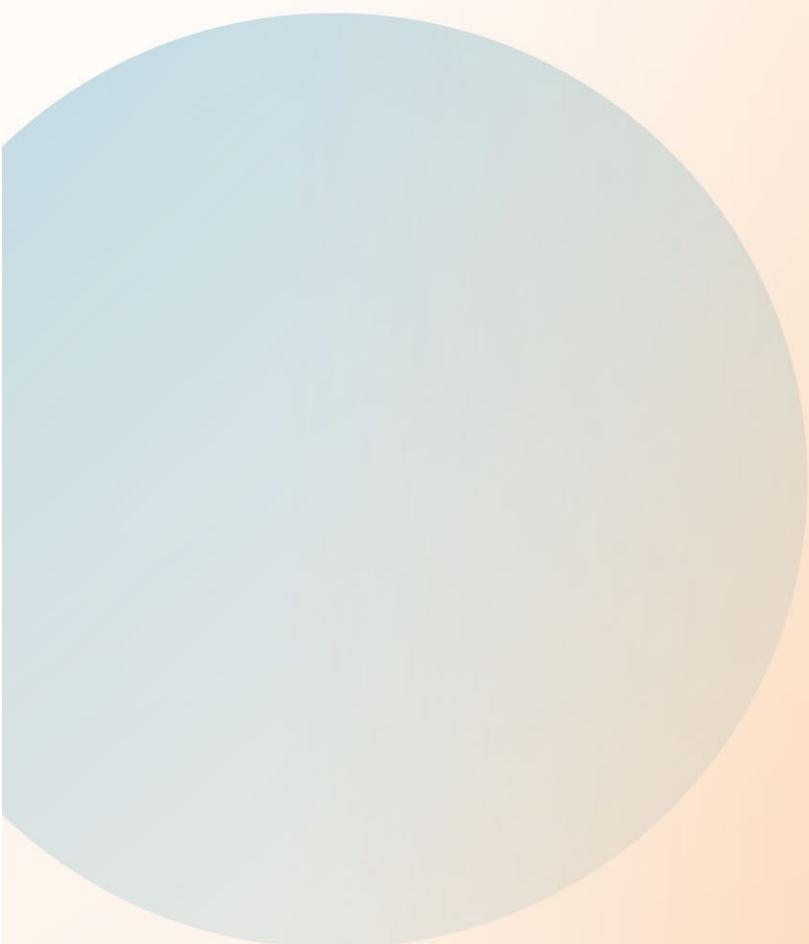




# ESG REPORT 2025

SYNLAB GROUP



## About SYNLAB Group

SYNLAB Group is one of the leading providers of clinical laboratory, medical diagnostic and specialty testing services in Europe. We support patients, physicians, clinics and the pharmaceutical industry with a comprehensive portfolio of over 5,000 types of testing services across multiple diagnostic disciplines, including genetic and anatomical pathology testing and diagnostic imaging. SYNLAB performed around 600 million laboratory tests achieving a revenue of €2.54 billion in 2025.

SYNLAB operates in more than 20 countries. More than 23,000 employees, including over 2,000 medical experts, contribute every day to the Group's worldwide success. The Group's diagnostic services are delivered in more than 300 laboratories and over 1,800 blood collection points globally. SYNLAB Group follows an integrated "hub and spoke" laboratory model, combining centralised laboratories ("hubs") with regionally distributed base laboratories and blood collection points ("spokes").

## About this report

This voluntary ESG report gives an overview of SYNLAB's sustainability strategy, targets and performance to our stakeholders. We believe that sustainability is an ongoing journey, and this report is part of our commitment to sharing our progress transparently.

The reporting period covers the 2025 financial year (1 January 2025 to 31 December 2025), and the reporting is aligned with the Group's financial consolidation perimeter determined under IFRS 10. We prepared this report considering various sustainability reporting standards and guidelines, such as the Greenhouse Gas (GHG) Protocol, Science Based Targets initiative (SBTi) as well as the European Sustainability Reporting Standards (ESRS). ESG metrics and information on accounting methods and risk controls for ESG data are provided at the end of this report.

### Forward-Looking Statements

This report contains certain statements about future events, expectations, plans, or objectives that may be considered forward-looking. These statements are based on our management's current assumptions and expectations and involve known or unknown risks and uncertainties that may be subject to change, whether significant or not, and could cause actual results, figures or events to deviate materially from those expressed in these forward-looking statements. We do not assume any obligation to update such forward-looking statements contained herein, save for any information we are required to disclose by law.

## Our approach

Our mission at SYNLAB is to “provide actionable diagnostic information for healthy lives and well-being for all”. As a vital component of modern healthcare, high-quality diagnostics support clinical decision-making and enable prevention, early detection and health monitoring.

With its strategy FOR YOU+, SYNLAB sets a strategic direction to create value for our stakeholders: patients, customers, employees, society, healthcare systems and investors. The strategy centres on Care Excellence and Efficient Growth and integrates sustainability across our business. We are committed to reducing negative impacts and supporting environmental and social benefits where possible while upholding strong governance.

To embed a culture of sustainability across the Group and its value chain, SYNLAB has defined three action areas within its ESG approach: SYNLAB Care, SYNLAB Green and SYNLAB Citizenship.

These areas also form the basis of our ESG targets as well as the structure and content of this report. To prioritise our actions, we used the double materiality assessment, considering two dimensions of impact:

- Impact materiality: Our impact on society and the environment
- Financial materiality: Environmental and social topics that may affect our enterprise value

The assessment is informed by inputs from internal and external stakeholders, our supplier sustainability due diligence, and company risk assessments.

Ethical foundations are central to our ESG approach. Our commitment to ethics spans our workforce, medical services and governance. We maintain a set of policies that explicitly prohibit forced labour, child labour and trafficking in human beings, and that safeguard the health and safety of our employees. These principles are embedded in our Code of Conduct, Human Rights Policy Statement and a set of Group-wide frameworks that support a diverse, inclusive, and equitable workplace.

