


LIVING OUR PURPOSE

Environmental,
Social and Governance
REPORT 2022



A woman with dark curly hair, wearing a white lab coat over a colorful patterned top, is smiling and talking on a black mobile phone. She is sitting at a desk with a laptop and a glass of water. The background is a bright, clinical setting with a large window and a potted plant.

We provide actionable diagnostic information for healthy lives and well-being for all.

Our ESG strategy supports our vision to lead through excellence in service to patients and the medical community with reliable and high-quality diagnostics and value-added services.



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This Report is available on our website:

WWW.SYNLAB.COM/ESG

ABOUT THIS REPORT

This report was prepared by SYNLAB AG, the holding Company of SYNLAB Group. SYNLAB AG is a public Company listed in the Prime Standard segment of the Frankfurt Stock Exchange since 30 April 2021. The Company's principal business address is Moosacher Straße 88, 80809 Munich, Germany. SYNLAB operates in 36 countries across four continents.

The information in this annual ESG report, published on 16 March 2023, covers the financial year 2022 (FY22) which runs from 1 January 2022 to 31 December 2022. The information in the report is provided with reference to the Global Reporting Initiative (GRI) Standards. This report covers the reporting requirements of the company pursuant to sections 315b and 315c and in accordance with sections 289c–289e of the German Commercial Code (Handelsgesetzbuch/HGB). The activities, initiatives, progress, and metrics mentioned in this report cover all the businesses under SYNLAB AG, unless otherwise noted.

The report is published annually and has been approved by the Supervisory Board of SYNLAB AG. Our Annual Report, published on 16th March 2023, includes further information on the financial activities of SYNLAB and performance for the same reporting period and same entities as this report. For any enquiries in relation with this report please contact:

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INTRODUCTION



Letter from our CEO

DEAR FRIENDS OF SYNLAB,

At SYNLAB, our passion for healthcare drives our purpose of providing actionable diagnostic information that promotes healthy lives and overall well-being for all.

This year marks our third ESG report. In this report, I am pleased to share the milestones we have reached and highlight our progress against our ESG targets. As the leader in medical diagnostic services and specialty testing in Europe, SYNLAB offers a full range of innovative and reliable medical diagnostics to patients, practicing doctors, hospitals and clinics, governments, and corporations. Following the COVID-19 pandemic, we are acutely aware of the importance of our work in responding to the increase in health conditions in society, and the demand for per-

sonalised diagnostics using enhanced technology. While society moves from treatment to more preventative health solutions, the value we bring continues to increase.

In 2022, we have sharpened our focus on areas of organic growth acceleration, looked at how we can simplify processes to increase efficiency, and set new priorities to enhance customer excellence. In particular, we have strengthened our capabilities in specialty testing, a key field that will further advance diagnostics offerings and hence improve patient health globally.

We have also reviewed and refreshed our ESG priorities, working closely with our key stakeholders to complete our first double materiality assessment. Through this process, we were able to identify the sustainability topics where we can have the most impact. The provision of high-quality healthcare remains our number one priority. The materiality assessment confirmed that this topic, and those covering our relationship with society, are central to our foundational role in global healthcare systems.

The materiality assessment also provided an opportunity to refine our current targets, leading us to set targets in three new areas: addressing public health risks, data privacy and cyber security, and talent attraction, development and retention.

Developing our processes around ESG data has been another key focus in 2022. I have seen a transformation internally with our regional departments working together to improve our data collection processes. In the long term, this streamlined data approach will drive a more unified ESG culture across the business.

Expanding our footprint and capabilities through new acquisitions is another important way in which we embed ESG into our day-to-day operations. 2022 marked a year of opportunity with the acquisition of strategic industry companies to help grow our regional testing services.

Lastly, I am proud to update our stakeholders on our SYNLAB Foundation which officially launched in 2022 and actions our mission to support healthy lives and well-being for all. As we build on our ESG journey we will continue to make ESG an integral part of our activities and strategic thinking, helping to make us resilient and responsive to the expectations of our broad range of stakeholders and, in turn, to grow the business.

Yours,

MATHIEU FLOREANI
Chief Executive Officer
SYNLAB Group

Key Achievements in 2022

SYNLAB Care



- ✓ Launch of our Leadership Model Development Programme to train our employees on key leadership competency areas
- ✓ Review and development of key policies:
 - Diversity, Equity and Inclusion (DEI) policy
 - Background check policy and procedure
 - Employee disciplinary policy and procedure

SYNLAB Green



- ✓ Launch of Carbon Neutrality Roadmap
- ✓ Large-scale renewal of testing equipment, through our 'Project Blue' initiative, to increase our energy and space efficiency
- ✓ Majority of our countries transitioning to renewable energy sources. This includes a number of large countries (e.g. Italy and Spain) transitioning fully to renewable electricity sources

SYNLAB Citizenship



- ✓ Use of third-party SecurityScorecard to support cybersecurity
- ✓ Establishing Supplier Code of Conduct
- ✓ Development of ESG-risk specific due diligence assessment for suppliers
- ✓ Launch of Code of Conduct e-Learning

General

- ✓ Establishing new sustainability governance
- ✓ Appointment of a Human Rights Officer for the first time
- ✓ First double materiality assessment completed
- ✓ Review of our ESG goals and key performance indicators (KPIs)
- ✓ Launch of ESG data validation tools
- ✓ Launch of our ESG process description

About SYNLAB

OUR BUSINESS

SYNLAB is the leader in medical diagnostic services and specialty testing in Europe by revenue and by volume of tests offered, serving the full spectrum of routine, emergency, specialty, and precision diagnostic needs. SYNLAB, comprising the corporate companies legally affiliated with SYNLAB AG, implements innovative methods in genetics, anatomical pathology, radiology and laboratory medicine and leverages specialised diagnostic expertise across its network.

SYNLAB operates in 36 countries across four continents and holds leading positions in most markets. We have more than 28,000 employees, including medical experts, biologists, chemists, and laboratory technicians. These individuals contribute to the Group’s worldwide success every day. The Group achieved revenues of €3.25 billion in 2022.

At SYNLAB, patients are at the heart of all that we do. As part of our expanding services portfolio, SYNLAB operates expert medical diagnostic centres, day clinics, and ambulatory services in different countries. Providing the leading level of service within the industry, SYNLAB is the partner of choice for diagnostics. Through our SYNLAB Centres of Excellence across the entire ‘hub and spoke’ model network, we can continuously expand our market reach and our specialist diagnostic capabilities.

EXPANDING OUR EXPERTISE THROUGH TARGETED ACQUISITIONS

Since SYNLAB Group was established, we have expanded our offerings and geographic reach through target acquisitions.

In 2022, these acquisitions include:

- **Laboratorio Medica Polanco** and **Laboratorio Clinicos de Puebla** in Mexico (2021), adding more than 100 diagnostic service points, including COVID-19 testing.
- **Sistemas Genomicos** of the Ascires Group in Spain, a key player that will accelerate the expertise and capabilities of SYNLAB in the digital transformation of our diagnostic service offering.
- **The Institute for Pathology and Molecular Pathology Pforzheim**, a highly specialised laboratory for testing services that will enhance the pathology capabilities of SYNLAB in Germany and across Europe.

PUBLIC LISTING

SYNLAB (FSE SYAB) has been listed on the Prime Standard segment of the Frankfurt Stock Exchange since 30 April 2021 and is included in the SDAX.



OUR CORE MARKETS

While our main business activities are centred in Europe, where we are the leader in medical diagnostic services and specialty testing, we are actively expanding to other regions such as Latin America, the Middle East, and Africa. The diagnostic services we offer across these markets include genetics, oncology, and anatomic pathology. Our core markets in Europe include France, Germany, Italy, Spain, and the UK. In all these countries, SYNLAB is among the top providers of laboratory services and occupies the leadership position in Italy.

The map on the right shows our global footprint, including our pan-European presence, by operating segment (France, Germany, South, and North & East).

Our services create a solid foundation for healthcare systems to support populations across the world. Our medical proposition serves an increasing global need for preventive and evidence-based medicine. In many countries, SYNLAB is listed as part of the national critical infrastructure, and we are an essential service provider to governments and public health authorities. Our full-range service, provided by more than 500 laboratories and more than 1800 blood collection points (BCPs), covers the entire process from sample collection to testing, result reporting and consultation on interpretation of results.

OPERATING SEGMENTS



- Operating Segment France
- Operating Segment Germany
- Operating Segment North & East
- Operating Segment South

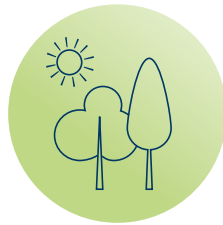
ESG as part of our Strategy and Culture

To embed and promote a culture of sustainability across the Group and to our customers, suppliers and communities, we focus on three areas of action:



SYNLAB Care

Creating the greatest positive outcomes in the communities we work in through innovative, high-quality diagnostics and empowering our diverse employees.



SYNLAB Green

Reducing the environmental impact of services we deliver and always striving to protect the environment.



SYNLAB Citizenship

Advancing public health through responsible corporate citizenship and operating with the highest standards of governance and compliance

Our Mission, Vision, and Values reflect our ESG Priorities:

OUR MISSION

Provide actionable diagnostic information for healthy lives and well-being for all

OUR VISION

Leadership through excellence in service to patients and the medical community with reliable and high-quality diagnostics and value added

OUR VALUES

- **Passion:** A mindset based on individual and collective entrepreneurial spirit, embedded in a culture of continuous improvement and a dedication to driving scientific innovation for patients and individuals.
- **Accountability:** We recognise personal and corporate accountability based on strong governance and ethics. We value a diverse and inclusive workforce in creating a thriving working environment and promoting the well-being of our people and others with whom we work.
- **Customer Centricity:** At the heart of our work is the provision of value-adding services to physicians, hospitals and patients, underpinned by a culture of high-quality delivery and reliability. We are constantly evolving our services to achieve better outcomes for patients.

Identifying our Sustainability Impacts

In 2022, SYNLAB conducted its first double materiality assessment building on its previous materiality assessment in 2020 to prioritise our sustainability impacts. Double materiality assessment takes into consideration two types of impacts when prioritising issues: the materiality for understanding SYNLAB’s enterprise value and the materiality for understanding SYNLAB’s impacts on society/environment.

The results of the assessment and the prioritised topics have resulted in a refresh of our ESG commitments, our management

of risks, and the focus areas of this report. The assessment meets the requirements of the German Commercial Code (§289c (3) HGB).

To conduct this assessment, we consulted a wide range of internal and external stakeholders to provide perspectives on our impact on society and the environment and the impact of ESG topics on our ability to generate enterprise value. We built on our previous 2020 materiality assessment and expanded the assessment to include a larger evidence base of sources and stakeholder inputs:

KEY CHANGES IN MATERIALITY FROM 2020 TO 2022

Our 2022 double materiality assessment identified nine topics, which can be found on the following page. ‘Climate change’ and ‘provision of high-quality healthcare’ remain material since our

last assessment. Seven other material topics now meet the threshold. Two of the new topics included in this year’s assessment were determined to be material. These are ‘data privacy and cybersecurity’ and ‘addressing public health risks.’

As a result, these topics have been integrated into our ESG strategy with new measurable targets and supporting KPIs. See the chapter ‘[ADDRESSING OUR SUSTAINABILITY IMPACTS](#)’ for how we are addressing these topics.

Following a review by our risk function, these topics have also been formally integrated into our corporate risk management process (see ‘[MANAGING OUR MATERIAL RISKS](#)’).

Our management of other topics identified during our assessment that do not meet this threshold are outlined in the chapter ‘[BUILDING A STRONG FOUNDATION FOR SUSTAINABILITY](#)’.

1

IDENTIFYING POTENTIALLY MATERIAL TOPICS

We identified the most relevant trends that apply to the medical diagnostics sector and to our business. This considered inputs from sustainability frameworks such as the Sustainability Accounting Standards Board (SASB), The World Economic Forum’s 2022 Global Risks report, Task Force on Climate-Related Financial Disclosures (TCFD) as well as insights from Datamaran, a digital data-driven platform that identifies and monitors ESG risks and opportunities. We supported this research with a review of peer strategies in our sector, using both a targeted desk-based review and a broader Datamaran benchmark of 94 ESG issues across 53 industry peers. From this, we developed an initial list of potentially material topics to be validated during the stakeholder engagement phase.

2

VALIDATING MATERIAL TOPICS THROUGH STAKEHOLDER ENGAGEMENT

We conducted a series of interviews and surveys with a wide range of internal and external stakeholders, including our investors, members of senior management, employees, business partners, customers, regulators, and NGOs. Stakeholders were asked to reflect on both the list of issues identified, considering both potential/actual impacts and risks, and to reflect on broader issues that are emerging and may become more important to SYNLAB in the longer term. Findings from this two-month engagement process were used to further refine the material topics list and led to a deeper analysis of the risks and opportunities associated with each topic.

3

PRIORITISING THE MATERIAL TOPICS

We aggregated the data collected from the surveys and combined these with the qualitative information gathered from the interviews in order to assign quantitative scores to each topic, based on stakeholder perceptions of each type of impact. These scores were then integrated into a materiality matrix. Those that met our materiality threshold were identified as material topics. These were presented to the ESG committees of the Executive Committee as well as the Supervisory Board for validation and approval (see ‘[OVERSIGHTS & RESPONSIBILITIES](#)’ for more information on our ESG Governance bodies).

Our Material ESG Topics

SYNLAB Care



Provision of high-quality healthcare

Making our high-quality services as widely accessible as possible and ensuring that the highest service quality and safety standards are met. Advocating for enhanced global healthcare and providing and sharing local innovation around diagnostic science and services.

Talent attraction, development and retention

Attracting, engaging and retaining a highly talented workforce by providing the right conditions for our staff to provide the highest quality medical care (in line with our patient needs) and meet their personal and professional aspirations.

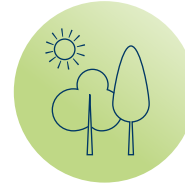
Employee engagement, empowerment and well-being

“We aim to support employee health, wellbeing and personal development. To this end, we use policies and support mechanisms and foster a supportive culture.” Creating and maintaining a corporate culture where our employees are engaged and empowered to play a meaningful and appropriate role in the way that they contribute to the business and interact with each other and those external to the company.

