year, and our employees held fundraisers and participated in local ADA Tour de Cure events across the U.S.

### Children with Diabetes Children with Diabetes®

A nonprofit that serves as a global resource for support, education and inspiration to empower families and all people living with diabetes to enjoy healthy, enriched lives.

embecta is a member of the advisory board of Children with Diabetes and donated to support their Journey Awards, which recognizes people living with diabetes.

### Breakthrough T1D



Breakthrough T1D, formerly JDRF, is accelerating life-changing breakthroughs to cure, prevent and treat type 1 diabetes and its complications.

embecta was a top sponsor of the Breakthrough T1 walk in Jersey City on November 9th. Many embecta employees walked and donated to support awareness for type 1 diabetes and to continue to fuel progress towards transforming life with T1D.

### Diabetes Education and Camping Association



Diabetes Education and Camping Association (DECA) camps serve people living with diabetes and their families.

embecta organizes volunteers to help with camp intake days at Camp Nejedra in New Jersey and provides product donations through our support of Direct Relief, which partners with DECA.



### Beyond Type 1



Beyond Type 1 is changing what it means to live with diabetes—boldly, unapologetically and with just the right dose of disruption, by raising global awareness, delivering life-saving resources and supporting people with diabetes not just survive—but thrive.

embecta supports scholarships for incoming college or trade school freshmen living with diabetes.





# Better for our planet

At embecta, we manage our operations with environmental sustainability principles in mind. In 2025, we advanced clear environmental priorities for our operations and products, focused on reducing impact across energy, water, waste and materials. We recognize the impact of our entire value chain and continue to work with partners and vendors to understand and manage the impacts related to the products and services they provide.



## Managing our operations efficiently

Unlocking environmental progress depends on the strategic and efficient management of our operations. Our policies and standards guide action to minimize waste, expand the use of renewable electricity where feasible and manage energy and water responsibly. All embecta manufacturing sites maintain ISO 14001 certification, reflecting a systematic approach to environmental management.

Across our manufacturing sites, we actively monitor and strive to reduce impacts associated with the following:

- Waste volumes – hazardous and non-hazardous
- Electricity consumption
- Gas consumption & diesel fuel usage
- Water consumption
- Solvent consumption and emissions of volatile organic compounds (VOCs)

## Product design & life cycle management

Our intention is to design our products in a sustainable manner while still meeting the criteria for effective usage and the required quality standards to which we adhere. We seek to responsibly source materials and keep excessive packaging and disposability in mind with the goal of reducing waste. We also look for opportunities to reduce material intensity, particularly around plastics.

As we develop new products and innovations, sustainable engineering practices and product design considerations are embedded into our process. We are also working to develop products and packaging that are more sustainable by incorporating principles and practices that minimize environmental impact, promote resource efficiency and support long-term ecological and social well-being.

## Compliance with environmental standards

As governments work to manage the environmental footprints of their respective territories, embecta is closely monitoring local, national and global standards to ensure compliance with all relevant regulations such as these examples listed below:

- Section 1502 of the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 - Conflict Minerals
- REACH (Regulation (EC) No 1907/2006), a European Regulation concerning the Registration, Evaluation, Authorization and Restriction of Chemicals
- EU Packaging and Packaging Waste Directive 94/62/EC
- Regulatory compliance with the Integrated Pollution Control License, granted under Environmental Protection Agency Act 1992 as amended



## Reducing assembly-line material losses

Through targeted process optimization and incremental improvements, we have reduced assembly-line material losses, lowering the use of resins, moldings, adhesives, cannulas and packaging materials. These initiatives focus on improving production efficiency—such as optimizing equipment set-ups, refining dispensing processes and reducing handling losses, so that materials are used more effectively throughout manufacturing. This work not only supports more sustainable resource use but also contributes to cost efficiency and operational reliability.

## Improving first-pass yield and conformance

embecta is increasing our “right-first-time production” by preventing non-conformances and, thereby, minimizing rework and scrap. We focus on upstream quality by tightening incoming material controls, enhancing in-process checks for complex components and applying targeted test programs for sub-assemblies. These steps help prevent defects before they occur, conserving materials and capacity while ensuring consistent product performance. Over time, this approach strengthens manufacturing resilience and supports the delivery of high-quality, reliable products. We will share additional details, where required or once initiatives have reached stable maturity and results are validated.

