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Annual Sustainability Report 2025

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1. INTRODUCTION: GENERAL DISCLOSURES

1.1 Key References

This report is prepared using GRI 1: Foundation 2021 – all Global Reporting Initiative (GRI) standards that can be accessed through their website (<https://www.globalreporting.org/standards/>) and is submitted to GRI through their web portal for report registration. Further information on the alignment of this report with GRI Topic Standards is available in Section 8. This report is also prepared to meet the requirements of ISO 14064-1:2019 clause 9.

Crux's Sustainability Policy (POL35) is a key reference for this report as it presents a comprehensive overview of the implementation of sustainability across the organisation, aligned with the four pillars and all subsequent material topics as highlighted in Section 3 and Figure 1. Where this report references content within the 'Sustainability Policy' then this should be considered as the source of disclosure for any relevant details and information required to meet the associated reporting requirements. The Sustainability Policy is available on the Crux website:

<https://cruxproductdesign.com/about/>.

1.2 Organisational Overview (GRI 2-1, 2-2)

Crux Product Design Group (Crux) is a privately-owned corporate group, headquartered in the UK, comprising:

- Crux Product Design Ltd, registered in England and Wales (company number 04893244) with registered office at Flatiron Building, 332 - 336 Paintworks, Bath Road, Bristol, BS4 3AR.
- Crux Product Design LLC, incorporated under the laws of the state of Massachusetts (EIN 38-4320047) with registered office at Cambridge Innovation Centre, 245 Main Street, Kendall Square, Cambridge, MA 02142.

Crux is headquartered in Bristol, UK, with an office in the US. Sustainability reporting covers all global operations for the full 2025 calendar year. Where disclosures are only associated with activities undertaken by a single legal entity (*i.e.* Crux Product Design Ltd in the UK) this will be identified in the respective section of this report, otherwise disclosures will be consolidated across both entities. Crux has no GHG removals.

Both legal entities (UK and US business entities) operate under centralised management and according to the policies and procedures of a single Quality Management System (QMS) but undertook separate financial reporting during the fiscal period covered by this report.

1.3 Scope of Activities (GRI 2-6)

Established in 2003, Crux was founded to tackle challenging technical briefs and deliver groundbreaking products for the medical and consumer sectors. Crux brings together a talented multidisciplinary team that champions evidence-based problem-solving, coupling world-class equipment, software, and facilities with a scientific approach to maximise client success. Crux integrates core competencies across Industrial Design, Mechanical Engineering, Applied Sciences, Life Sciences, Electronics and Software, Human Factors, Usability, and Project Management to deliver innovative, safe and effective product solutions. Crux's service delivery spans human-centred product

design, engineering development, prototyping, verification and testing, and supporting pilot manufacture, with a strong emphasis on usability, regulatory compliance, and environmental responsibility.

Crux maintains certification to international quality and environmental management standards, ISO 9001, ISO 13485, and ISO 14001 and holds a Platinum rating from EcoVadis, demonstrating commitment to sustainability, ethical business practices, and environmental stewardship.

1.4 Value Chain (GRI 2-6)

Crux's upstream value chain consists of component suppliers, rapid-prototyping specialists, test laboratories, software vendors, participant recruitment specialists and manufacturing partners that support prototype and pilot production. Most suppliers are located within the United Kingdom and European Union, selected for their technical capability, certified quality systems, and responsible sourcing practices. Supplier performance and conformance are managed through Crux's Quality Management System (QMS) in alignment with the sustainable procurement policy as outlined in the Sustainability Policy.

Crux's downstream value chain involves provision of services to clients operating within the healthcare, medical devices, pharmaceuticals, consumer health, consumer goods and industrial innovation sectors. Clients are responsible for commercial manufacture, regulatory approvals, and market distribution of final products. Throughout innovation, development, testing and usability study processes, Crux works collaboratively with clients to integrate safety, usability, sustainability, and regulatory compliance considerations from concept through to launch.

Crux also maintains strategic relationships with academic institutions, independent consultants, and certification bodies (in the UK, Europe and the US) to support innovation, knowledge development, and quality assurance. All collaborations are governed by confidentiality and quality agreements to safeguard intellectual property and maintain the integrity of project outcomes.

1.5 Leadership (GRI 2-9 – 2-20)

The Crux Product Design Group is overseen by a Board of Directors, which serves as the organisation's highest governance body and holds ultimate accountability for Crux's economic, environmental, and social impacts. The Board is responsible for strategic oversight, risk management, and ensuring that sustainability commitments are integrated within the company's broader business objectives. It comprises two Co-founders, one Managing Director, and several Directors representing a balanced composition of leadership expertise across engineering, design, innovation, and operational management. All members are executive directors, and the Board currently consists solely of internal leadership, with no independent or external stakeholder representatives appointed. Gender diversity within the Board stands at 14.3 % female. The Chair of the Board, is also a Co-founder, providing strategic direction, leadership oversight and governance. This structure ensures that Crux's leadership is equipped to make informed, accountable decisions that align economic performance with sustainability commitments and objectives.

Nomination and selection of Board members follow a structured process with consideration given to professional qualifications, leadership experience, and alignment with Crux's values. The Managing Director facilitates strategic discussions and ensures governance across all business areas, including active involvement in the review and approval of the calculated GHG emissions, sustainability

reporting activities and related outputs. To support informed decision-making on sustainability topics (as identified through an annual materiality assessment, see Section 3), the Managing Director and other Board members engage in twice-yearly review of sustainability outcomes of the organisation including performance against targets and objectives, applicable regulatory developments, and stakeholder expectations. Any actions for improvement that arise based on fulfilment of sustainability objectives are reviewed through management meetings with outcomes informing improvements to governance practices and sustainability strategy.

Any potential conflict of interest relating to Crux leadership is managed through internal disclosures and subsequent mitigation and controls implemented by the Board. Such disclosures are made available to relevant stakeholders, at the discretion of the Board, as part of Crux's commitment to transparency and business practices. Any critical concerns within the business (inclusive of grievances/complaints) are communicated to the Board through formal reporting channels and are captured within the Integrated Management System and through a business risk register.

Crux is a private limited company. Remuneration policies are determined and overseen by the Board of Directors, with delegated management to the Head of People, supported by external strategic consultants and legal advisors. Compensation is structured to ensure fairness, compliance with UK employment regulations, and alignment with role responsibilities and market benchmarks. The policy includes fixed salary, dividend payments, and statutory benefits. Remuneration is reviewed annually, and Crux does not offer share-based or equity-linked compensation. As a private limited company, Crux does not involve shareholders or other external parties in pay decisions.

The Board is supported by a senior management team (comprising functional heads and other nominated senior functional representatives), an independent Quality team and several internal committees (pods) that contribute to decision-making and oversight of matters relating to Environmental, Social, and Governance (ESG) aspects of the business. Crux's Quality team, alongside other functional areas of the business are responsible for reviewing and updating Crux's sustainability purpose, mission, strategies, and policies, as well as overseeing due diligence processes to identify and manage ESG risks and opportunities. Reviews of ESG-related processes occur quarterly, with findings and recommendations presented to members of the Board for discussion and approval. Delegation of ESG responsibilities is managed through senior leadership, who report to the Board on a regular basis, ensuring transparency and accountability in the implementation of sustainability initiatives.

Evaluation of the performance of Crux's leadership, including the Board and delegated groups such as including the senior management team, is conducted through a combination of management review and employee survey. Management performance measures include twice-annual management reviews, annual internal audits of quality management activities, external certification audits, and external assurance of ESG outcomes. Leadership evaluation is further supported by annual employee surveys that incorporate stakeholder feedback on company performance (as overseen directly by the Board). These evaluations are conducted internally and outcomes from the review processes inform updates to organisational practices, targeted training and development initiatives, with findings and resulting actions disseminated across the organisation to strengthen governance effectiveness and continuous improvement.

1.6 Stakeholder Engagement (GRI 2-29)

Relevant stakeholders to Crux's activities (as per Section 1.3) include the value chain (including clients, suppliers and other strategic external partners as per Section 1.4) along with the Board and senior management (Section 1.5), employees, contractors, research participants, local residents and businesses, government agencies and other legal and regulatory bodies. Crux is committed to consistently cultivating strategic relationships with all stakeholders, highlighted through policies to inform and guide organisational conduct and processes as referenced in the Sustainability Policy. Stakeholders are identified as part of ISO 14001 environmental management processes and are reviewed throughout the year to ensure alignment with operational activities and any potential introduction of new or altered impacts.

Policies and procedures are in place to ensure management of stakeholder feedback and complaints (*i.e.* grievances) including capture of ESG-related communications and compliance obligations. As part of both procurement and client management activities, these key stakeholders are engaged to ensure that quality and ethical business conduct is embedded in every aspect of project delivery – from sourcing through to delivery.

1.7 Report Overview (GRI 2-3)

This Annual Sustainability Report (ASR) includes disclosures covering the reporting period from 01 January to 31 December 2025. Financial data relates to the fiscal year 01 October 2024 to 30 September 2025.

For any questions about this report or any reported information please contact the Crux Sustainability team at sustainability@cruxproductdesign.com.

