

# ESG REPORT 2025

PROTECTION, **INTEGRITY**, *HUMANITY* & **ONENESS**.



**ARKA**  
protecting life

[www.arkamedical.eu](http://www.arkamedical.eu)

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## Letter From Our Chairman

We live in a time of profound transformation, where environmental, social, and economic challenges require companies to act with clarity, responsibility, and determination. At ARKA, we embrace this responsibility with the same conviction that inspires our mission: **Protecting Life.**

In 2024, we consolidated our sustainability strategy with a stronger structure, more transparent governance, and measurable commitments that reinforce our role as a European reference in innovation, ethics, and environmental responsibility. This second Sustainability Report is not just an account of what we have achieved – it is also a reaffirmation of our long-term vision: to generate value for people, communities, and the planet.

The year was marked by important progress:

- advancing the ISO 14001 certification process, reinforcing environmental management practices;
- deepening our efforts in carbon footprint measurement and reduction, with a clear trajectory towards our 2030, 2040, and 2050 targets;
- deepening our efforts in carbon footprint measurement and reduction, with a clear trajectory towards our 2030, 2040, and 2050 targets;

- strengthening the ARKA Sustainability Committee, which now plays a central role in monitoring ESG goals and aligning them with our growth strategy;
- and maintaining our strong commitment to product innovation as a driver of sustainability, with R.Green® and R.Advance® proving that clinical efficacy and environmental stewardship go hand in hand.

Our people remain at the heart of this journey. Their engagement, safety, and well-being are the foundation of ARKA's success. At the same time, our partnerships with suppliers, healthcare professionals, regulators, and communities demonstrate that sustainability is a shared mission, one that requires collaboration across the entire value chain.

Looking ahead, we know that the challenges are significant: climate change, resource scarcity, healthcare system pressures, and the ethical responsibilities of European production. Yet, they are also opportunities to innovate, to lead responsibly, and to ensure that ARKA continues to be a benchmark of trust and integrity in the medical devices sector.

On behalf of the Board, I extend my gratitude to all employees, partners, and stakeholders who share this journey with us.

**Together, we will continue to advance our mission, ensuring that every action we take today protects not only life, but also the future.**



This is the Second Sustainability Report of **ARKA** focused on sustainability, covering its environmental, social, and governance actions and outcomes between January 1 and December 31, 2024. The report offers a clear and comprehensive account of its efforts and results in promoting sustainable development, aiming to create lasting value throughout its operations.

ARKA comprises **ARKA, Europe, S.A.**, located in Vila Nova de Famalicão, Portugal. The company specializes in the design, development, manufacture, and marketing of single-use medical and non-medical devices.

The applicable classification codes are:

**NACE**

22.19 – Manufacture of other rubber products.

46.45 – Wholesale of perfume and cosmetics.

46.90 – Non-specialized wholesale trade.

47.75 – Retail sale of cosmetic and toilet articles in specialized stores.

**CAE**

22120-R4 – Manufacture of other rubber products.

46450-R4 – Wholesale of perfume and cosmetics.

46900-R4 – Non-specialized wholesale trade.

47750-R4 – Retail sale of cosmetic and toilet articles in specialized stores.

**Units**

Headquarters/Office & Industrial Unit

**Address**

Rua da Ribela, n.º 600

Postal code	City	Country
4770-170	Cruz	Portugal

This report has been prepared in alignment with the Basic Module of the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME) under the European Financial Reporting Advisory Group (EFRAG). Additionally, the report incorporates selected topics beyond the Basic Module that are considered particularly relevant to the company's activities, strategy, and sustainability priorities.

For more information or clarification, please contact:  
info@arkamedical.eu

**ARKA** | Rua da Ribela, n.º 600, 4770-170 Cruz, Portugal



**ABOUT ARKA**

Timeline

Brands

Certifications


Economic performance

Innovation

Founded in **2007**, ARKA is a Portuguese company operating in the healthcare and industrial sectors, distinguished by its strong commitment to innovation and technological advancement. With an international presence, the company exports to **16 countries** across the globe, serving a wide range of markets. Currently, ARKA employs **87** skilled professionals across various departments and functions.

The company focuses on creating, producing, and delivering disposable products – both for medical and non-medical use – designed to align with the strict requirements of the healthcare sector, laboratories, and other technical fields. Its position as a European leader in the design, development, and manufacturing of these devices is reinforced by a major industrial milestone: the establishment of the **first production unit for nitrile examination gloves in Europe**.

**ARKA** adopts a vertically coordinated approach that spans key stages of the value chain – from product design and development to manufacturing and distribution – supporting quality, traceability, and alignment with market expectations. Its operations reflect a commitment to efficiency, safety, and adherence to the regulatory standards applicable to the medical device sector.



Innovation, quality, safety, and sustainability are embedded in ARKA's strategic vision, underpinning its growth and long-term value creation.

## OUR MISSION

Our purpose is to drive sustainable growth not only for our clients but also for our teams and the communities we serve. We achieve this by creating and delivering innovative, efficient solutions that undergo rigorous quality control at every stage. Guided by a strategy rooted in flexibility and close partnership, we strive to adapt quickly to evolving needs while maintaining strong, trust-based relationships. Above all, our unwavering commitment remains focused on a single guiding principle:

### *Protecting People*

Ensuring safety, wellbeing, and confidence in everything we provide.



At ARKA, Integrity is more than a value — it's a way of operating rooted in truth and ethical principles.

We foster transparency in every interaction, showing respect to all our stakeholders, while strictly adhering to best practices, codes, and regulatory standards.

Beyond ARKA, we cultivate the value of Oneness by creating interconnected value. Our ongoing drive for innovation seeks to generate positive collective impact, building relationships of shared value with Customers, Suppliers, Authorities, Regulators, Healthcare Professionals, and Patients — all working together toward common economic, social, and environmental progress.

ARKA was created to Protect. Preserving life, the future, and those who care and are cared for is the core purpose that shapes all our decisions and actions.

We foster a culture of Humanity — one that values diversity, upholds individual rights, and honors differences. We are committed to nurturing self-expression, supporting personal dreams, and embracing the awareness of everyone, always guided by kindness and respect."

PROTECTION

Integrity

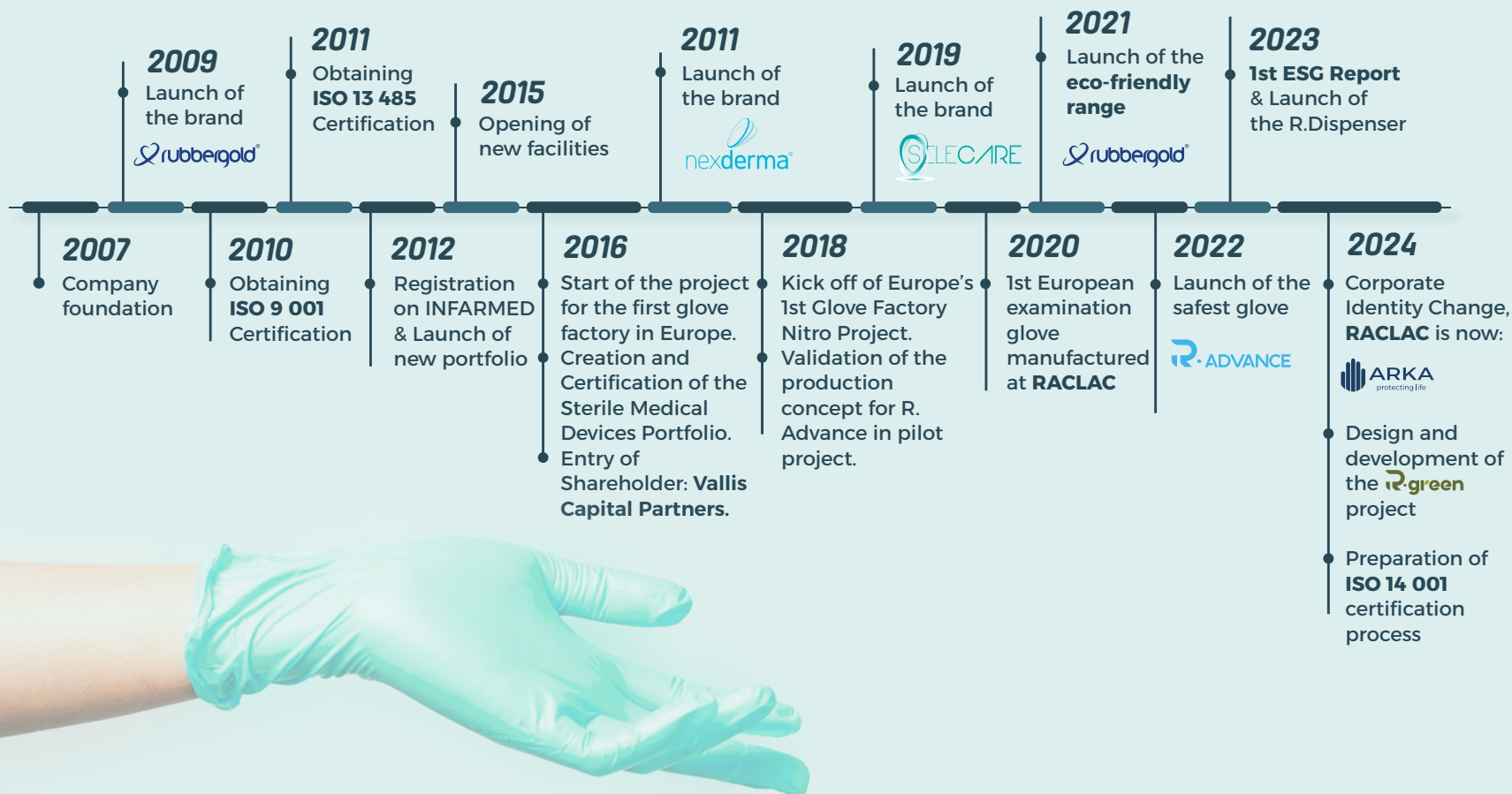
Oneness

Humanity



ARKA  
protecting life







## ARKA – Protecting Life, Protecting the Future

At ARKA, our mission is clear: to protect lives while promoting more sustainable and resilient healthcare systems.