## SUSTAINABILITY GOVERNANCE

SYNLAB is committed to strong corporate governance that supports responsible and sustainable business practices. At the Group level, the company operates under a two-tier structure, comprising a Supervisory Board and the Group Management:

- The Supervisory Board, consisting of 12 members, oversees the company’s strategic direction, including Environmental, Social and Governance matters. Members include representatives from employees and unions.
- The Group Management, comprising the Group CEO and Group CFO, leads the overall management of the Group, including strategic decision-making and risk mitigation.

The Executive Committee, consisting of Group C-suite members and regional CEOs, handles delegated matters, implements approved strategies and policies and coordinates internal working groups. It also includes a dedicated ESG Committee, which approves ESG strategies and policies and monitors progress towards the Group’s ESG targets.

The variable component of the Group Management compensation (individual contribution factor) includes ESG considerations. Additionally, the results of the SYNLAB Dialogue, our annual employee survey, are directly linked to the performance targets for the Group Management and those covered in the Group Management by Objectives (MBO) scheme, including the country C-suite members.

Details of the SYNLAB Dialogue are found on pages 5 to 6.

## SYNLAB Care

### PROVISION OF HIGH-QUALITY HEALTHCARE

Our commitment to Care Excellence means enabling care that is effective, safe, fulfils high-quality standards and provides a positive experience for patients and those who rely on our services. We take a holistic approach to medical excellence, combining scientific rigour, collaboration, continuous education and technological leadership to remain a leader in diagnostic innovation and patient impact.

Guided by the expertise of our medical professionals and customers, and aligned with national healthcare priorities and guidelines, we strive to ensure that our services and future commercial development efforts reflect clinical needs, ethical responsibility and long-term value creation.

#### Embedding quality across SYNLAB

Operating in a highly regulated sector, SYNLAB applies a structured and proactive approach to quality management across regions to safeguard the reliability, safety and trustworthiness of the diagnostic results we deliver. We align our operations with internationally recognised standards, such as ISO 9001 (Quality Management) and ISO 15189 (Quality and Competence in Medical Laboratories), which underpin continuous improvement. SYNLAB implements internal quality audits, standardised operating procedures and cross-border knowledge sharing, as well as educational and scientific sessions. Our laboratories regularly participate in External Quality Assessment Schemes (EQAS), which provide independent benchmarking of analytical performance and are sometimes mandatory. Alongside applicable regulatory requirements and internal quality controls, over 84% of SYNLAB laboratories hold at least one recognised certification from external bodies relating to quality management or quality and competence in medical laboratories<sup>1</sup>.

#### Advancing science & innovation

Medicine is constantly evolving, and SYNLAB fosters a culture of continuous learning and collaboration through initiatives such as the SYNLAB Medical Congress. This congress provides a platform for scientific and clinical exchange, bringing together employees and external experts to explore emerging clinical and diagnostic insights. In 2025, we hosted two congresses covering oncology, haematology and neurology.

We support scientific research through Group-wide initiatives such as the SYNLAB Research Grants and SYNLAB Publication Awards. In addition, we operate dedicated institutes like the IRCCS SDN Institute in Italy, which conducts translational research in imaging and molecular diagnostics. Partnerships with universities, research centres and industry leaders complement these efforts, driving progress in areas such as molecular diagnostics and emerging clinical needs. Our research has resulted in hundreds of peer-reviewed publications, more than 300 in 2025 alone, and active participation in national and international congresses.

Beyond our Group-wide learning and development framework, SYNLAB invests in education and skills development both internally and externally to promote medical and diagnostic excellence. Internally, we offer accredited training and apprenticeships to prepare future healthcare professionals. The SYNLAB Fellowship Programme remains available to encourage cross-disciplinary knowledge exchange between laboratories and countries. Externally, we provide regionally tailored programmes, such as SYNLAB Akademie in Germany or the long-standing CIEL course in Mexico (Curso de Indicación e Interpretación de Exámenes de Laboratorio – Indication and Interpretation of Laboratory Tests), which we co-host to support more than one thousand healthcare professionals worldwide each year. We also regularly host scientists for exchange, fostering hands-on collaboration and knowledge transfer across disciplines and geographies.

#### Investing in technology & future readiness

Diagnostics is evolving rapidly, shaped by scientific advances, digital innovation and changing clinical needs, including the growing demand for personalised and targeted therapies. Genomic testing is increasingly used in clinical diagnostics to provide comprehensive and personalised insights for patients and clinicians. These technologies enable detection of complex conditions, inform treatment decisions and support biology-driven treatment plans. SYNLAB continues to invest in next-generation technologies to broaden access and improve precision.

<sup>1</sup> Recognised management standards include ISO 9001 (quality management), ISO 15189 (medical laboratory competence, scope-specific) and local equivalents such as RiliBÄK (Germany) and COFRAC requirements (France). Laboratories with multiple certifications are counted only once. The coverage is based on the absolute number of laboratories and does not account for differences in laboratory size or capacity.

Artificial Intelligence (AI) tools are integrated into SYNLAB workflows, such as anatomical pathology and multi-omics to support variant interpretation and streamline analysis. We are also exploring broader AI applications, such as in routine testing, medical imaging, anomaly detection and predictive maintenance of laboratory equipment to support complex data analysis and optimise workflows.

As AI introduces specific governance requirements that differ from other technologies, we have a designated AI policy that sets out clear principles and mechanisms to address these needs, promoting transparency, fairness and alignment with our values and regulatory obligations.

Beyond technology, SYNLAB continues to optimise its portfolio and service footprint in line with strategic priorities. In 2025, this included expanding advanced diagnostics through the introduction of three new microbiome tests in Germany and validated liquid biopsy testing for somatic cancer testing in the UK. We also secured two major long-term public-private partnership contracts of fifteen years with NHS partners in the UK: Christie NHS Foundation Trust in Greater Manchester and Mid and South Essex NHS Foundation Trust (Pathology First). These were renewals of long-standing collaborations, awarded as new long-term contracts. In Italy, the opening of a new medical centre in Florence, “Manifattura Firenze”, further aims to strengthen our regional presence and is expected to improve access to high-quality diagnostic services.