Diversity, equity and inclusion

Ensuring zero tolerance for discrimination of any kind across our business and creating meaningful opportunities for all, regardless of nationality, cultural background, religion, ethnicity, gender (and gender identity), disability, marital status, parental status, sexual orientation, and age.

SYNLAB Green



Low carbon transition

Reducing (absolute and intensity-based) direct and indirect greenhouse gas emissions and offsetting remaining unavoidable emissions. This includes reducing energy consumed and transitioning to renewable energy sources. Ensuring that our business model resilient to operating in a low carbon economy.

Environmental management

Ensuring regulatory compliance and minimising the environmental impact of our operations and consumables through our management of materials and natural resources, seeking to reduce consumption, re-use and recycle. This is achieved through our procurement and operational systems and processes.

SYNLAB Citizenship



Addressing public health risks

Ensuring that we have the ability to assist in the response to major risks to public health, including the spread of infectious diseases / pandemics, and deadly non-communicable diseases.

Data privacy and cybersecurity

Safeguarding Personally Identifiable Information (PII) and mitigating the risk of breaches by processing data from patients, employees, suppliers and business partners in compliance with European and local jurisdictional data protection laws and our company policies around privacy and data protection. Cybersecurity is an essential part of the business in order to build digital trust, due to the increasing cyber-attacks and compliance requirements.

Responsible supply chain management

Working with our suppliers to ensure that our commitment to sustainable business is upheld throughout our global network of manufacturers and suppliers. Conducting due-diligence assessments for suppliers and screening new suppliers through our Supplier Code of Conduct.

Refreshing our ESG Strategy

Our double materiality assessment validated our key areas of focus and served as a robust foundation for refreshing our existing non-financial targets and KPIs.

Our existing set of targets was reviewed and updated in collaboration with our subject matter experts and risk owners. As part of this process, we took the opportunity to ensure that all targets were enabling us to address the material impacts discussed with stakeholders in our materiality assessment. As detailed on the next page, this led to several new targets being introduced for new material topics, an increase in ambition for targets that had been met, and the removal of redundant targets (see footnotes on following page for more detail). The 2022 revisions were led by the ESG Committee of the Executive Committee and approved by the Supervisory Board. The supporting KPIs for each target can be found in 'ADDRESSING OUR SUSTAINABILITY IMPACTS'.

Managing our Material Risks

A key outcome of our double materiality assessment was the formal integration of sustainability into our risk management processes.

INTEGRATION APPROACH

Through discussions with our stakeholders during our double materiality assessment we identified several risks and opportunities associated with each of our nine material topics. We mapped these risks against our existing risk inventory and existing risk owners. No risks with a financial impact above “insignificant” were identified during this exercise that were not covered yet by the current risk inventory. The risk inventory is reviewed periodically at which moment new risks can enter the risk inventory.

MANAGING RISKS TO THE ENVIRONMENT AND SOCIETY

As part of our non-financial reporting process, we also reviewed risks posed by our own operations, business relationships, and products and services to the environment and society. During this analysis no material risks were identified that meet, or are considered likely to meet, the criteria of “having severe negative impacts” and “being very probable”, as set out in the German Commercial Code (§289c (3) Nr. 3-4 HGB).



Targets & Ambitions

SYNLAB Care



Serving our employees and the communities in which we work

Provision Of High-Quality Healthcare

- Certify/accredit competence and quality management systems (QMS) of over 80% of our laboratories according to ISO 9001 or ISO 15189 or the appropriate national quality standard by 2025

Talent Attraction, Development And Retention¹

- Ensure participation of 100% of SYNLAB leaders (all leadership levels) in our ACCE Leadership Model Development Programme by 2026
- Between 2022 and 2030, increase average hours of role-related training per full-time employee by 10% year-on-year

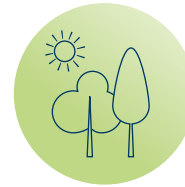
Employee Engagement, Empowerment And Well-Being

- Improve SYNLAB Dialogue employee engagement scores year after year until 2025

Diversity, Equity And Inclusion²

- By 2026, achieve overall 30% female representation within the Key Strategic Successors Pipeline for CEO positions for all countries representing at least 5% of total Group revenue
- Achieve female representation of 20% in first-line management (Executive Committee) below the Management Board by 2026
- Achieve female representation of 45% in second-line management below the Management Board by 2026

SYNLAB Green



Reducing our environmental footprint

Low Carbon Transition

- Reduce Scope 1 and 2 CO₂e emissions intensity (tonnes CO₂e per EUR million revenue) year after year and offset remaining unavoidable Group-wide emissions by 2027³

Environmental Management

- Certify 20% of Group laboratories according to ISO 14001 or equivalent by 2025, with a focus on central labs⁴

SYNLAB Citizenship



Advancing public health through responsible corporate citizenship

Addressing Public Health Risks⁵

- Continue to maintain and grow our diagnostic services, year-on-year, in line with evolving demand for testing to address public health priorities

Data privacy and cybersecurity⁶

- Train 95% of our global employees on data privacy by 2025.
- Achieve an aggregated score of A on the third-party SecurityScorecard by 2025. Extend our SecurityScorecard to the Cloud by 2025

Responsible Supply Chain Management

- Establish a Supplier Code of Conduct by 2025 for any new suppliers expected to represent more than 1% of overall Group procurement spend
- Complete ESG-risk-specific due-diligence assessments for more than 50% of reagent supplier spend by 2023

¹ New target added due to this topic meeting the 'double materiality' threshold in the 2022 Double Materiality Assessment.
² Existing targets for this topic amended to comply with the German Corporate Governance Code requirements.
³ Target date delayed to 2027 in consideration of the business' inability to implement meaningful carbon reduction measures due to its COVID-19 pandemic response.
⁴ Targets rationalised following feedback from stakeholders and ambition raised due to original lab certification target being met.
⁵ New target added due to this topic meeting the 'double materiality' threshold in the 2022 Double Materiality Assessment.
⁶ New targets added due to this topic meeting the 'double materiality' threshold in the 2022 Double Materiality Assessment.

Addressing our Sustainability Impacts



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SYNLAB Green

Reducing the environmental impact of every test we deliver and always striving to protect the environment.



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SYNLAB Care

Creating the greatest positive outcomes in the communities we work in through innovative, high-quality diagnostics and empowering our diverse employees.



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SYNLAB Citizenship

Advancing public health through responsible corporate citizenship and operating with the highest standards of governance and compliance.

SYNLAB Care



PROGRESS AGAINST OUR KEY TARGETS

Goal	Indicator	Change (%)	Progress
TOPIC: Provision of high-quality healthcare			
Certify/accredit competence and quality management systems (QMS) of over 80% of our laboratories according to ISO 9001 or ISO 15189 or the appropriate local quality standard by 2025	72.2% of laboratories certified	N/A	New target
TOPIC: Talent attraction, development and retention			
Ensure participation of 100% of SYNLAB leaders (all leadership levels) in our ACCE Leadership Model Development Programme by 2026	<1%	N/A	New target
Between 2022 and 2030, increase average hours of role-related training per full-time employee, by 10% year-on-year	12.7 hours	N/A	New target
TOPIC: Employee engagement, empowerment and well-being			
Improve SYNLAB Dialogue employee engagement scores year after year until 2025	Within the stable range (-3% to +3%)	-5%	Off plan
TOPIC: Diversity, Equity, and inclusion			
Achieve overall 30% female representation within the Key Strategic Successors Pipeline for CEO positions for all countries representing at least 5% of total Group revenue by 2026	50.0%	N/A	New target
Achieve female representation of 20% in first-line management (Executive Committee) below the Management Board by 2026	10.0%	N/A	New target
Achieve female representation of 45% in second-line management below the Management Board by 2026	26.2%	-9.3%	Off plan

At SYNLAB we are driven by our core values of passion, accountability, and customer centricity. These underpin our strategic approach to how we empower and engage our employees, while offering a superior patient and clinician experience. We are aware of the impact our work has, both on our employees and the communities that we serve. As such, we strive to meet the highest possible standards. As an organisation committed to diversity, equity, and inclusion, we want our employees to feel respected, supported and encouraged to achieve their goals and potential.

Our continued focus on customer centricity and medical excellence means that we place our customers at the centre of what we do. This ensures that we are in the best possible position to meet the global challenges of changing population demographics, disease types and spread, and the increasing demand for medical diagnostic services. We are also committed to nurturing and developing the talent we have across our teams. We are continually developing ways to support, empower, and develop our people.

Our annual Group-wide employee survey allows us to listen to our employees and action feedback, improving how we deliver training, manage career progression and care for them in the workplace.

In 2022, we especially focused our employee development around leadership and management in direct response to employee feedback. This serves to better support our people in delivering on our mission to provide actionable diagnostic services for healthier lives.

Provision of High-Quality Healthcare

Our services are a critical component of modern healthcare systems. A majority of our healthcare decisions are derived from the data provided by diagnostic services. Diagnostics underpin how medical service providers test for illnesses, manage diseases and prescribe and monitor treatment. Without diagnostics, it would be impossible for the medical community to manage health-related risks like pandemics and identify numerous other potentially life-threatening conditions. SYNLAB serves the full spectrum of routine, emergency, specialty and precision diagnostic needs, enabling medical teams to make more accurate and timely diagnoses.

Our activities can significantly impact healthcare outcomes for our customers – physicians, hospitals, and patients. We are focused on providing the services and expertise needed for reliable, preventative and evidence-based medicine. To achieve this mission, our services must meet the highest standards of quality and safety and ensure local accreditation to the appropriate quality standards. In some markets, this means we go beyond mandatory local standards; hence we monitor this through our target below.

TARGET

- Certify/accredit competence and quality management systems (QMS) of over 80% of our laboratories according to ISO 9001 or ISO 15189 or the appropriate local quality standard by 2025.

ENSURING EXCELLENCE IN DIAGNOSTICS

At SYNLAB, we deliver quality diagnostic services by ensuring we have suitably qualified and trained staff working in labs that are clearly managed under certified systems and using up-to-date equipment that is appropriately maintained, and high-quality reagents. We ensure local accreditation to the appropriate quality standards, and we also work with our customers, such as hospitals, to acquire the certifications required to maintain operations.

To help drive high-quality delivery, we also go beyond mandatory local standards where appropriate. We are increasing the proportion of labs that are certified to recognised standards; these include the international ISO 9001 quality management standard and the ISO 15189 standard on quality and competence in medical laboratories.

We continue to increase our coverage; in 2022, the proportion of labs certified to one of the above standards increased to 72.2%, bringing us closer to our target of 80% certified by 2025.

We understand that maintaining a trusted relationship with our suppliers is critical to delivering quality services and our long-term success. Procuring and maintaining leading testing equipment and quality reagents is a critical element of delivering quality. As part of the tender process at SYNLAB, we perform due diligence on our medical suppliers; this ensures that we are working only with those suppliers who meet our quality standards for testing materials and are compliant with the “Act on Corporate Due Diligence Obligations in Supply Chains” (Gesetz über die unternehmerischen Sorgfaltspflichten in Lieferketten), hereafter referred to as the ‘German Supply Chain Act’. (See ‘RESPONSIBLE SUPPLY CHAIN MANAGEMENT’ for more information.)

Romania

Project ‘Everything for Your Heart’

SYNLAB Romania collaborated with the National Institute of Public Health in the national project ‘Everything for Your Heart’, a screening programme to identify patients with cardiovascular risk factors.

The one-year project began in April 2022 to provide patients with early diagnosis and treatment to reduce the risk and complications of heart disease. The project is targeting 144,000 patients, focusing on people over 40 years of age, and from vulnerable groups including people from rural areas, people with disabilities, homeless people, and people living in precarious conditions.

Project success relies on a coordinated effort between SYNLAB Romania’s Sales, Nursing, and Laboratory departments where we collect and diagnose the blood samples.



In order to ensure accuracy of our testing, we adhere to mandatory controls during equipment calibration and test several times a day to ensure the detection of any errors. Our testing system uses automated validation algorithms that seek to recognise human errors and improve testing precision.

We provide training through our continuous medical education programmes and through our fellowship offerings. Our exchange programme connects employees within our national and international network of labs, enabling them to receive support, conduct research activities, and achieve certification in various topics. Our medical knowledge and centres of excellence provide information that ranges from daily testing to more technical information as needed. We make our centres of excellence accessible to all countries within the SYNLAB network.

As we look at the future and how we will continue to provide high-quality healthcare, our medical focus will be on areas where we can drive innovation for our patients and customers. We recognise that the importance of medical diagnostics is going to increase further as a focus on prevention becomes key for future-proofing healthcare provision. In 2023, we want to broaden our services and expertise across borders in three key areas:

- Pre- and post-test counselling for patients and customers.
- An expanded scope of specialised services in oncology including liquid biopsy and next-generation sequencing for cancers.
- Expansion of infectious disease knowledge in mycobacteriology, to improve our ability to detect and identify diseases harmful to humans, such as tuberculosis.

Our success in providing high-quality healthcare will lie in our ability to continue developing our leadership, maintaining / expanding our certifications, using high-quality equipment, providing on-going medical education programmes for sharing knowledge with our employees and our partners, and, of course, retaining and hiring a skilled workforce. Further information on matters relating to our workforce are summarised in the following sections.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
% of laboratories certified to quality management standards (ISO 9001 or ISO 15189 or local equivalents)	N/A	72.2%

Global

Project Blue

In 2022, we successfully implemented the largest lab modernisation and uniformity project in the industry. The technology upgrades are used across SYNLAB to conduct more than 400 million of approximately 600 million total tests per year.

The project involved more than 5,000 employees across 26 countries. We created a shared operational vision among all key functions including commercial, medical, IT and operations, with the development of a six-step process to create the Project Blue roadmap. The overall goals of the initiative were to increase customer satisfaction through appropriate turnaround times and better quality, improve business processes to result in higher productivity, efficiency, and innovation as well as to create a better workplace and develop employees with training on the latest technologies.