1.8 Report Structure (GRI 1)

This Annual Sustainability Report is structured and compiled in accordance with Global Reporting Initiative (GRI) Standards to provide a comprehensive picture of Crux's most significant impacts on the economy, environment, and people, including impacts on their human rights and how these are managed. As such, this report has been guided by GRI reporting principles (as per GRI 1: Foundation) to ensure the quality and proper presentation of all reported information – as outlined below:

- 1.8.1 **Accuracy:** This report presents qualitative and quantitative (*i.e.* measured) data that is consistent with documented evidence maintained through our quality management systems. The basis, or method, for quantitative data is presented throughout and any sources of potential error are disclosed (where applicable). Any estimates or assumptions in relation to data presentation are provided, where applicable, to ensure the information is clear and unambiguous.
- 1.8.2 **Balance:** This report is based on objective evidence, by the Quality team (who are an independent function within Crux's organisation) and is subject to internal review and verification, as such it is an unbiased presentation of ESG-related data for the reporting period defined. The intention of this report is to present information, free from exaggeration, misrepresentation or bias, in a clear and accurate fashion such that all information users can draw their own conclusions on Crux's ESG-related activities.

- 1.8.3 **Clarity:** this report has been structured so that it can be accessible and understandable. The report is provided in a web-viewable format, hosted on Crux's publicly accessible domain. All terms and definitions are clearly presented in this report, and no technical language is used that cannot be understood from the context in which it is used. Where possible, data is presented using graphics and in data tables to be readily understood and comprehended.
- 1.8.4 **Comparability:** this report contains readily comparable information and data to enable the reader to see the progress of current impacts against past impacts. Information will be presented for the current reporting period and, at least, the two previous periods. All metrics used in reporting align with international conventions and are consistent throughout this report. Where reporting metrics are used that relate to processed data, all relevant information is provided to ensure that the information provided can be understood based on the organisational context. Where changes have been made that impact historical data this will be identified and clearly explained within the relevant section of the report.
- 1.8.5 **Completeness:** All relevant impacts are presented within this report as identified through a materiality assessment (Section 3). The relevant context of this report based on Crux's organisational information is also presented in this and the introductory sections of this report (Section 1). Where any material information or disclosure cannot be made available within this report a reasonable explanation and rationale shall be provided.
- 1.8.6 **Sustainability Context:** This report provides a transparent account of Crux's ESG impacts within the wider context of global sustainability initiatives such as GHG emissions reduction and, as far as possible are contextualised based on applicable compliance obligations (including regional legal and regulatory frameworks) based on organisation's sustainability context. The included materiality assessment provides an overview of Crux's sustainability context and identifies relevant areas of potential ESG impact (Section 3). Where such requirements exist, reported information will be within the appropriate context.
- 1.8.7 **Timeliness:** This report is generated on an annual basis and presents information on the reporting period as stated earlier in this section.
- 1.8.8 **Verifiability:** The information presented in this report, including qualitative and quantitative data and supporting information relating to Crux's ESG impacts, is derived from processes that are controlled by Crux through its integrated (quality and environmental) management system and is audited by internal teams, stakeholders and external parties (*i.e.* competent assurance providers).

1.9 Restatement of Information (GRI 2-4)

If any previously reported information has been restated, due to data correction, changes in measurement methodology, or updated calculation boundaries, such restatements are clearly identified within the relevant disclosure section. Each restatement will include:

- A description of the nature and reason for the restatement;
- The rationale for the significance of the change warranting inclusion in this report;
- The impact of the restatement on previously disclosed data, where applicable.

Restated data from previous reporting periods will be shown in brackets alongside the corrected or updated figures within the corresponding disclosure.

2. ANNUAL STATEMENT OF COMMITMENT (GRI 2-22 – 2-28)

Sustainability remains a strategic priority for Crux, underpinning long-term value creation and responsible innovation. The Board of Directors recognises the relevance of sustainable development to Crux's mission and has formally endorsed the organisation's sustainability strategy, which is aligned with global frameworks including the Global Reporting Initiative (GRI), United Nations Global Compact (UNGC), EcoVadis, and the Carbon Disclosure Project (CDP). The strategy reflects Crux's commitment to continual improvement, transparent reporting, and externally assured disclosures, including verification of greenhouse gas (GHG) emissions in accordance with ISO 14064-3:2019.

Crux maintains a zero-tolerance approach to corruption and human rights violations, supported by policy commitments that apply across all business activities and relationships. These include the Sustainability Policy and Code of Conduct, which outline expectations for responsible business conduct and specific commitments to upholding human rights. Policies are approved at Board level and communicated through onboarding, training, and supplier engagement processes. Where policies are not publicly available, stakeholders may request access through designated channels.

Policy commitments are embedded into operational practices through integration with quality and environmental management systems (ISO 9001, ISO 13485, ISO 14001), supplier assessments, and project governance frameworks. Crux's EcoVadis Platinum rating reflects the effectiveness of these embedded practices. Crux is committed to reducing 46% of Scope 1 and 2 emissions by 2030 and achieving net-zero emissions by 2050, in line with Science Based Targets initiative (SBTi) guidance.

Crux acknowledges its responsibility to remediate any negative impacts caused or contributed to through its operations. A formal grievance mechanism is in place, allowing individuals to raise concerns or seek advice on implementing business conduct policies. The grievance mechanism is designed to be accessible and responsive, maintained by the independent Quality team with effectiveness tracked through quarterly management review meetings where all issues are raised to representatives of the highest governing body (including the Managing Director) – any critical concerns that have potential for impact on Crux's ESG outputs and stakeholders is addressed according to the relevant QMS processes.

Mechanisms for seeking advice and raising concerns are available to all employees, contractors, and stakeholders, including anonymous reporting channels and direct access to ESG leads. These mechanisms support a culture of openness and accountability, ensuring that ethical conduct and sustainability commitments are upheld across the organisation.

During the reporting period, there were zero instances of non-compliance with laws and regulations, reflecting Crux's commitment to ethical conduct and regulatory adherence across all jurisdictions of operation. Crux does not hold membership of any industry associations, national or international advocacy organisations in which it participates in a significant role.

Crux's values – *integrity, ingenuity, invested* – continue to guide its approach to sustainability, shaping decisions that prioritise people, planet, and progress.

3. MATERIALITY

3.1 Materiality Assessment (GRI 3-1)

Crux conducts an annual materiality assessment as part of the review and release of both the Sustainability Policy (POL35) and through this Annual Sustainability Report. Materiality assessment is conducted to identify the sustainability topics ('Material Topics') that represent significant actual and potential impacts on the economy, environment, and people (including human rights) arising due to Crux's activities. The process for determining materiality is coordinated by the Quality team in alignment with established ISO 14001 management processes, with input from the Board and final review and approval by the Managing Director.

This assessment integrates:

- Review of interested parties/stakeholder requirements and associated compliance obligations, including relevant environmental and sustainability aspects.
- Review of all feedback from key stakeholders, including clients, employees, suppliers, and regulators.
- Evaluation of sustainability-related risks and opportunities within Crux's operations and value chain.
- Benchmarking against current best practices and emerging sustainability regulations.

In each reporting period, Crux reviews the material topics from the previous cycle to reflect any changes in its business activities, supply-chain relationships, and operating context. This ensures that the list of material topics continues to represent the organisation's most significant impacts. The updated topics are reviewed through twice-yearly Quality Management review meetings.

Disclosures presented under each material topic are aligned, where applicable, with the relevant GRI Topic Standards to ensure consistency and comparability of reporting (outlined in Section 3.3). Where specific disclosure requirements from a Topic Standard are omitted, Crux provides a justification in line with GRI 1: Foundation 2021 on the basis that the information required is not applicable to the organisation, legally restricted, commercially confidential, or currently unavailable/incomplete. Topic Standards determined to be non-material, or not relevant to Crux's business activities, have been excluded from the scope of reporting and are identified in the GRI Content Index (Section 8.1). This approach ensures that reporting remains focused on Crux's most significant economic, environmental, and social impacts while maintaining transparency regarding omissions and boundaries.

3.2 Alignment with the UN Sustainable Development Goals

Crux recognises the importance of the United Nations Sustainable Development Goals (SDGs) as a global framework for advancing sustainable development. While not all SDGs are directly applicable to Crux's operations, the company has identified specific goals where its actions, material topics, and reporting practices contribute meaningfully to progress.

The following table outlines the SDGs that Crux aligns with, based on its material topics and sustainability initiatives:

SDG	Material Topic	Actions and Measures
SDG 3 – Good Health and Well-being	Health and Safety; Working Conditions and Employee Wellbeing	Implementation of POL11 – Health and Safety Policy; environmental monitoring (air quality, lighting, temperature); mental health first aiders; ergonomic desk setups; target of 0 serious work-related incidents in 2025; health plan coverage for all employees.
SDG 5 – Gender Equality	Diversity and Equal Opportunity	Monitoring of diversity in top management; inclusive recruitment practices; equal opportunity policy.
SDG 8 – Decent Work and Economic Growth	Procurement; Client Engagement; Working Conditions and Employee Wellbeing; Health and Safety	Supplier Code of Conduct; risk-based supplier management; safe working conditions; annual employee survey; compliance with RIDDOR.
SDG 9 – Industry, Innovation and Infrastructure	Emissions; Energy	Installation of rooftop solar panels; equipment calibration and servicing; emissions tracking and reporting.
SDG 12 – Responsible Consumption and Production	Waste and Recycling; Procurement	Waste segregation and recycling; supplier sustainability questionnaire.
SDG 13 – Climate Action	Emissions; Energy	Scope 1, 2, and 3 emissions reporting; 100 % renewable electricity sourcing; annual emissions reduction tracking.
SDG 16 – Peace, Justice and Strong Institutions	Anti-Corruption; Information Security; Human Rights	Anti-corruption procedures; incident reporting aligned with RIDDOR; information security controls; 0 substantiated data breaches in the reporting period.

Crux continues to review its alignment with the SDGs as part of its annual materiality assessment and policy review process. This ensures that sustainability efforts remain focused, relevant, and responsive to evolving global priorities.