### Patient experience & service quality

SYNLAB collects structured direct patient feedback to continuously improve the quality and accessibility of our diagnostic services. Through mechanisms such as the Net Promoter Score (NPS), measured by an independent provider, we monitor patient experience and identify opportunities to refine our processes. In many markets, patients engage directly with our service through sample collection and other service touchpoints. Their feedback therefore plays an important role in understanding how well we deliver a positive and reliable experience. In FY2025, our NPS was above 85, supported by more than 880,000 pieces of patient feedback across markets.

## OUR WORKFORCE

Delivering high-quality healthcare ultimately depends on the capability and commitment of our workforce, underpinned by formal people strategies, a strong culture of collaboration and inclusion and robust governance. Our teams span a wide range of roles, from laboratory doctors and technicians to sample logistics drivers, phlebotomists, sales teams and administrative staff, each contributing to reliable, high-quality services.

We are committed to creating an environment where employees feel respected, supported and empowered to build fulfilling careers and a sense of belonging. This culture is grounded in shared values and inclusive leadership, and shaped by our commitment to continuous learning, diversity and well-being. We continue to strengthen these principles through defined programmes and governance mechanisms so that our workforce remains resilient, engaged and equipped to meet evolving healthcare needs.

Our global policy outlines our commitment to respect and acceptance toward all sections of society, and these principles are embedded in our broader Human Rights Strategy. Our commitments include:

- Attracting applicants from diverse backgrounds and promoting fair, non-discriminatory representation across levels and functions.
- Providing equal opportunity throughout the employment lifecycle, including hiring, compensation and development.
- Accommodating individual needs wherever possible, such as accessible workspaces or flexible hours, to enable full participation.

At Group level, the CEO and Chief Human Resources Officer act as executive sponsors, with Group HR responsible for policy development. Local implementation is led by country HR teams and management. Initiatives include unconscious bias training, inclusive hiring practices and awareness-raising events.

## Values-driven leadership

As a cornerstone of our People Strategy, we invest in values-driven leadership. Our ACCE Leadership Model (Be **A**gile, **C**ommunicate, **C**onnect, **E**xecute), introduced in 2022, plays a central role in aligning leadership behaviours with our values. We aim to train all leaders, regardless of level or function, through our proprietary ACCE programme by 2026 and all employees by 2029. To date, 54% of leaders have completed face-to-face modules, up from 9% in 2024, reflecting steady progress towards our target.

Training alone is not enough. We want ACCE principles to be actively lived across the organisation, not just taught. While culture is dynamic and not easily measured, we collect annual feedback through SYNLAB Dialogue, our employee survey covering multiple dimensions of organisational culture and leadership. One of these dimensions assesses how well ACCE principles are embedded in everyday leadership and workplace interactions. Our goal is for every leader to achieve an ACCE dimension score above 80% by 2030, based on employees selecting “agree” or “strongly agree” to statements aligned with these principles. In 2025, 68% of employees agreed, providing a baseline for continued improvement.

## Employee engagement

At SYNLAB, employee engagement refers to how connected, motivated and valued our people feel in their daily work, not just how often we communicate with them. Driving employee engagement is a long-standing strategic priority, and our main tool for driving and measuring engagement is the SYNLAB Dialogue framework.

SYNLAB Dialogue centres around our annual employee survey, but it goes far beyond that. It is a structured, ongoing approach to listening and acting on employee feedback. Survey results feed directly into both local and Group-wide action plans, translating insights into concrete steps.

The Dialogue also helps us assess cultural and strategic alignment, including perceptions of our ACCE framework. It supports a culture of learning by surfacing insights that guide leadership, shape priorities and highlight areas for growth. Topics such as psychological safety, feedback and coaching, ethics and wellbeing are part of what we measure; these factors are recognised as essential components of a safe and enabling work environment and linked to workforce engagement and performance outcomes.

Engagement scores are linked to the Group management incentive scheme, reinforcing our commitment to creating a workplace where people thrive. This approach complements our broader workforce strategy and reflects our view that engagement is a key driver of performance, retention and organisational health. We have set a long-term target to reach the industry’s top quartile by 2030. In 2025, employee engagement scores improved compared with previous years. While we are not yet in the top quartile, we remain committed to progressing towards this benchmark through targeted actions informed by survey insights.

## Talent attraction, development & retention

Across our core markets, healthcare providers are experiencing increasing competition for specialised skills, driven by demographic change, regulatory complexity and shortages in clinical and technical professions. Attracting, developing and retaining skilled employees are essential to sustaining quality, driving innovation and securing long-term success.

One of the ways SYNLAB addresses workforce challenges is by emphasising learning and development as a core element of our People Strategy. Our Group-wide framework, SYNLAB Campus, is built around three core pillars:

- Group-level leadership development, including the ACCE Leadership Model
- SYNLAB Academies for professional and technical growth
- A broad range of training in technical, regulatory and soft skills to support both performance and personal development

In 2025, employees participated in an average of 15.7 hours of training, consistent with the previous year, covering topics such as laboratory quality standards, digital tools, customer service, compliance, communication and leadership skills. Through our annual SYNLAB Dialogue, we track whether employees feel supported in their growth. Our goal is to reach 70% agreement score by 2030 on the statement that learning and development is actively supported. In 2025, 53% of employees agreed or strongly agreed.

Beyond investment in learning, SYNLAB is committed to developing talents within and strengthening leadership capacity across the organisation. We have a Group-wide goal to fill 80% of key positions through internal promotion by 2030, with 40% of these roles filled by employees of an under-represented gender. We are actively working to promote internal talent pools that reflect gender and broader diversity, while recognising external factors also influence the pace at which talent pipelines can be built and progress toward our leadership targets can be achieved.

In 2025, we introduced a Group-wide governance framework and process for talent management of key positions, providing clear definitions of what constitutes a key role and establishing consistent criteria for identifying pipeline talent. This framework includes a governance structure to oversee and approve talent decisions, supporting accountability and alignment across business units and countries.

