



Annual ESG Report

2025

Better together.



ESG is embedded within the corporate ethos and the future operations at Nurseplus

Welcome note.

Welcome to our Annual ESG report.



At Nurseplus, we are committed to making a meaningful difference in the communities we serve, and we recognize the vital role Environmental, Social, and Governance (ESG) principles play in shaping a sustainable future for our business and stakeholders. This report reflects our dedication to delivering quality care, promoting a supportive and inclusive workplace, and minimizing our environmental impact.

The past year has highlighted the significance of responsible corporate practices, especially within the healthcare and care services sector. As a provider of essential care services, we have not only responded to immediate challenges but have also focused on long-term strategies to enhance our social impact. Our people are at the heart of everything we do, and we remain steadfast in our commitment to supporting our employees, caregivers, and service users through equitable practices, robust training programs, and initiatives that foster well-being and professional growth.

Sustainability underpins our operational decisions. From reducing our carbon footprint through more efficient resource management to embracing digital solutions that optimize care delivery, we are taking proactive steps to contribute to a healthier planet. These efforts align with the broader healthcare sector's commitment to addressing climate change and improving environmental resilience.

Governance remains the foundation of our approach, ensuring accountability, ethical decision-making, and transparency across all levels of the organization. We continue to uphold the highest standards of governance to build trust and drive value for our stakeholders.

This report details our progress over the past year, highlights key achievements, and outlines the path forward. As we strive to align our growth with our ESG objectives, we invite our stakeholders to join us in shaping a more sustainable and inclusive future for all. Together, we can make a difference.

We hope you enjoy the contents

Ian Hobbs

Ian Hobbs
Chief Operating Officer

Contents.

Welcome Note	3
ESG at Nurseplus	4
Environment	12
Social	24
Governance	40

ESG at Nurseplus.

Though our continual and significant progress on our sustainability journey over the last years, ESG has become integrated into our DNA.

As a leading provider of top-tier nursing and care services, we acknowledge our responsibility to contribute towards positive outcomes for the planet, our people and the communities we support. Year 2024 has marked a pivotal step forward in our ESG journey, showcasing substantial progress built upon the foundations established in previous years. We have never been more enthusiastic about the progress we are witnessing every day in how ESG has been weaved into Nurseplus' culture and mentality. ESG has become an integral part of day-to-day operations for our staff and how we envision proceeding with our activities going forward.

In keeping sustainability at the top of our agenda, we continue to abide by our ESG policy to meet our stakeholders' expectations and remain vigilant in complying with the latest standards and regulations. Our ongoing ESG action plan has also continued to shape the path toward achieving our ambitions and steering the implementation of impactful strategies that enable us to achieve—and exceed—our goals. It is not only to our own benefit that we embed ESG principles but also seek to promote sustainability beyond our business across our stakeholders.



This ESG report reflects on the progress Nurseplus has been making towards the objectives and targets we have set ourselves as part of our ESG plan.

This report provides visibility into our endeavours and accomplishments which translates to a stronger message spread across to our employees, stakeholders, and investors in our continual commitment to improvement and ties to ESG pursuits.

2024 Key achievements

We are proud to see that our ESG values and continued efforts to integrate these values into our day-to-day operations and decision making are starting to show results and bring tangible benefits to our business.

The reporting period has been a year of significance for our ESG, highlighted by several achievements that underscore our ongoing commitment to sustainability and social value creation for our clients and the wider communities we support. We take great pride in these accomplishments and are pleased to share them in our ESG report.



Environmental



ESOS Phase 3 completed.



Continued the roll out of smart meters to monitor energy consumption in offices where energy usage was previously estimated.



100 % of directly controlled energy supplies are from green tariffs.



55 % reduction in Scope 1 and Scope 2 GHG emissions.



86 trees planted in vital ecosystems through a partnership with Ecologi.

Social



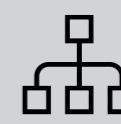
81 % response rate in our staff engagement survey, an increase from our previous survey.



Launching of our Charitable giving days.



Finalist for the National Care Awards 2024 in the category 'Domiciliary Care Provider of the Year'



Improved governance structure within past year.



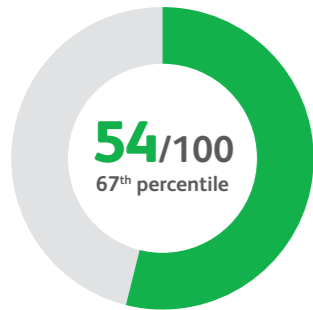
System of continual review of performance.

Ecovadis Reporting.

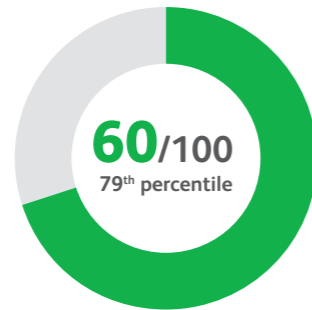
We have entered our third year of EcoVadis reporting and were excited to witness our consistent performance across the key themes that were rated from the previous year.

Despite EcoVadis' increased rigour enforced during 2024, we are proud to showcase that our ESG score still increased from the previous year.

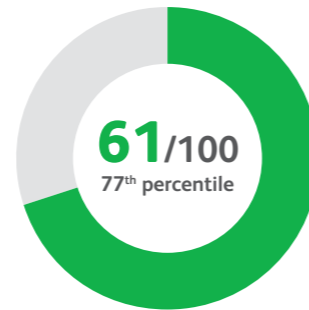
1st Ecovadis Report



2nd EcoVadis Report



Latest EcoVadis Report



We are committed to improving our score year on year, and to help us achieve this we have reviewed our ESG Action Plan to guide us towards improved ESG maturity.

We have already started to implement some actions that move us in a direction of improvement of our EcoVadis Score, including:

- ✓ The implementation of a learning management system that will grant us the capability to report on the average hours of training that every employee undergoes.
- ✓ We will be investigating and comparing the ratio of annual compensation of our highest individual earner against the median annual total compensation for all employees during the 2024 calendar year.
- ✓ As a means of providing greater visibility into the proactive and reactive measures of to predict and prevent potential safety issues of our temporary workers, we will be reporting on the health and safety indicators from 2025 and on.
- ✓ Moving forward, we will be reporting on work-related ill health numbers across our staff.

ESG at Nurseplus. SDGs.

Recognising their significance for global prosperity, over the past years, we have worked to align our ESG strategy to the UN Sustainable Development Goals (UN SDGs). For this purpose, we previously sought to identify the UN SDGs which are of most relevance to our business.



Understanding our business

We sought to contextualise our operations both locally in our branches and the sector in which we operate.

Stakeholder Engagement

We have conducted staff surveys to better understand what our colleagues value most and where they feel we can create most value.

Strategic objective selection

We have identified contributions towards four key UN SDGs which are mostly aligned to our business.

Innovating for success

We have already been working towards furthering our contributions to our key SDG but we will be looking to innovate ways to further this contribution.

In 2024, we continued to focus and prioritise our strategic objectives towards contributing to the four key SDGs previously identified as most aligned to our healthcare business.

We are now looking to set more formalised targets in the coming years to maximise our contribution to the SDGs and generate positive sustainable impacts and outputs. This is the outcome of this year's efforts towards SDG contribution.

Our Commitments Our Actions

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Our operations are based on the betterment of our clients Health and Well-being. It is our job to provide the tools to support a healthy lifestyle.</p> <p>We are proceeding to make our services ever more accessible to ensure no one feels left behind.</p>	<ul style="list-style-type: none"> • In the last year, we delivered 2.3 million hours of care. • We partnered with Pairly Pro to bridge the accessibility gap for our clients. Through Pairly Pro we can better respond to client enquiries, identify where its services are needed, and send back a custom response to address their specific needs. • We have increased the number of Live-in packages, for those clients who need extra support. • We have increased the number of Mental Health First Aiders by 66.67% over the last year. • Launched a Mental Health Policy and Process
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Our staff are the backbone of our business. Nurseplus is committed to promoting a high-quality working environment.</p> <p>We have found that by offering improved benefits and raising awareness towards the professional development of our employees we can nurture their careers, positioning them for maximum success and opportunities.</p>	<ul style="list-style-type: none"> • We have provided training to our management team to improve their leadership capabilities and better support and develop their teams. • We have doubled the death in service benefit from 2x to 4x which provides peace of mind to employees, knowing that their employer values their contributions and prioritises their family's welfare. • New Learning Management System (LMS) was launched in September 2024 to all temporary workers and will be released for all permanent employees in January 2025.
<p>10 REDUCED INEQUALITIES</p>	<p>We are developing a working environment that forbids exclusion and promotes diversity.</p>	<ul style="list-style-type: none"> • We have continued to roll out employee engagement surveys to gain a better understanding on how our staff perceives the workplace to be and where improvements or adjustments are needed. • We have invested in new technology to aid the transition to flexible working. • We launched a social calendar that can be used to mark when fundraising and the promotion of support resources to our communities.
<p>13 CLIMATE ACTION</p>	<p>Due to the amount of transport required within our operations we will produce some negative impacts on the environment, though we are committed to finding options to remediate our impact.</p>	<ul style="list-style-type: none"> • We have continued to better understand our carbon footprint with a view to establishing a Net-Zero strategy. • We have sought to engage our staff on ways we can reduce our carbon emissions and environmental footprint. • We have started to offset our emissions through participation in a tree-planting initiative that promotes biodiversity and revive crucial ecosystems. • Improve data collection towards our next carbon footprint.

ESG at Nurseplus. Our Action Plan.

We acknowledge that integrating ESG values into all our operations is no small feat. In this context, we have continued to further in our sustainability journey through our ESG Action Plan, recognising that we are far from finished in achieving our ambitious long-term goals.