3.3 Material Topics (GRI 3-2)

Economic

🔍 Anti-corruption

Corruption in the workplace can include extortion, bribery, conflicts of interest, fraud, and money laundering.

Crux maintains a zero-tolerance policy towards corruption.

Reporting Topic Areas	SDG Alignment
EcoVadis: FB600	SDG-16
GRI: 205	
UNGC: AC	

🏢 Procurement

Sustainable procurement considers social, environmental, and economic factors, including whole-life costs, potential risks, and broader impacts on society and the environment.

Crux promotes sustainable procurement by assessing sustainability practices across our supply chain and using targeted questions to gain insights into suppliers' efforts, enabling informed and responsible purchasing decisions.

Reporting Topic Areas	SDG Alignment
EcoVadis: SUP600	SDG-8, SDG-12
GRI: 204, 308, 414	

👤 Client Engagement

Crux is committed to sustainable practices in project selection and client communication.

SDG Alignment
SDG-8

Environmental

🔥 Emissions

Greenhouse gas emissions (CO₂, CH₄, N₂O, NF₃, SF₆, PFCs, HFCs) are released directly and indirectly through company activities.

Crux monitors Scope 1, 2, and 3 emissions in line with the GHG Protocol and sets improvement initiatives based on all findings.

Reporting Topic Areas	SDG Alignment
EcoVadis: CAR130	SDG-9, SDG-13
GRI: 305	
UNGC: E5-E7, E14	

⚡ Energy & Water

Energy consumption includes electricity, fuel, and renewable sources used in operations and transport. Green energy supports long-term sustainability without depleting resources.

Crux procures 100% renewable energy and utilises on-site solar panels. Crux continuously monitors energy usage and embeds energy-conscious practices into our culture.

Reporting Topic Areas	SDG Alignment
EcoVadis: ENV640, ENV620, ENV3551	SDG-9, SDG-13
GRI: 302	
UNGC: E8-E11	

♻️ Waste

Waste includes the use of raw materials and chemicals, as well as non-hazardous and hazardous waste generated through operations.

Crux continuously monitors waste, including electrical and hazardous, to monitor waste streams and to comply with relevant regulations.

Reporting Topic Areas	SDG Alignment
EcoVadis: ENV640	SDG-12
GRI: 306	
UNGC: E15	

🚚 Transport

Employee commuting and transport of goods contributes to carbon footprint.

Crux encourages sustainable commuting and tracks deliveries to support informed, eco-friendly decisions relating to transportation.

Governance

👥 Diversity & Equal Opportunity

Discrimination in employment refers to any distinction, exclusion, or preference that disadvantages individuals in the workplace based on attributes unrelated to job performance—such as race, colour, religion, sex, disability, political opinion, national origin, or social background.

Crux is committed to preventing workplace discrimination and values the strength and benefits of a diverse workforce.

Reporting Topic Areas	SDG Alignment
EcoVadis: LAB561	SDG-5
GRI: 405	
UNGC: G10, HR/L6	

🔒 Information Security

Information security involves protecting critical infrastructure, key services, and personal data. It requires robust systems to prevent breaches and promote transparency and accountability in governance.

Crux is committed to meeting regulatory requirements to safeguard the personal data of employees and all individuals whose information Crux handles.

Reporting Topic Areas	SDG Alignment
EcoVadis: FB600	SDG-16
GRI: 418	

Social

👤 Working Conditions & Employee Wellbeing

Working conditions include hours, employee satisfaction, participation, remuneration, and social benefits.

Crux seeks to foster an inclusive environment where employees feel valued, with clear access to benefits and transparent career development.

Reporting Topic Areas	SDG Alignment
GRI: 2-7, 2-8, 2-21, 2-30, 401, 402, 404	SDG-3, SDG-8

👤 Human Rights

Human rights include security, property, privacy, civil and political freedoms, freedom of association, collective bargaining, social and cultural rights (including those of Indigenous peoples), and protection from harassment or inhumane treatment.

Crux is committed to upholding and protecting the rights of all employees and others impacted by Crux's activities.

Reporting Topic Areas	SDG Alignment
EcoVadis: LAB561	SDG-16
GRI: 406	

🏠 Health and Safety

Health and Safety in the workplace includes both physical and mental risks, such as those from hazardous substances, unsafe equipment, or poor work practices.

Crux actively seeks to manage and mitigate all risks to employees and on-site contractors through clear safety processes, particularly concerning equipment and infrastructure in the workshop and laboratory.

Reporting Topic Areas	SDG Alignment
EcoVadis: LAB561	SDG-3, SDG-8
GRI: 403	
UNGC: HR/L7	

Figure 1: Crux's Material Topics for Sustainability Reporting.

3.4 Management of Material Topics (GRI 3-3)

Description of impacts relating to all material topics (including scope, roles and responsibilities, initiatives, reference to other relevant policies and objectives) is disclosed through the Sustainability Policy, as identified in Section 1.1 – in alignment with the sustainability pillars as presented in Figure 1. Management of the material topic is also in alignment with the Sustainability Policy, and all relevant internal policies and procedures as maintained through Crux's integrated Quality Management System (QMS).

Crux actively seeks to identify, prevent, and mitigate potential negative impacts related to all material topics, while also pursuing initiatives that enhance positive sustainability contributions and outcomes (as presented in the Sustainability Policy). Preventive measures include risk assessments, employee training, supplier due-diligence, and operational controls that are embedded in daily business practice and through the QMS. Where negative impacts occur, Crux implements corrective and preventative actions and collaborates with relevant stakeholders to ensure effective remediation, in alignment with standard operating procedures designed in compliance with the requirements ISO 9001, 13485 and 14001.

The effectiveness of all actions is monitored through QMS process controls, including management reviews that provide continual monitoring and evaluation of measurable objectives established for each material topic. Performance against these objectives is reviewed quarterly in management meetings and annually through the sustainability reporting cycle. Insights from these reviews drive continuous improvement, with lessons learned (such as enhancements to management processes, procedural updates, or targeted capacity-building) integrated into Crux's operational plans and governance framework.

Ongoing engagement with stakeholders, including employees, clients, suppliers, and community partners, supports both the design of management actions and the evaluation of their effectiveness. Feedback from these engagements informs refinements to Crux's sustainability management approach, ensuring actions remain transparent, responsive to stakeholder expectations and aligned with the established objectives.

The following sections present disclosures of key performance data and progress against established objectives, including the methodologies applied. Together, these demonstrate how Crux monitors, evaluates, and continually improves its performance across all identified material impact areas.

4. ECONOMIC PILLAR

4.1 Material Topic: Anti-corruption (GRI 205)

4.1.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including POL04 (Code of Business Conduct), POL23 (Whistleblowing Policy), POL32 (Disciplinary Policy), POL24 (Travel and Expenses Policy), POL06 (Corporate Credit Card Policy), SOP25 (Purchasing Process) and internal financial audits conducted by independent third parties. The framework for management of Anti-corruption ensures consistent

implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

4.1.2 Operations Assessed for Risks Related to Corruption (GRI 205-1)

Based on continual assessment of Crux's operational exposure to potential corruption-related risks, there were no inherent issues (or significant risks) identified beyond business-integrity exposures typical of technical consultancies in relation to supplier and client engagement. These risks are common across all Crux business activities, independent of geographical location. Any potential conflict-of-interests that Crux employees are aware of are managed in accordance with the Code of Business Conduct (POL04) and suppliers are required to sign-up to a code of conduct (SOP02).

4.1.3 Communication and Training About Anti-Corruption Policies and Procedures (GRI 205-2)

All staff receive training on business ethics including bribery, anti-corruption, conflicts of interest, anti-money laundering, anti-competitive behaviour and anti-fraud. The disclosure below refers to the percentage of those who have undertaken the onboarding training where it is stated that it is mandatory that the employee reads the Code of Business Conduct Policy.

Disclosure	2023	2024	2025
Percentage of employees trained on business ethics	100	100	100
Number of employees	131	135	159

4.1.4 Confirmed incidents of corruption and actions taken (GRI 205-3)

Disclosure	2023	2024	2025
Number of confirmed incidents of corruption	0	0	0

4.1.5 Number of reports related to whistleblower procedure

Disclosure	2023	2024	2025
Number of reports related to whistleblower procedure	0	0	0

4.2 Material Topic: Procurement (GRI 204, 308, 414)

4.2.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including SOP02 (Supplier Selection and Management) that outlines processes for supplier screening (including assessment of supplier conduct and sustainability commitments), risk-based management and continuing review, SOP15 (Improvement). The framework for management of Procurement ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

4.2.2 Procurement Practices (GRI 204-1)

Crux defines a local supplier as any supplier within 30 miles of the office (compared to UK postcode

and US zip code respectively). The definition for significant locations of operations encompasses the UK and US Crux offices. The table below shows the percentage of spend on local suppliers compared to all spending for each respective year.

Disclosure	2023	2024	2025
Percentage of procurement budget used for significant locations of operation that is spent on local suppliers (%)	20	18	34

Note: In 2025, Crux purchased a new building in the same postcode as its UK office. If this one-off capital spend were included, the 2025 local procurement figure would be 48 %. It has been excluded from the table above to better reflect business-as-usual procurement activity.

4.2.3 Supplier Environmental (GRI 308) and Social (GRI 414) Assessment

All suppliers are requested to provide environmental and social sustainability information via onboarding questionnaires. The Procurement team logging the responses to sustainability questions has been counted as the social and environmental impact assessment, however, there is no current process for further assessment of this data resulting in no suppliers being identified as having negative social or environmental impacts.