This new goal sits alongside our existing commitments we set in 2021 to increase female representation in senior leadership. These earlier targets were introduced in accordance with the requirements of the German Act on Equal Participation of Women and Men in Management Positions in the Private Sector and Public Service (FüPoG), which mandates the setting of target figures for gender representation in leadership. While SYNLAB is no longer a listed company and thus no longer subject to this legislation, we continue to uphold the targets defined during that period:

- 20% female representation in first-line management (Executive Committee) below the Group Management by 2026
- 45% female representation in second-line management below the Group Management by 2026

In 2025, female representation on the Executive Committee rose from 10% in 2024 to 33% in 2025, achieving our target ahead of schedule. Second-line management increased to 33% in 2025, up from at 25% in 2024. While our ambition to reach our gender target for second-line management remains unchanged, we recognise that meaningful progress requires long-term investment. Our new target embeds diversity into our broader talent development strategy, integrating diversity considerations into how internal pipelines are built, while keeping merit as the core basis for all talent decisions.

## Health, safety & well-being

We are committed to minimising physical and psychological risks in our workplaces. Our laboratories operate under high levels of regulatory oversight, and we continuously strive to exceed minimum requirements. Well-being at SYNLAB goes beyond physical safety. We recognise the importance of mental health and emotional resilience in creating a supportive and productive work environment. Local initiatives include the “Erste Hilfe für die Seele” (Mental Health First Aid) programme implemented in SYNLAB Germany, which equips employees to identify early signs of psychological distress, offer empathetic support and guide affected colleagues towards appropriate professional help.

At Group level, we monitor safety performance through indicators such as:

- Lost Time Accident Frequency Rate (LTAFR)
- Total lost days from work-related injuries and illnesses
- Recordable work-related injuries and their rate
- Fatalities and high-consequence injuries

In addition, SYNLAB Dialogue collects feedback on psychological safety.

Since 2021, SYNLAB has aimed to reduce the LTAFR annually. In the absence of a sector and region-specific benchmark, we assess our performance against our own trend and exposure profile. In 2025, the rate stood at 7.4, largely comparable to the 2024 rate of 7.2<sup>2</sup>, aligned with the longer-term downward trend observed since 2021. SYNLAB recorded zero work-related fatalities and zero work-related high-consequence injuries during the year.

<sup>2</sup> Updated for comparability.

## SYNLAB Green

### OUR APPROACH TO ENVIRONMENTAL STEWARDSHIP

At SYNLAB, we are committed to reducing our environmental impact while maintaining the highest standards of diagnostic quality and safety. We strive to comply with relevant regulatory requirements in our laboratories and continually seek opportunities to reduce consumption, discharges, emissions and residues that could negatively affect the environment.

Our Group-wide Environmental Policy applies to all SYNLAB subsidiaries, establishing a consistent standard of environmental conduct and formal commitment to continuous improvement. It clearly defines responsibilities for transitioning toward more sustainable practices. These expectations also extend to our suppliers through the SYNLAB Supplier Code of Conduct, which includes environmental requirements and reinforces our commitment to responsible sourcing.

Each laboratory defines the environmental management approach most appropriate to its local context. Progress is monitored through a KPI system, with indicators reported in real time, monthly, quarterly or annually, as relevant. Certifications and management systems, such as ISO 14001 Environmental Management Systems, play a key role in supporting our approach: currently, over 43% of our hubs are certified against recognised environmental management systems.

#### Waste management & circularity

As a provider of medical diagnostics, SYNLAB operates in a highly regulated industry with strict environmental and infection control standards. Many single-use items, such as gloves, pipettes, aliquot tubes, needles, Personal Protective Equipment (PPE) and blood tubes, are essential for safety and prevent cross-contamination.

We recognise that growth in our industry often correlates with increased waste generation. However, we are committed to decoupling growth from waste production, particularly hazardous waste intensity, while protecting safety and quality. Our 2030 target is to reduce hazardous waste intensity (per net revenue) by 18% compared with our 2022 baseline.

We continue to identify and implement opportunities for waste reduction and actively engage with suppliers and customers to explore more sustainable alternatives and processes. Through initiatives such as our proprietary SYNLAB Transformation System (STS) programme, which builds on Lean principles, behavioural change campaigns and targeted training, we are working to reduce hazardous waste intensity while maintaining high safety and quality standards. In 2025, we stand at 18% reduction in hazardous waste intensity compared with our 2022 baseline, meaning we are currently performing at our 2030 ambition.

Sustaining this level of reduction will be challenging, as many of the most accessible efficiencies have already been realised, and operational changes, including test mix, volume and evolving regulatory requirements, may influence hazardous waste volumes year to year. Our focus is therefore on maintaining performance at our target, embedding reduction practices into daily operations and continually seeking practical opportunities for responsible waste management without compromising safety or quality.

Alongside these efforts, we promote resource efficiency through circularity-oriented initiatives. Our global equipment exchange platform enables the redistribution of instruments across locations where appropriate, helping to extend their lifecycle and reduce the need for new purchases. Where implemented, these exchanges have supported reduction in material waste and improved cost efficiency, complementing our hazardous waste reduction strategy.

#### Climate action & decarbonisation

We began tracking greenhouse gas (GHG) emissions in 2021, marking the start of our structured decarbonisation journey. Our emissions profile is dominated by Scope 3, particularly from purchased goods and services. Although Scope 1 and 2 emissions are comparatively lower, they remain a key focus of reduction efforts. While our direct carbon footprint is smaller compared to high-emission sectors, our broader value chain, from laboratory energy use to procurement, contributes to climate impact.

In 2024, SYNLAB committed to setting near-term climate targets for Scope 1, Scope 2 (market-based) and Scope 3 emissions, aligned with the Science Based Target Initiative (SBTi). These targets replace our previous carbon intensity reduction commitment and have been submitted for validation. Our decarbonisation strategy is designed to evolve alongside infrastructure and technological innovation, enabling continued progress across all emission scopes.

We recognise that a rapid transition to low-carbon solutions is not always feasible due to technological, infrastructural and financial constraints. We remain committed to making tangible progress, grounded in operational realities and supported by measurable actions across our business.