For the last four years, we have been advancing our ESG Action Plan from a humble beginning in sustainability, towards furthering our ESG maturity. As we progress into Year 4, we reflect on the journey we have travelled and the milestones achieved since our Plan's inception, while looking ahead to all the work we still need to do in order to keep up with the pace of innovation across the sustainability landscape. For future iterations of the report, one of our ambitious objectives is to begin aligning with GRI standards to strengthen our alignment with global sustainability goals.



2021

Starting out on ESG

2022-2024

We continued to understand how ESG can help create value for our business, involving leadership and our workforce in this process.



2025 and beyond

Our pathway to ESG Excellence and becoming the sustainable partner of choice in our sector.



ESG at Nurseplus. Our Action Plan.

Building on the foundation laid in previous years, our ESG Action Plan continues to evolve with a clear, structured and increasingly ambitious approach.

We have continued to set specific, measurable goals that align with our long-term objectives, helping us track success and refine our strategies.

Of our few outstanding actions from Year 3 (three out of 16), our social audit action has been converted into a living action, and we expect this to continue to improve over the coming years. Our Net Zero strategy and accident tracking mechanism are well underway and have become a priority now for our business. With Year 4 now in full swing, we are working towards progressing all our new objectives to set ourselves for success in the coming year.

	Year 3	Year 4	Year 5	Year 6
E	<ul style="list-style-type: none"> Publish our Net Zero Strategy, including near term and long-term emissions reduction targets and action plan (In Progress) Continue to implement energy audit program ✓ Set targets for other environmental metrics ✓ Implement new office vetting system ✓ Develop waste management strategy ✓ 	<ul style="list-style-type: none"> Arrange environmental initiatives around a simple Environmental Management System (EMS) Seek to extend Scope 3 carbon emissions monitoring as appropriate Finalise Net Zero Strategy Measure performance against other environmental targets Conduct a physical climate risk assessment of the portfolio 	<ul style="list-style-type: none"> Consider the accreditation to ISO 14001 Implement carbon emissions reduction strategy and measure performance against targets and Net Zero Strategy Implement measures for continual improvement based on results of environmental monitoring 	<ul style="list-style-type: none"> Consider Science Based Target verification of the Net Zero Strategy Implement new energy-saving practices identified through energy audit program Look for opportunities to track carbon emissions on a continuous basis Evaluate effectiveness of waste management strategy and improve where possible Consider initiatives for biodiversity and green spaces at operational sites
S	<ul style="list-style-type: none"> Review accident and incident reporting mechanisms (In progress) Complete social audit, around 4 pillars and implement associated action plan (In Progress) Review policies to ensure consistency with D&I approach ✓ Continue to implement charitable giving initiatives and monitor effectiveness ✓ 	<ul style="list-style-type: none"> Continue to implement social audit action plan Consider ISO45001 H&S Certification Review HR policies as necessary depending on findings of HR metrics (including as part of any D&I findings) Include ESG clauses into supply chain contracts 	<ul style="list-style-type: none"> Continue to strengthen social policies (HR, H&S etc.) and procedures based on the evolution of the social audit Continue employee engagement Continue to roll out ESG supplier screening (consider strengthening vetting on business ethics and carbon disclosures) Train procurement staff on improved ESG vetting systems 	<ul style="list-style-type: none"> Consider Investors in People Review social KPI setting and monitoring based on outcome of social audit Improve social reporting in ESG report Consider strengthening staff training program, including ESG Consider on-site audits for critical suppliers Review and improve staff development opportunities, inc. training for managers
G	<ul style="list-style-type: none"> Consider review CSR Policy to ensure continued relevance ✓ Consider IT System Certification ✓ Roll out Criminal Finance Act training ✓ Continue to implement internal procedures on business ethics ✓ Conduct stakeholder mapping ✓ Continue to integrate ESG in strategy ✓ Publish year 3 ESG report ✓ 	<ul style="list-style-type: none"> Conduct double materiality assessment and update ESG Policy accordingly Consider IT System Certification Set out stakeholder engagement strategy Consider sign up to initiatives such as UN Global Compact Publish year 4 ESG report, look to start to align to GRI and ISSB requirements 	<ul style="list-style-type: none"> Review and update all internal business ethics policies and systems Implement stakeholder engagement strategy Publish year 5 ESG report, fully aligned with ISSB, GRI or similar standards Reinforce business ethics disclosures within the ESG report above 	<ul style="list-style-type: none"> Attain Cyber Essentials Plus accreditation. Review effectiveness of stakeholder engagement strategy and adjust if necessary. Revisit double materiality assessment Publish Year 6 ESG Report according to reporting standards

Environment.



Environment.

Minimising our environmental impact contributes to a healthier planet.

Although our business operations do not intensively use natural resources, we recognise that as an integral part of society, businesses also need to play a pivotal part in protecting the environment we live in.

Considering this duty towards future generations, we have made of Environmental Protection one of our strategic ESG objectives and have sought to build up on the work we had previously initiated in this field.

In particular, our focus in 2024 saw advances in the following initiatives implemented under the umbrella of our Environmental Policy:

- Improving our energy efficiency
- Implementing a more robust waste management strategy
- Understanding our performance better
- Reducing our carbon emissions



Environment. Our performance.

As per previous years, our environmental performance has also continued to be reviewed externally by Ecovadis. This appraisal has highlighted that the number of strengths identified for Nurseplus increased again this year.



- Quantitative objectives set on energy consumption & GHGs
- Environmental policy on materials, chemicals & waste
- Environmental policy on energy consumption & GHGs
- Exceptional policy on major environmental issues
- Other actions to reduce energy consumption/GHG emissions [Installation of smart meters]
- Reduction of material consumption through process optimization
- Energy and/or carbon audit
- Company communicates progress towards Sustainable
- Development Goals (SDGs)
- Reporting on Scope 1 GHG Emissions
- Reporting on Scope 2 GHG emissions



- Environmental policy on waste
- Environmental policy on energy consumption & GHG's
- Standard policy on a majority of environmental issues
- Other actions to reduce energy consumption/GHG emissions [Installation of smart meters]
- Reduction of material consumption through process optimization
- Reduction of internal wastes through material reuse, recovery or repurpose
- Energy and/ or carbon audit
- Total gross Scope 1 reporting value confirmed in supporting documentation
- Total gross Scope 2 reporting value confirmed in supporting documentation
- Total gross Scope 3 reporting value confirmed in supporting documentation
- Reporting on total gross Scope 1 GHG emissions
- Reporting on total gross Scope 2 GHG emissions (market or location based)
- Reporting on total gross Scope 3 GHG emissions

But we are not complacent, and we are looking to continuously improve our performance.

These are some of the initiatives we have planned for the coming years:

- In 2025 our Compliance team will be including an environmental risk assessment as part of the wider Care Plan. We will also start to include a series of ESG questions to our customers to start raise awareness about issues such as their own personal carbon footprint.
- This coming year, we will continue to develop our environmental KPIs to enable us to better monitor environmental performance and identify the areas where our focus needs to be placed going forward.
- We will be working on reducing the energy consumption of our buildings. In line with our ESOS Action Plan, by December 2027, we expect to achieve a 287,730 kWh reduction from gas and electricity usage across our operations by ensuring that all our premises are housed in buildings with an Energy Performance Certificate (EPC) rating of C or higher.
- Associated with this, we will be looking into how we can reduce our carbon footprint and below we explain more in detail how we intend to do this.
- We are also on a journey to eliminating printing in our offices, paving the way for a paper-free environment. We are aiming to reduce printing in our offices by 50% by the end of 2027. As we work towards this goal, we are committed to using 100% recycled paper for any in-office printing from 2025.

Environment. Improving Our carbon footprint.

We have been calculating our carbon footprint since 2019. Through this process, we have gained year-on-year visibility into the different sources of greenhouse gas emissions we are responsible for.

As we gain more insight into our greenhouse gas inventory, we can actively take steps to mitigate them and move towards a path to carbon neutrality and, ultimately, Net Zero.

During this reporting period, we have calculated our 2023 carbon footprint and have also recently completed our 2024 carbon footprint.

In our pursuit to improve our footprint, we have added new sources of emissions to our Scope 3 and implemented systems that improve the data we have been using for our calculations. It is our ambition to progressively broaden this exercise in line with evolving best practices, as we start to engage with suppliers to obtain relevant data that allows us to better understand emissions linked to their involvement with us.

However, this in practice means that emissions can appear inflated whereas, actually, an increasing GHG inventory is due to a wider-reaching boundary. This was the case in 2023, where, though the carbon footprint results appeared to increase compared to 2022, this was due to the introduction of a new source of emissions, well to tank emissions. Notwithstanding this, when considering the 2024 results, we are now starting to see a downward trend in the data, both in total and for the carbon intensity per employee.

14%

decrease in emissions in 2024

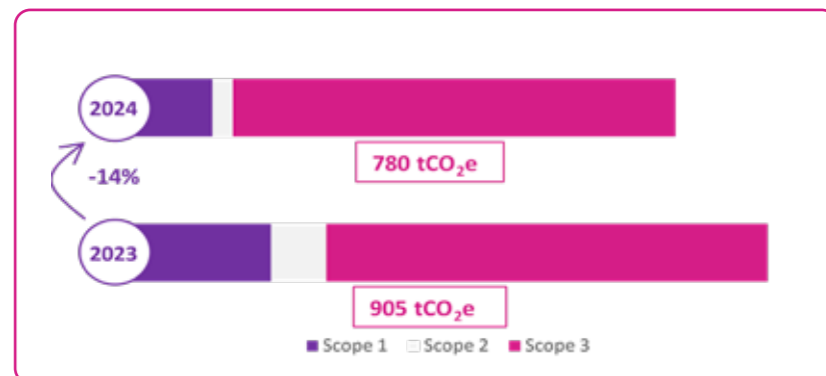


Our carbon footprint over the years

Looking in more detail between 2023 and 2024, we are pleased to have made a noticeable improvement in our Scope 1 and 2 emissions, associated with both our offices and our fleet. Our Scope 1 and 2 emissions have been on an ongoing downward trajectory, which we see as a testament to the efforts that we have been making to address these emissions in recent years.