## Recycling & reuse

embecta employs a global recycling program to address waste generated across our sites. We take a multi-faceted approach by focusing on source reduction and waste minimization and use waste disposal alternatives such as beneficial use and recycling improvements. Typically, this is done at both the site and regional level by establishing targets to reduce the generation of waste.



## How recycling is transforming the way we do business

Recycling is part of a broader waste-management approach at embecta that prioritizes prevention and reuse to reduce our environmental footprint. Teams tailor programs to their operations using standard playbooks, workstation-adjacent bin sets and visible dashboards to guide day-to-day decisions. Manufacturing teams focus first on reducing process waste, then on recycling or reusing eligible materials.

### Holdrege: making the right action the easy action

Our site in Holdrege, Nebraska, improved waste performance by making the right action the easy action. The team analyzed production flows, standardized bin placement and integrated department-specific playbooks into employee trainings. In 2025, landfill disposal declined by more than two-thirds versus 2023, and the recycling rate increased from 78.9% to 88.4% (YTD FY25). The site also qualified hard-to-recycle streams, which will contribute to sustained performance as they reach steady state. While certain regulated or contaminated streams are not eligible for recycling under applicable standards, the program follows the waste hierarchy to facilitate compliance and quality. These actions support our environmental goals and reduce disposal and handling costs.

### People-powered performance

Clear, practical tools drive participation and consistency across the team at Holdrege. A site waste guide, department reference materials and short monthly training refreshers, which are also embedded into the new-hire onboarding process, keep expectations top of mind. Cross-functional walkdowns with management and periodic “recycling blitzes,” where the team uses various reminder communication tools, reinforce standards and close gaps quickly. Employees also extend these efforts to the community by supporting local clean-ups, including an adopted stretch of adjacent U.S. Highway 6 that teams help clean up twice per year. These sustained, data-driven practices reflect embecta’s approach to responsible operations—combining standard work, routine coaching and community stewardship to deliver durable results.

In 2025, landfill disposal declined by more than two-thirds versus 2023, and the recycling rate increased from **78.9%** to **88.4%** (YTD FY25).





## Supporting our team

Our talented employees are an integral reason for our standing as one of the world's leading diabetes care companies. Our success is dependent on our ability to attract, engage and retain the best talent that reflects our diverse communities. Therefore, supporting the health and well-being of our team, maintaining a safe and healthy workplace and driving a culture that embraces learning and inclusion is at the center of our business.



## Occupational health and safety

With manufacturing and R&D facilities in the United States, Ireland and China, we have a strong workplace safety program that is part of our broader environmental, health and safety management system and includes consistent policies, training and tracking, along with a significant focus on hazard reduction and safety culture development to minimize workplace injuries.

Our **Environmental, Health, Safety and Sustainability Policy** provides a foundation for this training and calls for strong leadership at every site to ensure employee safety is a focus of daily operations. To drive consistency, our Safe Start® training program is focused on reducing injuries through increased engagement and culture improvements across our sites. As part of this program, our leaders perform daily safety walkdown meetings, flag and track safety observations, and share safety stories across the teams and sites so employees can learn from each other and continually improve our workplace safety results. We also encourage open reporting and discussion of safety concerns without fear of reprisal, as psychological safety and shared accountability are critical to reducing workplace injury risk.

The sites have a robust incident reporting and investigation system where corrective and preventive actions are identified and tracked to closure. Safety alerts are issued to sites to share learnings and engage all associates in our continuous improvement efforts.



## Employee wellness

embecta supports the physical, emotional, financial and social well-being of our employees — and empowers their lives — through a number of programs detailed below.



### Physical

- Medical plan options
- Health savings accounts
- Tobacco- and smoke-free work environments
- Maternity support
- Well-being incentive program
- Diabetes and chronic condition management
- Supplemental critical care insurance, dental and vision plans



### Financial

- 401(k) plan
- Money-saving accounts
- Additional insurance plans for accidents, disability, auto and home
- Group legal plan
- College savings plans
- Financial counseling and education
- Adoption assistance/fertility support



### Social

- An inclusive and engaging culture
- Employee resource groups
- Annual partnerships with charities that employees choose
- Opportunities to give back to their communities through volunteerism and giving\*



### Emotional

- Employee assistance program
- Paid time off
- Paid parental leave
- Flexible work arrangements

\*Please see our Community Support section for details.