Talent Attraction, Development, and Retention

Attracting and retaining employees who have the right skills, experience and qualifications is key to ensuring that we continue to deliver the highest possible standards in healthcare.

Our commitment to their continued development, both at junior and senior levels, is reflected in our targets.

TARGETS

- Ensure participation of 100% of SYNLAB leaders (all leadership levels) in our ACCE Leadership Model Development Programme by 2026
- Between 2022 and 2030, increase average hours of role-related training per full time employee, by 10% year-on-year

ATTRACTING AND DEVELOPING TALENT

While our individual labs lead their own recruitment programmes, our Diversity, Equity and Inclusion policy provides Group-level guidance for our global hiring principles. Once we have recruited the right people, we further support their career growth within SYNLAB through individual development plans, mentoring and coaching, and access to formal education. To ensure that we nurture the talent we have within SYNLAB, we have set new target on increasing average hours of role-related training per full time employee in 2022 and have taken steps at Group level to better support our leaders.

In 2022 we started to implement a new global Human Resources Information System (HRIS) based on Oracle technology. It provides visibility on global opportunities across SYNLAB, supporting managers in their recruitment and retention activities, for example, and allowing leaders to identify opportunities for experienced employees. In 2023, access to the platform's core modules will expand to cover a wider selection of employees in different countries.

DEVELOPING OUR LEADERS

Developing our leaders at SYNLAB remained a key focus in 2022 through SYNLAB Campus, our educational framework, which included our Management Development programme with INSEAD. This programme has a robust selection process supported by our senior leaders; this includes our CEO who directly engages with all programme participants at each stage, from the selection process to the later phases of training.

UK

Developing Talent in London Schools

Through our 'Synnovis Outreach' partnership, SYNLAB UK & Ireland provided mentoring sessions for 15-16 year old students to equip them with the skills, attributes, and values required to become innovative healthcare scientists. These programmes have been created to help develop the next generation of talent in our industry.

The pilot happened during the 2022 Spring term at a school in Havering. Four volunteers from Synnovis' Future Leaders in Innovation Alumni paired with the students to discuss existing skills and interests, healthcare science roles, educational pathways, CVs and cover letters, and apprenticeship opportunities.

Synnovis plans to refine and expand the programme in 2023 by partnering with multiple schools across London, and open mentorship opportunities to more colleagues.

“The programme helped build my communication skills and learn about Synnovis and the work they do every day, encouraging me to consider an apprenticeship to learn more”.

PARTICIPANT, 16

In order to foster a more engaged leadership approach across the Group, we introduced the SYNLAB Leadership Model: ACCE, which addresses four key leadership competency areas:

- Be **A**gile
- **C**ommunicate
- **C**onnect
- **E**xecute

In 2022, a pilot phase of the model provided us with valuable input on how we can apply the framework in leadership development training and strengthen communication within, and between, local and international teams.

TRAINING OPPORTUNITIES

As our organisation grows, so does our knowledge and expertise. This is why, in 2022, we created SYNLAB Fellowships, an internally developed training programme to help upskill our laboratory staff. Through this programme, we are strengthening the collaboration and partnerships within and between SYNLAB countries, optimising the shared diagnostic expertise across the Group.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
% of SYNLAB leaders participating in the ACCE Leadership Model Development Programme	N/A	<1%
Average hours of role-related employee training per full time employee (# hours)	N/A	12.7
Average hours of role-related employee training per head count (# hours)	7.7	11.1



Employee Engagement, Empowerment and Well-being

At SYNLAB, our community of more than 28,000 dedicated employees enable us to deliver reliable diagnostic healthcare on a global scale. Engaged and empowered employees are more motivated and productive at work; this is why engaging with our employees and supporting their well-being is a core part of our mission and speaks to our core values of Passion, Accountability and Customer Centricity. Listening to our employees is an essential part of our engagement strategy and is monitored through our target below.

TARGET

- Improve SYNLAB Dialogue employee engagement scores year after year until 2025

LISTENING TO OUR EMPLOYEES

To achieve our strategic objectives in this area, we have set up systems to proactively engage our employees and understand how we can better steer our activities at a global and regional level, engaging them in the regional and global direction of the organisation.

We do this through SYNLAB Dialogue, a Group-wide annual survey where we ask for feedback on 17 carefully chosen dimensions that shape each aspect of our employees' work, such as leadership and relationships with managers. Each country uses the survey results to address the key issues at a local level. Team leaders and managers are accountable for sharing the results and creating action plans together with their teams.

In 2022, we had the highest response rate of 70%. This gave us many more insights about the current Employee Engagement, which went down by 5%. We take employees feedback seriously and will continue to work closely with our employees and leaders to improve the Engagement.

One example of how we have actioned listening to our employees is that we now have a flexible working environment across SYNLAB; we support employees in various working arrangements, whether it is supporting part-time work or allowing employees who are able to work remotely to do so.

We have grievance mechanism in place which allows our employees to express concerns. All reported cases are followed up and investigated. Moreover we have a central whistleblowing hotline, regional telephone numbers and email addresses where reports can be submitted anonymously. As part of this effort, we have a Speak Up Policy since 2021.

France

SYNLAB Lorraine becomes the first lab to be a 'Great Place To Work'

The Lorraine laboratory became the first laboratory in France to win the 'Great Place To Work' award (by Great Place to Work) in 2022.

This award is the result of a step-by-step transformation carried out over the last four years with a 'Patient First' culture at its core.

It includes, for example, the implementation of new tools for sampling rounds, an innovative lab concept for a better patient experience, systematic research into improvement, trainings, a profit-sharing system where customer results count and an open and interactive internal social network.

Employees are proud to work in this workplace and contribute to the laboratory's reputation as a pioneer of employee wellbeing in the medical service industry.



EMPOWERING OUR EMPLOYEES

In 2022, our SYNLAB Dialogue data provided us with essential insights into the leadership behaviours employees most want to see across the organisation.

We have also continued to implement our **SYNLAB Transformation System** (STS) across our laboratories which is part of our management strategy to improve operational excellence

across the business. Developing and empowering our employees through capability building and coaching is one of the main aspects of our STS approach. While STS began in our labs, we have extended this to our BCPs to support more of our functions to deliver the best possible end-to-end experience for our customers. We plan to extend STS further in 2023, encouraging leaders to think more deeply about their people, purpose, and processes to address business needs more effectively.

ENCOURAGING CUSTOMER-CENTRICITY

Our **SYNLAB Customer Centricity Award** rewards the extraordinary commitment of our employees in driving customer centricity. In 2022, for example, one of our French teams received an award for developing better explanatory medical result reports for patients, resulting in 100% of users being either 'satisfied' or 'very satisfied' with the new reports.

In 2023, our focus will remain on actioning employee feedback and driving a positive working culture across SYNLAB.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
SYNLAB Dialogue employee engagement score	Within the stable range (-3% to +3%)	-5%
Number of employee grievances reported	82	63



Diversity, Equity and Inclusion (DEI)

We strive to foster a working environment in which all employees feel respected, supported, and encouraged to achieve their goals and potential. A diverse workforce, as we nurture in our company, is a key competitive advantage that is also reflected in our business success.

Proactive leadership is an essential part of driving diversity in our business. At a global level, our Group CEO and Group CHRO are the executive sponsors of our DEI commitment. Across our business, we expect our leaders to ensure a workplace culture where DEI is supported, valued, and celebrated. In 2022, we updated our existing targets to align specifically with the requirements of the German Corporate Governance Code.

TARGETS

- Achieve overall 30% female representation within the Key Strategic Successors Pipeline for CEO positions for any country representing at least 5% of total Group revenue by 2026.
- Achieve female representation of 20% in first line management (Executive Committee) below the Management Board by 2026.
- Achieve female representation of 45% in second line management below the Management Board by 2026.

IMPLEMENTING DEI THROUGH LEADERSHIP AND CULTURE

Our commitment to DEI is codified in our global Diversity, Equity, and Inclusion policy that sets out each employee's responsibility to act in a way that demonstrates respect and acceptance of all sections of society. This also holds true for our commitment to advancing human rights in all geographic regions and in our value chain. Our global policy is broad to accommodate how cultural differences on DEI are defined and implemented in different regions.

At a country level, DEI topics are led by the local HR department, or equivalent, with Group HR responsible for articulating the Group DEI Policy. Country management demonstrates DEI leadership in each of the regions in which we operate.

DEI requires us to look at gender representation in our management positions. As a company operating on four continents, we can face cultural challenges in gender equity norms. While women currently make up 75% of our workforce, closing the gender gap at the leadership and management levels is our main priority and is reflected in our targets to achieve greater female representation. While female representation decreased in second line management in 2022, we are working to reverse this trend through our active recruitment efforts, both internally and externally, to identify candidates whose experience and qualifications can make a positive impact on our business.

EVOLVING OUR DEI POLICY

In 2023, we will expand our DEI training programmes in each country. Each country will choose how best they can deliver the training to all employees based on their local capabilities and needs.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
% female representation within the Key Strategic Successors Pipeline for CEO positions	N/A	50.0%
% female representation in first line management (Executive Committee) below the Management Board (Level 2)	N/A	10.0%
% female representation in second line management below the Management Board (part of Level 3)	35.5%	26.2%

SYNLAB Green



PROGRESS AGAINST OUR KEY TARGETS

Goal	Indicator	Change (%)	Progress
TOPIC: Low carbon transition			
Reduce scope 1 and 2 CO ₂ e emissions intensity (tonnes CO ₂ e per EUR million revenue) year after year and offset remaining unavoidable Group-wide emissions by 2027	9.6 Tonnes CO ₂ e / mil revenue	-6.5%	On plan
	31202 Tonnes CO ₂ e	-19.4%	On plan
TOPIC: Environmental management			
Certify 20% of Group laboratories according to ISO 14001 or equivalent by 2025, with a focus on central labs	20.2% of laboratories certified	4.8%	Target achieved

At SYNLAB, we are committed to reducing the environmental impact of every service we deliver and are always striving to protect the environment.

Under our 'GREEN' pillar, we are bringing greater visibility to our operations through our greenhouse gas (GHG) emissions reduction and working to capture data that demonstrate our progress against the goals we established in accordance with global standards such as ISO 14001 on environmental management and ISO 50001 on energy management.

In 2022, we further developed a carbon neutrality roadmap to guide our implementation of initiatives that will help us reduce our Scope 1 & 2 GHG emissions. As we work with individual countries on pilot projects, we will be tracking and reporting data to ensure we are delivering on our commitments.

Our focus is also on how we engage with our suppliers as they are an important part of our environmental footprint. Our aim is to reduce the use of single-use materials where possible and we will do this through strategic partnerships with our suppliers. Further progress is being made through the ESG screening of new and existing suppliers which, in 2022, involved greater analysis of their sustainability performance. See '[RESPONSIBLE SUPPLY CHAIN MANAGEMENT](#)' for more information.

Low Carbon Transition

Climate change is a critical environmental issue. Our operations at SYNLAB have a relatively low carbon intensity. We have, however, a responsibility to the planet and to future generations to reduce our energy consumption and collectively lower our global carbon footprint.

Our key areas of focus are represented in our carbon neutrality roadmap, developed in 2022, which identified opportunities for operational improvements and advancements in our business. These improvements are being undertaken at country level; progress is monitored through the target below.

TARGET:

- Reduce Scope 1 and 2 CO₂e emissions intensity (tonnes CO₂e per EUR million revenue) year after year and offset remaining unavoidable Group-wide emissions by 2027.

Our original target deadline to achieve carbon neutrality was 2025. In 2022 we decided to extend this target year to 2027. This is because the COVID-19 pandemic shifted our focus to delivering much needed medical diagnostic services, at scale, to society.

DEFINING OUR KEY EMISSIONS SOURCES

Our core operation is our service network that requires logistics to connect dispersed BCPs to centrally located laboratories. There is no requirement for space heating of large facilities, such as warehouses, to above-ambient conditions. Our two major GHG emissions contributors are the combustion of fuels used in transport and the electricity required to operate our facilities. Other contributors are process heating/cooling and space and water heating/cooling.

- **Transport & logistics** emissions are produced in transporting samples from medical practices and/or BCPs and diagnostic centres to our labs. This includes fuel/electricity used in SYNLAB owned or leased-in vehicles (Scope 1 and 2).
- **Purchased electricity** runs our everyday operations. This includes all electricity use including lighting, test instrumentation and equipment, IT equipment and charging electric vehicles.
- **Process heating/cooling** is a relatively low emission source. Sources include gas/oil powered equipment (Scope 1), gas or oil used in landlord-owned heat generation equipment, and any electricity used for these purposes (Scope 2). These processes are only used in some selected sites and situations in cases where the local renting situation foresees this as part of the heating system.
- **Space and water heating/cooling** is a relatively low emission source. Sources include gas/oil boilers for hot water and building heating in SYNLAB-owned buildings (Scope 1), gas or oil used in landlord-owned space heating equipment, and any electricity used for these purposes (Scope 2).

Colombia

Concrete Actions Towards Carbon Neutrality

In 2022, SYNLAB Colombia actioned a series of projects to reduce its carbon footprint.

Firstly, an analysis of our energy consumption and photovoltaic potential at the national level was carried out to identify areas where we could take advantage of renewable energy. We started the process at our main laboratory in Barranquilla City, where 138 solar panels have now been installed, generating 545 Wp for a total of 75.21 kWp of installed capacity in DC power.

Secondly, we have removed the last operating diesel vehicle in the company, replacing our fleet with electric cars and motorcycles for our operations. This was completed in December 2022 and is expected to save more than €20,000 per year.



DELIVERING ON OUR CARBON NEUTRALITY ROADMAP

Our carbon neutrality approach is coordinated at Group level with country-level management responsibilities in place to implement identified actions/initiatives, for example e-mobility programmes.

The carbon neutrality roadmap provides a common approach to carbon neutrality across our different geographies. Strong governance is based on a clear understanding of accountability and responsibility at each level. Each country roadmap provides:

- Ambitious measures required in each business function to meet the 2027 timescale.
- Shared learnings and the application of best practice across all SYNLAB geographies.
- Transparent comparisons between countries.
- An understanding of how to align strategies for maximum benefit.
- Clarity on centralised vs individual country control.