**Scope 1 – Direct Emissions:** Primarily driven by sample collection logistics, which are essential to patient care and affected by time-sensitive routes and geographical constraints. Within these constraints, we aim to reduce emissions through various levers, including route optimisation, driver training, low-emission vehicle pilots, exploring alternative fuels and modes of transportation and integrating emissions criteria into procurement decisions.

**Scope 2 – Indirect Emissions:** Our focus is on reducing energy consumption, improving efficiency and increasing renewable energy use across our operations. This includes targeted investments in energy efficiency measures and phasing out oil and gas heating use wherever feasible. While many country-level contracts within the Group have already shifted to green energy procurement, remaining sites are currently addressed case-by-case in collaboration with landlords and energy providers.

**Scope 3 – Value Chain Emissions:** Our largest emissions relate to Purchased Goods and Services. These are currently estimated using a spend-based method, which provides a consistent baseline but does not reflect product-level detail or supplier-specific data. Until standardised, structured and readily accessible product-level emissions data become available from suppliers, expected closer to 2030, we are prioritising operational efficiencies, such as improved inventory management and purchasing discipline, to drive reductions in Scope 3 emissions.

## Progress & performance in 2025

Our decarbonisation efforts in 2025 followed an efficiency-first approach, prioritising measures that reduce energy use and emissions while supporting operational excellence. This aims to deliver improvements that are both environmentally and economically sustainable.

Key actions included optimising HVAC settings, installing smart-metering systems, delivering internal energy-saving training, conducting eco-driving courses and increasing the use of electric vehicles. In selected locations, solar panels were installed, sometimes by landlords, with SYNLAB purchasing the renewable energy directly. While not yet widespread, these installations can contribute to long-term energy resilience and emissions reduction where feasible.

Our new climate targets, based on absolute reductions, have been recalibrated to reflect the current scope of operations. GHG emissions data, including scope-level breakdowns and methodology, are provided at the end of this report. Furthermore, in 2024, SYNLAB introduced a Group-wide energy efficiency target for 2030: a 1% annual reduction in energy intensity (MWh per net revenue) against our 2023 baseline. In 2025, our energy intensity was 76 MWh per m.EUR, representing a 3% reduction compared with our 2023 baseline.

## Climate risk & resilience

We recognise that we not only contribute to climate change but can also be affected by it. Weather-related hazards, such as flooding, can affect our operations. These events can disrupt sample logistics, interfere with laboratory workflows and pose risks to employee safety. We integrate these risks into our business continuity planning, particularly as selected laboratories are classified as critical infrastructure and maintain comprehensive emergency preparedness plans.

In 2024–2025, we conducted our first high-level climate change risk and opportunity analysis to assess how physical and regulatory risks may evolve over time. While our scenario analysis suggests that physical climate risks are likely to intensify in the medium to long term, they are not currently considered financially material at Group level. Nonetheless, we continue to monitor them as part of our broader risk management approach. We also take proactive steps to improve energy efficiency in our operations and continually review and adapt our business continuity planning as needed, which we believe will enhance long-term resilience. These efforts not only support our decarbonisation goals but also help mitigate exposure to disruptions and rising operational costs. However, we acknowledge that other long-term structural trends, such as demographic change, rising healthcare demand and technological advancement, are likely to have a greater impact on our business and the healthcare sector than climate change risks on their own. These developments shape how we plan for the future and help keep our services resilient, relevant and responsive.

## SYNLAB Citizenship

At SYNLAB, we are committed to being a responsible, ethical and trusted partner to society. We embed this commitment across our operations through governance, respect for human rights, data protection, digital responsibility and sustainable supply chain practices. Our policies and programmes are designed to uphold integrity, transparency and accountability. Employees and business partners are encouraged to speak up and report any concerns or potential compliance violations through multiple channels, including a 24/7 multilingual whistleblowing platform outlined in our Group's Speak-Up Policies. Reported issues are reviewed in line with internal procedures to uphold our commitment to ethical conduct.

SYNLAB maintains a clear stance against corruption and unfair business practices. Our Code of Conduct (CoC) and Group Policies like the Anti-Bribery and Corruption (ABC) Policy set clear expectations for ethical behaviour. To reinforce these standards, SYNLAB provides regular training to employees on anti-bribery and corruption, as well as Code of Conduct requirements, promoting awareness and accountability. In 2025, the ABC training completion rate reached 95%. We also regularly conduct internal audits to monitor compliance and identify areas for improvement.

## DATA PRIVACY

As a provider of medical diagnostic services, SYNLAB regularly processes personal data, including special categories of personal data, such as health-related or genetic information. In line with the principle of accountability, we have implemented a comprehensive data privacy compliance programme based on the EU General Data Protection Regulation (GDPR).

Our Group Data Protection Officer (DPO) monitors and provides advice on the overall level of data privacy compliance within the SYNLAB Group overall and at the Group-level specifically. In turn, local DPOs and/or local data protection managers oversee data privacy compliance at the country level. Appropriate channels for the reporting and handling of data breaches or other data privacy incidents are in place at both Group and local levels.

We recognise that our data-handling employees are at the heart of data privacy compliance and have therefore set the ambitious target of training 95% of these in-scope employees globally on data privacy by the end of 2025. Our current completion rate at the end of the year stood at 83%. We remain fully committed to meeting our 95% target and are continuing focused efforts to raise participation across all regions, including by a more harmonized approach to privacy awareness and centralised tracking via our global learning management system.

## CYBERSECURITY

Due to increasing cyber-attacks and compliance requirements, cybersecurity is an essential part of the business and critical for building digital trust. SYNLAB has defined a tailor-made cybersecurity strategy that includes policies, processes and compliance with international standards and frameworks (e.g., ISO 27001, Zero Trust, NIS2, etc.). This strategy is aligned with the Group digital transformation and is periodically reviewed to identify, assess and implement mitigation strategies, which reflect the evolving threat landscape using a risk-based approach.