We believe that clinical innovation, uncompromising quality, and environmental responsibility must go hand in hand and this principles are transversal to our portfolio of brands – R.Advance®, R.Green®, Rubbergold®, NexDerma®, SeleCare®.

The ARKA brand ecosystem reflects one unifying principle: protecting people and protecting the future.

With R.Green® and R.Advance® leading the way, ARKA aspires to become a European benchmark in reducing hospital waste, promoting short supply chains, and advancing value-based procurement policies. Our goal is to contribute to healthcare systems that are not only safer and clinically stronger but also fairer, more ethical, and more sustainable.

## Our ESG commitment is:

- Reducing hospital waste: Clinical trials in the UK have shown that R.Green® and R.Advance® reduce glove waste by up to 53% and overall usage by 45%. This translates into millions fewer gloves incinerated every year, directly supporting hospital decarbonization strategies.
- Promoting short production and supply circuits: Manufactured in Vila Nova de Famalicão, Portugal, our gloves avoid long intercontinental supply chains, ensuring lower CO<sub>2</sub> emissions, faster logistics, and reinforced European sanitary sovereignty in times of pandemic or geopolitical disruption.
- Ethical and social compliance: Our fully European production model complies with the Modern Slavery Act and European labor laws, guaranteeing transparency, fair working conditions, and ethical sourcing.
- Prevention-driven innovation: Unlike commodity gloves, R.Green® and R.Advance® are designed as infection-prevention devices. Their superior tensile strength (9N vs. 6N standard), lower Acceptable Quality Level (AQL), reduced bioburden (-81% vs. conventional gloves), and WHO-aligned one-by-one dispensing system make them strategic tools against Healthcare- Associated Infections (HAIs) and Antimicrobial Resistance (AMR).
- Circular economy and economic rationality: Less overuse, fewer double-gloving practices, and lower disposal needs reduce both systemic healthcare costs and environmental impact, while aligning with value-based procurement principles.



Arka sustainable portfolio comprises:



R.Green® and R.Advance®: safer, cleaner, greener — pioneering a new examination gloves standard in frontline infection prevention that combines clinical efficacy, environmental stewardship, and economic rationality.



Rubbergold®: comprehensive disposable protection “from head to toe” range of products, with certified quality and global reach.



NexDerma®: dermoprotection that safeguards skin and preserves patient dignity.



SeleCare®: practical, accessible solutions for everyday protection needs.







### ISO 9 001 | Quality Management System

ARKA holds this certification, confirming its commitment to a strong quality management system focused on consistent performance, process efficiency, and compliance with regulatory and client requirements.



### ISO 13 485 | Medical Devices – Quality Management Systems

This certification demonstrates ARKA's adherence to strict medical device standards, ensuring controlled and traceable processes that prioritize product safety and effectiveness from design to production.



### ISO 14 001 | Environmental Management Systems

ARKA is actively advancing its ISO 14001:2015 certification process, with official recognition expected in early 2025. This step underscores its commitment to environmental responsibility and the continuous integration of sustainable practices across its operations.

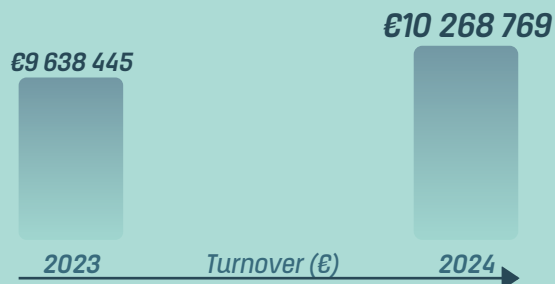



## ECONOMIC PERFORMANCE

A company's economic performance reflects its ability to generate consistent financial results, ensuring long-term profitability and sustainability. It involves analyzing key indicators that demonstrate operational efficiency, financial strength, and market competitiveness.

ARKA's economic performance has a positive impact on its employees, customers, suppliers, and the communities where it operates. The economic value created by the company is shared among its stakeholders through payments to suppliers, salaries and benefits for employees, taxes, and other contributions that support local economic and social development.


ARKA's turnover increased from €9 638 445€ in 2023 to €10 268 769€ in 2024, representing growth of approximately 6.5% over the previous year.



**6.5%**   
*Growth in turnover  
compared to 2023.*



Innovation is a cornerstone of ARKA's strategy, driving technological progress, sustainability, and ethical governance. Through proprietary solutions such as automated systems and sustainable technologies, ARKA transforms innovation into meaningful impact, strengthening its values and global leadership.



***"Innovation is not an isolated initiative – it is embedded in the company's identity, shaping its culture, decisions, and long-term vision."***





## INNOVATION AS A STRATEGIC PILLAR

At ARKA, innovation is not an isolated function – it is the cornerstone of our corporate strategy, guiding product development, manufacturing excellence, and sustainability performance. By investing in proprietary European technologies, ARKA anticipates future public health challenges, strengthens sanitary resilience, and sets higher standards for quality, safety, and ethical production. Innovation at ARKA is designed to deliver value across three axes: clinical efficacy, environmental responsibility, and economic efficiency..

### FLAGSHIP PROJECTS & TECHNOLOGICAL INNOVATION

#### **NITRO Project** *European Industrial Sovereignty*

The **NITRO Project** represents Europe's first fully automated nitrile examination glove manufacturing facility – designed, engineered, and operated entirely in Portugal. Within a controlled infrastructure, ARKA manages the full lifecycle of production, from raw material processing to packaging, ensuring optimal hygiene, traceability, and quality assurance.

##### Key differentiators:

- 100% automation with integrated defect detection
- European production replacing long and fragile supply chains
- Fully sanitizable, hermetically sealed packaging suitable for clinical decontamination

This project embodies ARKA's commitment to **European sanitary self-reliance**, modern industrial policy, and strategic autonomy in essential medical devices.

#### **R.ADVANCE®** *Redefining Quality & Safety Standards*

**R.ADVANCE®** is ARKA's most technically advanced examination glove, engineered to achieve unprecedented barrier performance for high-risk environments such as ICUs, emergency care, and oncology.

##### Further Features:

- AQL 0.25 (1st Gen) and AQL 0.65 (2nd Gen), individually inspected to eliminate micro-perforations and nanoholes
- Flowpack packaging enabling surface disinfection (per WHO IPC protocol)
- Reduced bioburden and increased resistance: up to **-81% microbial load** compared to conventional gloves, 9N vs conventional 6N

With **R.ADVANCE®**, gloves evolve from a commodity into a critical clinical instrument in the fight against HAIs and antimicrobial resistance.

#### **R.GREEN®** *Safer, Cleaner, Greener*

**R.GREEN®** is a breakthrough in sustainable glove design, integrating infection control, waste reduction, and environmental ethics.

##### Key Sustainability and Clinical Metrics:

- **45–53% reduction in glove consumption** during trials (UK hospitals)
- **53% reduction in glove waste** (Royal Neuro Hospital, UK)
- Manufactured in Portugal, reducing transport emissions and geopolitical risk
- Designed to comply with **WHO guidelines**, **EN 455**, **EN 374**, and national infection prevention standards

**R.GREEN®** supports hospitals and health systems pursuing **Net Zero**, circular procurement, and responsible supply chain objectives under NHS, EU Green Deal, and Modern Slavery Act frameworks.

#### **R.PICK SYSTEM®** *Patented Contactless Dispensing*

The **R.PICK SYSTEM®** is ARKA's patented, automated glove dispensing solution – designed and under development to eliminate cross-contamination at the point of use and optimise glove consumption.

##### Benefits:

- Contactless, one-by-one dispensing from the cuff
- Eliminates uncontrolled overuse and accidental waste
- Digitally enabled for stock control and behavioural compliance
- Contributes to zero-touch PPE protocols in high-risk units

**R.PICK®** embodies ARKA's vision of "**smart PPE**", where innovation in design intersects with digital health and sustainability.

**ESG STRATEGY**

Double materiality

Sustainability practices and policies

Sustainability targets



ARKA presents its **Second Annual Sustainability Report**, reaffirming the company's ongoing commitment to transparency and sustainable business practices. This report provides a comprehensive overview of its sustainability performance and the progress made in addressing climate change throughout the **2024 calendar year**.

Building on the foundations laid in the first report, this edition offers updated insights into ARKA's **Environmental, Social, and Governance (ESG)** performance. It also outlines short-term objectives and longterm ambitions, highlighting continued efforts to align operations with sustainable development principles.

Sustainability remains a core pillar of the company's strategy and business model. ARKA is committed to creating value for all stakeholders while actively contributing to environmental protection, social development, and responsible governance.

The report also presents the strategic foundations that shape ARKA's ESG performance — including alignment with the United Nations 2030 Agenda and its Sustainable Development Goals (SDGs) and the application of a double materiality approach.



## ENVIRONMENT

Impact in Climate Change  
Water Resources  
Circular Economy & Innovation  
Waste and Packaging



## SOCIAL

Health, Safety and Wellbeing  
Employee Engagement  
Diversity, Equity and Inclusion  
Community Impact



## GOVERNANCE

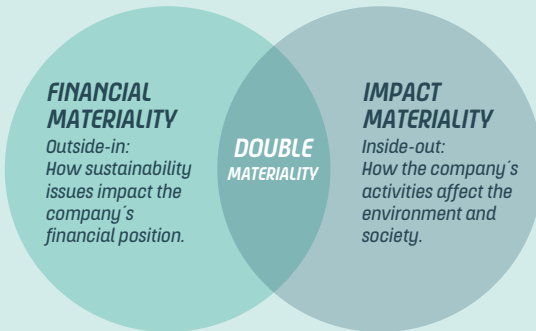
Business Ethics and Governance  
Board Diversity  
Corruption and Bribery  
Responsible partnerships  
Stakeholder Engagement





## DOUBLE MATERIALITY

Double materiality is a key concept in European Sustainability Reporting that expands the traditional understanding of materiality. Traditionally, materiality focused only on how environmental, social, and governance (ESG) issues impact a company's financial performance ("outside-in" perspective).