In 2022, SYNLAB developed country-level roadmaps for our five largest regions (France, Italy, UK & Ireland, Germany, and Iberia) to reduce our Scope 1 & 2 GHG emissions and evaluate how we will offset the remaining and unavoidable emissions by 2027.

REDUCING SCOPE 1 AND 2 EMISSIONS

To reduce operational emissions, SYNLAB is implementing energy and Scope 1 & 2 emissions saving measures that include: transitioning to green electricity for purchased electricity, assessing suitability for solar photovoltaics, investing in e-mobility,

eliminating oil and gas use where possible, and working with landlords as needed. We also purchased energy efficient testing equipment to help us reduce our energy consumption as part of Project Blue (see [CASE STUDY ON PROJECT BLUE](#)).

Combustion of fuels used in transport is currently one of our main emission sources. However, transitioning to e-mobility needs careful planning as we need to address a number of logistical challenges including:

- Accessing auxiliary power for refrigeration of the truck cooling units for medical sample transport.
- Delays with car manufacturers resulted in limited e-vehicle supplies.
- Limited technical infrastructure for charging stations.

There are also threats to operational costs due to pressure from inflationary prices of kWh to power the e-vehicles.

Despite these challenges, at country level, we invested in e-mobility in 2022 and expanded our fleet of e-vehicles and launched e-vehicle pilot projects in Spain and Colombia (see [CASE STUDY ON COLOMBIA](#)). The outcomes of these initiatives will be monitored in 2023 to evaluate the best path forward for the transition.

In 2022, even though we had several acquisitions, we were still able to reduce our footprint in Scope 1 & 2 emissions. Emission reductions resulted primarily from the implementation of emission reduction strategies and reduced test volumes related to COVID-19 compared to 2021. Transitioning to green electricity in some of our operations (e.g. Germany) helped us achieve a major reduction in our Scope 2 carbon emissions.

UK & Ireland

Progress on Carbon Neutrality in UK & Ireland

SYNLAB UK & Ireland aims to be carbon neutral by 2025. We have developed a UK & Ireland Carbon Neutrality Roadmap, which sets out how we will deliver against our ambition, starting with the actions that will have the most impact.

We have investigated the carbon emission factor of the energy tariffs across all our sites and have begun taking action. As of October 2022, all electricity that SYNLAB UK & Ireland purchases is zero-carbon. We are also refreshing our vehicle fleet with green alternatives and working with our National Health Service (NHS) partners to switch to clean energy for hospital sites.

In 2022, we targeted a 50% reduction in emissions compared to 2021; and by 2025 we are targeting an 85% reduction. The remaining emissions in 2025 will be offset to achieve carbon neutrality.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
Scope 1 & 2 CO ₂ e emissions intensity (Tonnes CO ₂ e / mil revenue)	10.3	9.6
Gross Scope 1 & 2 emissions (Tonnes CO ₂ e)	38690	31202

Environmental Management

As part of our commitment to building a more sustainable future, we strive to minimise the environmental footprint of our day-to-day operations. One of our greatest environmental impacts is in the waste generated through our single-use testing materials. The waste we generate as a healthcare provider in the area of diagnostic services can be difficult to mitigate, especially waste that is characterised as hazardous or infectious. Through the implementation of robust management systems, understanding the specific local requirements, and engaging with our suppliers, we continually look for opportunities to reduce, reuse, and recycle materials where technically possible.

Our approach to environmental management is based around four core areas and monitored through our target below:

- Ensuring compliance with legal requirements;
- Applying relevant environmental management standards to ensure that we identify and evaluate opportunities to reduce and minimise consumption, discharges, emissions, and residues that may impact the environment;
- Working with our suppliers to reduce test packaging; and
- Improving our data management processes on waste.

TARGET:

- Certify 20% of Group laboratories according to ISO 14001 (environmental management) or equivalent by 2025, with a focus on central labs

MANAGING OUR WASTE ACROSS THE BUSINESS

The application of relevant standards across our labs helps to ensure waste is managed consistently across the business. Our target to certify our larger labs supports us in continually improving our environmental impacts and go beyond complying with applicable laws and regulations. We have focused our efforts to date on our central labs that have the highest environmental impact. Each of our labs defines the approach and standards for environmental management that is most appropriate in their specific region.

During our 2022 strategy refresh we decided to improve our environment management certification targets. As a result, the target to increase the certification of our laboratories by 2025 is set to 20 % from 10%. Considering the number of new labs acquired in 2022 we made significant progress as 20.2% of our labs now certified to an appropriate environmental management standard.

Inbound into Europe

Innovative package design reduces waste

As a part of our environmental management, SYNLAB focuses on ways we can reduce the use of single-use materials, such as those we use to ship our diagnostic testing materials. In 2022, SYNLAB worked with one of our reagent suppliers to develop a new packaging system to optimise our non-hazardous waste packing materials. The new insulated shippers adjust to maximise the amount of product volume that can be packed for shipment. The new packaging systems allows us to use less warehouse space and pallets, and fewer trucks are needed for product transport due to increased packing volume. Through innovation, we are not only reducing waste, but lowering our carbon footprint as well through GHG emission reduction.



OUR ENVIRONMENTAL POLICY

In addition to applying these relevant external standards, all SYNLAB operations are expected to follow our Group-wide Environmental Policy. Implementing this policy seeks to ensure a consistent standard of environmental conduct across the business and formally outlines our commitment to protecting the environment, preventing pollution, conserving natural resources, and promoting sustainable development.

The policy communicates to our employees, suppliers, and external partners what we expect of everyone involved in our business operations. It outlines our responsibilities for changing the environmental impact of all our activities towards more sustainable practices. This covers the full range of environmental topics that have been identified as material for SYNLAB.

WORKING WITH OUR SUPPLIERS

As a service-based company it is imperative that we work closely with our supplier base. Our primary focus is to reduce the use of single-use, non-hazardous materials in our test packaging.


We are excited to work more closely with our suppliers to tackle waste next year, particularly through the better integration of environmental performance in our supplier selection process (see ‘Responsible Supply Chain Management’ for more information).

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
% of laboratories certified to environmental management standards	15.4%	20.2%



SYNLAB Citizenship



PROGRESS AGAINST OUR KEY TARGETS

Goal	Indicator	Change (%)	Progress
TOPIC: Addressing public health risks			
Continue to maintain and grow our diagnostic services, year-on-year, in line with evolving demand for testing to address public health priorities	Portfolio of testing services overview provided	N/A	New target
TOPIC: Data privacy			
Train 95% of our global employees on data privacy by 2025	60.0%	N/A	New target
TOPIC: Cybersecurity			
Achieve an aggregated score of A on the third-party SecurityScorecard by 2025. Extend our SecurityScorecard to the Cloud by 2025	Score A achieved	N/A	New target
TOPIC: Responsible supply chain management			
Establish a Supplier Code of Conduct by 2025 for any new suppliers expected to represent more than 1% of overall Group procurement spend	Supplier Code of Conduct established	N/A	Target achieved
Complete ESG-risk-specific due-diligence assessments for more than 50% of reagent supplier spend by 2023	ESG-risk-specific due-diligence assessments developed	N/A	New target

As a service provider operating in the medical industry, it is our responsibility to ensure our processes and the way we govern our business meets the highest possible standards and requirements in health care. This means having ethical and transparent business practices and complying with essential regulations. Putting in place governance systems that will both measure and address our operations in each area of our business is key to implementing our ESG values and actions at both a Group-wide and local level.

The work described in this pillar demonstrates how we are meeting those objectives and addressing key business areas such as data privacy and cybersecurity, supply chain management and preparing for major public health risks. In 2022 we focused on establishing our own policies and guidance to ensure that we are complying with relevant EU regulations.

We have also applied this approach to our management of our supply chain to incorporate the German Supply Chain Act. We have developed clear governance procedures to meet the requirements of the act across all 36 countries in which SYNLAB operates.

In our work to address major public health risks, we are working to grow our operative capabilities, understanding regionally where we can acquire operations to meet local demand for testing, to expand our operative capabilities at a Group level, ensuring we are able to respond to any major new public health risks.

All this work is underpinned by our training and education within SYNLAB to ensure that our employees are able to deliver on our commitments and complying with due diligence regulations.

Addressing Public Health Risks

At SYNLAB, addressing public health risks is the core of our business and a top priority for our employees, regulators, and society at large. While it is linked to our broader commitment of providing high-quality healthcare to society, this topic is specifically associated with our ability to assist in the response to major risks to public health. Examples of these risks include the spread of infectious diseases, pandemics, and deadly non-communicable diseases.

Medical diagnostics are the foundation of many healthcare services and medical treatments. Moving forward, the importance of medical diagnostics is going to increase further as a medical focus on prevention becomes key for future-proof healthcare. SYNLAB remains dedicated to serving patients and customers with accurate diagnostic information that aids in the detection and prevention of public health risks at local and global levels.

FORMALISING OUR GROUP APPROACH TO ADDRESSING FUTURE HEALTH RISKS

We have always recognised that trends in the types and distribution of diseases are critical driver for our business strategy. Our broader stakeholders also recognised this within our double materiality assessment. As a result, we have introduced a measurable target in 2022 to maintain and grow our diagnostic services, year-on-year, in line with evolving demand for testing. While there is a broad spectrum of current and potential future public health challenges that our sector must be equipped to respond to, we have identified, in our target, three core areas of testing around which we will be most closely monitoring our capacity.

TARGET:

- Continue to maintain and grow our diagnostic services, year-on-year, in line with evolving demand for testing to address public health priorities. SYNLAB has defined the following indicator diseases for this target: HIV/AIDS, Tuberculosis and antimicrobial resistance

Our target also reflects, and aims to codify, our broader ambition to be able to produce any test and meet the demands of a changing public health landscape.

The following tables show the overview of all the different segments we should be testing for the diseases (HIV/AIDS, Tuberculosis and antimicrobial resistance) to guarantee that we provide the right support. In 2022, we reviewed our global testing portfolio against the segments and currently provide testing in all segments: When the tests are not offered locally, SYNLAB network ensures that tests results can be provided to our customers.

Portfolio of testing services 2022

HIV / AIDS		
Screening	Antibody tests	Rapid tests
		Immunoassay 3 rd gen
	Antibody+Antigen tests	Rapid Combo
		Immunoassay 4 th gen
	Antigen p24 tests	
Confirmatory tests	Confirmatory + HIV1/ HIV2	WB
		LIA
Nucleic Acid Test (NAT)	Quantitative	
	Qualitative	
Genotyping test	Antiretroviral resistance tests	
	Tropism tests	

Tuberculosis (TB)		
Testing for TB Infection	Mantoux Tuberculin Skin Test	
	Interferon-Gamma Release Assays (IGRAs)	QuantIFERON-TB-Gold T-SPOT-TB
Conventional diagnostic tests	Microscopy	
	Culture	
	Serology	
Rapid tests	Urine LF-LAM assay	
	Molecular tests	
Drug TB resistance	Phenotypic methods	
	Genotypic/Molecular methods	

Antimicrobial Resistance (AMR)	
Phenotypic Antibiotic susceptibility testing method	Automated microdilution method
	Disk-diffusion method
	E-test method
Rapid tests	Immunochromatographic methods
	Colorimetric methods
Selective and differential culture medium	MRSA, Enterococcus VAN R,
	CARBA-OXA, BLEE
Molecular techniques	Genotypic methods

LEVERAGING OUR EXPERTISE FOR A CENTRALISED APPROACH

As an international network of laboratories, we work together on a 'hub and spoke' model to enable our different regions to support each other and provide a consistent breadth of testing types everywhere.

Research is an important part in our ability to manage health risks. Our analytics allows us to provide insightful information to public health situations and assess current public health risks.

BUILDING OUR BREADTH OF SERVICES AT COUNTRY LEVEL

Moreover, at country level, we take a more agile approach to look for opportunities where we can build or acquire local operations that can more effectively deliver testing on a local or regional level. An example of this is our acquisition of Sistemas Genomicos in Spain, a laboratory specialising in genetics and bioinformatics, which expands our medical excellence in specialty testing. SYNLAB also understands the power of collaboration with others to address health risks. Our commitment to medical excellence is demonstrated through the SYNLAB Academy where we provide seminars and specialist medical topics that highlight current research and discuss best practices in delivery of diagnostic services. In September 2022, we hosted a Medical Congress bringing together leading medical professionals and partners from inside and outside the global SYNLAB network. These events provide a platform for examining best practices in diagnostics for direct patient benefit and healthcare improvements for effective healthcare management. While we progress our work in addressing public health risks, SYNLAB must be proactive in creating opportunities to contribute to future public health challenges and manage potential impacts to our business. This includes our ability to contribute to future public health challenges, and thus fulfil our role in society as a reliable provider of medical excellence. In 2023, we will focus strongly on further developing our core business in general and in specialty testing in particular.

Data Privacy and Cybersecurity

DATA PRIVACY

As a medical diagnostic services provider, we are trusted to handle personal identifiable information (PII), including the health data of our patients and customers, on a daily basis. SYNLAB processes PII within the boundaries of the European General Data Protection Regulation (GDPR) and / or local equivalent laws. We respect the rights and integrity of data subjects' rights on privacy. In addition to making sure the correct governance controls are in place, we recognise the importance of training on this topic. Thus, we will be expanding the scope of our current data-privacy training to ensure that a greater proportion of our employees are equipped with specialised tools and expertise in this area. In 2022, have made strong initial progress to meet our target in this area.

TARGET:

- Train 95% of our global employees on data privacy by 2025.

We have established our own policies and procedures in compliance with the EU GDPR and other relevant, local privacy laws. These comprise our controls that seek to systematically address our privacy obligations in processing PII from customers, employees, suppliers, and other business partners.

SYNLAB Group provides the strategic framework and policies for managing data privacy. These policies are based on EU regulatory requirements that form the basis of all PII protection in our subsidiaries. In addition, we create guidance documents to support our regional teams with implementation. At Country level, our managers are responsible for implementing these policies as defined at the Group level. This includes implementing in countries where the data privacy requirements do not currently exist.