## Attracting, recruiting & retaining top talent

The passion and commitment to our mission demonstrated by our employees makes it possible for embecta to advance hope in the communities we serve around the world. To recruit and retain our talent, we work across our locations to ensure employees are compensated fairly and at a competitive level; can access training and development; and work in an inclusive environment.

## Equitable pay practices

embecta provides competitive base pay, plus opportunities for eligible employees to earn an annual incentive bonus based on achievement of key short-term objectives through individual contributions to embecta’s overall company financial results.

We are committed to ensuring that our employees are compensated fairly and equitably for their contributions to the company. Our pay decisions are made without regard to race, ethnicity, gender, age, sexual orientation, gender expression, disability, protected veteran status or any other status protected by law. We assess compensation through regular audits and make adjustments when necessary to ensure that pay is equitable. We believe our focused approach to gender diversity, in terms of pay, benefits, recruitment processes and development opportunities helps us to achieve our goals.

## Training and development

Since our very first day as an independent company, we wanted to provide a way to “feed the hungry mindset” of our employees, which is one of our core values. As we work to develop a long-term learning and leadership development strategy, we are happy to offer training courses through our LinkedIn Learning program, which is an online learning platform that offers more than 24,000 courses that managers and employees can tailor to each individual team member's needs.

Our manager training program is designed to grow and develop our people managers, who we believe are the lifeblood of our company, as they play such a critical role in helping to maintain employee engagement and overall job satisfaction. Manager Essentials is offered to managers at all levels across embecta. The program is designed to provide a foundation for all managers to build capabilities and provide tools for effective management.

In 2025, we launched “Skills Lab,” which features short, focused sessions hosted by embecta subject matter experts, designed to help employees build practical skills that will make a difference in their daily work. For example, our IT Team showed employees how they could use AI tools to significantly enhance personal and team productivity, especially in tasks like writing, summarizing, data analysis and presentation creation.



## Building a culture of equity and inclusion

Our commitment to equity and inclusion is embedded in our values and is a priority across the business. We believe our workforce should reflect the communities in which we operate and the customers and people we serve. We also know that diversity within our teams will drive opportunity identification and problem solving in support of our mission. The goal is to create an environment where everyone can bring their best authentic self to work and where a broad range of thoughts and experiences are recognized and encouraged. This starts at the top of our organization with our leadership teams and is driven throughout the company.

embecta operates in more than 100 countries and our people managers are exposed to diversity training in the Manager Effectiveness program, which was started in 2023 to support our efforts to build an inclusive environment. We also piloted a cross-culture agility course in 2023 and have additional course work planned for the future.

Our senior leaders are highly engaged in leading by example when it comes to promoting diversity among our teams. Our CEO, Dev Kurdikar, has signed the CEO Action for Diversity & Inclusion pledge, the largest CEO-driven business commitment to advance diversity, equity and inclusion within the workplace. We are also proud to report that our Board is 63% ethnically and/or gender diverse and our senior leadership team is 37.5% ethnically and/or gender diverse.

### International Women’s Day

To celebrate International Women’s Day, a global day commemorating the social, economic, cultural and political achievements of women, embecta held several events, including two global panel discussions that featured female colleagues from our three global manufacturing facilities: Holdrege, Nebraska; Suzhou, China; and Dún Laoghaire, Ireland. Colleagues shared their career journeys and insights and participated in a live Q&A.



### Pride Month

During Pride Month, the embecta LGBTQ+ associate resource group in Dún Laoghaire, Ireland, held several events to celebrate the importance of inclusion. Site team members were able to participate in quiz events, coloring competitions and enjoyed pride-themed cupcakes, all of which were designed to educate, inform and spark conversation.



## Making embecta a “Great Place to Work”

We conduct employee surveys to collect feedback which helps us to understand employee preferences for consideration in program development. In 2025, following our most recent employee engagement survey, embecta was designated as a Great Place To Work Certified™ company in eight countries: Brazil, Canada, China, Germany, India, Mexico, Switzerland and the United Kingdom, reflecting the Company’s commitment to developing a strong workplace culture in which employees are fully engaged and supported by the business. This includes having a robust people management strategy, taking time to recognize and celebrate our employees, and building connections across our teams to fuel creativity, collaboration and innovation in support of our goals.