This dual perspective ensures a more comprehensive assessment of a company's sustainability context. By applying double materiality, companies can improve transparency, strengthen stakeholder trust, and align their strategies with broader environmental and social goals, while also managing financial risks more effectively. For this reason, ARKA carried out a double materiality assessment to complement its sustainability strategy and reporting practices.

## MATERIALITY ASSESSMENT PROCESS

### 1 Analysis of external and internal context

ARKA conducted an analysis of its external and internal context by cross-referencing sector materiality, its previous materiality assessment, and peer benchmarking. These inputs were integrated with the VSME topics from the Basic Module, providing a comprehensive view of both external expectations and internal relevance. This approach resulted in a consolidated list of potentially relevant material topics, forming the basis for further prioritization and validation.

### 2 Internal analysis

Identification of material topics related to the company based on its policies, conduct, strategy, mission and values. This process resulted in a list of 9 ESG issues, of which 8 were selected for further analysis.

### 3 Materiality Assessment and Prioritization

The assessment was carried out using a simplified approach, focusing directly on the two dimensions of double materiality:

- **Impact Materiality** → Evaluates the extent to which the company's activities may generate positive or negative effects on the environment and society.
- **Financial Materiality** → Assesses how environmental, social, and governance (ESG) issues may affect the company's financial position, performance, and value creation.



### VSME Category

E

B3 - Energy and greenhouse gas emissions  
B4 - Pollution of air, water and soil  
B6 - Water  
B7 - Resource use, circular economy and waste management

S

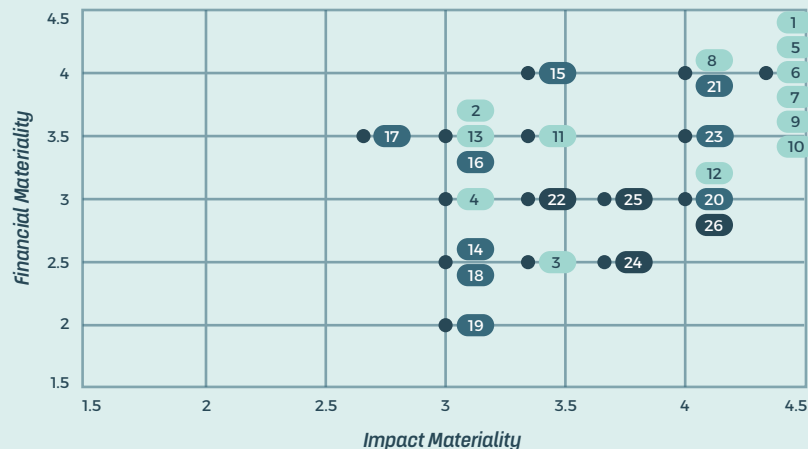
B8 - Workforce - General Characteristics  
B9 - Workforce - Health and safety  
B10 - Workforce - Remuneration, collective bargaining and training Additional Social Topics

G

B11 - Convictions and fines for corruption and bribery Additional Governance Topics

Rather than identifying individual impacts, risks, and opportunities, each material topic was directly evaluated against the two dimensions. The resulting scores were then used to determine the materiality of each topic, ensuring a clear and structured prioritization in line with the principles of double materiality.

## DOUBLE MATERIALITY



- 1 | GHG Emissions
- 2 | Climate Adaptation & Mitigation
- 3 | Climate neutrality targets
- 4 | Climate risks and opportunities
- 5 | Energy use
- 6 | Air pollution
- 7 | Water use
- 8 | Hazardous substances
- 9 | Water consumption
- 10 | Material efficiency
- 11 | Waste management
- 12 | Recycling and reuse
- 13 | Circular economy

- 14 | Equal opportunities
- 15 | Working conditions
- 16 | Health & safety
- 17 | Workers' rights
- 18 | Community engagement
- 19 | Social contributions
- 20 | Product information
- 21 | Product safety

- 22 | Governance structure
- 23 | ESG management
- 24 | Anti-corruption
- 25 | Whistleblowing
- 26 | Supplier relations



	Description	Main KPI's
Climate Changes Energy and GHG emissions	<ul style="list-style-type: none"> <li>• Quality and Environmental Policy</li> <li>• Increasing use of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>• Energy consumption in production line</li> <li>• GHG emissions Scope 1,2 &amp;3 (tCO<sub>2</sub>e)</li> <li>• Energy intensity</li> </ul>
Water	<ul style="list-style-type: none"> <li>• Efficient use of water</li> </ul>	<ul style="list-style-type: none"> <li>• Total water consumption in production line (million liters)</li> </ul>
Circular Economy and Waste Management	<ul style="list-style-type: none"> <li>• Committed to the circular economy and waste reduction</li> <li>• Innovation in product durability</li> <li>• Circular economy initiatives such as recycling non-conforming gloves into shoe soles</li> </ul>	<ul style="list-style-type: none"> <li>• Total hazardous and non-hazardous waste produced (tonnes)</li> <li>• Waste eliminated (%)</li> <li>• Waste recovered (%)</li> </ul>
Human Capital	<ul style="list-style-type: none"> <li>• Diversity, Equity, and Inclusion (DEI) framework</li> <li>• Employee health, safety, and wellness programs</li> <li>• Annual employee satisfaction survey</li> <li>• Flexible working Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Training hours per employee</li> <li>• Promotion of increasing Team capacity through training initiatives (Y/N)</li> <li>• Participation rate of employee in employee survey (%)</li> <li>• Number of accidents (n°)</li> <li>• Total recordable fatalities (n°)</li> <li>• Employees with health insurance (%)</li> <li>• Women in senior management (%)</li> <li>• Number Women C-suite (n°)</li> <li>• % Women</li> <li>• Flexible working Policy (Y/N)</li> <li>• Diversity in terms of gender, age, race, nationality and sexuality (n° and %)</li> </ul>
Value Chain Management	<ul style="list-style-type: none"> <li>• Regular audits of its operations and suppliers</li> <li>• Ensure an ethical, sustainable value chain that is aligned with human rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of contracts with suppliers containing clauses on ethics and conduct/number of contracts with suppliers</li> </ul>



	Description	Main KPI's
Community	<ul style="list-style-type: none"> <li>• Engagement with local communities</li> <li>• Donations</li> <li>• Social support initiatives</li> <li>• Responsible partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• € donated/total € billed</li> <li>• Number of products donated</li> <li>• Number of initiatives carried out</li> </ul>
Consumers and Product Quality & Safety	<ul style="list-style-type: none"> <li>• Quality and Environmental Policy</li> <li>• Integrates sustainability criteria into the development of new products</li> <li>• Innovation in product durability</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in international exhibitions (n°)</li> <li>• Introduction of new products to the market (n°)</li> <li>• Participation in medical specialty congresses (n°)</li> <li>• Health prevention awareness actions (n°)</li> <li>• Patent acceptance (n°)</li> <li>• Certifications (n°)</li> </ul>
Business Conduct	<ul style="list-style-type: none"> <li>• Code of Ethics and Conduct</li> <li>• Code of Conduct for Suppliers</li> <li>• Privacy Policy for Employees and Customers</li> <li>• Anti-Corruption, Anti-Bribery, and Anti-Money Laundering Policy</li> <li>• Sustainability Steering Committee as a catalyst for sustainability in the company's strategy</li> <li>• Comprehensive risk management systems</li> <li>• Implementation of a whistleblower channel</li> <li>• Creation of the internal platform - ARKA Academy</li> </ul>	<ul style="list-style-type: none"> <li>• Gender balance in Board leadership (%)</li> <li>• Number of positive reviews / total number of reviews</li> </ul>







## SUSTAINABILITY TARGETS

ARKA has established short, medium, and long-term targets aligned with its sustainability objectives:

### ***Short-term (by 2025)***

Achieve ISO 14 001 certification (Environmental Management).  
Obtain ISO 45 001 certification (Occupational Health and Safety Management) and ISO 50 001 certification (Energy Management).  
Ensure that 80% of critical suppliers meet ARKA's sustainability commitments.

### ***Medium-term (by 2030)***

Reduce GHG emissions (Scope 1 and 2) by 50% (2023 baseline).  
Reduction of total energy consumption by 15%.  
Reduce water consumption per manufactured glove by 50%.  
Incorporate 30% of total treated water in production process.  
Decrease total waste generation by 15%.  
Ensure 100% of packaging is recyclable, reusable, or compostable.  
100% of paper and cardboard packaging with FSC certification.  
80% reduction in the number of accidents.  
Increase female representation on the Board of Directors to 33%.

### ***Long-term (by 2040 and 2050)***

Achieve carbon neutrality in Scope 1 and 2 by 2040 (2023 baseline).  
Reach net zero emissions across the entire value chain by 2050 (2023 baseline).

**ENVIRONMENT**

Energy

Emissions

Water

Pollution of air, water and soil

Circularity and waste

## ENVIRONMENT

Environmental stewardship is a core value and strategic pillar for ARKA. The company actively manages natural resources, reduces its environmental footprint, and addresses emissions, waste, and energy efficiency. Through strict monitoring, preventive measures, and continuous improvement, ARKA optimizes material use, enhances waste segregation, and invests in solutions that reduce energy and water consumption. By integrating innovation with environmental care, the company reinforces its role as a responsible industry leader and advances toward long-term sustainability goals.



### *Quality and Environmental Policy*

For ARKA, environmental responsibility is not only a regulatory requirement but a fundamental condition for creating long-term value. As a leading European manufacturer of single-use medical and non-medical devices, the company incorporates environmental protection into every stage of its value chain – from product design and development to delivery to the customer.

