



SUSTAINABILITY REPORT 2025



REPORTING BASIS

Prepared with reference to the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME). This report covers Novellas Healthcare's environmental, social and governance performance for the 2025 reporting year.

At a glance

A concise view of who we are, what matters most and how we are progressing.

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At a glance

2025 highlights

40.40

AVERAGE FTE
People across our activities

84%

WELLBEING SCORE
Employee feedback indicator

32%

ELECTRIC FLEET
Transition in progress

0

WORK ACCIDENTS Reported during 2025

OUR SUSTAINABILITY LENS

For Novellas Healthcare, sustainability means reducing our footprint, enabling people to thrive and protecting the trust placed in us by patients, professionals, clients and partners.



Leadership statement

Sustainable value for people, healthcare and society.

Novellas Healthcare is committed to conduct its business in a sustainable, ethical and responsible manner. We integrate sustainability considerations into our strategy, operations and decision-making, while recognising that our greatest impact is created through people and the healthcare ecosystem we support.

Through recruitment, flexible staffing, patient solutions, clinical research and digital applications, we help organisations access specialised expertise, support continuity of care and contribute to the development of healthcare solutions. This gives us both an opportunity and a responsibility: to deliver high-quality services while acting with integrity, protecting sensitive information and using resources thoughtfully.

Our three interconnected pillars

PILLAR	OUR FOCUS
Environmental responsibility	Energy efficiency, lower-emission mobility, digital processes, waste prevention and responsible use of resources.
Social impact	Employee wellbeing, safe work, learning, inclusion and sustainable careers—within Novellas and through the staffing services we provide to clients.
Responsible governance	Ethics, quality, privacy, information security, compliance, accountability and transparent decision-making.

LOOKING AHEAD

We will continue to improve the quality of our ESG data, translate commitments into measurable actions and report progress transparently. Our approach is proportionate to our organisation and designed to evolve with stakeholder expectations.

Company profile & 2025 snapshot

A people-driven healthcare services company with specialised expertise.



Novellas Healthcare supports pharmaceutical, biotechnology and medical technology companies through recruitment, staffing, patient solutions, clinical research and digital applications. Our work connects organisations with expertise, supports patients along their treatment journey and helps healthcare innovations move forward.

Our activities are built on trust, quality, patient centricity, ethical conduct, data protection and information security. Our employees and consultants are central to this impact, which is why we invest in an environment where people can develop, contribute and build sustainable careers.

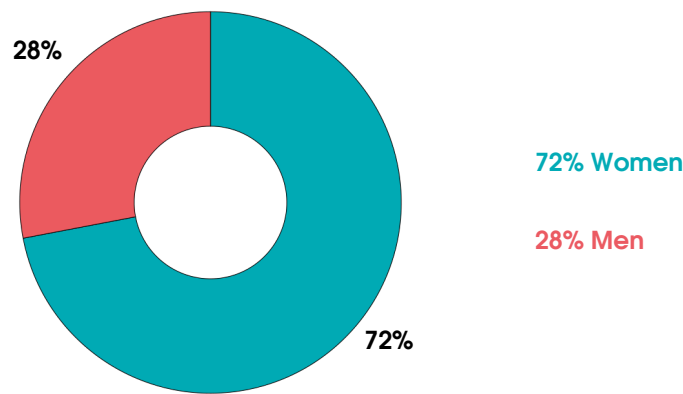
Company profile & 2025 snapshot

Novellas Healthcare – Our People in 2025

A snapshot of our workforce

WORKFORCE SIZE	GENDER DIVERSITY	AVERAGE AGE
40.40 FTE	72% Women 28% Men	42.5 years
In 2025, Novellas Healthcare employed an average of 40.40 FTE.	Approximately 72% of our workforce were women and 28% men.	The average employee age in 2025 was 42.5 years.

GENDER DIVERSITY



Figures based on average for the full year 2025.

Sustainable employment through staffing

Extending our people commitments into the workforce solutions we deliver for clients.



Our social responsibility extends beyond our own organisation. Through our staffing services, Novellas Healthcare aims to contribute to sustainable employment at client organisations by connecting people with roles in which they can perform, develop and build lasting careers.

For us, sustainable staffing means looking beyond an immediate vacancy.

We seek a durable match between the person, the role, the working environment and the client organisation. This supports continuity for clients while helping candidates and consultants find meaningful employment in which their expertise and wellbeing can be sustained over time.

Sustainable employment through staffing

Our responsible staffing principles

PRINCIPLE	HOW WE APPLY IT
Fair and objective selection	We assess candidates on relevant competence, experience, motivation and potential, using consistent and job-related criteria.
Gender equality	We promote equal access to opportunities and avoid gender-based assumptions in sourcing, assessment and presentation.
No racism or discrimination	We do not tolerate discrimination based on race, ethnic origin, nationality or other protected characteristics, and we expect respectful treatment throughout the recruitment process.
Wellbeing and sustainable fit	We consider the working environment, expectations, workload, development opportunities and candidate preferences when evaluating a potential match.
Long-term employability	We aim to place people in assignments and roles that allow them to use their strengths, deepen their expertise and develop their careers.
Responsible client partnership	We encourage open dialogue with clients on inclusive selection, realistic role requirements, fair treatment and conditions that support people to succeed.

Our role as a staffing partner

Novellas Healthcare can influence employment outcomes through the way we define profiles, source talent, conduct interviews, present candidates and follow up during assignments. We therefore aim to integrate equality, non-discrimination and wellbeing considerations throughout the staffing journey—from briefing and selection to onboarding and ongoing collaboration.