### Recognizing our team

Each year, we take time to celebrate the employees and teams worldwide who are delivering results in line with our strategic objectives and who exemplify our values. For example, we awarded 330 Hungry Mindset Awards to individual employees over the past year to those who acted with urgency and persisted in the face of adversity while continually seeking to improve their work. This is one example of how we reward employees for their contributions to our mission and for their commitment to bringing our values to life.

### Celebrating our wins

Following embecta’s certifications as a Great Place to Work in eight countries, teams from those locations held celebrations to commemorate this prestigious recognition. Additional celebrations took place to commemorate the third anniversary of our spinoff; the go-live of our newly-updated ERP system in India; and the first embecta-branded packaging to roll off the lines at our manufacturing facilities.

### Building community inside and outside

Teams across embecta often come together to support their local communities. Details on our company-wide volunteerism effort can be found in the “Advancing patient care” section of this report. Giving back to our communities affords our team the opportunity to stay engaged with one another and with the people for whom we are working to bring innovative solutions to every day. A few additional examples of this type of work include the holiday food and gift drives in our Holdrege manufacturing facility and Canada office; and the care package activity we held in our Parsippany, NJ headquarters to ship comfort items to the crew aboard the USS Nimitz.



### Certified Regions



## Awards & recognitions

We are proud that embecta and its leaders were recognized last year by a number of leading industry groups and associations for the Company's commitment to serving the healthcare community with its innovative products and services.



**Healthcare Technology Company of the Year** award presented by *The Healthcare Technology Report*



CEO Dev Kurdikar named for the third year in a row to the **NJBIZ Health Care Power 50 List**



**2025 AVA Platinum Digital Award** for embecta's storytelling series: People with Diabetes

**2025 AVA Honorable Mention Digital Award** for embecta's 2023 World Diabetes Day Campaign



Hiliary (Johnson) Speck, Senior Director, US and Global Marketing was selected as an honoree in the **Ragan's Top Women In Marketing Awards** in the Product Marketers category



CEO Dev Kurdikar named a **Top 25 MedTech Executive of 2025** by *The Healthcare Technology Report*



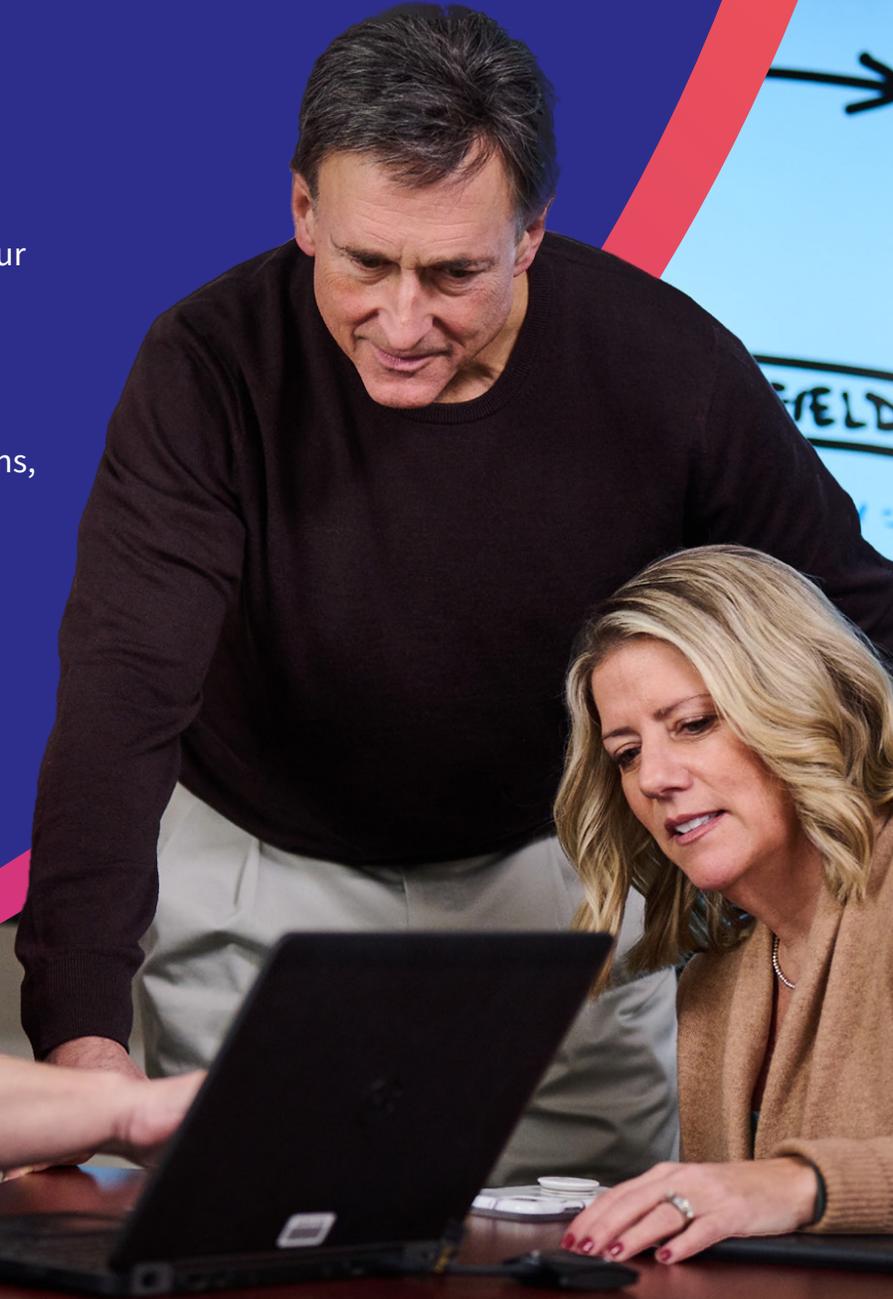
Ginny Blocki, SVP, Strategy, named one of the **Top 50 Women Leaders in Healthcare Technology** by *The Healthcare Technology Report*