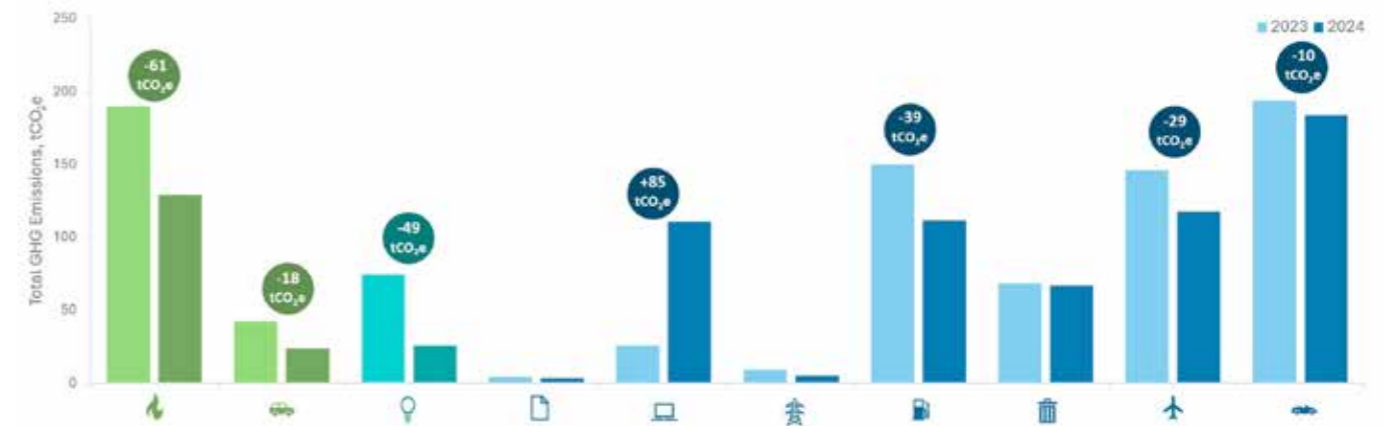
Furthermore, there were reductions in each of our other main sources of emissions, save for those relating to the IT equipment we purchased during the year.

Taking a step back, this comes together to a reduction of 125 tCO₂e in 2024 in comparison to 2023, which equates to a 14% decrease in emissions.



A comparison of the total GHG emissions between 2023 and 2024

Environment. Our carbon footprint.



A comparison of GHG emissions by source between 2023 and 2024

In addition to increasing the reach of our calculated carbon footprint, we intend to continue to improve our understanding of the emissions that are included so far, so that we have a better basis for their management.

For example, in line with our 2023 objective, this year we launched an employee commuting survey to begin to collate the necessary data necessary to provide greater visibility into our employees' commuting patterns. Although the results have not been finalised yet, we are in the process of analysing this data so we can move away from benchmarked commuting data towards concrete statistics to which we can base appropriate reduction strategies.

Reducing our emissions

Ever since we started calculating our carbon footprint, our aim has been to see a continual reduction of our emissions. EcoVadis has again recognised the strength of our work towards improving energy efficiency and reducing greenhouse gas emissions. We are committed to continue this trend, working towards achieving year on year reductions. Our ESOS Action Plan will greatly support this ambition.

Actions Achieved	Ongoing Actions	Future Actions
<ul style="list-style-type: none"> Added 26 communal recycling bins across our branches. Partnered with Ecologi to plant 86 trees across the UK 	<ul style="list-style-type: none"> Replacing our former meters with smart meters to better monitor our energy usage. Energy audits for our offices Implement paperless initiative Underwent an office vetting system 	<ul style="list-style-type: none"> Set targets around minimise energy usage Use 100% recycled paper in our offices from 2025 onwards. Include waste management within our training regime. Gain a better understanding of Scope 3 emissions, Category 1 (particularly purchased goods and services) Collect supplier-specific data to set new expectations and benchmarks.



Near term emissions reductions targets

- We expect to have saved 299,259 kWh of our building energy use, as per our ESOS Action Plan
- Publish a Net Zero Strategy
- Enhance carbon emissions tracking with advanced analytics
- Look for opportunities to track carbon emissions on a continuous basis

Environment. Looking after our planet. Net Zero Strategy

Last year, we formally pledged to become Net Zero by 2050 and Carbon Neutral by 2030. Whilst we set ourselves a target to develop a Net Zero Strategy over 2024, we have taken some time to reflect on what a realistic pathway to achieve this goal would be for Nurseplus. We are now fairly progressed on this process and our Net Zero Strategy will be published in 2025.

While our Net Zero Strategy is a work in progress, this has not stopped us from advancing our emissions reduction initiatives. However, we acknowledge that a more structured and formalised strategy is needed to allow us to continue to perform in this field between now and 2050. Our plan will be accompanied by a roadmap that sets clear interim targets to guide us through the process.



Indicative decarbonisation pathway

<p>1</p> <p>Setting out and publishing net zero strategy</p>	<p>5</p> <p>Fleet transition</p>	<p>8</p> <p>Offsetting</p>
<p>2</p> <p>Branch energy audit program</p>	<p>3</p> <p>Transition to renewable energy in our branches</p>	<p>6</p> <p>Greener commutes</p>
<p>4</p> <p>Branch relocation plan EPC target</p>	<p>7</p> <p>Improved waste management practices</p>	

Environment. ESOS.

At Nurseplus, we saw our regulatory requirement to comply with the Energy Savings Opportunity Scheme (ESOS) as an opportunity rather than a tick box exercise.



Analysing our total energy consumption in buildings (our branches) and transport (our fleet and our employee's vehicles used for business travel), has served as the basis of our ESOS Action Plan for the period 6 December 2023 to 5 December 2027. This plan builds on initiatives we had already initiated but has helped us provide structure and momentum into their implementation.

Nurseplus ESOS Action Plan	
<p>2024</p>	<ul style="list-style-type: none"> ✓ Development of Branch Relocation Action Plan. ✓ Outdated fluorescent tubes replacement for LED panels at our Head Office (Phase 1). ✓ Consideration to EV salary sacrifice EV scheme. ✓ Closure of Crawley (Unit F3) branch. ✓ Relocation of three branches: Eastbourne, Newcastle Upon Tyne, and Cheltenham.
<p>2025</p>	<ul style="list-style-type: none"> ✓ Mandatory ESG training. ✓ Enhance data capture of workers travelling between care calls. ✓ Engagement with landlords. ✓ Closure of Wolverhampton branch. ✓ Relocation of seven branches: Reading, Crawley (unit G10), Colchester, Truro, Chichester, Plymouth Residential, Derby, Bournemouth and Bolton. ✓ Entirety of the fleet become electric or explore options for a cleaner fleet.
<p>2026</p>	<ul style="list-style-type: none"> ✓ Relocation of seven branches: Andover, Liverpool, Worcester, Warrington, Chichester (Unit 15), Newton Abbot, and Bury St. Edmunds.
<p>2027</p>	<ul style="list-style-type: none"> ✓ Relocation of five branches: Halifax, Salisbury, Taunton, Liverpool CRS, and Newcastle Under Lyme.

Environment.
Looking after our planet.
Energy Consumption within our Branches

We have continued to monitor our energy usage within our offices.

In 2024, we made excellent progress in the installation of Smart Meters in premises under our direct control, something EcoVadis has commended again this year.

Currently, out of the energy meters for which we have direct contracts over, 63% of gas meters and 94% of electricity meters are smart meters, resulting in an overall percentage of 73% across all direct contracts. In addition, the entirety of our Nurseplus controlled energy contracts are derived from a single supplier contract. These two measures together provide better visibility on our energy usage in real time and get accurate information on the success of our energy efficiency initiatives.

At Nurseplus, we have not only sought to understand our consumption more closely, but we also acknowledge the need to transition to more sustainable sources of energy supply. Therefore, 100% of our directly purchased energy are on green tariffs.

We also continued the roll out of our Energy Audit Programme. As per previous years, the programme included an audit of five of our branches. This year, we have chosen the highest energy-consuming branches where we have full visibility over both electricity and natural gas consumption, and that had not been previously covered by the program.

Energy Audit Locations 2024:

- Colchester
- Dover
- Plymouth Residential
- Andover
- Salisbury

Smart-meters



94% electricity
63% gas

The above processes have shown that some of the buildings our branches occupy are dated and some could require extensive refurbishment to bring them to the standard we require to comply with our efficiency ambitions.

However, through our Branch Relocation Plan, we have pledged not to rent premises that have EPC rating below C by December 2027, where commercially and financially viable. To this end, in 2024, we continued our relocation efforts across five of our branches: Eastbourne, Newcastle upon Tyne, Gloucester, Aylesbury, and Swindon Community branches. The result of the relocations saw a multitude of net positive results ranging from reduced carbon emissions and utility costs, new charging points for EVs, and ease of accessibility to public transportation. This is the result of the new ESG office vetting system which we implemented in 2023. This system evaluates energy efficiency, sustainability practices, and green energy use of potentially new offices, allowing us to make better decisions when it comes to relocation, where financially and commercially feasible.

Key successes from this process in 2024:

- **Eastbourne:** New office with an EPC rating of C, located within 1 mile of railway and bus stations, and offers free EV charging.
- **Newcastle upon Tyne:** New office with an EPC rating of C, well-served by public transport, and the provider is committed to 100% renewable electricity by 2030.
- **Gloucester:** New office with an EPC rating of C, less than 100m from transport links, and EV charging nearby as part of the local council's ULEV strategy. The provider is committed to 100% renewable electricity by 2030.
- **Swindon Community:** New office with an EPC rating of B, 800m from bus stops, and benefits from REGO electricity, PV solar power, and access to two 22kw EV chargers.