SYNLAB has a Chief Information Security Officer (CISO), who is responsible for defining the cybersecurity strategy, policies and for overseeing the implementation of cybersecurity requirements by the IT department, employees and external personnel. The CISO reports directly to the Chief Information Officer (CIO). SYNLAB legal entities have appointed Information Security Officers (ISO) that have a dotted line reporting to the Group CISO. Group Heads and country CIOs are responsible for implementing organisational and security measures. Cybersecurity topics are presented and discussed on a regular basis during the Executive Committee meetings and presented by the Group CIO. Cybersecurity challenges, risks and achievements are covered during the Supervisory Board meetings. The Group Management and country CEOs (Chief Executive Officer) are ultimately accountable for establishing the right commitment, providing the necessary resources and addressing the Group's cybersecurity risks and potential consequences.

SYNLAB Security Policies are published and communicated to internal and external personnel, contractors as well as third parties to help ensure an adequate level of compliance. These are reviewed and approved regularly. Furthermore, through the Cybersecurity Awareness Programme, SYNLAB conducts knowledge assessments and training to reduce the risk of becoming victim of phishing or other cyber-attacks that require human interaction. Cybersecurity training is a mandatory component of SYNLAB's approach, and employees regularly complete awareness modules. For the current reporting year, we had the completion rate of 95%.

SYNLAB has established and maintained organisational and technical controls designed to meet certification requirements for the objectives stated in ISO 27001 for one of its IT service companies and its Group Data Centre facilities. ISO 27001 is the de facto international standard on information security for risk management, cyber-resilience and operational excellence. These organisational and technical measures are reviewed by external independent auditors on a regular basis (i.e., at least annually).

## RESPONSIBLE SUPPLY CHAIN

Our business depends on the continuity and resilience of its supply chain. At SYNLAB, we understand that a responsible approach to supply chain management not only supports high-quality and timely services for customers, but also integrates ethical, social and environmental considerations into procurement practices.

Since 2022, SYNLAB has implemented a Supplier Code of Conduct. This Code sets clear expectations for ethical, socially responsible and environmentally conscious behaviour and is based on international standards such as the ILO Conventions, UN Guiding Principles on Business and Human Rights (UNGPs) and the UN Global Compact. New suppliers expected to exceed 1% of the Group's procurement spend are required to contractually acknowledge this Code or the principles outlined within it. In some countries, suppliers may also be expected to acknowledge the principles as part of the contracting process, depending on local regulatory requirements or risk-based practices, such as those under the UK Modern Slavery Act.

SYNLAB has also established a Group-wide ESG and human rights due diligence process aligned with the German Supply Chain Due Diligence Act ("Lieferkettensorgfaltspflichtengesetz") and the UNGPs. This process is overseen globally by the Chief Human Rights Officer, with the procurement team responsible for supplier assessments and local management driving implementation at country level. It is further supported by the SYNLAB Group Statement on Human Rights Strategy, which outlines our overarching commitment to respecting human rights across all business activities and supply chain relationships.

Our due diligence approach is strategic and risk-based. Rather than applying a one-size-fits-all model, we assess ESG and human rights risks across all our suppliers and prioritise further evaluation and engagement based on each supplier's risk profile and strategic relevance. Prioritised suppliers undergo a detailed ESG assessment, and based on the results, we conduct impact assessments to determine whether further engagement is necessary and, where appropriate, implement remedial and/or corrective measures.

Our approach to supply chain due diligence reflects our broader commitment to responsible business practices. By embedding ESG and human rights considerations into procurement and supplier engagement, we aim to strengthen resilience, uphold ethical standards and contribute to sustainable healthcare delivery.

## ESG RISK ASSESSMENT OF OUR OWN OPERATIONS

Alongside supplier-focused assessments, we apply the same risk-based framework to our own operations. This involves periodic ESG assessments across all SYNLAB legal entities to identify potential environmental, social and governance risks. Where risks are identified, we assess their significance and implement appropriate mitigation measures. Key topics include labour and human rights, as well as relevant environmental factors. This ESG risk management process provides an additional layer of ESG-specific oversight and complements our broader enterprise risk management framework.

## ESG Targets, Metrics & Technical Notes

This section outlines our ESG targets, performance metrics and technical reporting notes, which support our commitment to transparency and accountability in delivering our sustainability strategy.

### TARGETS AT A GLANCE

SYNLAB has a range of targets across ESG and continues to work towards them. All targets were formally approved by the Supervisory Board, which includes employee representatives, ensuring that employee perspectives are reflected in both target-setting and oversight. Some targets were adopted as early as 2021 and 2022, while others were introduced more recently in the past year, reflecting the evolving priorities of our stakeholders as well as our sustainability strategy. Many of these targets were shaped in the context of our new corporate strategy, reinforcing the integration of ESG into our long-term business direction.

AREA	TARGET	TARGET YEAR	PAGES IN THE REPORT	STATUS
Care excellence	Maintain a strong aggregated NPS of over 85	2030	P.3	→ On Track
Employee engagement	Reach top quartile in industry benchmark for employee engagement	2030	P.4 & P.12	→ On Track
Leadership culture (ACCE)	Achieve 80% positive score across ACCE dimensions (employee perception)	2030	P.3-5	→ On Track
Leadership culture (ACCE)	Train all leaders across levels and functions through our proprietary ACCE programme	2026	P.3-5	→ On Track
Learning and Development	Achieve 70% positive score in Learning and Development dimension (employee perception)	2030	P.3-4	→ On Track
Strategic talent management	Strengthen our global talent pool for key roles, targeting: – 80% internal promotions – 40% representation of under-represented gender	2030	P.4-5	→ On Track
Leadership diversity	Achieve female representation of 20% in first-line management (Executive Committee) below the Group Management by 2026	2026	P.4-5	✓ Achieved
Leadership diversity	Achieve female representation of 45% in second-line management below the Group Management by 2026	2026	P.4-5	Slightly off track; Continued commitment to drive diversity in leadership
Workplace safety	Reduce the loss time accident frequency rate (LTAFR) <sup>3</sup> year-on-year up to 2025	2025	P.5	→ Remained broadly stable against PY
Energy	Reduce energy intensity (MWh/net revenue) by an average of 1% per year over 2023–2030	2030	P.7 & P.13	→ On Track
Waste	Reduce hazardous waste intensity (tonne/ net revenue) by 18% from a 2022 base year	2030	P.6 & P.13	→ On Track
GHG emissions (Scope 1&2)	Reduce absolute scope 1 and 2 GHG emissions in line with SBTi near-term targets by 2030 from a 2021 base year <sup>4</sup>	2030	P.7 & P.13	→ On Track; (submitted for SBTi validation)
GHG emissions (Scope 3)	Reduce absolute scope 3 GHG emissions in line with SBTi near-term targets by 2030 from a 2021 base year <sup>4</sup>	2030	P.7 & P.13	→ On Track; (submitted for SBTi validation)
Data privacy	Train 95% of employees on data privacy by 2025	2025	P.8	Slightly off track; Continued commitment to meet target

<sup>3</sup> Rate per 1,000 FTE.