ARKA upholds full compliance with all applicable legal, regulatory, and environmental standards. This includes preventing pollution, reducing the environmental impact of its products and operations, and adopting eco-friendly solutions and sustainable alternatives. Environmental considerations are embedded into decision-making processes to ensure alignment with the company's strategic objectives.

This commitment is also part of ARKA's culture, engaging employees in sustainability initiatives. Through innovation and proactive management, ARKA works to minimize its footprint and safeguard natural resources for future generations.

ARKA sets the following Environmental targets:

**Short-term Target | 2025**

**ISO 14 001** certification  
(Environmental Management)



## ENERGY

Energy is a key resource for ARKA, influencing operational performance, efficiency, and environmental impact. Efficient energy use supports emission reduction, cost control, and the transition to a low-carbon economy. In 2024, ARKA recorded total energy consumption across its Headquarters and Industrial Unit, covering all sources — electricity, natural gas, gasoline, diesel, and GPL — both renewable and non-renewable, measured in MWh. This detailed inventory enables monitoring of resource use and helps identify opportunities to improve efficiency and reduce environmental impact.

Energy Source	Energy type	Consumption 2024 (M Wh)
Renewable	Electricity	673.7
Non-renewable	Natural gas	5 208.7
	Gasoline	80.4
	Diesel	46.6
	GPL	24.8
	Electricity	782.7
Total		6 816.9

Renewable and non-renewable electricity were determined based on the annual average of the energy mix reported in the utility provider's invoices.

### Energy Intensity

Below we can see the intensity of energy by turnover (million €), by total gloves produced and by total manufactured products (ton).

**663.8 MWh** of energy consumed per million euros of turnover  
**614.4 MWh** of energy consumed per million gloves produced  
**153.5 MWh** of energy consumed per tonne of total products manufactured

ARKA sets the following Energy targets:

*Short-term Target | 2025*

**ISO 50 001** certification  
(Energy Management System)

*Medium-term Target | 2030*

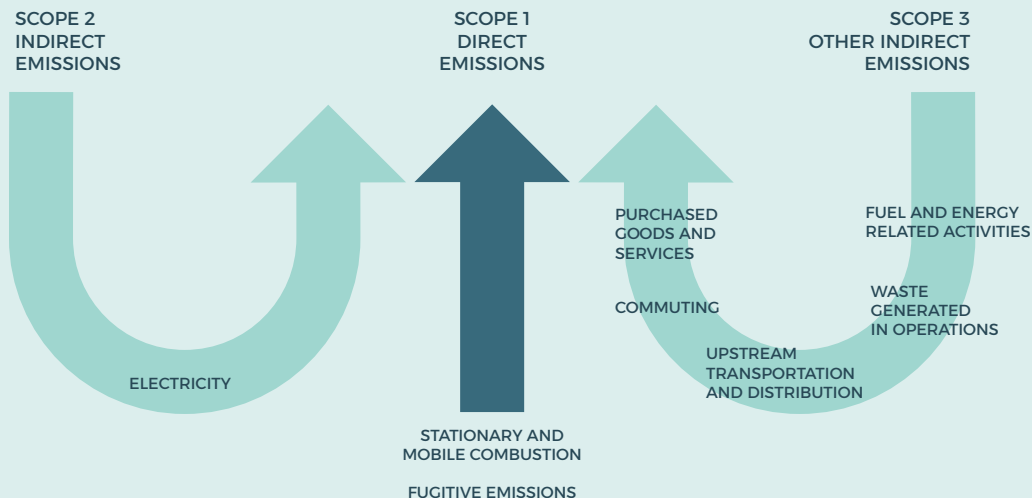
Reduction of Total Energy Consumption **by 15%**





## EMISSIONS

For 2024, ARKA conducted a comprehensive GHG inventory covering its Headquarters and Industrial Unit, including carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), and hydrofluorocarbons (HFCs). Using an operational control approach, the inventory accounts for all activities under ARKA's management and follows the **GHG Protocol Corporate Accounting and Reporting Standard**. This methodology ensures transparency, comparability, and credibility, supporting measurable progress toward sustainability goals.



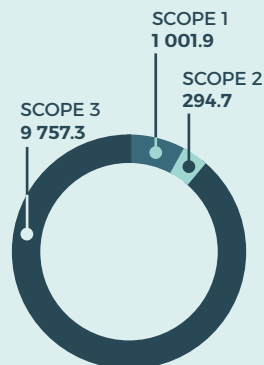
Scope	Category	2023_t CO <sub>2</sub> e	2024_t CO <sub>2</sub> e	2024_% of Scope	2024_% of Total
1	Stationary combustion	2 329.4	971.2	96.9%	9.1%
	Mobile combustion	18.0	28.7	2.9%	
	Fugitive emissions	3.0	2.0	0.2%	
2	Electricity market-based	656.3	294.7	100%	2.7%
	Electricity location-based	444.9	228.7	-	-
3	Purchased goods and services	9 730.5	8 590.6	88.0%	88.3%
	Fuel- and energy-related activities	521.4	223.5	2.3%	
	Upstream transportation and distribution	708.6	826.1	8.5%	
	Waste generated in operations	28.9	16.8	0.2%	
	Business travel	64.9	28.3	0.3%	
	Employee commuting	72.0	72.0	0.7%	
Total (market-based)		14 132.9	11 053.9		

The carbon footprint decreased by **22%** from 2023 to 2024.



In 2024, ARKA was responsible for emitting a total of **11 053.9** t CO<sub>2</sub>e of GHG, these being GHG emissions related to scopes 1, 2 and 3.

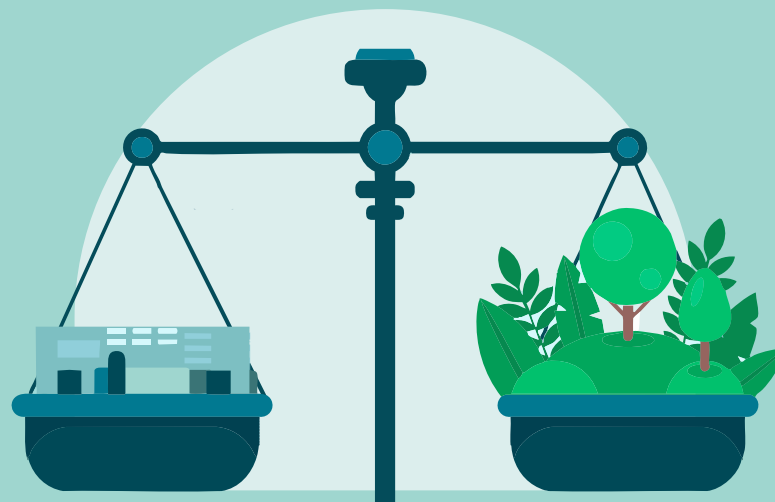
The largest share of GHG emissions is related to Scope 3 emissions which contribute to **88.3%** of the total emissions.



## GHG Emissions Intensity

Below we can see the intensity of GHG emissions by turnover (million €), by total gloves produced and by total manufactured products (tonnes).

Total GHG Emissions	<b>1 076.3 tCO<sub>2</sub>e</b>	per million euros of turnover
Total GHG Emissions	<b>996.3 tCO<sub>2</sub>e</b>	per million gloves produced
Total GHG Emissions	<b>249.0 tCO<sub>2</sub>e</b>	per tonne of total products manufactured



ARKA sets the following GHG Emissions targets:

### Medium-term Target | 2030

Reduce GHG emissions (Scope 1 & 2) **by 50%** (2023 baseline)

### Long-term Target | 2040 & 2050

**Carbon Neutrality** (Scope 1 & 2) **by 2040** (2023 baseline)  
**Net Zero** emissions across the entire value chain **by 2050** (2023 baseline)



## Water

Water is a critical and strategic resource that underpins ARKA's operations, which are water-intensive due to the nature of its industrial processes. As global pressures on freshwater resources grow, effective water management is essential for long-term resilience and sustainable development.

ARKA prioritizes responsible water stewardship to mitigate risks, optimize consumption, and support environmental and social objectives, making sustainable access to clean water a central element of its corporate responsibility.

### Water Stress Risk

Water is a vital resource for ARKA and the communities and ecosystems where it operates. Understanding local water conditions, including water stress—which occurs when demand exceeds availability—is essential for sustainable management. Assessing water stress at ARKA's sites helps identify potential challenges related to water availability, quality, and seasonal variability.

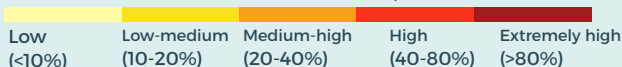
Understanding local water conditions is crucial for sustainable resource management. Water stress occurs when demand approaches or exceeds availability, putting resources under pressure from human activities or climate variability.

According to the **World Resources Institute's Aqueduct Water Risk Atlas**, ARKA operates in a **High Water Stress** region, with withdrawals between 40% and 80% of renewable resources. This underscores the need for robust water efficiency measures, protection of water quality, and collaboration with stakeholders to ensure long-term sustainability.

The map below shows the water stress level in the region where ARKA operates. Lighter colors indicate lower pressure on water resources, while darker tones represent higher stress. This visual highlights the local water context and emphasizes the importance of responsible and efficient water management.



ARKA





## Water withdrawal, consumption and discharge

The table below presents ARKA's monthly water withdrawals for 2024, demonstrating its commitment to transparent and responsible resource management. Monitoring consumption in detail allows the company to identify usage patterns, optimize efficiency, and support continuous improvement in water stewardship across all sites.

Water Withdrawal (m³)	Groundwater	8 682
	Municipal water	2 060

Water consumption was calculated as the sum of water withdrawn from groundwater and water supplied by the municipal network. Water consumption differs from water withdrawal since the company operates water storage tanks.

Water Consumption (m³)	2023	2024
	56 395	11 719

The following indicator presents the total volume of water discharged. Monitoring water discharge is essential to evaluate ARKA's impact on local water resources and ecosystems. By tracking the quantity of water released, the organization can identify opportunities to improve efficiency in water use, ensure compliance with regulatory requirements, and support responsible water management practices.