Moving forward, we are committed to continue our office relocation drive, together with a move towards renewable contracts, wherever possible, and increased engagement with landlords for those offices where we do not have control over our utilities.

Environment.
Looking after our planet.
Making our transport more sustainable

Beyond energy consumed by our branches, our second largest source of carbon emissions is associated with our transportation.

We have therefore continued to place efforts to transition towards cleaner and sustainable means of transport, be it for business travel or to support our employees in more carbon efficient commutes.


100%
Hybrid Fleet

Our fleet: Comprised of 100% hybrid vehicles, and we are committed to either reducing our fleet or transitioning to an entirely electric fleet in the coming years.



100%
Hybrid vehicles

More efficient care call itineraries: we have been working hard to better understand carbon emissions associated with care calls, with a view to implement more efficient itineraries that promote less carbon emissions as well as better working conditions for our colleagues.



Carefully planned care rounds

Promoting our employees' transition: beyond the transportation we can control, we have been seeking to ensure our employees' transportation choices and commutes are considerate of the environment. We have done this through:

- Promoting availability of EV charging points in new branches.
- We are aware not all of our employees commute with their own vehicles, which is why we monitor accessibility to public transportation when considering office relocations.



Promoting public transport

In the past we have had our emissions from commuting being benchmarked to create a baseline to work off. In the past year, we have pushed an employee commuting survey to gather data on how our employees are travelling to and from the office. The commuting survey's ambition is to collect the data that we will use to evaluate other initiatives we can realistically and efficiently can roll out to continue to support our staff.



86

trees planted in vital ecosystems through a partnership with Ecologi.



Starting to offset our emissions

Planting trees is one of the simplest and most efficient ways we can help to restore crucial ecosystems that have been neglected in the UK.

In the past year we have partnered with the B-Corp certified social enterprise Ecologi to assist their UK tree Planting Project across the UK.

The tree planting project has multiple benefits to it in that; it helps promote native biodiversity, protect vital ecosystems, tackle the climate crisis, and absorb CO2 from the atmosphere.

By the end of 2024, we had financially backed the planting of 86 trees and are excitedly awaiting the progress our support has generated across other projects.

Although this does not yet offset the totality of our emissions, we look forward to continuing to partner with Ecologi in the coming years, which will contribute towards our Carbon Neutrality pledge by 2030 for those emissions we cannot reasonably reduce.



Environment. Looking after our planet. Our Waste Management

2027



We have set ourselves a target to reduce printing in our offices by 50% by the end of 2027

Together with our efforts to reduce our carbon emissions, at Nurseplus, we are determined to also mitigate our waste impact.

We have continued to implement our Waste Management Policy, in an effort that has been positively assessed by EcoVadis.

We are committed to place a special focus on waste management strategy throughout 2025, by introducing the necessary procedures that will allow us to make even further progress in the implementation of our strategy.

In implanting the Policy, we have continued to utilise the waste hierarchy as an overarching guide on how we can deploy our strategy to minimise the waste that is associated with our business.

Prevent and Reduce



We have been pushing our paperless initiative across the business. We have conducted a thorough review of our paper usage across the company and launched a series of workshops within each department to explore opportunities for digitalisation. As a result of this process some of our departments have already become fully paperless and our training team have transitioned towards streamlined online training and assessments. While we continue to progressively reduce our paper usage across the business, we are committed to purchasing 100 % recycled paper products.

Re-use



We successfully partnered with Revive IT to redistribute previously used technology, in an effort to give it a second life. Outdated technology that is absent of sensitive information was donated to primary school classrooms.

Recycling



We are thrilled to announce that we have added 26 new communal mixed recycling bins throughout our branch network to promote the culture of segregating and recycling waste. In addition, after shredding, 100 % of our confidential waste is repurposed for recycling package solutions and our used printer toner and cartridge were also recycled to create remanufactured cartridges.

Disposal



We are committed to ensure we divert as much waste as we can from landfill. However, we acknowledge we still have work to do in understanding the waste we produce and this will become a priority of our waste focus in 2025. We will make a conscious effort to review our current waste contracts and set our targets accordingly.

Social.



Social.



Social. Our approach

Contributing to a healthy society is inherent to the nature of our business.

In 2024, we have continued to dedicate significant resources and efforts to advancing our social performance, building on the foundation laid in previous years. The progress made over the past year has reinforced our commitment to driving meaningful social impact.

This momentum fuels our resolve to explore innovative strategies and initiatives that further enhance our contribution to the communities and stakeholders we serve. For this purpose, we have set out core objectives against each of our four social pillars to help us guide our efforts in this field.

Social. Our performance

Our social performance has once again been evaluated through the EcoVadis assessments for Labour & Human Rights and Sustainable Procurement.



We are proud that our scores have reflected the great effort we placed on these matters over the course of 2023 and 2024.

We will continue to strive to improve our performance through the roll out of our social audit objectives and the implementation of our ESG Action Plan.

Our pillars.



Labour

Our employees are the backbone of our company, and we believe their engagement and satisfaction is symbiotic with the overall success of Nurseplus. This is why it is vital that we set strong values and objectives. Our core objectives are:

- Fair treatment of our workforce.
- Continual improvement of working conditions.
- Have a fully satisfied workforce



Health & Safety

It is our firm commitment that all our employees return to their homes from work every day safe and healthy. We have therefore made the following pledges in this respect:

- Maintain a safe and secure working environment at all times.
- Employees' wellbeing remains a key priority of the business.



Suppliers

We hold ourselves accountable to conduct our operations in line with the upmost ethical practices and hold our suppliers to the same standard. We are committed to:

- Fostering partnerships with suppliers who share our values and ESG vision.

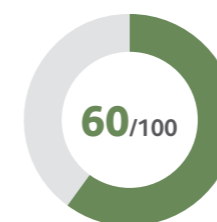


Communities

At Nurseplus, we acknowledge we generate most impact through the communities we support, an area we are committed to continue to explore and maximise.

- Maximise targeted initiatives to make a positive impact on the communities in which we operate.

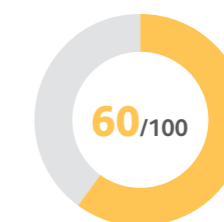
Labour & Human Rights



Consistent with last year's performance, our EcoVadis score for Labour and Human Rights has remained consistent despite the more rigorous evaluation criteria applied by EcoVadis.

We view this stability as a very positive and strong result. Additionally, our Labour and Human Rights strengths have once again increased, from 29 to 33, showcasing our continued progress in social performance.

Sustainable Procurement



Sustainable Procurement has seen our biggest improvement as part of the assessment, with an increase of 50% in scoring relative to the previous year.

Our efforts in embedding ESG aspects into procurement policies have been valued through the review. We will work in the coming year to embed social and environmental clauses

Social. Looking after our people Equality, diversity and inclusion

Nurseplus thrives when we cultivate an environment that is welcoming to all and there is mutual celebration and appreciation for all walks of lives and backgrounds.



We consider a diverse workplace is key to fostering innovation, creative problem-solving solutions, and unlocking the unrealised potential within our staffs' capabilities.

To support our commitment to maintaining and promoting a diverse culture, we have placed great focus on this matter over 2024.

Our progress in the area of Equality, Diversity, and Inclusion (EDI) is reflected in the successful implementation of several actions, some of which we see an ongoing effort which we are keen to continue to promote.

The EDI action plan was reviewed in August 2024, and we were content with the current standing of the plan. Our actions in 2024 include:

- The selection and appointment of our EDI champions has been successfully completed, marking a significant achievement in our commitment to fostering a more inclusive workplace.
- We enhanced our understanding of employee workflows by incorporating EDI and ESG-related questions into our engagement surveys. We will analyse the results from the surveys to refine and improve our workflow processes as necessary.
- Mandatory training for EDI was rolled out for all staff.

We have also rolled out our Learning Management System (LMS) for our temporary staff and will be available to permanent staff for the beginning of 2025. The LMS will work to highlight our progress towards greater diversity and inclusion of our workforce, allowing a closer monitoring of our performance in this field.



Additionally, further actions over the reporting year have included the launch of an 'Employee of the Month' recognition program, which has proven essential in reinforcing the importance of employee recognition for maintaining motivation.

Social. Looking after our people. Diversity figures

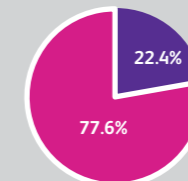
Nurseplus is a place for everyone

Our diversity data shows that we have maintained our strong female representation in permanent positions and a 5.2% rise in our ethnically diverse workforce relative to the previous year.

Gender

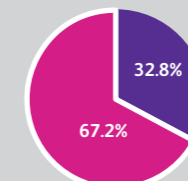


Permanent Staff



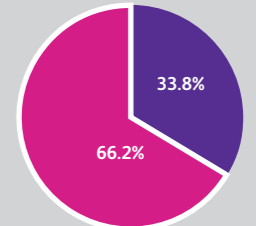
■ Female ■ Male

Non-Permanent Staff



■ Female ■ Male

Ethnicity



■ Ethnicity diverse ■ Non-ethnicity diverse



This data highlights that Nurseplus is a place where everyone is welcomed and valued, embracing individuals from all backgrounds and perspectives. We are proud of our inclusive culture, which fosters a sense of belonging for all employees, regardless of their identity or experience. We have implemented fair recruitment processes, carefully balancing the calibre of the candidate to deliver the role recruited for, with the fact that diversity at the workplace brings benefits to our business.

Social. Looking after our people.