# Responsible operations

Operating responsibly has been at the heart of embecta's business since our founding more than a century ago. Our commitment to honesty, integrity and accountability continues to guide how we govern our company, manage risks and make decisions that uphold the highest standards of ethical conduct while creating value for stakeholders. These principles are embedded in our governance structures, policies and day-to-day operations, shaping how we engage with employees, customers, suppliers, regulators and communities around the world.

We focus on maintaining strong governance frameworks, robust management systems and a culture that empowers our people to act with integrity and transparency. These foundations support our ability to innovate responsibly, respond effectively to a dynamic regulatory environment and fulfill our mission. Details on some of our core governing policies are provided within the following pages.



## Code of Conduct

embecta's **Code of Conduct** is the cornerstone of the Company's ethical culture and sets expectations for how we conduct our business everywhere we operate. It reflects our core values of honesty, integrity and accountability, and defines the behaviors we expect from every individual at embecta, regardless of their role, seniority or location. The Code goes beyond legal and regulatory requirements, often setting a higher standard for ethical decision-making. It covers key areas such as conflicts of interest, anti-corruption, workplace conduct, data protection and responsible interactions with customers, suppliers and healthcare professionals. Every employee must complete annual training on the Code, and adherence to it is a condition of employment.

We review and update the Code regularly to reflect evolving business, social and regulatory expectations, including those related to environmental, social and governance (ESG) priorities, emerging technologies and new compliance risks. By embedding the Code into our governance framework, we demonstrate that ethical conduct is not just a policy, but a shared responsibility that shapes how we operate every day.

## Reporting concerns

At embecta, we are committed to fostering an environment where open, honest communication is the norm and where concerns about potential misconduct, ethical breaches or violations of laws and company policies are raised without fear of retaliation. We take all reports seriously and investigate them promptly, fairly and thoroughly. Multiple reporting channels are available including our anonymous **Ethics Helpline**, a dedicated Ethics Office email and phone line; an online portal; as well as direct conversations with managers, Human Resources or other company leaders. We also provide training and regular reminders to all employees to help them understand how and where to raise concerns.

A strong culture of integrity depends on employees feeling empowered to speak up, and therefore, we have embedded this concept into our governance approach. Encouraging employees to speak up helps us identify and address issues early, strengthen internal controls and continuously improve our policies and processes. We believe that empowering individuals to do the right thing, and protecting them when they do, is essential to maintaining trust with our employees, customers, partners and regulators.



## Anti-corruption & anti-bribery

At embecta, we operate on the principle that business success must never come at the expense of ethical conduct. We have a zero-tolerance approach to bribery and corruption in all forms, and we are committed to conducting our business in full compliance with local laws, international regulations and industry codes, wherever we operate.