Where corrective action with suppliers is required, this is logged with the Quality team.

Sharp increase across all metrics is due to new Procurement Support Officer tasked with finding and recording supplier documentation.

Disclosure	2023	2024	2025
Percentage of new suppliers screened using environmental and social criteria			
308-1 414-1	100	12	100
Number of suppliers assessed for environmental and social impacts			
308-2 414-2	65	26	57
Number of suppliers identified as having negative environmental and social impacts - any significant?			
308-2 414-2	0	0	0
Percentage of suppliers identified as having significant actual and potential negative environmental and social impacts with which improvements were agreed upon as a result of assessment.			
308-2 414-2	0	0	0
Percentage of suppliers identified as having significant actual and potential negative environmental and social impacts with which relationships were terminated as a result of assessment, and why.			
308-2 414-2	0	0	0

4.2.4 Additional Disclosures Related to Sustainable Procurement (EcoVadis SUP600)

Disclosure	2023	2024	2025
Percentage of targeted suppliers who signed CoC	<i>Information not available</i>	11	72
Percentage of targeted suppliers with contracts that included sustainability requirements	0	0	0
Percentage of targeted suppliers covered by sustainability on-site audit	0	0	0
Percentage of buyers who received training on sustainable procurement	<i>Information not available</i>		
Percentage of audited or assessed suppliers engaged in corrective actions or capacity building	0	0	0

4.3 Material Topic: Client Engagement

4.3.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including SOP03 (Project Control), SOP28 (Feedback and Complaints) and a dedicated commercial function to ensure alignment with clients on all compliance and sustainability requirements. Upstream sustainability activities undertaken in collaboration with clients to drive sustainability in project delivery is an important aspect of Crux's operations where outputs of the organisations' services can impact the marketplace. The framework for management of Client Engagement ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

4.3.2 Sustainable Outcomes in Projects

Disclosure	2023	2024	2025
Number of projects with sustainability-related outcomes	4	16	21
Number of project phases with sustainability-related outcomes	<i>Information not available</i>		80

Restatement of information: The disclosures have been re-worded from the 2024 report to account for disclosing both entire projects as well as individual phases within projects.

4.3.3 Sustainability Through Client Engagement

- Crux featured on Behance for social impact of a design project (Published 01 May 2025)

[Dengue Fever Test Kit :: Behance](#)

Crux's Dengue Fever Test Kit project was featured on Behance, showcasing how user-centred design can support global health and social impact. The project demonstrates Crux's ability to develop accessible, effective diagnostic solutions for low-resource settings, aligning technical innovation with sustainability by improving healthcare access and reducing barriers to early disease detection.

5. ENVIRONMENTAL PILLAR

5.1 Material Topic: Emissions (GRI 305)

5.1.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including monitoring and reporting Scope 1, Scope 2, and Scope 3 GHG emissions in line with the GHG Protocol and ISO 14064-1:2019. Emissions data is compiled using recognised methodologies and reviewed annually to support transparency and continuous improvement.

All 2025 GHG emissions data have been externally verified to limited assurance against the requirements of ISO 14064-3:2019, with a materiality threshold of 5 %.

The framework for management of Emissions ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within Crux's daily practice and operations.

5.1.2 Base year GHG inventory

The selected base year for GHG reporting was 01 January 2019 to 31 December 2019. This was selected as the base year in 2023 due to it being the most recent year where sufficient data was available during normal business activities (prior to COVID-19 pandemic).

The 2019 inventory is therefore considered the most representative baseline against which future changes in Crux's GHG emissions performance can be measured.

The base year was reviewed and recalculated in 2024 due to significant methodological changes that materially affected the comparability of GHG emissions over time. The base year will be reviewed and recalculated in the future where significant structural, organisational or methodological changes materially affect emissions comparability.

5.1.3 Methodology

In the reporting period, operational control was the consolidation approach and there were no significant changes in methodology compared to the 2024 Annual Sustainability Report.

5.1.4 Direct (Scope 1) GHG Emissions (GRI 305-1)

Gases included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.

Base year: 2019 (01 January – 31 December) was selected as the first year of consistent data collection.

Consolidation approach: Operational control.

Methodology and tools used: These emissions are derived from the organisation's air conditioning system, specifically from the use of fluorinated gases (F gases) as refrigerants. During servicing, refrigerant consumption is recorded, and UK government-approved emission factors are applied to calculate the associated CO₂e emissions.

In the reporting year, no refrigerant top-ups or replacements were recorded, and therefore no Scope 1 emissions (including Biogenic CO₂) occurred. A full breakdown of direct (Scope 1) emissions can be found in Section 9.

Disclosure	2019 (base year)	2023	2024	2025
Gross emissions (metric tonnes CO ₂ e)	0	0	0	0
Biogenic CO ₂ emissions (metric tonnes CO ₂ e)	0	0	0	0

5.1.5 Energy indirect (Scope 2) GHG Emissions (GRI 305-2, 305-4)

Gases included: CO₂e (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃).

Base year: 2019 (01 January – 31 December) was selected as the first year of consistent data collection.

Emission factor source and GWP rates:

- Market-based electricity and heat/hot water emission factors are based on those supplied by the energy supplier. A full breakdown of energy emission factors can be found in Section 9.
- Location-based electricity and heat/hot water emissions factors are based on DEFRA conversion factors for the UK sites and EPA conversion factors for the US site.
- GWP rates follow DEFRA methodology aligned with IPCC 100-year values.

Consolidation approach: Operational control.

Methodology and tools used: Emissions are calculated based on actual electricity and hot water consumption, using data from supplier invoices. A full breakdown of energy indirect (Scope 2) emissions can be found in Section 9.

Disclosure	2019 (base year)	2023	2024	2025
Market-based gross emissions (metric tonnes CO ₂ e)	30.8	12.3	9.2	26.6
Location-based gross emissions (metric tonnes CO ₂ e)	27.3	Information not available	29.0	36.3
Biogenic CO ₂ emissions (metric tonnes CO ₂ e)	0	0	0	0
Emissions intensity (market-based) (metric tonnes CO ₂ e per employee)	0.8	0.1	0.1	0.2

5.1.6 Other Indirect (Scope 3) GHG Emissions (GRI 305-3, 305-4)

Gases included: CO₂e (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃).

Significant categories and activities included:

- Purchased Goods and Services
- Capital Goods
- Fuel and Energy Related Activities
- Upstream Transportation and Distribution

- Waste Generated in Operations
- Business Travel
- Employee Commuting

Excluded categories / disclosures:

Crux does not disclose emissions for any downstream Scope 3 category (GHG Protocol Categories 9–15). Emissions from downstream transportation and distribution, processing of sold products, use of sold products, end-of-life treatment of sold products, downstream leased assets, franchises or investments are excluded in the reported Scope 3 inventory. This exclusion reflects Crux's business model: Crux has no products of its own on the market, and the number of products delivered directly to clients is insignificant.

Emissions from upstream leased assets (GHG Protocol Category 8) are excluded because this category is not relevant to Crux's operations.

Crux does not disclose the emissions relating to home working as they were determined to be not significant in relation to the organisation's total GHG inventory and are therefore excluded from reporting.

Base year: 2019 (01 January – 31 December) was selected as the first year of consistent data collection.

Emission factor source and GWP rates:

- DEFRA spend-based emission factors were used for Purchased Goods and Services and Capital Goods.
- DEFRA conversion factors were used for waste, travel, hotels, electricity T&D, and heat/hot water T&D.
- GWP rates follow DEFRA methodology aligned with IPCC 100-year values.

Consolidation approach: Operational control.

Methodology and tools used: Emissions were calculated using a combination of data extracted from purchase order databases and manual tracking by Crux's data analytics team. The number of employees for the intensity metric was taken as the average number of employees as per Section 7.1.2. A full breakdown of other indirect (Scope 3) emissions by category can be found in Section 9.

Disclosure	2019 (base year)	2023	2024	2025
Scope 3 gross emissions (metric tonnes CO ₂ e)	295	547	444	1994
Emissions intensity (metric tonnes CO ₂ e per employee)	8	5	4	16

5.1.7 Reduction of GHG Emissions (GRI 305-5)

The table below states the percentage reduction in total GHG emissions (for Scope 2, Scope 3 and all Scopes) compared to the base year and the percentage reduction from the previous year.