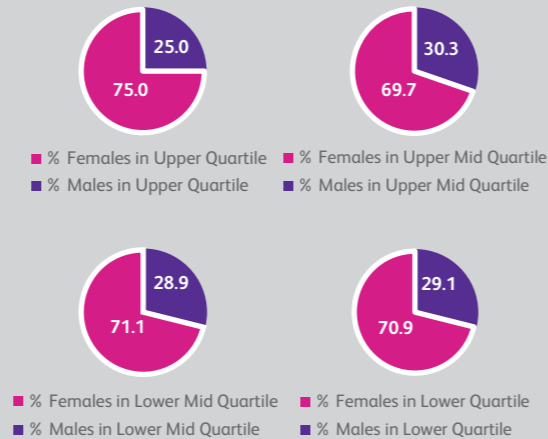
Continuing to improve working conditions

In order to be able to attract and retain talent we need to remain at the forefront in our offer for improved working conditions.

To help us guide us through this process, in 2024 we appointed a dedicated people resource. This new resource will be working alongside our HR team to provide direction and focus on our people management and culture of Nurseplus.

With this additional support we will seek to enhance our approach to employee engagement, the recruitment and onboarding experience, employee performance and well-being, staff retention and learning and development. So far, we have made significant progress in this field including:

- We launched our employee of the month reward program to celebrate performance within the business.
- New technology has been provided to all permanent staff to enhance flexible working opportunities.
- New Learning Management System has been rolled out to all temporary staff, with permanent staff planned to be onboarded in Jan 2025. We have included a feedback function within this system to promote further input and contributions from all our staff. We have held one-to-one meetings to support teams after the implementation of the new Learning Management System.
- Leadership and development training sessions for the Operations leadership team will be launched in January of 2025.
- We completed a new employee engagement survey, in our aim to continue to understand our colleague's values, priorities and level of satisfaction with our performance.
- Over the past year, we have also focused on the quality of our branches, so we create a better overall working environment. In this context, we have fully refurbished our Head Office.
- Through our apprenticeship scheme we have converted these roles into full time positions.



Our gender pay gap analysis for 2023 has yielded a positive result in that the difference between male and female median hourly wage was non-existent.

Unexpectedly, we saw the mean hourly wage of women increase to 4.9% over their male-counterparts (an increase of 2.8%) from last year. We are thrilled to see our year over year improvement in comparison to the national average that was recorded at 14.3%.

In addition, our bonus pay gap was narrowed in 2024, with the mean bonus pay being 9.6% in favour of males relative to a 32.7% the previous year. We have concluded that upon reviewing our results from this past year that our system of reward is equitable and ensures gender pay gap remains minimal.

Our bonus pay gap narrowed in 2024

32.7%
↓
9.6%

Social. Looking after our people.

Encouraging feedback through our systems

To encourage conversation amongst our employees, we promote peer to peer feedback through our Employee of the Month scheme.

Our employees of the month are voted upon by our staff through our HR system to represent individuals that are displaying exemplary efforts beyond the boundary of their role into the betterment of Nurseplus' future.

Since the inception of the employee of the month scheme there have been 160 nominations and 22 announced winners.



160 nominations

22 winners



81% engagement

Employee Engagement Survey

In the past year, we saw continued success in our efforts to gather collective feedback from our staff via our employee engagement survey. Our most recent survey achieved our highest engagement score to date at 81% and we were grateful to receive such honest feedback so we may address any concerns our staff may have. The purpose of the engagement survey was to assess three critical focus areas, Alignment, Awareness, and Valued. We are proud to report an improvement on employee perception for each and every one of our focus areas.

Overall Participation	Overall Benchmark	Alignment	Awareness	Valued
May 2024				
78.9%	74.4%	69.7%	75.4%	65.1%
November 2024				
81%	75.6%	74.8%	76.2%	65.8%

"I am proud to work for Nurseplus. I am proud of the service we offer, the way we go over and above for clients and their families"

"I feel I am extremely committed to Nurseplus and their values, I feel I strive to make a difference and always give 100%"

"Our managers commitment and dedication is second to none. She supports staff and clients 24/7 and always makes time for everyone"

Health & Safety.

How do we look after our people

Looking after our staff, ensuring they are happy and healthy, is a must for Nurseplus.

We have continued to improve our systems and further our efforts around our three main areas of work:

- H&S
- Mental Health
- Wellbeing



H&S

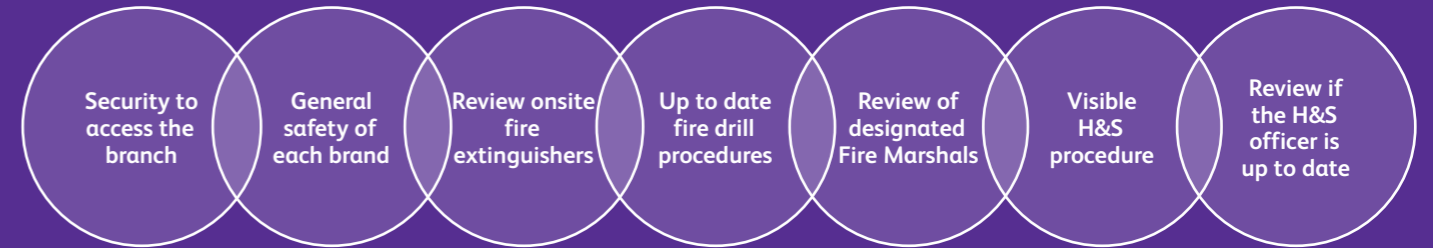
Our actions have built upon the work we had been conducting in the preceding year, ensuring we are continually improving the way we care for our people.

We are proud to report that yet again, we have fulfilled the targets we set ourselves as part of the 2023 ESG report, with special focus on:

Fire safety	We recently reviewed fire marshals for our Head Office and Shared Service Centre. Refresher training is in progress and the Fire Evacuation procedure has also been reviewed.
First aiders	On our path of continual improvement, we hired additional first aiders and reviewed our current first aiders at our Head Office and Shared Service Centre and have begun to implement refresher training.
H&S Systems	we have improved our systems through the implementation of an accident and incident reporting tool within our two CRM's.
CHAS	Retention of the Advanced Contractors Health and Safety Assessment Scheme (CHAS) accreditation to display our health and safety standards met a rigorous criterion.
Branch Health Visits	At the beginning of 2024, we introduced a program of Branch Health Visits. We are committed to work towards making positive changes to the working conditions as an immediate result of these office visits. Over the year, we visited 24 of our branches detailed, which resulted in full reports that highlight opportunity for improvement and individual action plans included. This resulted in numerous offices being refurbished and decorated to create an inviting and warm working environment. Although this is still a work in progress, we aim to complete the 21 remaining branches by August 2025. To complement these visits and ensure we apply a 360 approach to the review, we have further launched branch questionnaires to gather necessary feedback on environmental improvements.

H&S.

Aspects covered by Branch Health Visit



Looking ahead to our 2025 agenda, will continue to focus our attention in our H&S Action Plan and implement a mechanism to track relevant H&S statistics.



Social. Looking after our people.

Wellbeing



At Nurseplus, we consider it vital that we provide our staff with the resources they need to improve their physical and mental health as these can often be over-looked. We have, therefore, chosen to partner with the longest-established and one of the largest healthcare cash plan providers, Medicash Healthcare to equip our staff with the indispensable resources to support their mental and physical well-being. With Medicash our employees are granted the following benefits:

- Online access to general practitioners, guided meditations, physiotherapy and other services
- Reduced rates at their local gyms, health clubs, and studios
- Virtual courses to aid our staff grasp and manage their anxiety and stresses
- A cashback rebate for their dental, hearing, and optical needs for themselves and their families
- Access to mental health support.

We have also made great progress in our support with menopause in the workplace. We have identified and appointed Menopause Champions and set up a menopause support library, to provide our permanent staff with any additional support they may need during this potentially challenging phase of their lives.

Mental Health



Taking care of our staff's mental health is on par with taking care of their physical wellbeing. Recognising this, 2024 was a year where we placed great focus on mental health. As a first step, we implemented a Mental Health and Wellbeing Policy and process to support our staff through any mental hurdles they may experience. Our This new policy includes measures to raise awareness, provide resources for managing mental wellbeing, and ensure a culture of openness and inclusivity. The policy outlines the role of leaders and employees in promoting mental health, access to training, and procedures for support. By addressing these areas, we aim to enhance employee satisfaction and productivity, aligning with our ESG goals of creating a sustainable and people-centred workplace.

We have also started to take action in implementing this policy, including:

- Ongoing communication with temporary staff to highlight key topics relating to stress management and mental health.
- Established a Menopause support library to help educate our female staff and provide reassurance for their life changes
- Employed 10 total mental health first aiders to span across permanent and temporary staff

Bild ACT affiliated status for CPI training

We are aware that our staff may be exposed to hostile environments during the course of their work. For this reason, we have rolled out Crisis Prevention Institute (CPI) training and we are proud we have now achieved Bild Act affiliated status.

This took a multi-department effort to accomplish and showcases our commitment in providing the highest quality safety intervention training that is coherent with the Restraint Reduction Network's ethical guidelines. Our pursuit to claim Bild Act status stretches beyond a technical know-how of how to respond in a critical situation but rather instate a cultural change.



By achieving this status Nurseplus signifies that:

- We are dedicated to implementing safety intervention trainings.
- Utilising proactive de-escalation measures
- Safeguarding the intrinsic rights of the individual
- Pursue a person-centred approach.
- Abolish unnecessary restrictive measures

Social. Our communities and partners. Working with suppliers.

Suppliers



Our business partnerships with suppliers are built on ESG principles, working towards continuous improvements in line with evolving ESG standards. Under the auspices of our ESG Action Plan, we have continued to uphold our Sustainable Procurement Policy.

Sustainable procurement has seen the largest improvement in our EcoVadis scores, mostly due to our success in implementing and setting quantifiable objectives under our Sustainable Procurement Policy. EcoVadis has particularly highlighted the strength of our comprehensive sustainable procurement policies that help us create tangible changes in our value chain, towards the social and environmental objectives that we want completed.

We are currently looking how can we further use this system to promote sustainability across our supply chain, as well as help us better understand our Scope 3 carbon emissions, through the collection of appropriate data from our suppliers. As part of our Net Zero strategy, we will be setting out a suitable timeline for progressively introducing these new requirements and our new measurements.