If a data privacy breach is suspected, employees are asked to approach their local data protection officer or manager with any concerns or issues. The SYNLAB whistleblower system can also be activated as a part of our compliance management system.

TRAINING OUR EMPLOYEES IN CORRECT PERSONAL IDENTIFICATION INFORMATION (PII) HANDLING

To ensure our employees understand and are compliant with data privacy practices, SYNLAB provides local data privacy training that considers local languages and nuances. It is the responsibility of every employee to protect PII and, through training, we aim to ensure that all employees understand how to protect data privacy. Included in our training topics is a robust understanding of the GDPR. In 2022, SYNLAB set a goal to train 95% of its global workforce on data privacy by 2025.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
Completion rate (%) of data privacy-related training by employees	N/A	60.0%

CYBERSECURITY

Cybersecurity is an essential part of the business in order to build digital trust, due to the increasing cyber-attacks and compliance requirements. 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, etc.).

This strategy is aligned with the digital transformation and is periodically reviewed to reflect the evolving threat landscape on a risk-based approach. SYNLAB has implemented and is constantly improving its organisational and technical measures (e.g., Endpoint Protection and Response) that are reviewed by external/internal auditors.

MEASURING OUR PROGRESS THROUGH THIRD-PARTY SECURITYSCORECARD

SYNLAB is using SecurityScorecard, an independent cybersecurity rating company, in order to detect, secure and constantly monitor its external attack surface and internet traffic. We made the target to achieve an aggregated score of A (risk score >90) by 2025.

TARGET:

- Achieve an aggregated score of A on the third-party SecurityScorecard by 2025. Extend our SecurityScorecard to the Cloud by 2025.

While the score is continuously updated, in 2022 Q4, the company reached grade A and the risk score of 90 out of 100, thus reducing the risks of cyber-attacks on the core internet exposed assets. As the score is continuously updated, we will continue to work to maintain our score.

MAIN NON-FINANCIAL INDICATORS

KPI	2021 Q4	2022 Q4
Security Scorecard Cybersecurity score ⁷	C	A

SecurityScorecard adoption will be further extended to other countries & business units in 2023 and to Cloud applications by 2024 in order to improve its cybersecurity posture.

For further details about the SecurityScorecard cybersecurity grade and score criteria please refer to [HTTPS://SECURITYSCORECARD.COM/](https://securityscorecard.com/).

⁷ The following countries are currently included in the cybersecurity score: Colombia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Italy, Portugal, Spain, Switzerland and United Kingdom.

Responsible Supply Chain Management

The technical nature of our work at SYNLAB means that we are reliant on global sources of diagnostic and technical equipment and reagents⁸, as well as a range of professional services. This means managing a global supply chain that is core to our business operations and which becomes more complex every year as we grow, as well as in the range of diagnostic expertise we deliver for our customers.

Our supply chain plays a significant role in our ability to meet our sustainability commitments, such as human rights, as well as meeting regulatory requirements. Meeting our targets in these areas requires both transparency and clear operational processes in how we manage our supply chain. Our target focuses on reagent suppliers; this is due to the size of their collective footprint in our supply chain, relative to other supplier types.

TARGETS:

- Establish a Supplier Code of Conduct by 2025 for any new suppliers expected to represent more than 1% of overall Group procurement spend
- Complete ESG-risk-specific due-diligence assessments for more than 50% of reagent supplier spend by 2023

⁸ Reagents are substances or mixtures of substances used in a diagnostic test to detect the presence or quantity of a specific analyte (e.g. a disease marker) in a sample.

DEVELOPMENT OF THE SUPPLIER CODE OF CONDUCT & ESG-RISK-SPECIFIC DUE DILIGENCE ASSESSMENTS

In 2022, we achieved our goal of developing a Supplier Code of Conduct ahead of schedule. This document clearly communicates our ESG requirements and expectations to our new suppliers that represent more than 1% of our Group procurement spend.

We have also publicly communicated the "[GROUP STATEMENT ON HUMAN RIGHTS STRATEGY](#)" in line with the requirements of the German Supply Chain Act and developed an ESG risk specific due diligence assessment tool to be used for suppliers.

GERMAN SUPPLY CHAIN ACT

Following the foundational work to set up our Supplier Code of Conduct, we are rolling out a 12-month risk management cycle for our suppliers (who are categorised clearly by product, service, and country). The aim is to identify and address any infringement of environmental and/or human rights across our supply chains. This work is supported additionally by our supplier complaints procedure which enables us to receive complaints not only in relation to our Tier 1 suppliers but also further along the supply chain. Where we find issues, we will work to put a remedial action plan in place.

We developed a Supplier Due Diligence questionnaire to support our procurement teams in conducting ESG due diligence across high-risk suppliers. These are suppliers that were identified as 'high-risk' during the risk analysis that we perform in line with the

requirements of the German Supply Chain Act. The results will enable us to identify the potential areas of risk in a snapshot and therefore address any issues in a timely and targeted manner.

2022 was the first time this process was designed at Group level. The process will be implemented in 2023, ensuring our compliance with the German Supply Chain Act.

This level of risk management across the SYNLAB supply chain has been made possible by the work of our teams, across compliance, legal and procurement, who hold discussions with our suppliers to apply the same high standards across all the countries in which we operate. This reflects the importance to SYNLAB of operating a more ethical and responsible supply chain.

MAIN NON-FINANCIAL INDICATORS

KPI	2021	2022
Supplier Code of Conduct established (yes/no)	No	Yes
ESG-risk-specific due-diligence assessments for reagent supplier (% suppliers)	N/A	Tool developed

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A STRONG FOUNDATION FOR SUSTAINABILITY

Oversight and Responsibilities

SYNLAB is committed to a strong governance structure to ensure that we are conducting our business in a responsible way, effectively managing our operations, and continually looking for ways to optimise our performance. Our ESG strategy is guided by the Management Board which is responsible for overall company management and strategic direction (including decision-making and risk mitigation with regard to ESG topics). The Group's Supervisory Board, chaired by the independent Professor Dr. David Ebsworth, monitors and consults with the Management Board. The Supervisory Board also is also responsible for the appointment and dismissal of the Management Board in accordance with Section 84 of the German Stock Corporation Act (Aktengesetz).

ESG aspects are a core consideration in the appointment of members of the Supervisory Board. This process is managed in accordance with the German Corporate Governance Code that requires factors such as independence, age, and diversity to be considered as appointment criteria. In addition to this, a general knowledge of ESG topics is a component of the Board's competency profile.

The Supervisory Board comprises four key sub-committees:

- Presiding Committee
- Audit and Risk Committee
- ESG Committee
- Nomination & Conciliation Committee

Our **ESG Committee** consists of four members made up of an equal number of shareholder and employee representatives. The Supervisory Board receives input from the ESG Committee on environmental matters, health and safety, corporate social responsibility, economically viable and sustainable development of the Company, and responsible corporate governance matters.

The Management Board is supported by several committees that help SYNLAB implement a sound governance structure across the Company. Each committee is responsible for managing different aspects of our ESG strategy.

- **Executive Committee** consists of four regional Chief Executive Officers and seven Heads of Group functions. The Executive Committee advises the Management Board on delegated matters, handles the implementation of the approved policies, and steers the internal Groups that operationalise the programmes.
- **ESG Committee of the Executive Committee** consists of members of the Executive Committee, the Management Board, and the Group Head of ESG. The primary authority of this Committee is to approve and support the vision, strategy and policies for ESG, as well as monitor the implementation progress of the agreed ESG direction and priorities. Responsibilities are further defined below for data approval and reporting:
 - Group Head of ESG reports regularly to the ESG Committee of the Executive Committee on the progress, achievements, and challenges regarding the implementation of

the ESG strategy. This individual is also responsible for confirming the final ESG data for annual reporting.

- Country level ESG managers are accountable for reviewing the ESG data as collected by the ESG data coordinators and seeking approval from the Group Head of ESG and Heads of Function.
- Chief Human Rights Officer is responsible for the Group human rights policy.
- Heads of Function engage with the Head of ESG and Country CEO to review and comment on data during the approval process, seeking review and approval from the Group CFO.
- Country CEOs are end-responsible for ESG and related data and form part of a four-tiered data governance model. They are involved in the review and approval of the submitted data and prepare a SYNLAB representation letter. They engage with ESG Managers, Head of ESG and the Heads of Function on various aspects of the data review.

At a country level, ESG Managers support this structure and are responsible for implementing our ESG strategy in their countries.

In 2022, SYNLAB appointed the Group Chief Human Resources Officer as our first Chief Human Rights Officer. This newly created position will lead the implementation of our human rights policy and be responsible for monitoring the German Supply Chain Act related risk management, which includes the analysis of internal and external risks to human rights in our supply chain. As a part of her duty to ensure compliance, she also will oversee group-wide training on preventative and remedial measures, maintaining an effective grievance procedure via the whistleblower hotline, and work with the ESG leads and managers to document and report on human rights issues.

ESG DATA COLLECTION

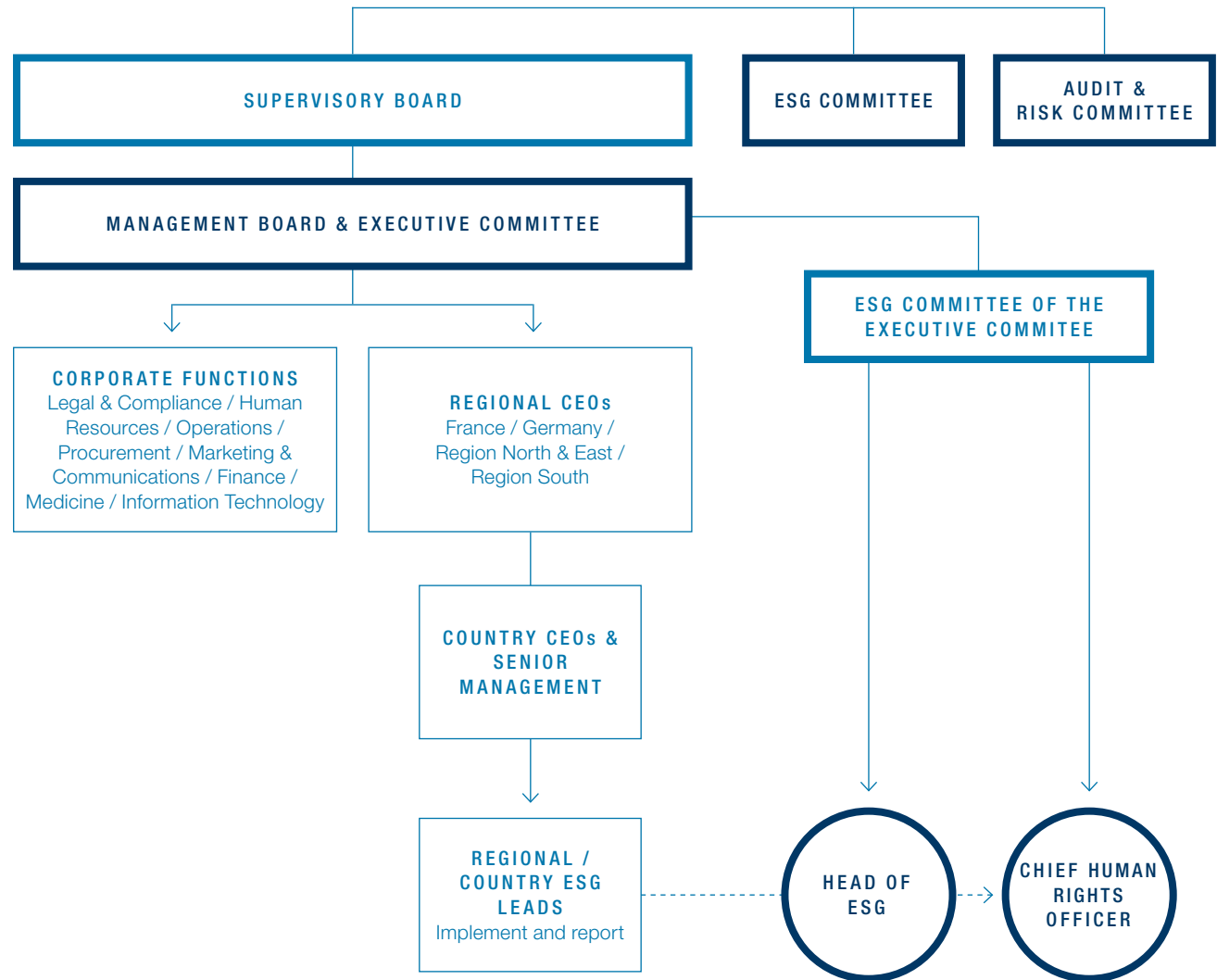
SYNLAB is working to improve the coverage and robustness of our ESG data collection. In 2022, SYNLAB implemented a Group-wide approach to data collection to confirm validation of ESG data.

This has been supported by a newly created internal ESG Data Management Manual; this is a tool designed for ESG data managers across the Group. It documents the processes and procedures that are adopted by SYNLAB to implement a framework that ensure data is collected from countries and accurately reported using various management systems in place. This manual also acts as a guiding tool for new ESG team members that join the organisation to effectively deliver their responsibilities and allows for continuity in functions of ESG team.

On an annual basis, SYNLAB hosts validation sessions with our Country CEOs where they present their ESG data to the Group CFO, Group CHRO and the Group COO. On a quarterly basis, the Country CEOs are required to sign an approval document titled the SYNLAB Letter of Representation regarding the data to confirm that all available data has been validated and are materially correct.

In addition, we share data via our ESG SharePoint site where we post key dates, news process descriptions and templates related to ESG information.

ESG GOVERNANCE STRUCTURE



Stakeholder Engagement

Progressing our sustainability strategy relies on us having clear and ongoing engagement with our key stakeholders. This not only informs us about the areas that are of most importance to our stakeholders, but it also allows us to plan our strategic development as a leading global medical diagnostics provider.

Our success in this field relies on us having open and transparent conversations, gaining feedback on our activities, and addressing issues of key concern. Our stakeholders are defined as both internal and external individuals, groups or organisations who are either impacted by our work or who have a material impact on the work that we do.