Disclosure		2023	2024	2025
Compared to previous year	Reduction in Scope 2 emissions intensity (%)	26	25	- 147
	Reduction in Scope 3 emissions intensity (%)	27	19	- 268
	Reduction in gross emissions intensity (%)	27	19	- 265
Compared to base year	Reduction in Scope 2 emissions intensity (%)	85	89	73
	Reduction in Scope 3 emissions intensity (%)	32	44	- 105
	Reduction in gross emissions intensity (%)	37	49	- 88

5.2 Material Topic: Energy (GRI 302)

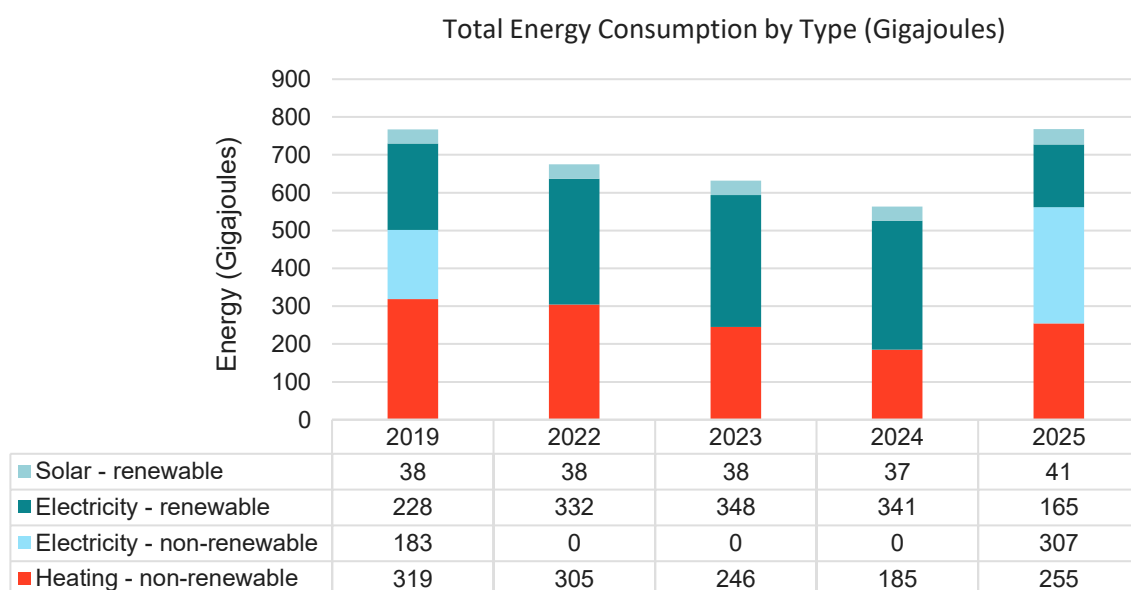
5.2.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including monitoring energy consumption through supplier invoices and internal tracking, (as of August 2025) purchasing of 100 % renewable electricity, using DEFRA conversion factors to calculate energy use. The framework for management of Energy ensures consistent implementation, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

5.2.2 Energy Consumption Within the Organisation (GRI 302-1)

Methodology: Based on supplier invoices (1 kilowatt-hour, kWh = 0.0036 Gigajoules, GJ). All electricity supplied from September 2025 onwards was 100 % renewable, electricity supplied January – August 2025 was from a fuel mix containing non-renewable energy and all hot water and heating was from non-renewable sources. Crux does not consume any energy for cooling and steam and does not sell any energy.

Conversion factors: DEFRA



Disclosure	2023	2024	2025
Total energy consumption from non-renewable sources (Gigajoules, GJ)	246	185	562
Total energy consumption from renewable sources (Gigajoules, GJ)	386	378	206
Total electricity consumption (Gigajoules, GJ)	348	341	472
Total heating consumption (Gigajoules, GJ)	246	185	255
Total energy consumption (Gigajoules, GJ)	632	563	768

5.2.3 Energy Intensity (GRI 302-3)

- Scope: Within the organisation
- The number of employees for the intensity metric was taken as the average number of employees as per Section 7.1.2.

Disclosure	2023	2024	2025
Total energy consumption per full-time employee (Gigajoules, GJ)	6.32	5.63	6.30

5.2.4 Reduction of Energy Consumption (GRI 302-4)

- Basis: Energy intensity (per employee) compared to previous year and compared to base year
- Methodology: Invoice-based tracking and improved internal processes

Disclosure	2023	2024	2025
Reduction in total energy consumption per employee (energy intensity) compared to previous year (%)	18.5	10.9	- 11.8
Reduction in total energy consumption per employee (energy intensity) compared to base year (%)	68.0	71.5	68.1

5.2.5 Other Disclosures Relating to Energy

Crux's investment in low-carbon technologies consists of the annual maintenance and cleaning fee for the solar panels on the roof of Crux HQ.

Disclosure	2023	2024	2025
Direct/indirect investment in low-carbon technologies (such as EV schemes, purchase of solar panels)	£165	£165	£170

5.3 Material Topic: Waste and Recycling (GRI 306)

5.3.1 Management of Waste and Waste-Related Impacts (GRI 3-3, 306-1 & 306-2)

Management of this material topic is supported by a structured system of internal controls (as outlined in the Sustainability Policy) that are designed to minimise waste generation, promote resource efficiency, and ensure full regulatory compliance. Crux applies the principles of the waste

hierarchy, prioritising prevention, reduction, reuse, and recycling (as outlined in the Sustainability Policy) across its operational activities, procurement processes, and supply chain interactions.

Within internal operations, waste arises primarily from prototyping, testing and office activities (including IT-related waste). Crux reduces waste through implementation of digital documentation, careful purchasing controls, and elimination of single-use materials. Upstream, the company works with suppliers to limit packaging and encourage reusable or recyclable material specifications. Downstream, Crux monitors the end-of-life management of design prototypes and product samples, encouraging clients to adopt responsible disposal or recycling practices. All waste generated by Crux is collected, handled, and disposed of by licensed third-party contractors. Crux maintains oversight of contractor performance and compliance with national waste regulations through regular review of waste transfer notes and consignment documentation. Hazardous waste streams, such as solvents or chemical residues from prototyping, are segregated and stored safely prior to removal by certified providers.

Circularity measures include:

- Segregation of recyclable materials at source, including paper, plastics, metals, and electronic components.
- Use of reusable or returnable packaging wherever possible in both inbound and outbound logistics.
- Employee engagement and awareness initiatives to encourage responsible disposal and recycling behaviours within all facilities.

Quantitative waste data in 2024 – 2025 was captured through internal waste logs and contractor reports, enabling periodic review of trends and progress toward reduction objectives. Data verification is supported by cross-checks against disposal records and weight tickets from waste carriers.

Data collection in 2023 was calculated using a different methodology to 2024/2025, relying on estimation of weights rather than logs of waste and verification against records. This data has been included in this report for transparency, however, it is likely that the 2024/2025 metrics are a more accurate representation.

The framework for management of Waste and Recycling ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities across Crux's operations. Oversight is provided by the Sustainability Pod, which meets fortnightly to review environmental performance, identify improvement actions, and track alignment with ISO 14001 principles and Crux's broader sustainability objectives.

5.3.2 Waste Generated GRI (306-3)

Hazardous waste includes Waste Electrical and Electronic Equipment (WEEE) and certain business waste including from the lab and workshop. 100 % of waste is handled offsite.

Disclosure	2023	2024	2025
Total weight of waste (metric tonnes)	117.9	4.2	4.6
Weight of non-hazardous waste (metric tonnes)	117.6	4.1	4.3
Weight of hazardous waste (metric tonnes)	0.4	0.1	0.3

Restatement of information: There was a change in methodology between 2023 and 2024/2025 as per Section 5.3.1)

5.3.3 Waste Diverted from Disposal (GRI 306-4)

Waste diverted from disposal includes Bristol Waste collection and recycling of cardboard, plastic, paper, organic and electrical waste (WEEE). 100 % of waste diverted to disposal is handled offsite.

Disclosure		2023	2024	2025
Total weight of waste diverted from disposal (metric tonnes)		37.5	1.6	2.6
Weight of hazardous waste diverted from disposal (metric tonnes)	Preparation for reuse	0.3	0	0
	Recycling	0	< 0.1	0.2
	Other	0.1	0	0
	Total	0.4	< 0.1	0.2
Weight of non-hazardous waste diverted from disposal (metric tonnes)	Recycling	31.7	1.5	2.4
	Other	5.5	0	0
	Total	37.2	1.5	2.4

Restatement of information: There was a change in methodology between 2023 and 2024/2025 as per Section 5.3.1).

5.3.4 Waste Diverted to Disposal (GRI 306-5)

Waste diverted to disposal includes non-recyclable business waste and rubbish. 100 % of waste diverted to disposal is handled offsite.

Disclosure		2023	2024	2025
Total weight of waste diverted to disposal (metric tonnes)		80.5	2.5	2.1
Weight of hazardous waste diverted to disposal (metric tonnes)	Incineration with ER (Total)	0.1	0.1	0.2
Weight of non-hazardous waste diverted to disposal (metric tonnes)	Incineration with ER	80.4	0.8	0.1
	Landfilling	0	1.6	1.7
	Total	80.4	2.5	1.9

Restatement of information: The weight has been given to one decimal place to improve the clarity of the information; where < 0.1 is given for any value deemed negligible in terms of impact into the total waste. There was a change in methodology between 2023 and 2024/2025 as per Section 5.3.1)

5.4 Material Topic: Transport

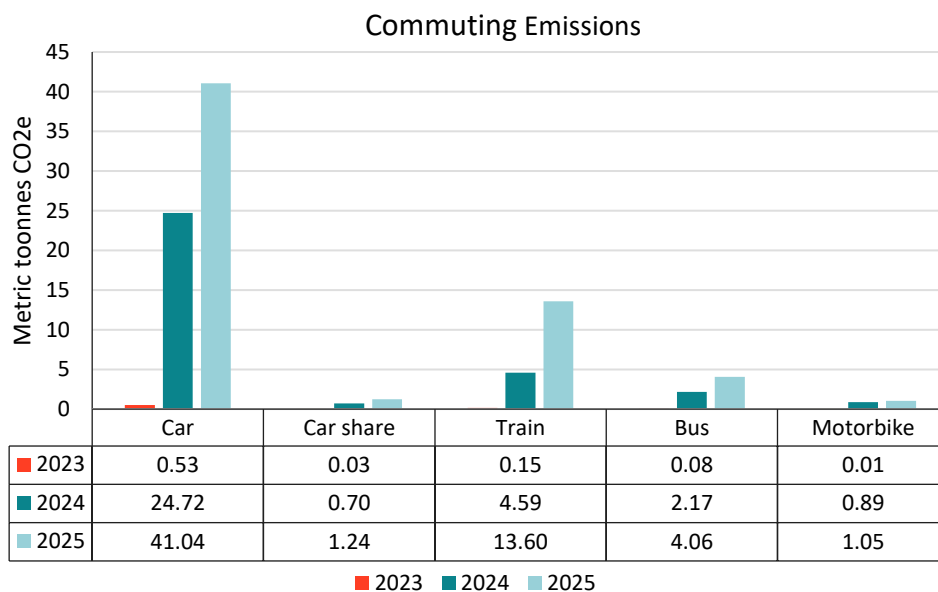
5.4.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy. The framework for management of Transport ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

5.4.2 Emissions per Commuting Category

Each year, all employees are requested to complete a form to share their commuting methods, including average days working in the office in a week. The emissions are calculated from this, where 0 CO₂e is assigned for walking and cycling to work.