ESG questionnaire.

In addition, in 2024 we launched a dedicated ESG questionnaire for our top 10 suppliers regarding topics such as sustainability policies, ethical sourcing, carbon footprint reduction efforts and relevant certifications. We received a 50 % response rate, a rate that we are hoping to improve in future questionnaires.

Modern Slavery.

To fortify our efforts in preventing modern slavery we survey the websites of our top 20 suppliers to confirm if they have published a Modern Slavery Statement. In the situation where our suppliers do not have their own statements we ask them to review our own Modern Slavery Statement and the expanded reading references within our statement. We are keen to work with our suppliers to promote awareness and support the cause against modern slavery.

Environmentally Friendly Supplies:

As part of our responsible sourcing efforts, we have been working with our office supplier, Bates Office Services, to transition our office supplies to greener alternatives. Our ambition is to adopt a 100 % recycled paper for all in-office printing initiative by January of 2025. We will work to minimise our reliance on raw materials where fiscally possible.

As part of our commitment to sustainability, we have also proactively reached out to all suppliers who currently send paper invoices, requesting a switch to electronic invoicing. This initiative aims to reduce paper usage, decrease waste, and promote environmentally responsible practices within our supply chain.

Some success stories...

Our Disclosure and Barring Service (DBS) check provider uCheck have implemented an Environmental Policy which prioritises mitigating their environmental impact through waste reduction, recycling, and being conscious of their resource usage efficiency.

Nurseplus is a direct beneficiary of the transition to digital working patterns as it minimises the need for paper usage and promoting operational efficiency.

Our water cooler supplier Aquaid has integrated charitable donations into their business model. With every water cooler that is rented out, a portion is automatically donated to charity aimed at supporting clean water projects and supporting communities in need. Aquaid's charitable efforts align with our broader ESG objectives of ensuring our partnerships are making contributions towards positive social impact.

Social. Looking after our communities.

Maximising the positive impact on the people we support:

Acknowledging the important role that nursing has in the healthcare sector and society as a whole, we are proud that the quality of our services remained at the highest standard in the industry.

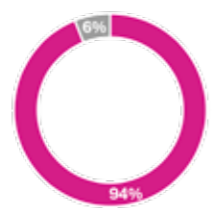
We conduct annual internal audits to determine the risk rating of our operations to ensure the safety and protection of those we service. In the scenario where our operations are deemed medium risk rated we are prompted to provide multi-dimensional support to instil robust practices into these branches and ensure their future operations remain at low risk. We empower all our staff to provide personalised care and individual attention to each person we care for, maximising the positive impact we can have in their lives.



Care at Home Surveys

In order to support our ambition of continual improvement for our communities, in 2024, Nurseplus conducted two surveys to gather feedback from stakeholders on their opinions of Nurseplus's Care at home operations. We are pleased with the results of the survey as they set a new standard for which Nurseplus Care at home services will need to stand up against.

Positive Impact on Well-Being: Clients



■ Positive Impact ■ Other

Positive Impact on Well-Being: Friends and Family



■ Positive Impact

Satisfaction and Likelihood of Recommendation



■ Clients ■ Friends and Family



Communities

Highlights of 2024 include

We have completed **2.3 million** hours of care across Care Homes, Learning Disabilities, Local Authority Homecare and Private Pay Homecare.

15% increase Live-in packages (90 total), providing round the clock support in the form of personal care, emotional, and mobility support, in comparison to last year.

Social. Looking after our communities.

Giving back to the communities

Beyond providing exceptional services, we have continued to support initiatives which we feel are essential to build trusting relationships with the communities we are proud to serve.

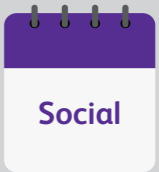
Our 40+ branches have become integrated into their communities via a multitude of seasonal campaigns, charitable efforts, and well-being events. Our charitable initiatives stretch across nurseries, care homes, and local charities and include:

- Garden projects
- Craft competitions
- Coffee mornings
- Charity drives
- Fundraising events
- Wellness check-ins



40+

branches taking part in charitable initiatives



In a new initiative, we have created a social calendar to display social and charitable days over the course of the year. The aim of this calendar is to promote awareness of charitable days across our employees to encourage their active participation with the community. As an added incentive we also reward our employees with two additional days of annual leave for all permanent employees to take part in a charitable initiative of their choice.

At Nurseplus, we are fortunate enough to be able to support a wide range of charitable causes across our network.

Our branches have a deep connection with their local communities and often actively engage or organise events that benefit the people we work with and care for.

As a company we champion national initiatives every year, supporting organisations such as MacMillan, Save the Children, Sense (Deaf Awareness) and many more.

Nurseplus believe in giving back and we look forward to being able to carry on supporting those in need on a local and national level.

The Bournemouth branch helped deliver necessary items to a local charity during international foodbank and charity day.

Chichester branch raised £930 for the Snowdrop trust.

Bristol branch raised £600 for Bristol Dementia Action Alliance and St. Peters Hospice.

Colchester branch raised £1,849 for St. Helena Hospice and Great Ormond Street.

Social. Looking after our communities.

Partnership with Pairly

In the past year, we have partnered with Pairly, an online widget that provides care seekers within our communities with immediate availability of our homecare staff in their given location.



Pairly is the first online tool to close the information gap between providers and care seekers.

By partnering with Pairly we are improving our services to our communities by eliminating their extended wait times when they are searching for care providers.

With the help of Pairly, Nurseplus has been able to engage with their potential clients quicker, collect their circumstantial requirements, and aid the facilitation of care enquiries. So far this year, Nurseplus Care at home has received over 550 care quests by the mid-year!

The Pairly service allows our clients to:

- Have real-time availability to access or use Nurseplus online services
- Have access to around the clock care request submission functionality
- Detailed care requests (includes health plans, drugs, services, and admissions) with direct contact and care requirement information
- The ability to match based on availability
- An overarching dashboard to display location requests and response times
- Have a uniform and streamlined experience when requesting care
- The value of their required care and their conversion data (result of the client taking an action that the caretaker has defined as valuable.)

We are keen to ensure that our communities can access our homecare services as quickly and seamlessly as possible, and Pairly is the perfect tool for us to take the meaningful steps to accomplish this.



“Our experience means that we understand everyone’s care needs are different. As part of our homecare service, we aim to deliver peace of mind by providing a fully-compliant homecare service, ensuring our clients receive the best possible care most suited to them.”

-Alex, Head of Marketing



Governance.

Governance.

Our Governance Performance: Robust governance principles and structure helps us become a healthier business

Over the last few years, we have experienced a shift in mindset at Nurseplus where ESG considerations are truly embedded in all decision-making processes and our business as a whole. We have worked hard to ensure ESG is embraced by all our staff, from our entry-level carers through to our board members.



Once again
rated above our
peer group.

We consider our robust governance a real strength for our company, which helps us not only to remain compliant with our obligations as a business, but also to keep the momentum in our environmental and social initiatives. However, we do not wish to remain complacent, and we continue to look for ways to improve as we continue to strive for excellence in all our business facets.

Supported by our top management, we are confident our systems remain to the highest standards of corporate governance. In 2024, we sought to reinforce our leadership, to enhance our ability to deliver high-quality care, ensure regulatory compliance, and drive sustainable growth.

As part of this commitment, we welcomed Ian Hobbs as Chief Operating Officer, bringing a strong background in recruitment to address one of the care sector's biggest challenges—attracting and retaining skilled carers. Ian is leading initiatives to improve workforce planning, reduce staff shortages, and enhance retention strategies. He is also streamlining recruitment compliance, ensuring faster, more efficient onboarding processes while maintaining the highest standards of quality and safety.

We also appointed Monica Ahir as Director of Quality & Compliance, whose extensive expertise in the homecare sector strengthens our approach to risk management and regulatory excellence. Monica's deep understanding of CQC regulations, safeguarding, and workforce challenges ensures our governance frameworks align with best practices in care quality and oversight. Her leadership reinforces our commitment to compliance, continuous improvement, and delivering the highest standards of care.

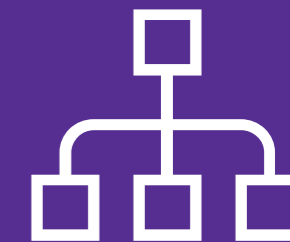
These strategic leadership hires reflect our dedication to delivering outstanding care, strengthening regulatory excellence, and building a sustainable workforce for the future.

Governance. Acting with integrity.

Our new ESG governance structure

We believe ESG matters for all of us at Nurseplus. At the highest level, our Board of Directors continues to exercise its role of supervision and direction.

In 2024, our senior management conducted 10 board meetings where ESG matters were a main topic of discussion, and it remains a standard item in all of the meetings' agenda.



Our ESG focus group continues to utilise our ESG Action Plan as a guiding metric on the progress we have made and the direction any initiatives we need to be taking.

As Nurseplus continues to advance its ESG strategy, our ESG Focus Group has evolved to reflect the changing priorities and expertise needed to drive sustainable impact.

In 2024, Vicky Chapman stepped into a leadership role within the group, ensuring ESG remains a key priority at the highest levels of the business. She now leads the ESG focus group and prepares a monthly update for the Board, ensuring progress, challenges, and new initiatives are regularly reviewed at the senior level.

Beyond this, the ESG focus group also saw a shift in representation, with a renewed focus on People, Technology, and Operations, alongside Finance, Marketing, and Quality Assurance.