In 2022, we formally engaged with our stakeholders as part of our double materiality assessment process. This stakeholder engagement process involved conducting one-to-one interviews and surveys with our key internal and external stakeholders to gather insights on which material topics were most important to the business. Stakeholders provided feedback on the current performance of SYNLAB around managing these topics and discussed the short-, medium- and long-term risks and opportunities associated with what they perceived to be the most material topics. This feedback fed directly into our materiality analysis and subsequent strategic review of ESG targets.

ASSOCIATIONS AND PARTNERSHIPS

We have joined various business communities to enhance our ESG approach and align our strategy with industry and global best practices. These include the GRI Community, United Nations Global Compact, and the Global Diagnostics Network (GDN). As a mem-

ber of the GDN, we are part of a strategic working group of leading diagnostics companies from around the world, committed to increasing global access to diagnostic science and services. Additionally, different countries are members of relevant local organisations, such as SYNLAB France's membership of the Association pour le progrès de la biologie médicale or SYNLAB Italy's representation in Feder ANISAP and Confindustria.

OUR STAKEHOLDERS

Our approach to managing our relationship with our stakeholders on topics that are important to them is used to help inform our strategic priorities.

Stakeholder Group

How we engaged in 2022

CUSTOMERS



Relations with our customers are key to our success. Gathering feedback directly from our customers enables us to tailor our services to have the most direct impact.

- As part of our double materiality assessment, we interviewed three customer representatives to gather their insights into the most material ESG topics for the business.
- We continued to receive direct feedback from our customers through our Net-Promoter score surveys which provide us with key insights into the services we provide.
- We continue to utilise our digital interfaces, e.g. through 'SYNLAB Access' and SYNLAB Connect', to gain insights from customers and healthcare professionals.

FINANCIAL STAKEHOLDERS



Our investors (shareholders and bondholders) are important stakeholders in our development as an organisation. Their commitment to us and belief in our mission and vision is what drives us to continue to engage them to further our strategic objectives.

- We interact with our investors through various channels throughout the year, including regular, timely and transparent reporting and presentations on both our financial and non-financial progress and future ambitions.
- We interviewed three of our largest investors as part of our double materiality assessment. We gathered their insights on the risks and opportunities associated with our material ESG topics. Improving public health through high service quality was the most critical area for investors.
- We have shared our ESG storyline with our investors as we know our activities in these key areas are of great importance to them.
- We actively engage in regular dialogues with our investors, shareholders, and potential investors to foster greater collaboration and understanding.

Stakeholder Group

How we engaged in 2022

EMPLOYEES



As a service-based company, our employees enable us to maintain the highest quality healthcare for which we are known and relied upon. Our own success is reliant on their technical abilities as well as their customer centric approach. We are therefore committed to motivating and empowering our employees and engaging them in our strategic approach as an organisation.

- We interviewed members of our senior management across our different functions and geographies as part of our double materiality assessment. We gathered their insights on the risks and opportunities associated with our material ESG topics.
- We asked our employees in management level, via a survey, to provide their insights into which ESG topics they believed to be most material to the business and to the environment/society. This also fed into the findings of our double materiality assessment.
- Our group wide SYNLAB Dialogue survey allows our employees to share their opinions with us on the work that we are doing and provide suggestions on how we could improve.
- The implementation of our whistleblowing platform which allows our employees to 'speak up' about issues which concern them, in a safe and anonymous way is an important part of continued commitment to receive feedback.
- Our ACCE leadership development model puts communication and connection as a core part of our leaders' skills set and is aimed at driving greater transparency and communication across all levels of our organisation.
- Our SYNLAB Congress allows employees to join virtually, extending access across the group while lowering our carbon footprint.

SUPPLIERS



Our supplier network is a key influence on how we operate our business. We seek a collaborative working relationship with our suppliers and ensure that our environmental and social standards are upheld throughout the value chain.

- Our supplier relationships are managed directly by our procurement team. In addition, our operations team work closely with our key suppliers to find opportunities for greater operational efficiency e.g. around reducing product packaging.
- As part of our double materiality assessment, we interviewed two of our largest suppliers to gather their perspective on which ESG topics are most material to our business.
- Suppliers can contact us about grievances through our central whistleblowing hotline.
- We communicate our supplier compliance procedure via our website.

CIVIL SOCIETY



Our mission to provide actionable diagnostic information for healthy lives and well-being for all means that we constantly seek to engage with the communities we serve.

- We interviewed an NGO within our industry as part of our double materiality assessment. We gathered their insights on the risks and opportunities, from a civil society perspective, associated with our material ESG topics.
- We reviewed two sustainability-focused reports and integrated their findings into our double materiality output.

REGULATORS



We work in a highly regulated industry and must maintain compliance with a number of regulation types including product quality occupational safety.

- As part of our double materiality assessment, we reviewed an industry-wide legal outlook to ensure that our material topic list sufficiently reflected the risks and opportunities associated with our material ESG topics.
- Our compliance team is directly responsible for ensuring compliance with all mandatory regulation required of our business.

Managing our Supporting ESG Topics

In addition to managing our most material topics (covered in 'ADDRESSING OUR SUSTAINABILITY IMPACTS' above) we also track our progress in several other sustainability topics: 'COMMUNITY IMPACT', 'OCCUPATIONAL HEALTH AND SAFETY', 'RESEARCH AND INNOVATION' and 'REGULATORY COMPLIANCE'. These topics were identified as a lesser priority during our double materiality analysis and are not defined as being material under CSR-RUG SYNLAB. However, as they form part of our broader ESG strategy, and are key to running a successful business, they are nonetheless important for us to disclose.

COMMUNITY IMPACT

We recognise that our expertise in research and innovation creates opportunities to impact communities in need. We invest in our communities with different initiatives targeting current and future generations to ensure a solid foundation for their long-term development.

We measure our investment through our initiatives, as well as those of our employees who donate their time to support causes. In 2022, we increased our total local community investment by 135% and also increased the number of our employees who volunteered on a broad range of projects. Many of these projects are selected and delivered by employees in our local offices who are closely connected with their communities and can respond to specific needs and are separate to the work of our SYNLAB Foundation.

SYNLAB Foundation

In August 2021, SYNLAB established a corporate foundation, SYNLAB Foundation, to give back to the communities that support us. Information gathered during an employee survey in 2021 helped us gather insights into what mattered most and assessed how we could build an even stronger programme. In 2022, we focused on laying the foundations and we took a closer look at how we could ensure the Foundation has an outsized impact.

Through our Foundation's work we are able to bolster our mission to drive equitable access to healthcare from a diagnostics point of view.

Purpose of SYNLAB Foundation:

1. Advancement of science and research.
2. Promotion of the public healthcare sector and the public nursing care, in particular through prevention and combat of infectious diseases

NON-FINANCIAL INDICATORS

KPI	2021	2022
Local community investments (€)	315,336	739,802
Employee volunteering (# employees)	213	1,661

Ukraine / Europe

UKRAINE CRISIS: ASSISTING THROUGH THE GROUP AND ON THE GROUND

As the crisis in Ukraine unfolded, our colleagues in our Kyiv operations were immediately affected. Through raising awareness of the situation they faced, SYNLAB provided swift emergency response and aided about 100 employees, family members, and associates in their evacuation out of Ukraine. In a showing of unity, CEOs of neighbouring countries coordinated procedures and organised shelters to provide immediate relief.

To support the extraordinary work our staff were doing on the ground, SYNLAB Group set up a corporate relief donation fund, in mid-March 2022, with the UNHCR for both company and company-matched employee donations towards Ukraine relief aid. The strong solidarity across the Group for Ukraine was reflected, among others, in our UNHCR company donation of €300,000 plus an employee donation matching initiative.

Occupational Health and Safety

Health and Safety in the SYNLAB workplace is of paramount importance. We are committed to following the SYNLAB safety guidelines throughout our organisation. Each of our laboratories complies with the relevant country-specific regulations, laws and guidelines and is driven by the country CEOs.

The nature of our work means that our laboratory-based employees could be at risk of exposure to harmful biological substances in their daily work, such as human-specimen borne pathogens like HIV and Hepatitis B. They could also be exposed to other types of risks such as from radiation or other harmful materials.

During the COVID-19 pandemic, we increased the use of protective equipment for our medical and diagnostic staff in situations of high risk and are committed to continually improving our health and safety programme, so that we are able to deal with any such potential increase in exposure to harmful substances.

The most important measures we take to ensure the health and safety of our employees are:

- **Considering each local context** - we empower our local teams to adapt our group approach from country to country.
- **Communicating best practices** - we provide appropriate training to ensure our employees have the skills and knowledge to be safe in the workplace.
- **Ensuring laboratory safety** - labs are operated applying strict regulatory and best practice standards.
- **Management role** – SYNLAB managers lead by example, in their pursuit of an accident-free workplace.

Our protection measures in our laboratories are highly regulated and compliance is extremely important. Our laboratory managers across the Group are responsible for compliance with health and safety regulations at a local level. Should our employees have any concerns about the health and safety of the labs they work in they are able to report these anonymously through our “speak up” policy using our whistleblowing platform.

IDENTIFYING AND ELIMINATING HEALTH & SAFETY RISKS

At SYNLAB we are constantly seeking to minimise and remove any harmful risks in the workplace and we carefully measure such incidents on a global scale, to ensure we are meeting our lost-time accident frequency rate (LTAFR) target of a year-on-year reduction to 2025. We do this through a specific risk management plan that includes surveying our staff and mapping out what type of risks occur. LTAFR went up in 2022 compared to 2021; however, the two data are not comparable due to the change in data coverage. In 2022 we had zero high-consequence injuries or fatalities 9 across SYNLAB.

PROTECTING OUR EMPLOYEES

To continually improve our health and safety, we have put a variety of workplace measures in place. This includes increased personal protective equipment (PPE), access to vaccinations, ensuring robust health and safety training for employees, and providing access to health screenings, in order to reduce exposure to human-specimen borne pathogens and to reduce transmission risk within our labs.

NON-FINANCIAL INDICATORS

KPI	2021	2022
Lost-time accident frequency rate (LTAFR) (# lost-time accidents per 1,000 FTEs) ¹⁰	11.7	13.6

⁹ High-consequence injuries or fatalities refer to work-related injuries that results in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

¹⁰ Due to the change in data coverage, the 2021 and 2022 data are not comparable.

Research & Innovation

Medical excellence is a key driver of our work at SYNLAB. We foster a culture of continuous improvement and are dedicated to driving scientific innovation through research. By leveraging our operational scale and global presence we are able to connect new technologies and innovations with our customers' needs, even in remote locations. It is also how we can attract leading medical experts who want to work at the forefront of medical research.

ADVANCING KEY AND SIGNIFICANT RESEARCH EFFORTS IN 2022

In 2022, we published 372 medical publications. The two published papers with the highest impact were the following:

- Investigating resistance in clinical Mycobacterium tuberculosis complex isolates with genomic and phenotypic antimicrobial susceptibility testing: a multicentre observational study¹¹
- Rapid, scalable assessment of SARS-CoV-2 cellular immunity by whole-blood PCR¹²

We steer our research to address the most pressing medical issues we are facing; for example, in 2022 our research covered areas such as cardiovascular diseases, oncology, COVID-19, neurology and genetics.

Each year we put out a call for research proposals and awarding grants to the successful submissions. Our Director of Medical Research is responsible for overseeing the regulation of our research and awards process at a Group-wide level. At a regional level, we are able to access specific funds; for example, in the UK we have specific research funding through the NHS.

DRIVING MEDICAL ADVANCES WITH INDUSTRY PARTNERS

Driving innovation at SYNLAB means fostering greater research and knowledge transfer within our own organisation as well as with partners. In each country, for example, we have units that focus on specialty testing, oncology, or molecular genetics that regularly conduct research and exchange information via our networks. In addition, we have taken our research collaborations with universities to a new level, working in partnership on topics such as early cancer diagnosis. We have also further collaborated with industry partners to bring new services to the market, such as our work with Microba Life Sciences in the field of microbiome testing. We have also partnered with the European Institute of Innovation and Technology (EIT Health), founded by the European Commission, to support research into the health needs of the wider EU population.

SHARING OUR KNOWLEDGE

We regularly inform healthcare professionals, general practitioners and specialists about the latest diagnostics developments, findings and testing options. Some countries support this work through SYNLAB Academies. In Germany, for example, we have a long-standing track record of training programmes and have conducted approximately 150 sessions annually.

EXPANDING OUR NETWORK

Our innovation work has also included the expansion of the SYNLAB network with the latest technologies and knowledge to offer innovative diagnostic solutions to patients and healthcare professionals. This has been made possible through our key acquisitions across the group. In 2022, SYNLAB made several acquisitions in the field of genetics in several of our markets with the aim of extending our standing as a European leader in this field. One highlight has been the acquisition of Sistemas Genómicos in Spain – a key player in the Spanish genetics diagnostics market that complements the expertise and capabilities of the SYNLAB Group in genetics and at the same time, accelerates the digital transformation of our Group-wide diagnostics service offering, due to its significant in-house bioinformatics capabilities.

¹¹ Investigating resistance in clinical Mycobacterium tuberculosis complex isolates with genomic and phenotypic antimicrobial susceptibility testing: a multicentre observational study. Lancet Microbe. 2022 Sep;3(9):e672-e682. doi: 10.1016/S2666-5247(22)00116-1. Epub 2022 Jul 27. PMID: 35907429

¹² Rapid, scalable assessment of SARS-CoV-2 cellular immunity by whole-blood PCR. Schwarz M, et al. Nat Biotechnol. 2022 Nov;40(11):1680-1689. doi: 10.1038/s41587-022-01347-6. Epub 2022 Jun 13. PMID: 35697804

“For years our research capabilities have been a clear industry differentiator and we are proud of our achievements. We have an extensive list of publications and research papers that are listed in medical journals around the world, and our work is often referenced by medical experts.”