Calculation methods have changed from 2023 to 2024/2025 and whilst the emissions for 2023 are included in the figure below, those for 2024/2025 present a more accurate estimate.



5.4.3 Business Travel Emissions Intensity

The total emissions from business travel (excluding commuting) have been divided by the average number of employees as per Section 7.1.2.

Disclosure	2023	2024	2025
Business travel emissions per employee (metric tonnes CO ₂ e)	0.4	0.9	0.6

6. GOVERNANCE PILLAR

6.1 Material Topic: Diversity and Equal Opportunity (GRI 405)

6.1.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy – including POL07 (Equity, Diversity and Inclusion Policy), POL19 (Recruitment and Induction Policy) and POL43 (EDI Strategy). The framework for management of Diversity and Equality Opportunities ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

6.1.2 Diversity of Governance Bodies and Employees (GRI 405-1)

The percentages disclosed in the table below are of the numbers

Definitions:

- Organisation's governance body – Board of Directors (including founders)
- Employee categories are based on the four levels of employment, Level 4 being most senior and Level 1 being least senior.
- Minority – nationality: non-British
- Minority – ethnicity: non-white
- Minority – disability: all physical and mental disabilities

All metrics for percentage of employees who consider themselves part of one of the three minority groups listed (nationality, ethnicity or disability) do not cover all the employees within the reporting period, as 16 % of all employees chose to not disclose.

Percentage of individuals within the organisation's governance bodies in gender, age and minority:

Percentage of Board of Directors	2023	2024	2025
Female	0	14	14
Male	100	86	86
Non-binary	0	0	0
Under 30	0	0	0
30 – 50	83	86	86
Over 50	17	14	14
Minority – nationality	0	0	0
Minority – ethnicity	0	0	0
Minority – disability	0	0	0

Percentage of employees per employee category in each of the following diversity categories:

1. Gender

Percentage of employees (%)		2023	2024	2025
Female	Total	29	35	37
	Level 4	4	7	5
	Level 3	6	7	9
	Level 2	12	14	20
	Level 1	6	8	3
Male	Total	70	64	62
	Level 4	10	16	13
	Level 3	13	22	25
	Level 2	34	14	11
	Level 1	13	11	9
Non-binary	Total	1	1	1
	Level 4	0	0	0
	Level 3	0	0	0
	Level 2	1	1	1
	Level 1	0	0	0

2. Age

Percentage of employees (%)		2023	2024	2025
Under 30	Total	60	56	55
	Level 4	0	1	1
	Level 3	5	15	15
	Level 2	36	21	26
	Level 1	18	18	12
30 – 50	Total	35	39	40
	Level 4	11	19	19
	Level 3	13	13	16
	Level 2	11	7	5
	Level 1	1	0	0

Over 50	Total	5	5	6
	Level 4	4	3	2
	Level 3	1	2	3
	Level 2	1	1	1
	Level 1	0	0	0

3. Minority (of nationality, ethnicity* and disability*)

*Of those who chose to disclose = 15 % overall

Percentage of employees (%)		2023	2024	2025
Minority – nationality	Total	23	20	21
	Level 4	1	1	1
	Level 3	4	10	12
	Level 2	15	8	8
	Level 1	3	2	1
Minority – ethnicity	Total	<i>Information not available</i>	9	8
	Level 4		0	1
	Level 3		3	3
	Level 2		2	4
	Level 1		4	0
Minority – disability	Total	<i>Information not available</i>	5	6
	Level 4		1	0
	Level 3		1	3
	Level 2		3	3
	Level 1		0	0

6.1.3 Ratio of Basic Salary and Remuneration of Women to Men (GRI 405-2)

The 2024 and 2025 disclosures have been calculated to include all employees based on FTE salaries. The 2023 disclosure was calculated following GOV UK Gender Pay Gap Reporting.

Ratio of basic salary and remuneration of women to men	2023	2024	2025
Overall (mean)	1.07	0.82 (1.06)	0.74
Level 4	<i>Information not available</i>	0.9	0.83
Level 3		1.0	0.92
Level 2		1.0	0.96
Level 1		1.1	0.93

Restatement of information: The 2024 overall (mean) value has been updated following the process that is followed for all levels, which includes all employees during the calendar year instead of the method outlined in GOV UK Gender Pay Gap guidance.

6.2 Material Topic: Information Security (GRI 418)

6.2.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including POL13 (Information Security), POL46 (Data Protection Policy), POL18 (Records Management Policy), POL36 (Employee Privacy Notice and associated privacy notices as provided on the Crux website (UK: <https://cruxproductdesign.com/privacy-policy-uk/> and US: <https://cruxproductdesign.com/privacy-policy-us/>). The framework for management of Information Security ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

6.2.2 Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data (GRI 418-1)

Between 2023-2025, **Crux did not receive any substantiated complaints** concerning breaches of customer privacy from external parties or regulatory bodies.

Additionally, **no leaks, thefts, or losses of customer data or employee data** were identified.

Disclosure	2023	2024	2025
Number of information security incidents	0	0	0

7. SOCIAL PILLAR

7.1 Material Topic: Working Conditions and Employee Wellbeing (GRI 2-7, 2-8, 2-21, 2-30 401, 402, 404)

7.1.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including POL01 (Anti-bullying and Harassment Policy), POL02 (Bereavement Policy), POL05 (Core Hours Policy), POL09 (Sickness Absence Policy), POL10 (Flexible Working Policy), POL31 (Career Development Policy), POL33 (Grievance Policy), POL38 (Sabbatical Leave Policy) and POL42 (Salary Sacrifice Annual Leave Purchase Scheme). The framework for management of Working Conditions and Employee Wellbeing ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

7.1.2 Employees (GRI 2-7)

Number of employees – includes all employees who worked at Crux at any point during the reporting period.

Number of permanent employees – includes all employees on a permanent contract.

Number of full-time employees – includes all employees working 35 hours or above.

Average number of employees – calculated by determining the average of the monthly headcount over the 12-month reporting period, with each full-time employee assigned a full-time equivalent (FTE) value of 1. Part-time employees are assigned a proportional FTE value based on their contracted working hours relative to a full-time schedule. This value has been applied in the calculation of intensity metrics to ensure greater accuracy and reflect a more realistic representation of number of employees.

Disclosure		2023	2024	2025
Number of employees	Total	131	135	159
	Female	38	49	59
	Male	91	84	99
	Non-binary	2	2	1
Number of permanent employees	Total	111	109	142
	Female	32	38	54
	Male	78	70	87
	Non-binary	1	1	1
Number of temporary employees	Total	20	26	17
	Female	6	11	5
	Male	13	14	12
	Non-binary	1	1	0
Number of full-time employees	Total	121	125	145
	Female	35	45	55
	Male	84	78	89
	Non-binary	2	2	1
Number of part-time employees	Total	9	9	14
	Female	3	3	4
	Male	6	6	10
	Non-binary	0	0	0
Average number of employees		100	100	122

7.1.3 Annual Total Compensation Ratio (GRI 2-21)

The ratio of the annual total compensation for the highest-paid individual in the organisation to the median annual total compensation for all employees (excluding the highest-paid individual).

GRI 2-21b, the ratio of percentage increase in annual compensation, has been omitted due to incompleteness.

Disclosure	2023	2024	2025
Ratio of annual total compensation	3.83	2.68	4.40

7.1.4 Collective bargaining agreements (GRI 2-30)

Disclosure	2023	2024	2025
Employees covered by collective bargaining agreements	0	0	0

7.1.5 New Employee Hires and Employee Turnover (GRI 401-1)

New employee hires: The rate has been calculated as a percentage of new employees (including temporary employees) of the average number of employees (as per Section 7.1.2).

New employee hires and rate (%)		2023		2024		2025	
Total		32	32 %	39	39 %	54	44 %
Age	Under 30	25	25 %	30	30 %	35	29 %
	30 – 50	6	6 %	7	7 %	17	14 %
	Over 50	1	1 %	2	2 %	2	1 %
Gender	Female	9	9 %	21	21 %	20	16 %
	Male	22	22 %	18	18 %	34	28 %
	Non-Binary	1	1 %	0	0	0	0

Employee losses: The rate (turnover rate) has been calculated as a percentage of employees left (including temporary employees) of the average number of employees (as per Section 7.1.2).

Employee turnover and rate (%)		2023		2024		2025	
Total		34	34 %	29	29 %	33	27 %
Age	Under 30	21	21 %	22	22 %	22	18 %
	30 – 50	10	10 %	6	6 %	11	9 %
	Over 50	3	3 %	1	1 %	0	0
Gender	Female	11	11 %	10	10 %	10	8 %
	Male	23	23 %	18	18 %	23	19 %
	Non-Binary	0	0	1	1 %	0	0

7.1.6 Benefits provided to full-time employees that are not provided to temporary or part-time employees (GRI 401-2)

Crux does not differentiate employment benefits based on contract type; all employees are offered equitable terms and access to the same core benefits. This has been the case throughout 2023-2025.