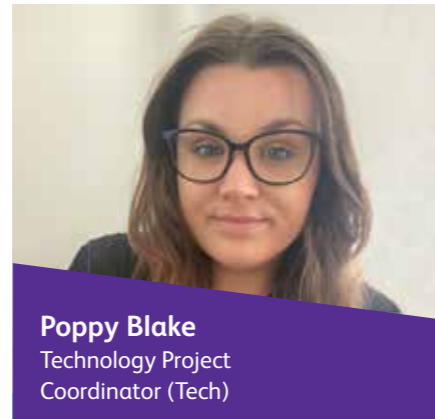
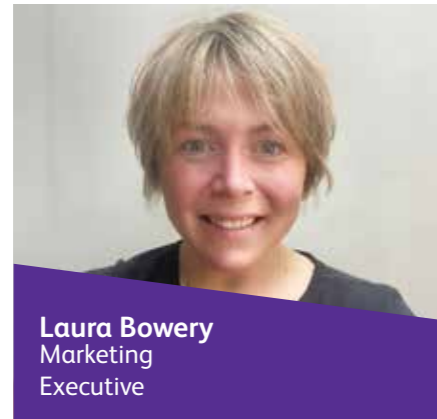
This change reflects our increasing emphasis on workforce well-being, digital transformation, and operational sustainability—critical areas in delivering high-quality care while reducing environmental impact.

By integrating expertise from critical business functions, Nurseplus ensures ESG remains a core part of decision-making, operational strategy, and cultural change across the organisation.



Governance. Acting with integrity.

Our focus group.



Governance. Acting with integrity.

Business Ethics

At Nurseplus, robust business ethics are at the core of everything we do.

We believe that to uphold our trustworthiness core business value, we must deliver a high standard of care, with integrity and honesty, through people who are passionate about what they do. We are proud that throughout the 2024 we were free from any breaches or investigation in relation to business ethics.

We have continued to enforce and review our robust suite of business ethics policies, through which we seek to prioritise preventing conflicts of interest and corruption, as well as promoting ethical decision making. Our whistleblowing mechanism's applicability to maintain an open dialogue for stakeholders to report instances of unethical conduct is essential to keep our staff accountable and to monitor issues of corruption as they occur.

We are proud that our efforts in this field have been recognised by EcoVadis, with our highest score in back-to-back years. We are committed to continue to enforce our efforts to ensure we maintain our strong ethical reputation within our sector.



**Zero breaches
in 2024**



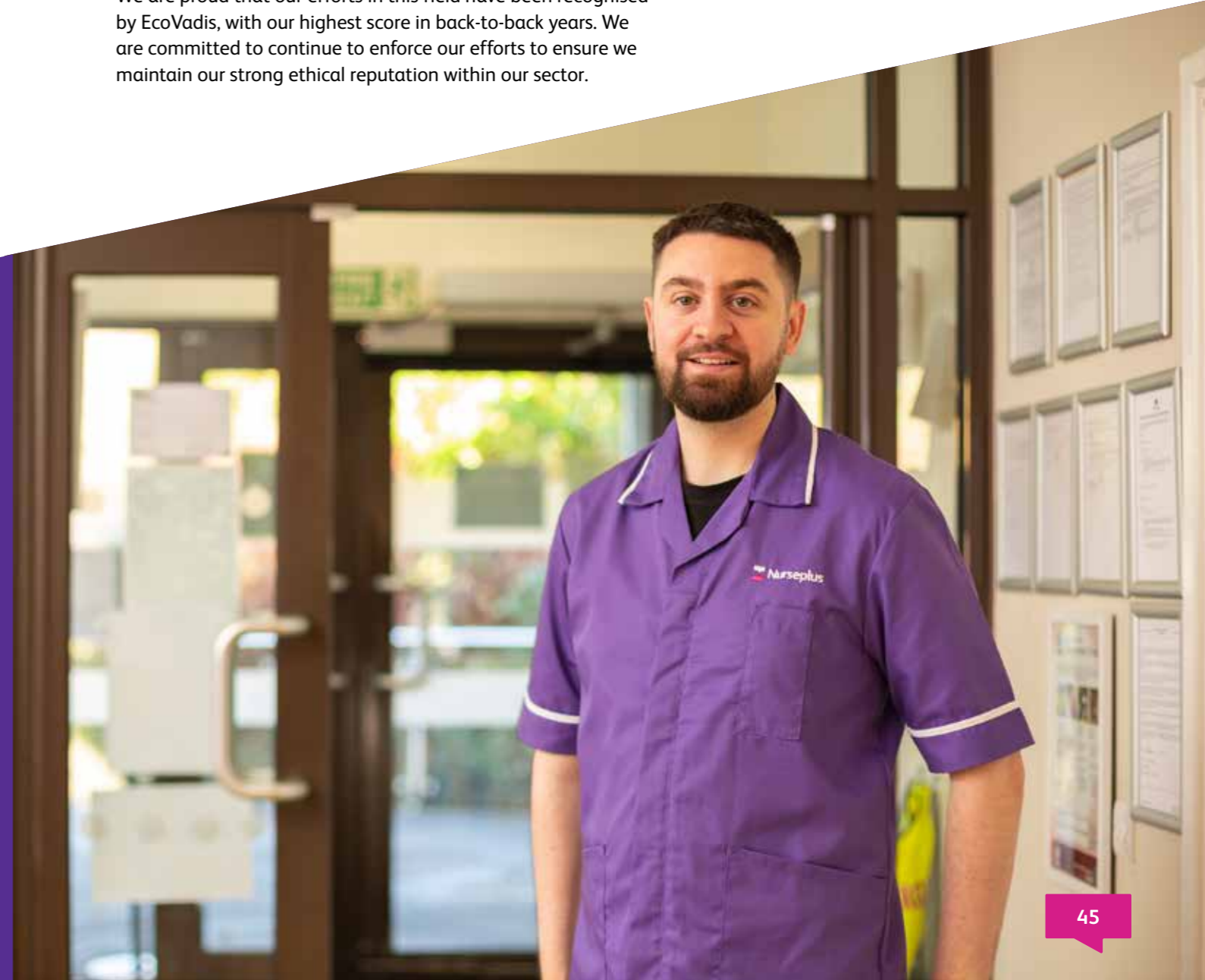
EcoVadis score

The necessity to promote ESG initiatives is not solely limited to our board members and senior management, but rather we must perform our due diligence to educate our staff with the tools and knowledge to champion ESG initiatives.

“Our focus on ESG gives us the opportunity within our busy working lives to consider the actions we take as a business, and as individuals, to assess how we can approach things differently in order to create positive, impactful outcomes for everyone.

Being part of something where the objective is to drive improvements to ensure sustainability and well-being for our whole community is something I feel truly passionate about and I'm incredibly proud of our achievements here to date”

-Vicky



Governance. Acting with integrity.

Quality

For us at Nurseplus, proving services of the highest quality that meet the needs of our clients and the vulnerable people we support is simply a must.

To us, quality is not just a commitment but a cornerstone of our operations. We believe in delivering services that go beyond expectations, reflecting our dedication to excellence, customer satisfaction, and community well-being.

To ensure this commitment to quality is upheld at all times, we have developed systems and appointed a highly qualified team. We have robust recruitment processes that ensure that every member of our staff possesses the expertise, compassion, and dedication necessary to meet our expectations in relation to the highest standards of care.

In the past year we are honoured to have received a resounding 82% 5-Star reviews from the online review community TrustPilot for Nurseplus Care at Home.



Quality and Impact Report

We are delighted to publish our 2023 Quality and Impact report where we have showcased some of our notable achievements:

	19	Registered Managers Up from 10 from last year.
	20	Care Quality Centers (CQC) Up from 18 from last year.
	38	38 out of 55 of our services achieved a Low-Risk Rating for all of 2023.
	100%	All community branches achieved Good or Outstanding rating with the CQC.
		Achieved the Advanced CHAS accreditation.

Trustpilot
82%

5-Star reviews for Nurseplus Care at Home



Client Testimonials

"I have found Nurseplus to be exceptionally helpful in my time of staff needs. They are always willing to place the right staff with the right type of client to meet their needs. Communication is always forthcoming, and consistent. I will continue to use the facilities Nurseplus provides and would recommend them too."

Learning Disability Client
Specialised Housing & Care
The Care Group

"We email or telephone our needs and these, when possible, are covered quickly with staff that are known to us at the service to ensure continuity of care for the people we support. The staff that we are sent are trained to a good level, we spend time with them in the hope that they will return and complete other shifts."

Supported Living Client
Independent Lifestyles
Support Agency

Governance. Acting with integrity.

Quality Assurance Team

Our Quality Assurance Team operates a crucial role within Nurseplus to ensure the services we provide meet our strict standards and industry benchmarks.

Their role is pivotal to the development and implementation of robust policies that enable Nurseplus to remain compliant with ever-changing regulations. They implement a rigorous system of internal audits through which we are able to identify any areas of concern or risk (relative to CQC, legislative or internal standards), in order to take remedial action immediately.

In 2024, the team successfully completed 146 internal audits across Nurseplus's branches. The themes and trends from these audits varied over 2024 across the different services, but the Quality Team were able to support the Operations staff with relevant training and upskilling where necessary.

Clinical Team

In the past year we have launched a Clinical Team that with the ambition of providing support towards administering intricate clinical packages.

The Clinical Team is comprised of Nurse-led experts from a variety of specialties who work in close proximity to our branches and our clientele to provide customised care.

The Clinical Team is equipped with the necessary resources to distribute assessment expertise and clinical knowledge for them to provide the appropriate level of care needed. Our clinical team has the capacity to administer expert guidance and clinical knowledge towards their patients and ensure the adequate level of care is provided.

The new Clinical Team works closely with the Quality Assurance (QA) team to ensure outstanding levels of care delivery as well as a commitment to continual improvement. This has included developing a new 'Care at home' care plan assessment framework together with an advanced care plan assessment framework for our more complex clients.

This will enable us to support the wider company in assessing and delivering the best, person-centred care possible. We are also working towards developing our clinical specific audits, utilising the expertise of our clinical team to audit our packages from a clinical perspective and to also share our knowledge with the wider quality assurance team.



146

internal audits successfully completed in 2024.