All employees receive training on our anti-bribery and anti-corruption policies, including how to identify and manage risks in their daily activities. We also expect our business partners, distributors and third parties to uphold these same high standards as a condition of doing business with us. Our policies govern all interactions with government officials, healthcare professionals, healthcare organizations and other stakeholders, ensuring they are ethical, transparent and free from any actual or perceived improper influence. These include strict controls on gifts and hospitality, sponsorships, charitable donations and engagements with public officials.

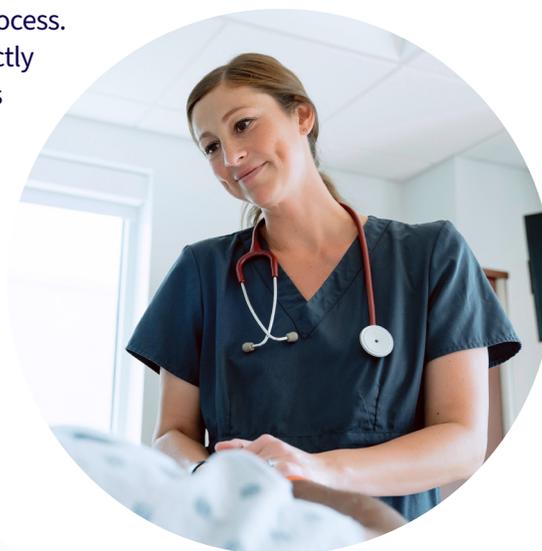
By embedding robust governance, ongoing training and continuous monitoring into our compliance framework, we help safeguard embecta's reputation, maintain the trust of our stakeholders and contribute to a fair, transparent healthcare marketplace.

## Our work with healthcare professionals

Collaboration with healthcare professionals (HCPs) is essential to embecta's mission. These partnerships help ensure the safe and effective use of our technologies, advance clinical understanding, support research and education and contribute to the development of innovative new products.

We conduct all interactions with HCPs according to the highest ethical and regulatory standards. Every engagement must serve a legitimate business or scientific purpose and be free from any actual or perceived improper influence. To support compliance, employees and business partners receive regular training on relevant laws, regulations and industry codes, as well as embecta's own internal policies and procedures. All product communications with HCPs must be truthful, accurate, on-label, and approved through our internal review process. Promotion of products for off-label purposes is strictly prohibited. In addition, strict governance processes are in place to oversee interactions involving sponsorships, educational grants, consulting agreements and research collaborations, ensuring that each activity is transparent, appropriately documented and aligned with patient and public health interests.

By maintaining clear ethical boundaries and rigorous oversight, our collaborations with HCPs can support better health outcomes while we work to preserve the trust and confidence of healthcare professionals, patients and regulators alike.



## Working with regulators

embecta's products are registered, approved and distributed in more than 100 countries worldwide, making close collaboration with regulators a fundamental part of how we operate. embecta is committed to maintaining constructive, transparent and proactive relationships with regulatory authorities so that our medical technologies meet the highest standards of safety, quality and performance.

We operate a robust global quality management system designed to meet or exceed the regulatory requirements of all the markets we serve. This system supports compliance with key frameworks, including:

- U.S. Food and Drug Administration's Quality System Regulation (21 CFR 820)
- International Organization for Standardization ISO 13485
- European Union Medical Device Regulation (MDR)
- Medical Device Single Audit Program (MDSAP)

In recent years, embecta has strengthened its global regulatory readiness, successfully completing submissions under the EU MDR and achieving certification milestones that support continued market access. We continually review and update our quality systems and regulatory strategies to stay aligned with evolving expectations and emerging global standards. By engaging constructively with regulators, anticipating changes in the regulatory

landscape and embedding compliance into product development and lifecycle management, we facilitate the receipt of safe, effective and high-quality medical technology to patients around the world.

## Supplier expectations

At embecta, we collaborate with a global network of suppliers who are essential to our mission and who share in our commitment to ethical, responsible and sustainable operations. Our **Expectations for Suppliers Code** sets clear standards on business integrity, human rights, environmental responsibility and regulatory compliance. These expectations apply throughout the value chain, including suppliers' own contractors and sub-suppliers, and form an integral part of how we manage supplier relationships.