7.1.7 Parental Leave (GRI 401-3)

401-3a – Crux does not collect data on who is/is not a parent, but any employee who is a parent would qualify according to statutory terms.

Disclosure		2023	2024	2025
Number of employees that took parental leave	Total	8	10	13
	Male	5	4	6
	Female	3	6	7
Number of employees that returned to work after parental leave	Total	8	10	11
	Male	5	4	6
	Female	3	6	5
Number of employees still employed 12 months after the above	Total	8	9	13
	Male	5	4	6
	Female	3	5	7
Return to work rate (%)	Male	100	100	100
	Female	100	100	100
Retention rate (%)	Male	100	100	100
	Female	100	83	100

7.1.8 Minimum Notice Periods Regarding Operational Changes (GRI 402-1)

Minimum notice periods regarding operational changes for all employees is one month or contractual notice, whichever is greater. This has been the case between 2023-2025.

7.1.9 Average Hours of Training per Year per Employee (GRI 404-1)

This disclosure (2024/2025) defines training hours as the time that has been logged on timesheets under codes for external training, internal training and upskilling. Only those who track their training hours on timesheets have been included as the time spent training is unknown for those without. The disclosure for 2023 followed a different methodology.

Average hours of training	2023	2024	2025
All employees (h)	<i>Information not available</i>	17	31
Female (h)	43	12	29
Male (h)	41	19	32
Non-binary (h)	15	18	28
Employment Level 4 (h)	18	8	14
Employment Level 3 (h)	32	22	44
Employment Level 2 (h)	37	19	44
Employment Level 1 (h)	65	14	38

7.1.10 Programmes for Upgrading Employee Skills and Transition Assistance Programs (GRI 404-2)

Crux provides role-specific training, including mandatory instruction for laboratory equipment use, Health and Safety procedures, and sustainability practices. Training is delivered during paid working hours and tracked through internal records. Training needs are reviewed during onboarding and annual performance evaluations.

Crux does not offer formal transition assistance programmes, including pre-retirement support. However, employees are supported through upskilling and role adaptation to manage changes such as technological advancements, personal circumstances, or potential role redundancy.

7.1.11 Percentage of Employees Receiving Regular Performance and Career Development Reviews (GRI 404-3)

This disclosure is based on the percentage of employees who are eligible for performance reviews, *i.e.* they have passed their probation period (UK) or introductory period (US), are not in their notice period and are not on long-term leave.

Percentage of employees receiving regular performance and career development reviews	2023	2024	2025
All employees (%)	99	92	88
Female (%)	<i>Information not available</i>		92
Male (%)			86

7.2 Material Topic: Human Rights (GRI 406)

7.2.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including POL01 (Anti-bullying and Harassment Policy), POL03 (Child Protection Policy), POL07 (Equity, Diversity and Inclusion Policy) and POL33 (Grievance Policy). The framework for management of Human Rights ensures consistent implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

7.2.2 Incidents of Discrimination and Corrective Actions Taken (GRI 406-1)

Disclosure	2023	2024	2025
Number of incidents of discrimination	0	0	0

7.3 Material Topic: Health and Safety (GRI 403)

7.3.1 Management (GRI 3-3)

Management of this material topic is supported by policies, standard operating procedures (SOPs) and internal controls as outlined in the Sustainability Policy, including POL11 (Occupational Health and Safety Policy). The framework for management of Health and Safety ensures consistent

implementation, monitoring, and continual improvement of sustainability-related activities within the daily practice and operations of Crux.

7.3.2 Occupational Health and Safety Management System (GRI 403-1)

Crux has implemented an Occupational Health and Safety management system in line with UK legal requirements and internal policy **POL11 – Occupational Health and Safety Policy**. The system covers all employees and contractors working on-site, particularly in laboratory and workshop environments. It includes procedures for equipment safety, infrastructure maintenance, and environmental monitoring. All activities are conducted in controlled and compliant settings.

7.3.3 Hazard Identification, Risk Assessment, and Incident Investigation (GRI 403-2)

Hazards are identified through routine inspections, equipment servicing, and environmental monitoring. Risks are assessed using a hierarchy of controls, prioritising elimination and substitution. Incident reporting follows RIDDOR requirements, and investigations are conducted by the Operations team and Lab Manager. Workers can report hazards confidentially and are protected from reprisals. They may remove themselves from unsafe situations without penalty.

7.3.4 Occupational Health Services (GRI 403-3)

Crux provides access to occupational health services through internal procedures and external providers where needed. Services include first aid, mental health support, and ergonomic assessments. Equipment calibration and servicing help minimise physical risks. Confidentiality of health-related information is maintained, and participation in health services does not influence employment decisions.

7.3.5 Worker Participation, Consultation, and Communication on Occupational Health and Safety (GRI 403-4)

Health and Safety responsibilities are shared between the Operations team and Lab Manager. Workers are consulted through informal feedback and direct engagement. Safety information, including first aider contact details and fire procedures, is clearly communicated. Formal Health and Safety committees are not in place due to Crux's size, but all workers are represented through direct participation.

7.3.6 Worker Training on Occupational Health and Safety (GRI 403-5)

Training is provided to all employees using lab equipment, with records maintained. Topics include equipment handling, emergency procedures, and hazard awareness. Training is delivered during working hours and is free of charge. Effectiveness is monitored through incident rates and compliance with servicing schedules.

7.3.7 Promotion of Worker Health (GRI 403-6)

Crux promotes worker health by monitoring environmental conditions (e.g. temperature, air quality, lighting) and supporting mental health through designated first aiders. While no formal health promotion programmes are in place, Crux encourages wellbeing through ergonomic desk setups and a supportive work culture. An annual extra day of holiday called 'Crux Employee Wellbeing Day' is granted to all employees to further support wellbeing.

7.3.8 Prevention and Mitigation of Health and Safety Impacts Linked to Business Relationships (GRI 403-7)

Crux ensures that contractors and suppliers working on-site comply with Health and Safety standards. Equipment servicing and calibration are managed to prevent risks. Where Crux does not control the workplace, it exercises influence through contractual obligations and supplier assessments.

7.3.9 Workers Covered by an Occupational Health and Safety Management System (GRI 403-8)

- **System coverage:** 100 % of Crux employees and on-site contractors are covered by the Occupational Health and Safety management system, as defined in **POL11 – Occupational Health and Safety Policy**. This has been the case through **2023, 2024 and 2025**.
- **Internal audit:** The system is reviewed annually by the Operations team.
- **External audit:** No external certification has been conducted to date.
- **Exclusions:** No workers are excluded.
- **Methodology:** Coverage is based on employment records and contractor access logs.

7.3.10 Work-Related Injuries (GRI 403-9)

- Hazards identified: Physical hazards (*e.g.* lab equipment), ergonomic risks, and psychosocial risks (*e.g.* stress).
- Actions taken: Equipment servicing, environmental monitoring, training, and mental health support.
- Rate calculation basis: No rates have been calculated as there have been no recordable work-related injuries according to the GRI definition.
- Exclusions: None (no contractors experienced an injury in any of the reporting periods below).
- Methodology: Data compiled from incident logs and RIDDOR reporting records, of a total of **129,790 working hours** over 2025.

Disclosure	2023	2024	2025
Number (and rate) of work-related fatalities	0	0	0
Number (and rate) of work-related high-consequence injuries	0	0	0
Number (and rate) of recordable work-related injuries	0	0	0
Main type of injury (of recordable injuries)	N/A	N/A	N/A

7.3.11 Work-Related Ill Health (GRI 403-10)

- Hazards identified: Stress and fatigue monitored through environmental and workload assessments.
- Actions taken: Mental health first aiders, ergonomic desk setups, and workload management.
- Exclusions: None.
- Methodology: Based on internal Health and Safety records and absence monitoring.

Disclosure	2023	2024	2025
Number (and rate) of work-related ill health	0	0	1
Number (and rate) of work-related high-consequence ill health	0	0	0
Number (and rate) of recordable work-related ill health	0	0	0

8. APPENDIX A: GRI CONTENT INDEX

Statement of use	Crux Product Design Group (as defined in Section 1.1) has reported in accordance with the GRI Standards for the period 01 January to 31 December 2025 (as per Section 1.7).
GRI used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No applicable GRI sector standards were used.

GRI Disclosure	Report Section (Starting Page)
GRI 2: General Disclosures 2021	
2-1 Organizational details	1.2 (5)
2-2 Entities included in the organization's sustainability reporting	1.2 (5)
2-3 Reporting period, frequency and contact point	1.7 (8)
2-4 Restatements of information	1.9 (9)
2-5 External assurance	This disclosure is omitted as this report has not been externally assured.
2-6 Activities, value chain and other business relationships	1.3 (5)
2-7 Employees	7.1.2 (30)
2-8 Workers who are not employees	This disclosure is omitted as it is not applicable. Crux does not engage a significant number of workers who are not classified as employees. All core operations are conducted by direct employees, and any external labour (e.g. contractors and consultants) constitutes less than 0.1 % of the total full-time equivalent working hours of the workforce, which is minimal and not material to the sustainability impacts or workforce profile of the organisation.