We are also audited externally by those agencies that we have contracts with, as well as by external auditors for our Residential side of the business. In 2024, there were three external audits, which covered approximately 100 carers files, with all three audits suitably passed. Some observations were made in relation to our recruitment compliance checks, specifically around the support document information (RTW for visas). We used these observations to rapidly set out our new Recruitment Compliance team to support with all recruitment checks and the utilisation of a system called Red Flag, which enabled these recruitment checks to be verified, ensuring that we were compliant.



Governance. Acting with integrity.

Looking after our stakeholders



Stakeholder Engagement Strategy:
Our active engagement with stakeholders is vital for the deployment of our business strategy and the long-term success of Nurseplus.

Our stakeholders are more than just partners, their best interests are intertwined with the trajectory that Nurseplus aims to head towards, becoming a trendsetter for the Healthcare sector.

We find that communication is key for successful relationships, which is why we issued three separate surveys to our branch managers, clients, and workers to collect direct feedback and improve our operations where there is a consensus for improvement.

We are planning to have our website be a central base for all our stakeholders to access information on our progression towards our various ESG goals, challenges, and success stories. We must be accountable for our actions and provide the necessary communication for our shareholders to stay up to date on what is going on at Nurseplus, which will further reinforce our mutual trust.

3 Stakeholder Surveys



Branch Managers



Clients



Workers

Our Investors



In December 2024, Nurseplus entered an exciting new chapter with CVC, a leading global private equity firm with a strong track record in supporting businesses across healthcare and essential services, taking control of the business.

With CVC's investment, we are strengthening our ability to attract and retain top talent, invest in innovative workforce solutions, and expand our reach to support more service users across the UK. Their commitment to responsible investment and ESG principles aligns with our mission to provide high-quality, person-centred care while upholding the highest standards of governance, compliance, and sustainability.

CVC

CVC's backing provides the strategic expertise and financial resources to:

- accelerate our growth
- enhance our service quality
- drive long-term sustainability in the care sector

This partnership marks a pivotal step in our journey, ensuring we continue to build a resilient, ethical, and forward-thinking organisation that delivers outstanding care and long-term value for all stakeholders.

Governance. Acting with integrity.

Moving towards understanding materiality

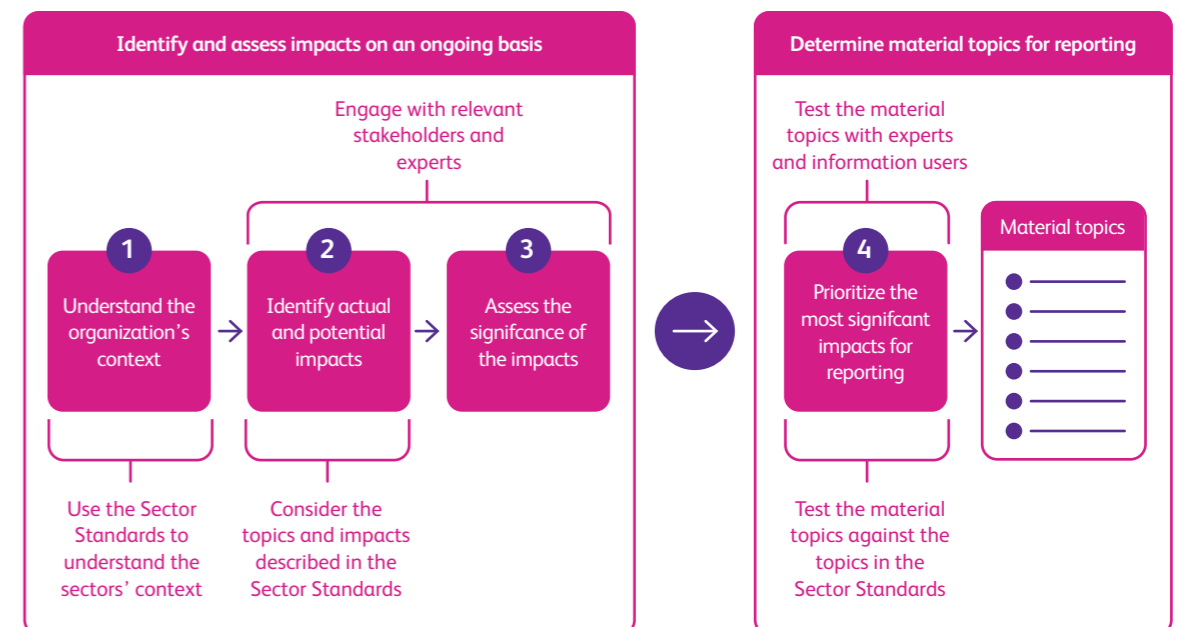
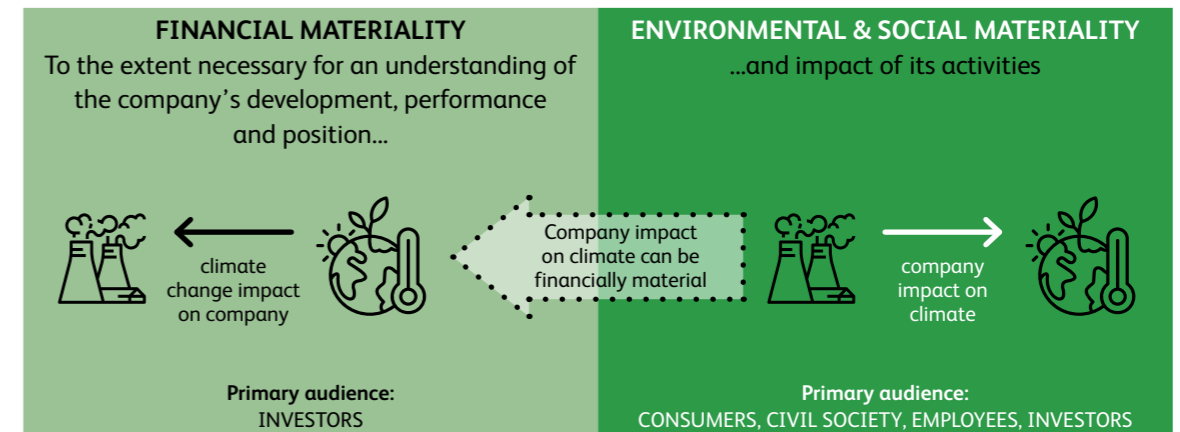


Over the years, we have informally identified those aspects which are most significant to Nurseplus and our stakeholders, in order to guide our success as a business.

Following our efforts on stakeholder mapping, we are now ready to formalise our efforts, with a double materiality assessment planned for 2025.

For this process, we intend to engage with key stakeholders in a way we can ensure their contribution remain confidential and impartial.

We believe that by aligning this engagement to best practice we can obtain more objective and effective information which can help us understand our ESG and financial materiality aspects.



Governance. Acting with Our Policies and Procedures

By instituting resilient policies across Nurseplus's staff, stakeholders, and suppliers we can maintain our ethos and relay the principles on which we stand.

We deem that it is no longer sufficient to comply with the bare-minimum pertinent lawful standards, but rather to go above and beyond to become market leaders in our governance practice.

In order to continue the culture we have instilled of going above and a beyond, in 2024 we took the opportunity to review all of our 93 policies. We ensured all reviews and modifications were accurate, as well as, as up to date and relevant as could be. We ensured the custodians of these policies were aware of their accountabilities.

We have also created a master policy register on the Monday System and moving forward we will continue to review and update policies when necessary rather than annually, ensuring best practice at all times.

Risk Management:

We are conscious that in order to uphold our reputation and enhance our decision-making cycles throughout Nurseplus we must actively address and manage our pertinent risks of our operations.

We utilise routine risk assessments to ascertain possible health and safety risks that our staff may face. We have found that by actively managing the risks Nurseplus faces we can use this to our advantage to motivate our teams to push for innovation and growth.

In 2024, we brought a new Compliance Director into our team. We expect that their expertise will help fortify our strategies in proactively dealing with risk management.

Governance. Acting with integrity. Cybersecurity

We understand the responsibility that comes in being a client-first business which is why we emphasise the importance of strict data protection.

We demonstrated our steadfast commitment to compliance through our maintained registration with the Information Commissioner's Office (ICO). Through the implementation of security risk assessments and necessary audits of control procedures, we prevented information security breaches. We are committed to continue our efforts in protecting the data and sensitive information of all our employees.

Steve Daley (Chief Technology Officer) - As CTO, I'm proud to support our company's ESG efforts, which are a big part of our move toward a more digital future. By switching from analogue to digital systems, we're cutting back on waste, using fewer physical resources, and working more efficiently. Cybersecurity is a key focus as we make these changes, ensuring that our data and systems stay safe. We're also committed to making our branch network great places to work, regularly visiting to ensure they're safe, well-equipped, and set up with the right technology to help our people work smoothly and effectively. On top of that, we're doing our part for the environment by recycling or repurposing old tech to minimize waste. Together, these efforts show our commitment to doing business responsibly, supporting our people, and creating a more sustainable future.

Using Training to Educate on Policies

We have found that the most efficient technique for broadcasting the principles we stand for and implementing the policies we have enacted, is through informative and engaging training.

Our training sessions are designed to integrate key policies into real-world scenarios as much as possible, ensuring that employees not only understand the guidelines but also know how to apply them in their day-to-day roles. By using interactive modules (eLearning) twinned with face to face sessions, case studies, and hands-on activities, we aim to make policy education both accessible and engaging whilst aspiring to meet and exceed industry standards.

Together with induction and refresher training, we provide employees with resources such as handbooks, FAQs, or access to HR or management for questions. This makes it easy for them to refer back to policies when needed and ensures they have the support to follow them.



2024

No breaches recorded in cybersecurity

During the past year we have been diligent in our pursuit of mitigating our risks of threat caused by cyber-security attacks on our business including.





**Better
together.**