To uphold these standards, we conduct regular assessments, site audits and surveys, and we require suppliers to promptly notify us if they, or their suppliers, fail to meet our requirements. We also integrate sustainability considerations into our sourcing practices, encouraging suppliers to adopt best practices in emissions reduction, resource efficiency, diversity and inclusion and responsible labor practices.

Suppliers who do not align with our expectations may be subject to corrective action or changes in our business relationship. By setting high expectations, and working collaboratively to achieve them, we strengthen the resilience of our supply chain while advancing our broader ESG objectives.



## Creating a more sustainable supply chain

As one of the world's leading suppliers of pen needles, embecta delivers more than 8 billion products each year to customers in over 100 countries. Our Supply Chain team works closely with customers, distributors and regulators to enable our products to safely reach the millions of people who rely on them to manage their health every day.

Recognizing that the efficiency of our supply chain directly influences our environmental impact, we are embedding sustainability into every stage of our operations. In doing so, we are aligning our actions with the United Nations Sustainable Development Goals (SDGs) — a global framework of 17 goals designed to address pressing environmental, social and economic challenges. In particular, this work supports SDG 12 (Responsible Consumption and Production) by reducing waste and resource use, SDG 13 (Climate Action) by cutting emissions from transportation and logistics, and SDG 17 (Partnerships for the Goals) through collaboration across our value chain.

In 2025, embecta made significant progress toward building a lower-carbon, more resilient global logistics network.

## Partnering with customers to improve shipment efficiency

Every day, embecta partners with thousands of customers worldwide who use our products to deliver essential care. Shipments leave our facilities at a high rate to meet the demand for the almost 22 million embecta injection devices that are used daily. To optimize this process, we partnered with our customers, many of whom are equally committed to improving efficiency and reducing environmental impact, to find shared solutions that streamline logistics and minimize transport emissions. Examples include:

- Consolidated shipments in a key market from more than 100 hospitals to a single distributor, who then shipped multiple companies' products to hospitals more efficiently.
- Partnered with a transportation company to combine 21 individual deliveries into a single weekly pickup delivered to a local warehouse near a customer's distribution center — enabling fuller truckloads and fewer trips.
- Streamlined customer deliveries by consolidating shipments from 24 locations to a single distribution center on a weekly basis.
- Reduced transit steps by shipping directly from manufacturing plants to regional distribution centers, bypassing domestic hubs where feasible.

These improvements have reduced transport frequency and fuel use, cut costs and strengthened delivery reliability — tangible outcomes that demonstrate how collaboration across the supply chain supports both business resilience and climate action.



## Reimagining sustainable containment and storage

Beyond reducing shipment frequency, we have rethought how products are contained, stacked and stored to maximize space and minimize waste. Efficient use of warehouse space and transport capacity translates directly into lower energy use and emissions across the logistics network. Highlights from this work include:

- Increased warehouse efficiency by creating 400 additional pallet locations within an existing facility to boost storage capacity without expanding physical space.
- Reduced on-hand inventory from 13,000 to fewer than 10,000 pallets by eliminating obsolete and excess materials.
- Optimized container utilization, ensuring export containers and domestic shipments are full or near-full before dispatch.
- Enhanced pallet design for double stacking, reducing damage risk and enabling more compact, energy-efficient transport.

## Delivering measurable benefits for business and planet

Our efforts to reduce shipments and improve containment and storage have generated multiple benefits:

- Reduced transportation time, cost and energy consumption.
- Lower greenhouse gas emissions associated with logistics.
- Fewer deliveries and reduced product handling, minimizing potential for damage.
- Improved customer satisfaction through more predictable and reliable deliveries.

These outcomes demonstrate that operational excellence and environmental stewardship go hand in hand. By rethinking the flow of products through our global supply chain and engaging customers as partners in sustainability, embecta is creating shared value — supporting our business performance while contributing to a healthier planet.

Looking ahead, embecta aims to continue to refine and measure the impact of these initiatives as part of our broader ambition to decarbonize our value chain and advance the UN Sustainable Development Goals through innovation, partnership and responsible operations.



# Human rights

embecta is committed to upholding and promoting human rights across all aspects of our value chain. Our approach is guided by the United Nations Universal Declaration of Human Rights and the International Labor Organization’s Fundamental Principles and Rights at Work, and is embedded in our corporate policies, codes of conduct and day-to-day practices.