Water Discharge (m³)	10 942
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## Water Intensity

Below we can see the intensity of water by turnover (million €), by total gloves produced and by total manufactured products (tonnes).

**1 141.1 m³** of water consumed per million euros of turnover

**1 056.2 m³** of water consumed per million gloves produced

**263.9 m³** of water consumed per tonne of total products manufactured

ARKA sets the following Water targets:

**Medium-term Target | 2030**

Reduce water consumption per manufactured glove **by 50%**  
Incorporate **30%** of total treated water in production process.







## POLLUTION OF AIR, WATER AND SOIL

Air and water pollution are material issues for ARKA, given its operations in the rubber and chemicals industry, which involve high water consumption and potentially hazardous by-products. These impacts are monitored as part of the company's commitment to minimizing environmental risks. Soil pollution is not considered material within ARKA's operational context.

### Water Pollution

Managing water quality is a key priority for ARKA, as its rubber and chemicals operations use large volumes of water and produce potentially hazardous by-products. Untreated discharges could harm ecosystems and nearby communities.

To address this, ARKA actively monitors water discharges and implements control measures to minimize environmental impact and ensure regulatory compliance. Systematic oversight supports pollution reduction and reinforces the company's commitment to sustainable operations.



The following table shows the main pollutants monitored in our company's discharges. Although more than 60 parameters are monitored, we highlight here only those most relevant to characterizing the effluent.

	Pollutant	Concentration	Unit
Physical-chemical parameters	COD (Chemical Oxygen Demand)	1.0E2 ± 18%	mg/L O <sub>2</sub>
	BOD (Biochemical Oxygen Demand)	<5	mg/L O <sub>2</sub>
	pH	7.2 a 21°C ± 0.2	
	Total Suspended Solids (TSS)	27 ± 11%	mg/L

\*The legal limit values can be consulted at Table 18 of Decree-Law No. 236/98, of August 1.



## AIR POLLUTION

At ARKA, air emissions are mainly associated with its energy and production processes. The company operates **two natural gas boilers** and **four furnaces**, each equipped with two chimneys.

In addition, ARKA carries out a periodically measurement campaign of atmospheric pollutants through **Enarpur - Estudos Atmosféricos e Energia, Lda.**, an accredited laboratory under the NP EN ISO/IEC 17025 standard for testing in the field of atmospheric emissions characterization. This is required in accordance with Article 15 of Decree-Law No. 39/2018 of June 11 and the frequency of this reporting depends on the emission levels recorded, specifically the mass flow rate and the Emission Limit Value (ELV). This systematic monitoring approach allows the company to maintain oversight of its emissions, evaluate compliance with applicable regulations, and reinforce its commitment to minimizing air pollution.

The table below presents the air pollutants monitored by ARKA in its furnaces.

Legend:  
CO - Carbon Monoxide  
NOx - Nitrogen oxide  
NO<sub>2</sub> - Nitrogen Dioxide  
TSP - Total Suspended Particles  
TOC - Total Organic Carbon  
Total C - Total carbon

Source		Pollutant	Concentration (mg/Nm <sup>3</sup> ) <sub>STP</sub>	
			August	November
Furnace 1	Chimney 1	CO	62±2	40±21
		NOx (as NO <sub>2</sub> )	6.2±3.5	<2
		TSP	<1.3	<1.4
		TOC (as Total C)	70±4	59±14
	Chimney 2	CO	30±1	18±1
		NOx (as NO <sub>2</sub> )	<2.1	<2
		TSP	<1.3	<1.3
		TOC (as Total C)	80±3	42±4
Furnace 2	Chimney 3	CO	10±1	75±8
		NOx (as NO <sub>2</sub> )	<2.1	<1
		TSP	1.4±0.1	<1.4
		TOC (as Total C)	36±2	133±5
	Chimney 4	CO	3.8±0.3	38±2
		NOx (as NO <sub>2</sub> )	10±3	<2
		TSP	<1.3	<1.3
		TOC (as Total C)	45±3	70±2
Furnace 3	Chimney 5	CO	6.3±0.4	10±1
		NOx (as NO <sub>2</sub> )	<2.1	<2
		TSP	<1.3	<1.3
		TOC (as Total C)	26±1	29±3
	Chimney 6	CO	11.3±0.5	7±2
		NOx (as NO <sub>2</sub> )	<4.1	12±3
		TSP	<1.3	<1.4
		TOC (as Total C)	34±1	16±1
Furnace 4	Chimney 7	CO	<1.3	<1
		NOx (as NO <sub>2</sub> )	<2.1	<2
		TSP	<1.3	<1.3
		TOC (as Total C)	15±1	13±1
	Chimney 8	CO	2.5±0.3	3±1
		NOx (as NO <sub>2</sub> )	<2.1	<2
		TSP	<1.3	<1.3
		TOC (as Total C)	21±1	14±1

\*The legal limit values can be consulted at Table 13 of Ordinance No. 190-B/2018, of July 2.



## CIRCULARITY AND WASTE

As a European leader in single-use device manufacturing, ARKA integrates environmental responsibility into its business strategy, aligning innovation and quality with sustainability. The company promotes resource efficiency, circular economy practices, and effective waste management through preventive measures, technological innovation, and employee engagement. By embedding these principles in daily operations, ARKA minimizes waste, optimizes material use, and creates long-term value for customers, stakeholders, and society.

### Waste Management

Waste data is systematically collected and monitored through the MIRR (Integrated Waste Registration Map) platform, enabling accurate reporting and continuous improvement of environmental performance.

Types of waste:

Hazardous Waste	Non-Hazardous Waste
<ul style="list-style-type: none"> <li>•Additive residues containing hazardous substances.</li> <li>•Paint and varnish waste containing organic solvents or other hazardous substances.</li> <li>•Packaging containing or contaminated by residues of hazardous substances.</li> <li>•Metal packaging, including empty pressure containers, containing a dangerous solid porous matrix.</li> <li>•Inorganic waste containing hazardous substances.</li> </ul>	<ul style="list-style-type: none"> <li>•Molds out of use.</li> <li>•Plastic shavings.</li> <li>•Paper and cardboard packaging.</li> <li>•Plastic packaging.</li> <li>•Wooden packaging.</li> <li>•Absorbents, filter materials, cleaning cloths, and protective clothing.</li> <li>•Electrical and electronic out of use.</li> <li>•Plastics.</li> <li>•Metals.</li> <li>•Mixtures of similar municipal waste.</li> </ul>

### Waste Generated

Waste (tonnes)		2024
Total		527.66
Diverted from disposal (recycling)	Non-hazardous	140.27
	Hazardous	1.24
	Total	141.51
Directed to disposal (landfill and other recovery operations)	Non-hazardous	0
	Hazardous	386.15
	Total	386.15

In 2024, the company generated a total of 527.66 tonnes of waste. From this amount, 141.51 tonnes were diverted from disposal through recycling, of which 140.27 tonnes corresponded to non-hazardous waste and 1.24 tonnes to hazardous waste.

The remaining 386.15 tonnes were directed to disposal operations, such as landfill or other recovery methods. This fraction was entirely composed of hazardous waste, while no non-hazardous waste required disposal.

Non-hazardous Waste | **140.27 tonnes**

Hazardous Waste | **387.39 tonne**

In 2024, ARKA generated 387.39 tonnes of hazardous waste and 140.27 tonnes of non-hazardous waste, according to MIRR data. The predominance of hazardous waste reflects the chemical-intensive processes involved in producing rubber and polymer-based medical devices. While additives, curing agents, and solvents are essential for product quality, they generate residues classified as hazardous. Non-hazardous waste, mostly recycled, highlights ARKA's commitment to circular economy practices. This waste profile reinforces the need for strict management to reduce risks, ensure compliance, and improve resource efficiency.



## Waste Intensity

Below we can see the intensity of waste by turnover (million €), by total gloves produced and by total manufactured products (tonnes).

**51.4 tonnes** of waste produced per million euros of turnover

**47.6 tonnes** of waste produced per million gloves produced

**11.9 tonnes** of waste produced per tonne of total products manufactured

## Circular economy

### Sustainable by design

ARKA gloves are designed for **sustainability, safety, and efficiency**. Each glove undergoes **100% inspection** to ensure quality across every unit, and their superior resistance – **50% stronger than standard gloves (EN455.2)** – reduces the number needed during use, directly lowering hospital waste

Environmental responsibility is integrated into both product and packaging. Recycled and recyclable materials are used for packaging, and gloves can be extracted individually by the cuff, following WHO guidelines, improving hygiene while minimizing waste.

Sustainability extends beyond use: **defective gloves are repurposed as raw material for shoe soles**, following a circular economy approach. European-based production also reduces transportation emissions and supports regional industry, reinforcing ARKA's commitment to a sustainable and responsible value chain.

ARKA sets the following Waste and Circular Economy targets:

### Medium-term Target | 2030

Decrease total waste generation **by 15%**.

Ensure **100%** of packaging is recyclable, reusable or compostable.

**100%** of paper and cardboard packaging with FSC certification.





The **R.Advance glove** has undergone rigorous testing in multiple renowned healthcare institutions, consistently delivering highly promising results. These trials confirmed the glove's superior resistance, reliability, and durability in clinical settings, while also demonstrating its potential to enhance efficiency and reduce waste.

Feedback from healthcare professionals emphasized its comfort, safety, and consistent performance, further highlighting the glove's value as an innovative and practical solution for everyday medical practice.

#### Tests carried out on the R-Advance Glove:

	Glove consumption	Waste reduction*	User feedback
	-71% **	-74%	very positive
	-45%	-53%	very positive
	-42%	-53%	very positive
	-29%	N.A.	very positive

\* The measurement method for waste reduction was standardized based on the approach used at the Royal Hospital. Waste is now calculated as the percentage difference between the amount of conventional gloves and R.Advance gloves used, with this percentage then multiplied by the weight of each glove/ glove pack;

\*\* Draft results. Simple average obtained from the percentage reduction of R.Advance glove sizes S, M and L.