SANTIAGO VALOR
Chief Medical Officer, SYNLAB Group

NON-FINANCIAL INDICATORS

KPI	2021	2022
Number of publications	368	372

Italy

HACKATHON I-DAYS - INNOVATION DAYS 2022

Seventy students and young professionals presented innovative solutions, demonstrating how health data and new technologies can improve peoples' well-being, and the wider healthcare industry.

The event, organised by SYNLAB Italy, was sponsored by key partners in the field of technological innovation who contributed to the event and mentored and tutored the young participants.

The team with the winning project, selected by a panel of managers and healthcare experts, is given the opportunity to participate in the Finals I-Days in Vienna. Participants may be selected for internships or corporate projects / thesis: SYNLAB Italy will specifically welcome two interns who will develop corporate projects focused on innovation and digitalisation.



Regulatory Compliance

Compliance is an integral part of our corporate culture as a leading international healthcare company.

Our Group Legal and Group Compliance team supports the Management Board in the design of Group compliance policies and procedures. At a local level, our Regional Compliance Officers support the local management in the implementation and monitoring of the Group's Compliance Programme. This covers compliance across our mergers and acquisitions (M&A), our supply chains, and our growth initiatives. It consists of policies and procedures on anti-bribery, anti-corruption, sanctions, M&A due diligence, competition law, dawn-raid preparedness, whistleblowing and training. Regional Compliance Officers make necessary adaptations required by local law and are responsible for developing additional policies, if required by local laws and regulations or when specific compliance risks have been identified.

Our Legal and Compliance team also support the Management and Supervisory Boards in corporate governance and capital market law compliance.

We have concentrated on further strengthening our compliance culture, anchoring it in the day-to-day activities of our employees. In 2022, we selected a Compliance eLearning provider to educate our employees on our Code of Conduct, anti-bribery and anti-corruption policies. At the end of 2022, we started the roll-out of the new e-learning, first focusing on C-level members at Group and Country levels. We intend for this training to be completed by employees on an annual basis with all employees completing Code-of-Conduct training and role-specific risk functions completing anti-bribery and anti-corruption training.

The SYNLAB Code of Conduct serves as a basis for actions and decision-making by all employees, reflecting our beliefs and values as an organisation. In 2022 we updated our Code to include additional sections on:



OCCUPATIONAL HEALTH AND SAFETY



HUMAN RIGHTS



ENVIRONMENT MANAGEMENT



INSIDER TRADING

We expect all employees to act in accordance with our Code of Conduct and related policies and maintain our reputation as an ethical business partner.

Lastly, we extended the implementation of our 'Speak Up' policy to include Hungary, Mexico and the UK. All whistleblowing reports are reviewed carefully. Should it be required, remedial action is then taken.

TAXONOMY AND ESG DATA

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EU Taxonomy Disclosure

The taxonomy regulation is a key component of the European Commission’s action plan to redirect capital flows towards a more sustainable economy. It represents an important step towards achieving carbon neutrality by 2050 in line with EU climate goals as the Taxonomy is a classification system for environmentally sustainable economic activities

In the following section, we as a non-financial parent undertaking present our group turnover, capital and operating expenditure for the reporting period 2022 related to the first two environmental objectives in accordance with “Taxonomy Regulation” ((EU) 2020/852 & 2021/2139) and Art.10 of the Art 8. Delegated Act. (Commission Delegated Regulation (EU) 2021/2178).

OUR ACTIVITIES

We have examined all taxonomy eligible activities listed in the Climate Delegated Act (Regulation (EU) 2021/2139) based on our activities as a diagnostics group. After a thorough review involving all relevant divisions & functions, we concluded that our diagnostic economic activities are not covered by the Climate Delegated Act (Regulation (EU) 2021/2139) and consequently are not Taxonomy eligible. It can therefore be concluded that the diagnostic sector has not been identified as a major source of GHG emissions by the EU Commission.

Our assessment of taxonomy eligibility is focused on economic activities defined as the combination of resources to produce specific goods and services. In this context, we, as a diagnos-

tics group, generate external revenue solely under activities which are not covered by the taxonomy, but we perform activities within the value chain of our products which might be covered by the taxonomy. Such non-revenue generating activities are in accordance with the delegated act not reported as taxonomy eligible activities on their own. However, we do disclose “CAPEX” and “OPEX” relating to the purchase of output from Taxonomy-eligible economic activities and individual measures to improve energy efficiency listed in Section 1.1.2.2 (c’) of Annex I to the Art.8 Delegated Act (“category c”).

OUR KPIs

The key performance indicators are the “Turnover KPI”, “CAPEX KPI” & “OPEX KPI” as defined in Annex 1 of the Delegated Act. Please note that the terms “Turnover”, “OPEX” & “CAPEX” have a specific meaning in the Delegated Act which is different than the general understanding of these terms.

Since we have not identified taxonomy eligible economic activities, we do not record CAPEX/OPEX related to assets or processes that are associated with Taxonomy-eligible economic activities in the numerator of the CAPEX KPI and the OPEX KPI. (“category a” acc. To Sec 1.1.2.2 of Annex I to the Art.8 Delegated Act).

Furthermore, there are no CAPEX plans to upgrade a taxonomy-eligible economic activity to become Taxonomy aligned or to expand a Taxonomy-Eligible economic activity. (“category b” acc. To Sec 1.1.2.2 of Annex I to the Art.8 Delegated Act).

As such therefore only “category c” CAPEX and OPEX can therefore qualify as Taxonomy-eligible, i.e CAPEX/OPEX related to the purchase of output from Taxonomy Eligible economic activities and individual measures enabling the target activities (our non-eligible activities) to become low-carbon or to lead to greenhouse gas reductions (Sect 1.1.2.2 (c) of Annex I of Art.8 of the Delegated Act).

We have identified the relevant purchases and measures for the allocation of “CAPEX” and “OPEX” including the primary related activity in order to ensure that no “CAPEX” or “OPEX” is reported twice. We have identified purchased outputs and individual measures that correspond to the Economic activities listed in Figure 1: Eligible Economic Activities

Activity Number	Activity
6.5	Transport by motorbikes, passenger cars and light commercial vehicles
7.1	Construction of new buildings
7.2	Renovation of existing buildings
7.3	Installation, maintenance and repair of energy efficient equipment
7.4	Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)
7.5	Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings
7.6	Installation, maintenance and repair of renewable energy technologies
7.7	Acquisition and ownership of buildings

Figure 1: Eligible Economic Activities

TURNOVER KPI

Since our economic activities are not covered by the Climate Delegated Act, the share of Taxonomy eligible activities in our total turnover amounts to 0% and , consequently, the related capital and operating expenditure (the so called category “a”) also amount to 0.

[SEE ANNEX "TAXONOMY TURNOVER".](#)

OPEX KPI

The “CAPEX” as defined by Taxonomy amounted to 353m€ of which 133,5m€ or 38 % is considered Eligible. The aligned part amounts to 1,3m€ which represents 1% of the eligible Capex.

Most of our Eligible CAPEX is real estate related where limited “Aligned facilities” are currently available. Moving to new facilities is also difficult due to high removal costs associated with transferring a lab.

Another major component is our transportation fleet where in 2022 6% of our fleet investment was made in aligned “vehicles”.

[SEE ANNEX" TAXONOMY CAPEX".](#)

CAPEX KPI

The company reviewed its “OPEX” according the criteria laid out in 1.1.3. of Annex I of Art.8 Delegated Act . We determined that the “Denominator” as defined by this paragraph amounted to 90,8m€.

In a next step we determined the “Operational cost base” of the cost group which we define as the “Total revenue” minus the “operating result” which amounted to 2,8bn€ in FY2022. We did so in order to assess the materiality of the “Denominator” for our business model.

We consider the “Denominator” as not material for our business as it only represents 3,5% of the “Operational cost base.” and consequently apply the exemption provided In 1.1.3.2. of Annex I of Art.8 Delegated Act and disclose the “Numerator” as being equal to zero.

This interpretation is based upon FAQ #13 “Materiality thresholds” included in the draft commission notice on the interpretation and implementation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of and Taxonomy-aligned economic activities and assets (second Commission Notice) published on 19/12/2022.

[SEE ANNEX "TAXONOMY OPEX".](#)

ANNEX TAXONOMY REVENUE

	Substantial contribution criteria										DSNH criteria ('Does Not Significantly Harm')					MS				
	Code(s) (2)	Absolute Turnover (3) [K€]	Proportion of turnover (4) [%]	Climate change mitigation (5) [%]	Climate change adaptation (6) [%]	Water & marine resources (7) [%]	Circular economy (8) [%]	Pollution (9) [%]	Biodiversity & ecosystems (10) [%]	Climate change mitigation (11) [Y/N]	Climate change adaptation (12) [Y/N]	Water & marine resources (13) [Y/N]	Circular economy (14) [Y/N]	Pollution (15) [Y/N]	Biodiversity & ecosystems (16) [Y/N]	Minimum safeguards (17) [Y/N]	Taxonomy-aligned proportion of turnover, 2022 (18) [%]	Taxonomy-aligned proportion of turnover, 2021 (19) [%]	Category (enabling activity) (20) [E]	Category (transitional activity) (21) [T]
Economic activities (1) in K€																				
A. Taxonomy eligible activities																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	-	0.0%																		
Total (A.1 + A.2)	-	0.0%																		
B. Taxonomy non-eligible activities																				
Turnover of Taxonomy-non-eligible activities (B)	3,250,637	100.0%																		
Total (A + B)	3,250,637	100.0%																		

ANNEX TAXONOMY OPEX

Economic activities (1) in K€	Code(s) (2)	Absolute OpEx (3) [K€]	Proportion of OpEx (4) [%]	Substantial contribution criteria						DSNH criteria ('Does Not Significantly Harm')						MS				
				Climate change mitigation (5) [%]	Climate change adaptation (6) [%]	Water & marine resources (7) [%]	Circular economy (8) [%]	Pollution (9) [%]	Biodiversity & ecosystems (10) [%]	Climate change mitigation (11) [Y/N]	Climate change adaptation (12) [Y/N]	Water & marine resources (13) [Y/N]	Circular economy (14) [Y/N]	Pollution (15) [Y/N]	Biodiversity & ecosystems (16) [Y/N]	Minimum safeguards (17) [Y/N]	Taxonomy-aligned proportion of OpEx, 2022 (18) [%]	Taxonomy-aligned proportion of OpEx, 2021 (19) [%]	Category (enabling activity) (20) [E]	Category (transitional activity) (21) [T]
A. Taxonomy eligible activities																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0.0%																	
Total (A.1 + A.2)			0.0%														0.0%	0.0%		
B. Taxonomy non-eligible activities																				
OpEx of Taxonomy-non-eligible activities (B)			0.0%																	
Total (A + B)		90,848	100.0%																	

ANNEX TAXONOMY CAPEX

	Substantial contribution criteria									DSNH criteria ('Does Not Significantly Harm')						MS				
	Code(s) (2)	Absolute CapEx (3) [K€]	Proportion of CapEx (4) [%]	Climate change mitigation (5) [%]	Climate change adaptation (6) [%]	Water & marine resources (7) [%]	Circular economy (8) [%]	Pollution (9) [%]	Biodiversity & ecosystems (10) [%]	Climate change mitigation (11) [Y/N]	Climate change adaptation (12) [Y/N]	Water & marine resources (13) [Y/N]	Circular economy (14) [Y/N]	Pollution (15) [Y/N]	Biodiversity & ecosystems (16) [Y/N]	Minimum safeguards (17) [Y/N]	Taxonomy-aligned proportion of CapEx, 2022 (18) [%]	Taxonomy-aligned proportion of CapEx, 2021 (19) [%]	Category (enabling activity) (20) [E]	Category (transitional activity) (21) [T]
Economic activities (1) in K€																				
A. Taxonomy eligible activities																				
A1. Environmentally sustainable activities (Taxonomy-aligned)																				
Transport by motorbikes, passenger cars and light commercial vehicles	6.5	637	0.2%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	Y	Y	Y	Y	Y	Y	Y	0.2%	0.0%	N/A	T
Renovation of existing buildings	7.2	395	0.1%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	Y	Y	Y	Y	Y	Y	Y	0.1%	0.0%	N/A	T
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	7.4	162	0.1%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	Y	Y	Y	Y	Y	Y	Y	0.1%	0.0%	E	N/A
Installation, maintenance and repair of renewable energy technologies	7.6	121	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	Y	Y	Y	Y	Y	Y	Y	0.0%	0.0%	E	N/A
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		1,314	0.4%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	Y	Y	Y	Y	Y	Y	Y	0.4%	0.0%		
A2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Transport by motorbikes, passenger cars and light commercial vehicles	6.5	9,539	2.7%																	
Construction of new buildings	7.1	5,538	1.6%																	
Renovation of existing buildings	7.2	26,668	7.6%																	
Installation, maintenance and repair of energy efficiency equipment	7.3	828	0.2%																	
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	7.5	35	0.0%																	
Acquisition and ownership of buildings	7.7	89,065	25.3%																	
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		131,671	37.3%																	
Total (A.1 + A.2) Eligible (Aligned & Not aligned)		132,986	38%														38%			
B. Taxonomy non-eligible activities																				
CapEx of Taxonomy-non-eligible activities (B)		219,772	62%																	
Total (A + B)		352,758	100%																	

NFRD/CSR-RUG and GRI Topic Reference Table

The 2022 ESG report is the separate non-financial group report for SYNLAB for fiscal year 2022 within the meaning of Sections 315b, 315c, and 289b to 289e of the German Commercial Code (HGB) and of the EU Taxonomy Regulation.

This report has been prepared with reference to GRI standards, as cited and located in the table below.