<sup>4</sup> SYNLAB has committed to reducing absolute Scope 1, Scope 2 (market-based) and Scope 3 GHG emissions in line with SBTi near-term targets by 2030. These targets have been submitted for validation and will be disclosed once validated by SBTi Services.

## ESG METRICS<sup>5</sup>

### Our workforce<sup>6</sup>

EMPLOYEES BY GENDER (%) & NUMBER OF TOTAL EMPLOYEES (FTE)	2025
Male	26%
Female	73%
Diverse/non-binary	<0.1%
Not reported	<0.1%
Total employees (FTE)*	20804

\*FTE is calculated based on the employment contract of each individual and working hours compared to the usual weekly working time in the country of employment.

EMPLOYEES BY SYNLAB REGIONS* (%)	2025
France	17%
Germany	20%
North/East	29%
South	34%

\*North/East (AT, BE, BY, CZ, DK, EE, FI, GB, HU, SK) South (AE, BR, CL, CO, EC, GH, IT, MX, NG, PE, PT)

EMPLOYEES BY CONTRACT TYPE & GENDER (%)	Male	Female	Diverse/non-binary	Not reported	Total
Permanent	23%	65%	<0.1%	<0.1%	88%
Temporary	3%	7%	<0.1%	<0.1%	10%
Non-guaranteed hours	n/a	n/a	n/a	n/a	2%

SENIOR MANAGEMENT* BY GENDER (%)	Male	Female	Diverse/non-binary	Not reported
Senior management	65%	33%	<1%	<1%

\*Senior management is defined as Group-level and country-level C-suite roles

EMPLOYEES BY AGE GROUP (%)	2025
Under 30 years old	19%
30-50 years old	49%
Over 50 years old	32%

<sup>5</sup> Prior-year KPI values are not included in this section. Data published in previous ESG reports are not comparable with the 2025 results due to changes in the reporting boundary, primarily resulting from disposals completed in 2025 across entities in Cyprus, Croatia, Lithuania, North Macedonia, Spain, Slovenia, Turkey, and three entities in the UK.

<sup>6</sup> Percentages may not total 100% due to rounding. Gender classification for workforce metrics reflects gender identities as self-reported by employees in the Group HR system.

SYNLAB DIALOGUE (ANNUAL EMPLOYEE SURVEY)		Unit	2025
Participation rate	% of all employees		65

LEARNING & DEVELOPMENT		Unit	2025
Average training hours per FTE		hours	15.7

HEALTH & SAFETY		Unit	2025
Work-related fatalities		# Cases	0
Work-related high consequence injuries and ill health (excl. fatalities)		# Cases	0
Recordable work-related accidents		# Cases	323
Lost time accident frequency rate (LTAFR)		# Lost time accidents per 1,000 FTEs	7.4

## High-quality healthcare

NET PROMOTER SCORE (NPS)		2025
Number of NPS surveys conducted		Over 880000
Aggregated NPS		Over 85

## Environment

ENVIRONMENTAL MANAGEMENT SYSTEM	Unit	2025
Certified against Environmental Management Systems	% of hubs	43

WASTE VOLUME	Unit	2025
Total hazardous waste generated	Tonnes	4147

ENERGY CONSUMPTION	Unit	2025
Total energy consumption	MWh	189846
Of which total energy consumption from renewables	% of total energy	33

## GHG EMISSIONS

No carbon offsetting or credits were purchased in 2025. SYNLAB currently does not have any emissions from regulated emission trading scheme.

GHG EMISSIONS	Unit	2025
<b>SCOPE 1</b>		
Gross Scope 1 emissions <sup>7</sup>	Tonnes CO <sub>2</sub> e	18934
<b>SCOPE 2</b>		
Gross location-based Scope 2 GHG emissions	Tonnes CO <sub>2</sub> e	27954
Gross market-based Scope 2 GHG emissions	Tonnes CO <sub>2</sub> e	11065
<b>SIGNIFICANT SCOPE 3</b>		
Total Gross indirect (Scope 3) GHG emissions	Tonnes CO <sub>2</sub> e	377712
1 Purchased goods and services	Tonnes CO <sub>2</sub> e	321763
2 Capital goods	Tonnes CO <sub>2</sub> e	13300
3 Fuel and energy-related activities (not included in Scope1 or Scope 2)	Tonnes CO <sub>2</sub> e	11209
4 Upstream transportation and distribution	Tonnes CO <sub>2</sub> e	20012
5 Waste generated in operations	Tonnes CO <sub>2</sub> e	9932
6 Business travel	Tonnes CO <sub>2</sub> e	1496
<b>TOTAL GHG EMISSION (SCOPE 1, 2, 3)</b>		
Total GHG emissions (location-based)	Tonnes CO <sub>2</sub> e	424600
Total GHG emissions (market-based)	Tonnes CO <sub>2</sub> e	407711

<sup>7</sup> In 2025, SYNLAB expanded its Scope 1 boundary to include fugitive emissions from F gas. This category was not previously reported due to limited data availability.

## Governance

## SUPERVISORY BOARD COMPOSITION OF SYNLAB HOLDCO GMBH

BY GENDER (%) <sup>8</sup>	Male	Female	Diverse/non-binary
Supervisory Board	58%	42%	0%

## REPORTS / GRIEVANCES FILED &amp; INCIDENTS

REPORTS / GRIEVANCES FILED & INCIDENTS	2025
Reports and grievances filed	122
Human rights incidents	0
Discrimination incidents	2

<sup>8</sup> Gender classification for Supervisory Board members is based on publicly available information and biological sex, unless a different gender identity is specified by the individuals.