**SOCIAL**

Human capital

Employee engagement and development

Operational health, safety and well-being

Social responsibility and community

Product safety and quality

## SOCIAL

At ARKA, **people are at the core of its mission and long-term success**. The company's social strategy is founded on a strong commitment to creating a safe, inclusive, and supportive environment that values diversity, promotes well-being, and encourages continuous development. ARKA believes that investing in people — both within the organization and in the communities it serves — is essential for driving sustainable growth and generating positive societal impact.

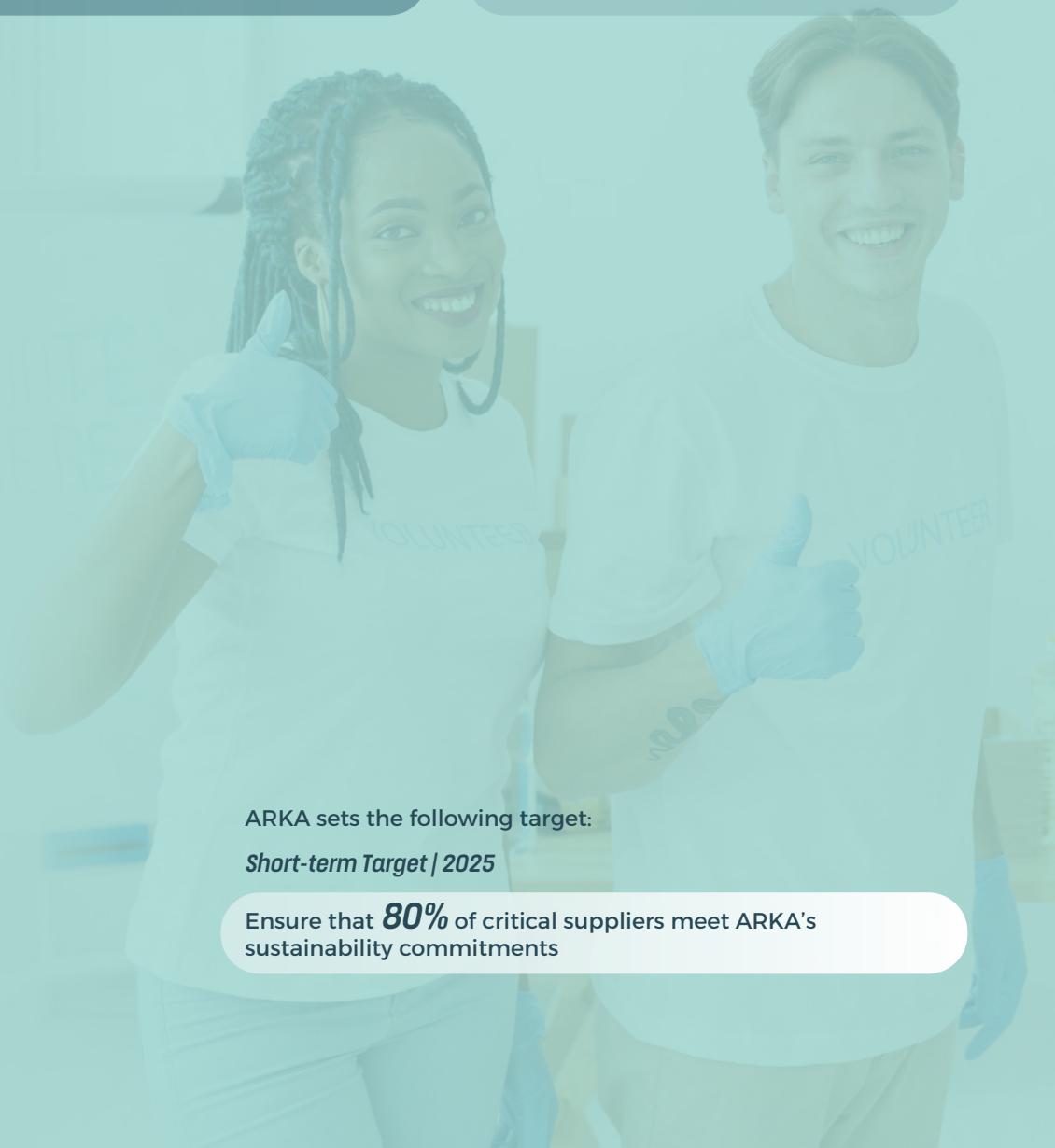
The company's approach extends beyond the workplace, fostering initiatives that enhance quality of life, strengthen community relationships, and uphold the highest ethical and human rights standards. ARKA actively promotes opportunities for learning and professional growth, prioritizes health and safety, and encourages employee engagement through programs that inspire participation and collaboration.

This chapter outlines ARKA's initiatives in human capital development, occupational health and safety, diversity and inclusion and community involvement reflecting its unwavering commitment to social responsibility and shared value creation.

ARKA sets the following target:

*Short-term Target | 2025*

Ensure that **80%** of critical suppliers meet ARKA's sustainability commitments

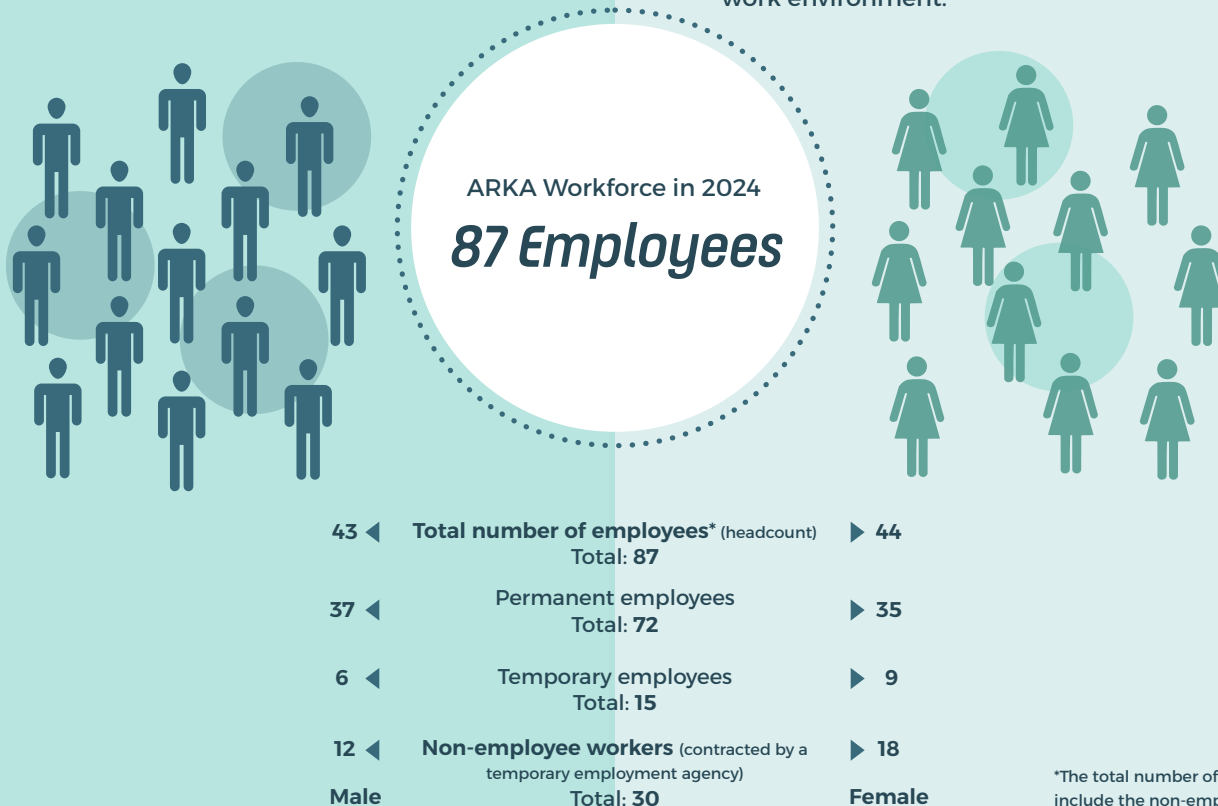




## HUMAN CAPITAL

Human capital is a fundamental asset for organizational growth, innovation, and long-term success. It encompasses the knowledge, skills, experience, and well-being of employees, while also reflecting their engagement, motivation, and adaptability in a constantly changing environment.

Managing human capital requires more than recruitment and retention; it involves creating safe, inclusive, and collaborative workplaces where people can thrive. This includes investing in continuous learning, promoting health and safety, supporting diversity and inclusion, and fostering innovation and resilience. ARKA's approach highlights initiatives designed to attract, develop, and retain talent while ensuring an ethical and responsible work environment.





ARKA engages three categories of employees: **permanent employees, temporary employees, and non-employee workers**. The non-employee workers do not have a direct employment contract with ARKA but are instead contracted through temporary employment agencies. This category typically performs the following types of work: Production Operator, Quality Operator, and Warehouse Clerk.

The table below shows the distribution of ARKA's workforce across different countries.

Country	Number of employees
Portugal	79
United Kingdom	2
Denmark	1
Spain	1
France	2
Germany	2

#### ARKA Turnover Rate in 2024

**12.6%**

(excluding non-employees)

#### Minimum wage at ARKA

**840€** monthly

In 2024, ARKA's minimum wage was set at 840€, which is above the national minimum wage applicable in Portugal in the same year, set at 820€.

#### Gender Pay Gap

In 2024, there was a **3.47%** wage gap between men and women with a direct contract with ARKA. On average, women's salaries were approximately 89% above the national minimum wage, while men's salaries were around 95% higher. ARKA remains committed to fostering a more equitable work environment and continuously improving pay equally across all positions.