	Corresponding areas (report chapter)
Non-financial risk management	<ul style="list-style-type: none"> Introduction
Description of the business model	<ul style="list-style-type: none"> Introduction
Environmental matters	<ul style="list-style-type: none"> Low carbon transition Environmental management
Social matters	<ul style="list-style-type: none"> Provision of high-quality healthcare Addressing public health risks
Employee matters	<ul style="list-style-type: none"> Talent attraction, development and retention Employee engagement, empowerment and well-being Diversity, equity and inclusion
Anti-corruption and bribery matters	<ul style="list-style-type: none"> Regulatory Compliance
Respect for human rights	<ul style="list-style-type: none"> Diversity, equity and inclusion Responsible supply chain management
Further aspects	<ul style="list-style-type: none"> Data privacy and cybersecurity

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	PAGES 3, 8
	2-2 Entities included in the organization's sustainability reporting	PAGE 3
	2-3 Reporting period, frequency and contact point	PAGE 3
	2-4 Restatements of information	PAGE 54
	2-7 Employees	PAGES 52, 54-56
	2-11 Chair of the highest governance body	PAGE 36
	2-14 Role of the highest governance body in sustainability reporting	PAGES 36-37
	2-22 Statement on sustainable development strategy	PAGE 5
	2-26 Mechanisms for seeking advice and raising concerns	PAGE 36
	2-28 Membership associations	PAGE 38
	2-29 Approach to stakeholder engagement	PAGES 38-39
GRI 3: Material Topics 2021	3-1 Process to determine material topics	PAGE 10
	3-2 List of material topics	PAGES 10-11
	3-3 Management of material topics	PAGES 15-34
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	PAGE 53
	305-2 Energy indirect (Scope 2) GHG emissions	PAGE 53
GRI 401: Employment	401-1 New employee hires and employee turnover	PAGE 56

ESG Performance Data

SYNLAB AG has reported the information cited in this GRI content index for the period 1st January 2022 – 31st December 2022 with reference to the GRI Standards (2021). The data in this report are intended to help understand our ESG performance. Teams that contribute towards collecting ESG data across SYNLAB have been submitting ESG data quarterly. The accuracy of these data is confirmed by the country CEOs through the representation letter. The data are further validated by the ESG team to confirm the robustness of the data collected. The ESG guidance manual provides an overview of the process followed by the ESG team at Group level to ensure data completeness. Unless otherwise stated, the data in this report cover all geographic regions in which SYNLAB operates for 2022.

SYNLAB has significantly improved the data collection and monitoring procedures since the beginning of 2022, and this has ensured data consistency, accuracy and transparency. As a result of these improved ESG Data processes and data quality checks, there are differences in how 2021 and 2022 data have been calculated and internally validated. Initiatives that were undertaken in 2022 to improve data quality and coverage are but not limited to:

- Validation tools
- Training sessions
- Capacity building within countries
- Internal data checks
- Country CEO ESG data presentation to group CFO
- Quarter/ yearly data comparisons

NOTES ON DATA CONSISTENCY

General Overview

- KPIs have been reported for all topics that were identified as meeting the 'double materiality' threshold during the double materiality assessment.
- Environmental, social, and governance data were requested from all countries in which SYNLAB had operations in 2022, except Chile (the closing date of acquisition was 3rd October 2022).

SYNLAB Care

- As with 2021 data, employee training data for Germany have been estimated for 2022 due to unavailability of data.
- The methodology for calculating number of employees, broken down by gender and by region, is based on head count. These data points are collected every quarter and at the end of the reporting period. The number of employees has decreased throughout 2022 towards pre-COVID-19 levels.

SYNLAB Green

- Out of the sites acquired in 2022, CO₂ emissions data were collected from 38.6% of new acquisition sites. The sites which were not able to provide have been estimated based on the revenue generated from those acquisitions.
- Estimated data for Q4 are used in places where actual data is not available before the end of financial year. This method has been transparently documented. This data is largely related to fuel and energy consumption.
- Due to the specific facility ownership situation and the resulting differences in the availability of data and based on the guidance of global standards, such as the GHG Protocol, the only sites included are those where SYNLAB has direct control and influence over their utilities. This total number might differ from the total number of reported labs and other sites stated in this document. Partial data availability was permitted in the collection process to improve data quality as much as possible.

- The greenhouse gas emissions include the calculation of CO₂e including, CO₂, methane (CH₄) and nitrogen oxide (N₂O) factors.
- The fleet GHG emission intensity includes only the CO₂e emissions coming from Fleet emissions of owned vehicles that fall under scope 1.
- Electricity, stationary, and heat/steam GHG emissions (CO₂e) were converted using custom emission factors provided by the countries and using the grid average conversion factor (for each country) if there was no custom emission factor previously assigned. The grid emission factors are based on the official International Energy Agency Emission Factors 2021, licensed to SYNLAB, the Department for Environment, Food and Rural Affairs (DEFRA) and the Department for Business, Energy and Industrial Strategy (BEIS) 2021. Whenever available, custom emission factors (market-based) have been used based on the supplier energy production mix.

COMPANY NON-FINANCIAL PERFORMANCE INDICATORS

NON-FINANCIAL PERFORMANCE INDICATORS & GOALS	Unit	2021	2022	Change (%)
CARE – SOCIAL				
Goal: Certify/accredit competence and quality management systems (QMS) of over 80% of our laboratories according to ISO 9001 or ISO 15189 or the appropriate local quality standard by 2025	% laboratories certified	N/A	72.2%	-
Goal: By 2026, achieve overall 30% female representation within the Key Strategic Successors Pipeline for CEO positions for any country representing at least 5% of total Group revenue	% employees	N/A	50.0	-
Goal: Achieve female representation of 20% in first line management (Executive Committee) below the Management Board by 2026	% employees	N/A	10.0	-
Goal: Achieve female representation of 45% in second line management below the Management Board by 2026		35.5	26.2	-9.3%
Number of Employee grievances reported	% employees	82	63	-23.2%
Goal: Improve SYNLAB Dialogue employee engagement scores year after year until 2025	# grievances	Within the stable range (-3% to +3%)	-5%	-2.0%
Participation rate	SYNLAB Dialogue employee engagement scores	66	70	4.0%
Goal: Ensure participation of 100% of SYNLAB leaders (all leadership levels) in our ACCE development programme by 2026.	% employees	N/A	<1%	N/A
Goal: Between 2022 and 2030, increase average hours of role-related training per full time employee, by 10% year-on-year	# participants	N/A	12.7	-
Average hours of employee training (Headcount)	# average hours (full time employees)	7.7	11.1	44.5%

NON-FINANCIAL PERFORMANCE INDICATORS & GOALS	Unit	2021	2022	Change (%)
GREEN – ENVIRONMENT				
Goal: Reduce scope 1 and 2 CO ₂ e emissions intensity (Tonnes CO ₂ e per EUR million revenue) year after year and offset remaining unavoidable Group-wide emissions by 2027	Tonnes CO ₂ e per EUR million revenue	10.3	9.6	-6.5%
Scope 1 emissions	Tonnes CO ₂ e	22155	20002	-9.7%
Scope 2 emissions	Tonnes CO ₂ e	16535	11200	-32.3%
Gross Scope 1 & 2 emissions	Tonnes CO ₂ e	38690	31202	-19.4%
Volume of hazardous waste disposed	Tonnes [T]	N/A	7,704	-
Goal: Certify 20% of Group laboratories according to ISO 14001 or equivalent by 2025, with a focus on central labs	% laboratories certified	15.4%	20.2%	4.8%
CITIZENSHIP – GOVERNANCE				
Goal: Train 95% of our global employees on data privacy by 2025	% completion rate by employees	N/A	60.0%	-
Goal: Achieve an aggregated score of A on third-party SecurityScorecard by 2025. Extend our SecurityScorecard to the Cloud by 2025	Aggregated score (0-100)	N/A	A (90)	-
Goal: Establish a Supplier Code of Conduct by 2025 for any new suppliers expected to represent more than 1% of overall Group procurement spend	Supplier Code of Conduct established (yes / no)	N/A	yes	-
Goal: Complete ESG-risk-specific due-diligence assessments for more than 50% of reagent supplier spend by 2023	% completion rate of Supplier ESG assessments by suppliers	N/A	0.0%	-

Table continues →

NON-FINANCIAL PERFORMANCE INDICATORS & GOALS	Unit	2021	2022	Change (%)
Other				
Goal: Reduce the lost-time accident frequency rate (LTAFR) year after year until 2025	# Lost time accidents per 1,000 FTEs	11.7	13.6	16.2%
Fatalities	# Fatalities	0	0	0%
Number of Hours worked	# Hours	44,003,901	46,882,995	6.5%
High-consequence injuries	# High-consequence injuries	4 ¹³	0	-100%
Number of publications	# publications	368	372	1.1%
Local community investment	Euros [€]	315,336	739,802	134.6%
Employee volunteering	# Employees	213	1,661	679.8%
Income tax paid	Million Euros [€]	195.3	130.5	-33.2%

¹³ Restatement of information: This 2021 figure was previously reported as 19 in the 2021 ESG report. This figure has been corrected in the report to 4 after an internal investigation in 2022 found 15 injuries to not meet the criteria of 'high-consequence'.

EMPLOYEE-RELATED INDICATORS

	2021	2022
Number of employees (Headcount)	30,570	28,693
Number of employees (FTE)	25,750	24,907
Number of Employees by Gender (%)		
Number of Men	25.4%	25.4%
Number of Women	74.6%	74.6%
Number of Diverse/non-binary	0.0%	0.0%

Number of employees by gender and job level (%)		
L1 – Supervisory Board		
Number of Men		58.3%
Number of women		41.7%
Number of Diverse/non-binary		0.0%
L2 – Management Board & Executive Committee		
Number of Men		91.7%
Number of women		8.3%
Number of Diverse/non-binary		0.0%
L3 – C-level (country-level)		
Number of Men		56.8%
Number of women		43.2%
Number of Diverse/non-binary		0.0%
L4 – Management		
Number of Men		46.3%
Number of women		53.7%
Number of Diverse/non-binary		0.0%
L5 – Team Leader		
Number of Men		34.0%
Number of women		66.0%
Number of Diverse/non-binary		0.0%
L6 – Team Members		
Number of Men		24.1%
Number of women		75.9%
Number of Diverse/non-binary		0.0%

Number of employees by age group (%)

Number of Employees: <30	26.1%
Number of Employees – 30-50	47.9%
Number of Employees - >50	26.0%

Number of employees by age group and job level (%)

L1 – Supervisory Board	Number of Employees aged <30	0.0%
	Number of Employees aged 30-50	25.0%
	Number of Employees aged >50	75.0%
L2 – Management Board & Executive Committee	Number of Employees aged <30	0.0%
	Number of Employees aged 30-50	33.3%
	Number of Employees aged >50	66.7%
L3 – C-level (country-level)	Number of Employees aged <30	3.1%
	Number of Employees aged 30-50	58.6%
	Number of Employees aged >50	38.3%
L4 – Management	Number of Employees aged <30	4.9%
	Number of Employees aged 30-50	50.8%
	Number of Employees aged >50	44.3%
L5 – Team Leader	Number of Employees aged <30	7.6%
	Number of Employees aged 30-50	63.5%
	Number of Employees aged >50	28.9%
L6 – Team Members	Number of Employees aged <30	27.8%
	Number of Employees aged 30-50	46.9%
	Number of Employees aged >50	25.2%

Employees with permanent and fixed-term contracts by gender (%)

Number of Women - Permanent contract	50.9%
Number of Women - Fixed-term contract	7.9%
Number of Women - other	15.8%
Number of Men - Permanent contract	18.5%
Number of Men - Fixed-term contract	3.1%
Number of Men - other	3.7%
Number of Diverse/non-binary - Permanent contract	0.0%
Number of Diverse/non-binary - Fixed-term contract	0.0%
Number of Diverse/non-binary - other	0.0%

Employees with permanent and fixed-term contracts by region (%)

Number of Employees France – Permanent contract	14.0%
Number of Employees France – Fixed-term contract	1.7%
Number of Employees France – other	0.1%
Number of Employees Germany – Permanent contract	15.1%
Number of Employees Germany – Fixed-term contract	3.6%
Number of Employees Germany – other	0.0%
Number of Employees North & East – Permanent contract	25.8%
Number of North & East – Fixed-term contract	4.3%
Number of North & East – other	2.4%
Number of Employees South – Permanent contract	28.6%
Number of Employees South – Fixed-term contract	3.2%
Number of Employees South – other	1.4%

Part-time & full-time by gender (%)

Number of Men - full-time	19.2%
Number of Men - part-time	4.4%
Number of Men - other	1.7%
Number of Women full-time	50.0%
Number of Women part-time	19.9%
Number of Women - other	4.6%
Number of Diverse/non-binary full-time	0.0%
Number of Diverse/non-binary part-time	0.0%
Number of Diverse/non-binary - other	0.0%

Part-time & full-time by region (%)

Number of Employees France – full time	12.6%
Number of Employees France – part-time	3.1%
Number of Employees France – other	0.1%
Number of Employees Germany – full time	8.9%
Number of Employees Germany – part-time	9.6%
Number of Employees Germany – other	0.0%
Number of Employees North & East – full time	22.5%
Number of North & East – part-time	5.1%
Number of North & East – other	4.8%
Number of Employees South – full time	25.3%
Number of Employees South – part time	6.5%
Number of Employees South – other	1.5%

Number of hires and departures

	Hires	Departures
Number of employee hires/ departures	8,371	10,052

By gender (%)

Number of Women employee hires/ departures	71.9%	73.1%
Number of Men employee hires/ departures	28.1%	26.9%
Number of Diverse/non-binary employee hires/ departures	0.0%	0.0%

By Region (%)

Number of Employee hires/ departures – France	24.4%	17.3%
Number of Employee hires/ departures – Germany	16.9%	13.3%
Number of Employee hires/ departures – North & East	30.1%	35.0%
Number of Employee hires/ departures – South	28.6%	34.4%

By Job level (%)

Number of Employee hires/ departures - L1 - Supervisory Board	0.0%	0.0%
Number of Employee hires/ departures - L2 - Management Board & Executive Committee	0.0%	0.0%
Number of Employee hires/ departures - L3 - C-level (nationally)	0.3%	0.4%
Number of Employee hires/ departures - L4 - Management	0.9%	1.3%
Number of Employee hires/ departures - L5 - Team Leader	2.3%	2.9%
Number of Employee hires/ departures - L6 - Team Members	96.5%	95.4%

By age group (%)

Number of Employee hires/ departures - <30	51.8%	44.7%
Number of Employee hires/ departures - 30-50	36.4%	38.9%
Number of Employee hires/ departures - >50	11.8%	16.4%

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