## TECHNICAL NOTES

### RISK MANAGEMENT & INTERNAL CONTROLS OVER SUSTAINABILITY & ESG DATA

SYNLAB has a sustainability data governance framework, with multiple checks and approvals, including by the Executive Committee and the Group Management. SYNLAB has implemented controls to mitigate the most material risks and help address risks of incomplete or inconsistent reporting, data inaccuracy or manual errors during consolidation.

### WORKFORCE DATA

All workforce metrics are reported as of 31 December of the fiscal year. Gender data reflects self-reported information from employees. We currently do not collect or disclose detailed data beyond gender at Group-level due to privacy considerations and data limitations. All percentage allocations are based on headcount.

SYNLAB Dialogue, our annual employee survey, informs selected workforce metrics and targets. The survey is designed by SYNLAB and administered by an independent service provider to ensure confidentiality and objectivity. Invitations are sent to all active employees (excluding interns and working students) registered in the HR system who have been with the organisation for more than three months at the time of the survey. The participation rate is calculated as the ratio of completed surveys to total invitations sent. Survey results are aggregated by the independent service provider across predefined dimensions, and the employee engagement scores are benchmarked against sector standards.

### TRAINING DATA

Training refers to initiatives established by SYNLAB to maintain and/or enhance the skills and knowledge of our employees. For reporting purposes, only formal training initiatives are considered. Training at SYNLAB can take various formats, including delivered internally or by external providers, conducted onsite or offsite and offered online or offline. Trainings may be mandatory or voluntary. Completion rates are calculated as the ratio of employees who completed the training to those who were assigned the training, for example in the case of trainings for at-risk functions such as data privacy and cybersecurity. While on-the-job training and mentorship are important aspects of learning and development, they are generally not included in reported "training hours" unless they are part of a formal program.

### ENVIRONMENTAL DATA

**BOUNDARY:** For environmental data, we use the financial control approach as defined by the GHG Protocol to determine reporting boundaries. When actual data is unavailable, estimates are used to present a complete scope for the reporting year. During 2025, SYNLAB carried out several M&A activities and, as part of active portfolio management, sold its entities in Cyprus, Croatia, Lithuania, North Macedonia, Spain, Slovenia and Turkey as well as three entities in the UK. The 2025 data of the sold entities are included until the date of their exit. Entities acquired during 2025 are included from the time of acquisition in line with financial reporting.

**GHG EMISSIONS (SCOPE 1 AND 2):** We calculate greenhouse gas (GHG) emissions as CO<sub>2</sub>e using activity data and emission factors. All emission factors are expressed in units of grams or kilograms of CO<sub>2</sub>e per unit of activity. CO<sub>2</sub>e is the universal unit of measurement to indicate the Global Warming Potential (GWP) of GHGs, expressed in terms of the GWP of one unit of carbon dioxide. SYNLAB uses the most recent GWP values published by the IPCC (100-year horizon) available at the time of preparing the report. Scope 1 emissions include stationary combustion, mobile combustion and fugitive emissions from F-gas. Scope 2 emissions include purchased electricity, heat and steam. For electricity, stationary combustion, mobile combustion and fugitive sources, location-based grid emission factors are used. These are sourced from:

- Electricity Maps (2023)
- European Environment Agency (2022)
- UK Department for Environment, Food and Rural Affairs (DEFRA, 2023)

Where available, market-based emission factors provided by suppliers are used, including those supported by external certifications such as Guarantees of Origin (GO).

**GHG EMISSIONS (SCOPE 3):** Scope 3 greenhouse gas emissions are calculated across relevant categories using a combination of methodologies, depending on data availability. A spend-based approach is applied to all Scope 3 categories except for:

- Category 3 (Fuel- and energy-related activities): calculated using data collected for Scope 2 emissions.
- Category 6 (Business travel): calculated using a distance-based method.

**ENERGY CONSUMPTION:** SYNLAB reports energy consumption across the three categories:

- Primary energy: direct consumption of coal, crude oil, petroleum products and natural gas.
- Secondary energy: purchased electricity, heat, steam and cooling.
- Self-generated renewable energy: for example, solar

Reported data is based on meter readings and/or supplier invoices and includes fuel consumption from leased vehicles. Consumption from renewable sources is reported only where supporting documentation is available, such as Guarantees of Origin (GO), supplier documentation, certifications or equivalent evidence.

**HAZARDOUS WASTE:** SYNLAB defines hazardous waste in line with the EU List of Waste (2014/955/EU) and relevant national regulations. Focus is placed on key hazardous waste fractions relevant to our operations, such as infectious waste (18 01 03) and chemical waste (18 01 06). Non-hazardous waste is currently not included in the reported metrics. Liquid waste with low chemical content, disposed of via sewer systems in accordance with local regulations, is excluded from reporting. Data is estimated in certain cases, such as facilities with shared containers (e.g. laboratories located within hospitals) or where disposal is managed through public service charges.

## REPORTS / GRIEVANCES FILED & INCIDENTS

SYNLAB provides multiple reporting channels under its Speak-Up Policies, which are available to all employees and external stakeholders. For reporting purposes, the metric “Reports and grievances filed” includes only concerns submitted through our formal HR reporting channel and the Speak-Up Integrity Line. For ESG reporting, we do not differentiate between whistleblowing channels and grievances, nor do we classify reports by severity or verify whether the same concern has been submitted more than once, due to reporter protection protocols. All concerns are consolidated and recorded as formal reports and grievances filed.

Human rights incidents refer specifically to substantiated severe adverse impacts involving child labour, forced labour or human trafficking, consistent with international human rights standards. Only cases confirmed through a formal process are reportable. Discrimination incidents are defined in accordance with applicable legal definitions of discrimination.



**SYNLAB Holdco GmbH**  
Moosacher Strasse 88  
80809 Munich  
Germany

Email: [esg@synlab.com](mailto:esg@synlab.com)  
[www.synlab.com/esg](http://www.synlab.com/esg)