We do not tolerate the use of child, forced, prison, indentured, bonded or involuntary labor. We prohibit discrimination in hiring and employment practices and do not accept any form of harassment, abuse or intimidation. We provide a safe and healthy workplace for our employees and support the freedom of association and the rights of workers and employers to bargain collectively.

Our human rights commitments extend beyond our own operations to our business partners, suppliers and contractors. These expectations are formalized in our **Global Human Rights Policy** and **Modern Slavery Statement**, which align with legislation including the UK Modern Slavery Act and the Irish Criminal Law (Human Trafficking) Acts. We continuously review our practices and policies to reflect global standards and societal expectations, reinforcing our responsibility to protect and respect the dignity and rights of all individuals.

### We do not:

- Use child labor.
- Use forced, prison, indentured, bonded or involuntary labor.
- Discriminate in our hiring and employment practices.
- Threaten, physically abuse or harass our employees.

### We do:

- Provide a safe and healthy workplace for our employees.
- Support the freedom of association and the rights of workers and employers to bargain collectively.



## Protecting our data

Safeguarding data is fundamental to embecta’s business integrity, reputation and long-term success. We operate a comprehensive global cybersecurity and data-protection program built around the core principles of confidentiality, integrity and availability. This program is designed not only to protect company information and intellectual property, but also to secure the sensitive data entrusted to us by customers, partners and employees.

Cybersecurity governance is fully integrated into our Enterprise Risk Management framework, ensuring that security priorities are aligned with business strategy and overseen by senior leadership. We adhere to internationally recognized standards, including ISO 27001, and incorporate guidance from the National Institute of Standards and Technology (NIST) and the Center for Internet Security (CIS) to continuously strengthen our program.

Our global Security Operations Center provides continuous 24/7 monitoring of threats, supported by a multi-layered “defense-in-depth” strategy that leverages industry-leading technologies and adaptive controls. All employees and contractors are trained to understand their responsibilities in protecting data, and we regularly refresh this training to address emerging risks such as phishing, ransomware and supply-chain vulnerabilities.

Our expectations extend beyond our own operations. Vendors and third-party partners are required to meet embecta’s cybersecurity and data-protection standards, and their capabilities are assessed both during onboarding and through ongoing reviews. This proactive, risk-based approach helps us stay resilient in a rapidly evolving threat landscape while supporting the trust and confidence of all stakeholders.

## Protecting the privacy of our employees, customers & stakeholders

Respecting and protecting the privacy of individuals, including employees, customers, patients and partners, is a core element of embecta’s responsible-business approach. We recognize that the trust placed in us depends on how we collect, use, store and share personal information, and we treat that responsibility with the highest level of care.

Our privacy program is grounded in privacy-by-design and data-minimization principles, ensuring that privacy considerations are embedded into products, services and business processes from the outset. We comply with all applicable privacy and data-protection laws and regulations, and we promptly respond to requests and obligations from regulators, data-protection authorities and individuals exercising their data-subject rights.

We also align our practices with global transparency requirements, including those governing interactions with healthcare professionals. All employees and contractors are required to follow embecta’s **Privacy Policy**, standards and procedures as a condition of employment, and regular training reinforces our shared responsibility to protect personal data. By combining robust governance, technical safeguards and a culture of accountability, we demonstrate that privacy is not only a legal obligation but also a strategic priority that can strengthen relationships, support innovation, and sustain trust in embecta worldwide.



## Looking ahead

As embecta continues to evolve, we remain deeply committed to operating with integrity, accountability and respect for people and the planet. Our approach to responsible operations will increasingly focus on anticipating future risks and opportunities, from strengthening supply chain transparency and enhancing due diligence on human rights, to advancing cybersecurity resilience and adapting to a rapidly changing regulatory landscape.

We will continue to embed ESG considerations into governance, decision-making and daily operations, ensuring our practices not only meet legal requirements but also reflect the trust our stakeholders place in us. In the year ahead, we intend to build on our strong foundation by deepening collaboration with suppliers, expanding workforce training on ethics and data protection and enhancing our processes to align with emerging global standards.

Through these actions, we aim to create long-term value for our stakeholders and contribute positively to the broader healthcare ecosystem, while staying true to our core values — acting with integrity, focusing on those we serve and working together to make a positive impact.





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