*No employee is covered by any collective bargaining agreement.*







## EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Employee engagement and development are central to building a motivated, committed, and high-performing workforce. Engagement reflects how connected employees feel to the organization's mission, values, and goals, while development ensures they have the skills and opportunities to grow both personally and professionally. Together, these dimensions foster a culture of trust, collaboration, and innovation that strengthens long-term organizational success. At AKRA, investing in engagement and development means creating the right conditions for employees to thrive.

### Diversity, Equity & Inclusion

AKRA is fully committed to cultivating a workplace culture grounded in diversity, equity, and inclusion (DEI). The company has implemented DEI programs with clearly defined targets to ensure balanced representation across nationality, gender, and employees with disabilities. These initiatives aim to provide equal opportunities at all levels of the organization, from recruitment and career development to leadership positions.

By embracing diverse perspectives, AKRA fosters creativity, collaboration, and innovation, recognizing that a varied workforce enhances problem-solving and drives organizational success.

The company also conducts ongoing monitoring of DEI KPIs to track progress toward its objectives and identify areas for continuous improvement.

### Employee Training

As part of the training needs assessment, ARKA developed the "Well-Being Week", which includes a series of non-work-related training sessions and activities aimed at improving employees' quality of life. The initiative is designed to promote the physical, mental, and emotional well-being of staff by offering activities that encourage healthy habits, work-life balance, and opportunities for relaxation and learning beyond regular job responsibilities.

#### Training courses

Sleep Hygiene (8h)

Food safety (8h)

Stress and conflict management (10h)

Interpersonal relationships and public speaking (8h)

Financial resource management (8h)

Time management (8h)



### Activities

Nutrition workshop - GymStar Partnership

Rift Masterclass - GymStar Partnership

Yoga Class - Yoga Famalicão Partnership

The training activities go beyond personal well-being, encompassing broader skill development and learning opportunities that support both professional growth and personal enrichment.

### 157.60 training hours in total

In 2024, AKRA consistently invested in the qualification and development of its employees, providing training across a range of strategic areas. A total of **157.60 training hours** were delivered throughout the year, covering key domains such as:

- Packaging
- Occupational Safety and Health
- Leadership & Management
- Productivity & IT Skills
- Communication and Languages
- Stress and Well-being

...plies to the failure by a party to make any payment or delivery when due under the ISDA Master Agreement. Payments are covered in more detail in the 'Payments' section.

#### Breach or Repudiation of Agreement

These initiatives reflect AKRA's commitment to the continuous development of its teams, fostering technical and behavioral skills that enhance efficiency, safety, and overall workplace well-being.

An event of default under this section may also occur if a party repudiates or challenges the validity of the ISDA Master Agreement, confirmation or any transaction. The effect of this provision is to give a party the right to terminate if the other party has clearly indicated an intention not to perform its contractual obligations, even if the other party has not actually failed to perform.

The table below shows the **average number of training hours per employee in 2024**.

Average number of training hours	2024
per employee	21.4 hours



## OPERATIONAL HEALTH, SAFETY AND WELL-BEING

Operational health, safety, and well-being are fundamental components of a sustainable and responsible workplace. Ensuring that employees can perform their duties in a safe, healthy, and supportive environment is essential not only for compliance with legal and regulatory requirements but also for fostering productivity, engagement, and overall organizational performance.

The organization implements a range of measures, programs, and initiatives to ensure workplace safety, prevent accidents, and support the physical, mental, and emotional well-being of all employees. Internal health and safety KPIs are regularly monitored, allowing the organization to track performance, identify potential risks, and implement improvements. This data-driven approach helps foster a proactive culture of safety and continuous enhancement of working conditions.

The table below presents key **workplace safety statistics in 2024**, including the number of work accidents, fatalities, and the calculated work accident rate.

	2024
Number of work accidents	21
Number of fatalities	0
Work accidents rate <small><math>(\frac{\text{work accidents}}{\text{total hours worked by all employees}} \times 200\,000)</math></small>	27.7

In 2024, in Portugal, the company recorded 21 workplace accidents, with no fatalities. The workplace accident frequency rate was 27.7, calculated based on the number of accidents compared to the total number of man-hours worked, normalized to 200,000 hours.

ARKA sets the following Health & Safety targets:

**Short-term Target | 2025**

**ISO 45 001** certification (Occupational Health and Safety Management)

**Medium-term Target | 2030**

**80%** reduction in the number of accidents



## SOCIAL RESPONSIBILITY AND COMMUNITY

Social responsibility and community engagement are central to the organization's commitment to sustainable and ethical business practices. By actively contributing to the communities in which it operates, the organization seeks to generate positive social impact, support local development, and promote social well-being.

As part of its commitment to social responsibility and community engagement, ARKA actively participates in initiatives that promote solidarity and support vulnerable communities. Among its actions, two projects stand out for their positive social impact in partnership with **HumanitAVE**, a humanitarian association with ongoing projects in Guinea-Bissau.

### School Supplies Collection - HumanitAVE

This initiative involved collecting school supplies among ARKA employees to support students in Guinea-Bissau. The action aimed to improve educational conditions and provide essential resources for children in need, reinforcing ARKA's commitment to education and equal opportunities.







### Easter with Purpose

Through this initiative, ARKA contributed to the purchase and distribution of Easter eggs produced by HumanitAVE. The funds raised from these sales were allocated to the construction of water wells in Guinea-Bissau, ensuring access to a vital resource for local communities and promoting sustainable development.

These actions reflect ARKA's dedication to creating a tangible social impact, fostering solidarity, and strengthening its role as a responsible and engaged organization.







## PRODUCT SAFETY AND QUALITY

Product safety and quality are central to ARKA's commitment to excellence and customer trust. The company applies rigorous quality management systems across the entire product lifecycle, supported by a fully automated industrial unit in Europe that produces powder-free nitrile examination gloves with an AQL of 0.65 – the highest market standard.

Each glove undergoes 100% inspection to detect nanometer-scale defects, ensuring integrity and safety. ARKA's Environmental and Quality Policy reinforces strict compliance, continuous improvement, and adherence to regulatory and industry standards, guaranteeing reliable, high-quality products that meet customer expectations.

### Quality and safety through certifications



### Innovation & Quality

ARKA continuously invests in innovation to enhance the durability and overall quality of its products. By improving material performance and production processes, the company ensures that gloves maintain their integrity and reliability throughout use, reducing the likelihood of defects or failures. These advancements not only extend product lifespan but also contribute to more efficient consumption, optimizing resources while maintaining the highest standards of safety and performance expected by customers.



**GOVERNANCE**

Governance structure

Corporate responsibility & work ethics

## GOVERNANCE

ARKA follows a structured and transparent governance model, built on integrity, ethics, and full compliance with legal and regulatory requirements. Its approach prioritizes oversight, accountability, and responsible decision-making, ensuring alignment with the company's core values of transparency, corporate responsibility, and sustainability.

The governance framework promotes sound, informed decisions at all organizational levels, fostering a culture of trust, professionalism, and ethical conduct. By integrating recognized management best practices, ARKA ensures agility and resilience in responding to today's complex legal, ethical, and operational challenges.

Additionally, the governance model encourages coordination and consistency across all departments, aligning processes and decisions with a unified strategic vision. This approach strengthens operational performance, supports long-term objectives, and reinforces ARKA's commitment to sustainable and responsible growth.



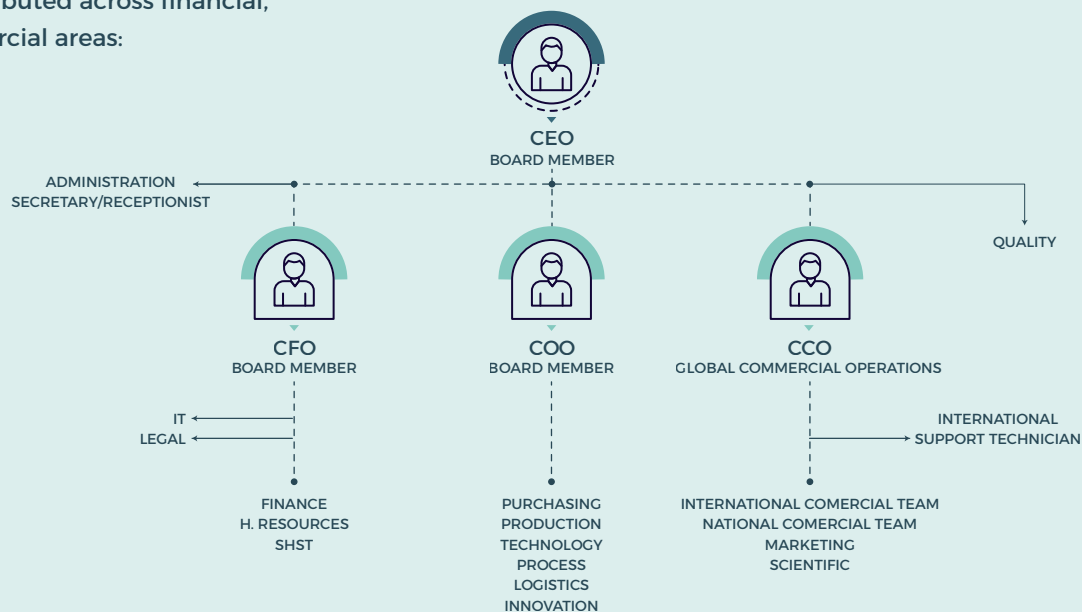
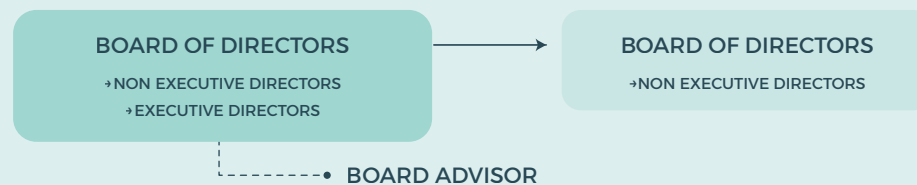


## GOVERNANCE STRUCTURE

ARKA's governance model balances strategic oversight with executive management. The Board of Directors includes three executive members — the Chief Financial Officer (CFO), the Chief Operating Officer (COO), and the Chief Commercial Officer (CCO) — and three non-executive members, ensuring robust decision-making and alignment between strategy and operations.