2-9 Governance structure and composition	1.5 (6)
2-10 Nomination and selection of the highest governance body	1.5 (6)
2-11 Chair of the highest governance body	1.5 (6)
2-12 Role of the highest governance body in overseeing the management of impacts	1.5 (6)
2-13 Delegation of responsibility for managing impacts	1.5 (6)
2-14 Role of the highest governance body in sustainability reporting	1.5 (6)
2-15 Conflicts of interest	1.5 (6)
2-16 Communication of critical concerns	1.5 (6)
2-17 Collective knowledge of the highest governance body	1.5 (6)
2-18 Evaluation of the performance of the highest governance body	1.5 (6)
2-19 Remuneration policies	1.5 (6)
2-20 Process to determine remuneration	1.5 (6)
2-21 Annual total compensation ratio	7.1.3 (30)
2-22 Statement on sustainable development strategy	2 (10)
2-23 Policy commitments	2 (10)
2-24 Embedding policy commitments	2 (10)
2-25 Processes to remediate negative impacts	2 (10)
2-26 Mechanisms for seeking advice and raising concerns	2 (10)
2-27 Compliance with laws and regulations	2 (10)
2-28 Membership associations	2 (10)
2-29 Approach to stakeholder engagement	1.6 (8)
2-30 Collective bargaining agreements	7.1.4 (31)
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	3.1 (11)
3-2 List of material topics	3.3 (13)
3-3 Management of material topics	3.4 (14)
GRI 204: Procurement Practices 2016	
3-3 Management of material topics	4.2.1 (15)
204-1 Proportion of spending on local suppliers	4.2.2 (15)

GRI 205: Anti-corruption 2016	
3-3 Management of material topics	4.1.1 (14)
205-1 Operations assessed for risks related to corruption	4.1.2 (15)
205-2 Communication and training about anti-corruption policies and procedures	4.1.3 (15)
205-3 Confirmed incidents of corruption and actions taken	4.1.4 (15)
GRI 302: Energy 2016	
3-3 Management of material topics	5.2.1 (21)
302-1 Energy consumption within the organization	5.2.2 (21)
302-2 Energy consumption outside of the organization	This disclosure is omitted due to relevant information not being available. Crux currently does not collect comprehensive data on energy consumption occurring outside its operational boundaries (e.g. within the value chain or through supplier and product use activities).
302-3 Energy intensity	5.2.3 (22)
302-4 Reduction of energy consumption	5.2.4 (22)
302-5 Reductions in energy requirements of products and services	This disclosure is omitted as it is not applicable. Crux does not produce physical products with measurable energy requirements. The company provides design and development services, and therefore reductions in product energy use are not directly attributable to its own operations.
GRI 305: Emissions 2016	
3-3 Management of material topics	5.1.1 (18)
305-1 Direct (Scope 1) GHG emissions	5.1.4 (18)
305-2 Energy indirect (Scope 2) GHG emissions	5.1.5 (19)

305-3 Other indirect (Scope 3) GHG emissions	5.1.5 (19)
305-4 GHG emissions intensity	5.1.5 (19) & 5.1.5 (19)
305-5 Reduction of GHG emissions	5.1.7 (20)
305-6 Emissions of ozone-depleting substances (ODS)	These disclosures are omitted as they not applicable to Crux, which does not directly or indirectly produce any emissions of ozone-depleting substances or any other significant air emissions (NOx, SOx, POP, VOCM, HAP, PM).
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
GRI 306: Waste 2020	
3-3 Management of material topics	5.3.1 (22)
306-1 Waste generation and significant waste-related impacts	5.3.1 (22)
306-2 Management of significant waste-related impacts	5.3.1 (22)
306-3 Waste generated	5.3.2 (23)
306-4 Waste diverted from disposal	5.3.3 (24)
306-5 Waste directed to disposal	5.3.4 (24)
GRI 308: Supplier Environmental Assessment 2016	
3-3 Management of material topics	4.2.1 (15)
308-1 New suppliers that were screened using environmental criteria	4.2.3 (16)
308-2 Negative environmental impacts in the supply chain and actions taken	4.2.3 (16)
GRI 401: Employment 2016	
3-3 Management of material topics	7.1.1 (29)
401-1 New employee hires and employee turnover	7.1.4 (31)
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	7.1.6 (31)
401-3 Parental leave	7.1.7 (32)
GRI 402: Labor/Management Relations 2016	
3-3 Management of material topics	7.1.1 (29)
402-1 Minimum notice periods regarding operational changes	7.1.8 (32)
GRI 403: Occupational Health and Safety 2018	

3-3 Management of material topics	7.3.1 (33)
403-1 Occupational Health and Safety management system	7.3.2 (34)
403-2 Hazard identification, risk assessment, and incident investigation	7.3.3 (34)
403-3 Occupational health services	7.3.4 (34)
403-4 Worker participation, consultation, and communication on Occupational Health and Safety	7.3.5 (34)
403-5 Worker training on Occupational Health and Safety	7.3.6 (34)
403-6 Promotion of worker health	7.3.7 (34)
403-7 Prevention and mitigation of Occupational Health and Safety impacts directly linked by business relationships	7.3.8 (35)
403-8 Workers covered by an Occupational Health and Safety management system	7.3.9 (35)
403-9 Work-related injuries	7.3.10 (35)
403-10 Work-related ill health	7.3.11 (35)
GRI 404: Training and Education 2016	
3-3 Management of material topics	7.1.1 (29)
404-1 Average hours of training per year per employee	7.1.9 (32)
404-2 Programs for upgrading employee skills and transition assistance programs	7.1.10 (33)
404-3 Percentage of employees receiving regular performance and career development reviews	7.1.11 (33)
GRI 405: Diversity and Equal Opportunity 2016	
3-3 Management of material topics	6.1.1 (26)
405-1 Diversity of governance bodies and employees	6.1.2 (26)
405-2 Ratio of basic salary and remuneration of women to men	6.1.3 (28)
GRI 406: Non-discrimination 2016	
3-3 Management of material topics	7.2.1 (33)
406-1 Incidents of discrimination and corrective actions taken	7.2.2 (33)
GRI 414: Supplier Social Assessment 2016	
3-3 Management of material topics	4.2.1 (15)
414-1 New suppliers that were screened using social criteria	4.2.3 (16)

414-2 Negative social impacts in the supply chain and actions taken	4.2.3 (16)
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8.1 Non-Applicable Topic Standards

Non-Applicable Topic Standards
GRI 101: Biodiversity 2024
GRI 201: Economic Performance 2016
GRI 202: Market Presence 2016
GRI 203: Indirect Economic Impacts 2016
GRI 206: Anti-competitive Behavior 2016
GRI 207: Tax 2019
GRI 301: Materials 2016
GRI 303: Water and Effluents 2018GRI 306: Effluents and Waste 2016
GRI 407: Freedom of Association and Collective Bargaining 2016
GRI 408: Child Labor 2016
GRI 409: Forced or Compulsory Labor 2016
GRI 410: Security Practices 2016
GRI 411: Rights of Indigenous Peoples 2016
GRI 413: Local Communities 2016
GRI 415: Public Policy 2016
GRI 416: Customer Health and Safety 2016
GRI 417: Marketing and Labelling 2016
GRI 418: Customer Privacy 2016

8.2 GRI Notification

This sustainability report is submitted to the Global Reporting Initiative (GRI) through the web portal for report registration to comply with all necessary requirements of GRI 1: Foundation 2021.

9. APPENDIX B: GHG EMISSIONS DATA

This Appendix is in line with ISO 14064-1 to show the breakdown of all categories of emissions.

Table 1: Emissions and uncertainties by categories. R - Relevant; NR - Not Relevant; NS - Not Significant.

Activity Category	Note	Emissions (tCO ₂ e)	Uncertainty
Direct (Scope 1) GHG Emissions		0.00	-
Generation of Electricity, Heat, or Steam	NR	-	-
Physical or Chemical Processing	NR	-	-
Transportation of materials, products, waste, and employees	NR	-	-
Fugitive	R	0.00	Low
Energy Indirect (Scope 2) GHG Emissions <i>Refer to Table 2 for a breakdown of these emissions.</i>		27.82	-
Electricity	R	27.79	Low
Hot Water Heating	R	0.03	Low
Other Indirect (Scope 3) GHG Emissions		1994.30	-
Purchased Goods and Services	R	1186.50	Medium
Capital Goods	R	658.19	Medium
Fuel and Energy Related Activities	R	12.13	Low
Upstream Transportation and Distribution	R	2.04	Medium
Waste Generated in Operations	R	1.08	Medium
Business Travel	R	73.36	Low
Employee Commuting	R	60.99	Low
Upstream Leased Assets	NR	-	-
Homeworking	NS	-	-
Downstream transportation and distribution	NR	-	-
Processing of sold products	NR	-	-
Use of sold products	NR	-	-
End-of-life treatment of sold products	NR	-	-
Downstream leased assets	NR	-	-
Franchises	NR	-	-
Total GHG Emissions		2022.12	-

Table 2: Breakdown of energy use by renewable and non-renewable, for electricity and heat/hot water. Note that market-based emission factors have been used where available, where market-based emission factors have not been available, location-based emission factors have been used.

Energy sub-category	Usage (kWh)	Emission Factor (kgCO ₂ e/kWh)	EF type
Total renewable electricity purchased UK	43942.14	0	Market-based
Total non-renewable electricity purchased UK	80131.93	0.331	Market-based
Total renewable electricity purchased US	1927.37	0	Market-based
Total non-renewable electricity purchased US	5196.84	0.2446	Location-based
Total electricity purchased	131198.28	-	-
Total renewable heat/hot water energy purchased UK	0	0	N/A
Total non-renewable heat/hot water energy purchased UK	70772.22	0.000380	Market-based
Total renewable heat/hot water energy purchased US	0	0	N/A
Total non-renewable heat/hot water energy purchased US	0	0	N/A
Total heat/hot water energy purchased	70772.22	-	-

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Final Audit Report

2026-09-16

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