The executive model follows a tripartite structure, led by the CEO and distributed across financial, operational, and commercial areas:

ARKA's governance framework includes a **Strategic Board**, represented by **Vallis Capital Partners**, providing strategic guidance and constructive oversight.





ARKA's executive structure is built around three main pillars, each led by a Board member with executive functions and clearly defined responsibilities:

- **Chief Financial Officer (CFO)**

Responsible for corporate support and internal resources, including Finance, Human Resources, and Occupational Health and Safety (SHST), with functional support from the IT and Legal departments.

- **Chief Operating Officer (COO)**

Responsible for industrial operations and the internal value chain, overseeing the areas of Purchasing, Production, Technology, Processes, Logistics, and Innovation.

- **Chief Commercial Officer (CCO)**

Responsible for global commercial operations, including national and international commercial teams, Marketing, the Scientific area, and Quality. This role also provides support to the International Support Technician.

Each pillar of the Sustainability Committee has seven members

Diversity of the Board of Directors: Male 7 | Female 1

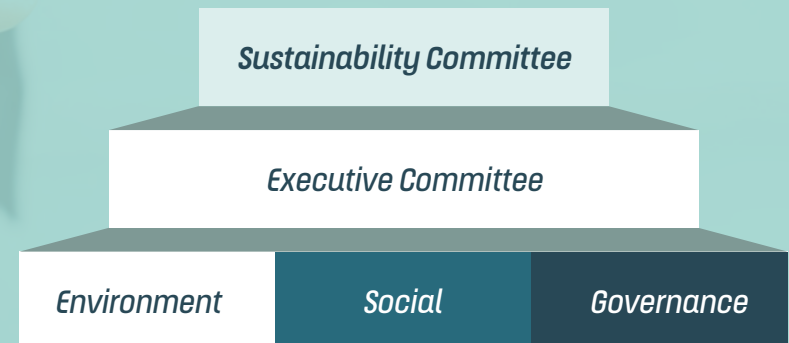
**12.5%** of the members of the Board of Directors are Women.

ARKA sets the following Governance targets:

*Medium-term Target | 2030*

**33%** of women at Board of Directors

The ARKA Sustainability Committee, established in 2024, is responsible for defining sustainability pillars, goals, metrics, and data collection methodologies, setting responsibilities, gathering information and visual materials, formulating the ESG structure in line with reporting standards. The structure of the Sustainability Committee is as follows:







## ***CORPORATE RESPONSIBILITY & WORK ETHICS***

The organizational governance of ARKA is based on principles of integrity, responsibility, and transparency, which are essential to building an ethical and sustainable culture. In this context, the Code of Ethics and Conduct plays a central role by guiding the behavior of employees, management, and business partners, ensuring that all decisions are aligned with the company's values and commitments.

More than just a regulatory document, the Code of Ethics and Conduct reflects ARKA's commitment to legality, respect for human rights, fairness in labour relations, prevention of misconduct, and the promotion of a safe and inclusive work environment. Its broad application strengthens stakeholder trust and contributes to the company's credibility and reputation in the medical devices sector.

### ***Code of Ethics and Conduct***

The Code of Ethics and Conduct outlines the principles and standards that guide the company's actions and decisions. This code covers the following fundamental principles:

#### ***Integrity and Transparency***

The cornerstone of internal and external decisions and communications.

#### ***Individual Responsibility***

All employees are responsible for their actions and must report unethical conduct or legal violations.

#### ***Ethics in Decision Making***

Encourage ethical reflection before acting, with support from the supervisor or ethics committee in case of doubt.



## *Legal and Regulatory Compliance*

ARKA demonstrates a firm commitment to legal and regulatory compliance across its operations, particularly in the medical device sector. It strictly adheres to national and international laws and standards—covering product safety, data protection, competition, taxation, environmental rules, and occupational health and safety—and maintains a robust Quality Management System to meet regulators' requirements, reinforced by continuous employee training.

ARKA engages transparently with regulatory bodies and auditors, proactively participating in external evaluations and supervision. This preventive, structured approach strengthens institutional integrity and underpins the company's long-term sustainability and credibility in its sector.

## *Human Rights*

ARKA is committed to respecting human rights across all its operations and throughout its supply chain. The company enforces a zero-tolerance policy towards modern slavery, child labour, and human trafficking, and requires the same standards from its partners and suppliers.

The protection of migrant workers is also a priority, ensuring fair, dignified, and non-exploitative working conditions. These practices reinforce ARKA's social responsibility and ethical conduct in the global market.

## *Relationships with Suppliers and Sellers*

ARKA builds supplier and vendor relationships on ethics, transparency, and strict adherence to contractual obligations. It requires partners to uphold integrity, respect human rights, ensure fair labor practices, and operate in an environmentally responsible way.

To maintain a sustainable supply chain, ARKA conducts regular audits and compliance checks, addressing risks and enforcing standards such as labor law compliance, bans on forced or child labor, and protection of migrant workers. Through careful selection and monitoring, ARKA guarantees that its suppliers share its values, supporting a safe, ethical, and sustainable supply chain while strengthening its global credibility.



## *Privacy and Data Protection*

ARKA is strongly committed to protecting the personal data of employees, customers, patients, and partners, fully complying with the General Data Protection Regulation (GDPR) and other applicable legislation. It ensures data is collected, processed, and stored securely, transparently, and solely for legitimate purposes. To maintain this standard, ARKA applies strict technical and organizational measures such as encryption, access controls, and secure storage, while providing regular training on data protection practices. This approach safeguards individuals' rights, builds stakeholder trust, and reinforces ARKA's reputation as a responsible and ethical manager of sensitive information.

## *Whistleblowing Function*

ARKA fosters a culture of openness and transparency by encouraging employees and partners to report any suspected unethical behavior, Code of Ethics violations, or legal non-compliance in good faith. It offers multiple reporting channels, including anonymous options, guaranteeing confidentiality and impartiality in all communications.





## *Anti-Corruption and Bribery*

ARKA enforces a zero-tolerance policy on corruption and bribery, which applies to all employees, service providers, agents, and third parties acting on behalf of the company. This policy prohibits any practice aimed at obtaining undue advantages, including offering, requesting, or accepting payments, gifts, or favors that could influence business decisions.

The company also expressly prohibits facilitation payments, which are payments intended to expedite routine administrative procedures. While acknowledging that the exchange of gifts and hospitality may be part of business relationships, this is only permitted when it is modest, appropriate, compliant with applicable laws, and does not create any undue obligation or expectation.

In accordance with applicable anti-corruption laws, including the EU Anti-Bribery and Corruption Laws and the UK Bribery Act, ARKA promotes ongoing training for employees on ethical practices and mechanisms for reporting irregularities. Any suspicion of corruption or bribery must be reported immediately, ensuring proper investigation and corrective measures.

ARKA states that there were no convictions or fines under anti-corruption or anti-bribery laws during the year of 2024.

The company strictly prohibits retaliation against legitimate whistleblowers, ensuring their protection and safety. All reports are promptly and fairly investigated, with corrective actions taken when necessary. This system strengthens ARKA's integrity and compliance, supporting risk prevention and upholding high ethical standards.

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ARKA's Code of Ethics and Conduct reflects its commitment to responsible business practices, legal compliance, human rights, and environmental protection. It guides employees, managers, and partners by defining principles and standards for ethical decisions, with compliance being mandatory and violations subject to corrective measures. By upholding this Code, ARKA reinforces integrity, builds stakeholder trust, and consolidates its reputation as a benchmark in the medical device industry.



In addition to the topics already detailed, ARKA's Code of Ethics and Conduct includes other topics that reinforce the company's commitment to integrity, responsibility, and sustainability. Each topic covers the following subtopics:

#### Conflict of Interest Management

- Identification and Avoidance of Conflicts of Interest
- Disclosure of Conflicts
- Conflict of Interest Management

#### Respectful Behavior in the Workplace

- Promoting a Positive Work Environment
- Non-Discrimination
- Anti-Harassment
- Professionalism and Courtesy

#### Protection of Confidential Information

- Confidentiality Obligations
- Treatment and Sharing of Confidential Information
- Data Protection and Privacy

#### Fair Competition and Antitrust

- Commitment to Fair Competition
- Compliance with Antitrust Laws
- Avoiding Unfair Practices

#### Environmental Sustainability

- Environmental Responsibility
- Sustainable Product Development
- Energy and Resource Conservation
- Compliance with Environmental Regulations

#### Health and Safety

- Commitment to a Safe Workplace
- Safety Training and Awareness
- Reporting and Addressing Hazards

#### Relationships with Business Partners

- Ethical Standards for Business Partners
- Due Diligence e Seleção de Parceiros de Negócios
- Monitoring and Compliance

#### Social Responsibility and Community Involvement

- Corporate Social Responsibility
- Employee Engagement in Corporate Social Responsibility
- Sustainable Development Goals

#### Relationships with Healthcare Professionals

- Ethical Interactions with Healthcare Professionals
- Regulatory Compliance
- Education and Collaboration

#### Scientific Integrity

- Commitment to Scientific Excellence
- Ethical Conduct in Research
- Transparency in Research

#### Intellectual Property

- Identification and Avoidance of Conflicts of Interest
- Disclosure of Conflicts
- Conflict of Interest Management

#### Information Security

- Protecting Company Information
- Employee Responsibilities
- Incident Response

#### Compliance with Commercial and Tax Laws

- Compliance with Trade Laws
- Tax Compliance
- Ethical Financial Reporting

#### Political Activities and Contributions

- Neutrality in Political Activities
- Restrictions on Political Contributions
- Lobbying and Advocacy



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		Disclosure requirement	Data points description	Chapter
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