Our ambition is to help clients build capable, diverse and resilient teams while giving candidates and consultants fair access to meaningful, sustainable employment in the life sciences and healthcare sector.

Reporting approach & materiality/relevance

Focusing on the sustainability matters most relevant to our business and stakeholders.

Our reporting approach

This report is prepared with reference to the VSME framework and is intended to provide a clear, proportionate account of Novellas Healthcare's ESG performance. It combines available quantitative indicators with qualitative information on policies, practices, risks and forward priorities.

Material topics

TOPIC	STAKEHOLDER IMPORTANCE	BUSINESS IMPACT
Privacy & GDPR	High	High
Cybersecurity	High	High
Employee satisfaction & wellbeing	High	High
Fair and sustainable employment	High	High
Diversity, equality & inclusion	High	Medium
CO ₂ emissions	Medium	Medium
Water consumption	Low	Low

Privacy, GDPR compliance and cybersecurity rank highest because Novellas Healthcare processes sensitive personal and, in certain activities, health-related information. Employee experience is equally relevant in a people-driven business.

Assessment principles

Relevance to employees, clients, patients, regulators, suppliers and shareholders.

Potential impact on people, the environment, compliance, reputation and business continuity.

Environmental performance

Reducing our ecological footprint through efficient operations, sustainable mobility and responsible resource use.

ENVIRONMENT

Novellas Healthcare recognises that people, planet and economy are interconnected.

We are committed to reducing our environmental impact, supporting the transition to a low-carbon economy and promoting environmental awareness among our employees, partners and stakeholders.

Our environmental approach is focused on climate action, responsible resource use and continuous improvement.

ENERGY MANAGEMENT

Novellas Healthcare operates an energy-efficient office equipped with solar panels and a heat pump. These investments enable us to reduce our energy consumption and greenhouse gas emissions.

FUTURE REPORTING WILL INCLUDE:

Electricity consumption (kWh)	Solar energy generation (kWh)	Energy efficiency indicators
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We will continue to strengthen our data collection and reporting to monitor our progress and set future reduction targets.

CLIMATE & EMISSIONS OVERVIEW

Our commitment	Our ambition	Our approach
We are taking action to reduce our greenhouse gas emissions across our operations and value chain.	100% electric fleet by 2030 and continuous reduction of our environmental footprint.	Measure, reduce, engage and improve — through data, innovation and collaboration.

We will progressively expand our environmental reporting in line with recognized frameworks and stakeholder expectations.

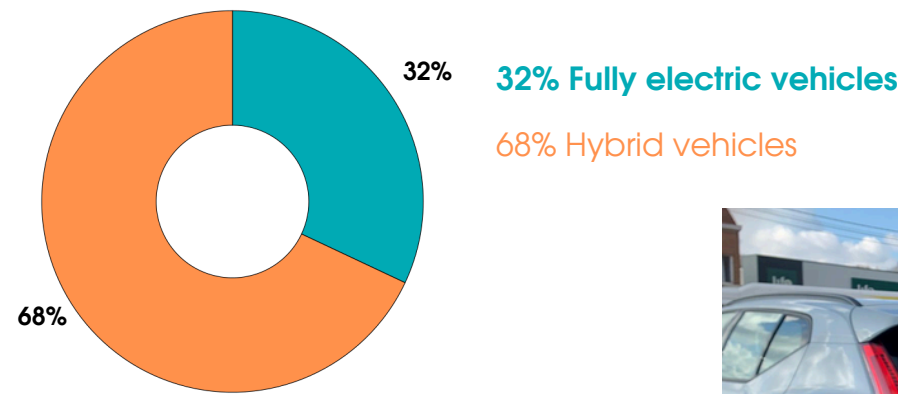
Environmental performance

FLEET AND CO₂ EMISSIONS

FLEET COMPOSITION (2025)

32%	68%
Fully electric vehicles	Hybrid vehicles

FLEET COMPOSITION (2025)



FUEL CONSUMPTION (2025)

40,333 liters



EMISSIONS CATEGORIES

Scope 1	Direct emissions from company vehicles
Scope 2	Indirect emissions from purchased electricity
Scope 3 (optional)	Employee commuting Business travel

TARGET:

100% electric fleet by 2030

Environmental performance

We are steadily transitioning our company car fleet to fully electric vehicles to reduce emissions and support a sustainable future.

OUR PRIORITY SDGS

7	13	15
AFFORDABLE AND CLEAN ENERGY	CLIMATE ACTION	LIFE ON LAND

COMMITMENT TO THE UN GLOBAL COMPACT

Principle 7 – Support a precautionary approach to environmental challenges

Principle 8 – Promote greater environmental responsibility

Principle 9 – Encourage environmentally friendly technologies

Waste, materials & water

Preventing waste first, then reusing and recycling wherever practicable.

SUSTAINABILITY

WASTE AND RECYCLING

Novellas Healthcare promotes waste reduction through digital processes and the use of reusable materials. This includes reusable bottles as an example, as well as office materials. During events, we aim to select reusable materials, and the same principle applies to promotional items.

DIGITAL PROCESSES	REUSABLE MATERIALS
We minimize paper use by working digitally whenever possible.	We choose reusable materials in our daily operations – from bottles to office supplies.
SUSTAINABLE EVENTS	RESPONSIBLE PROMOTION
During events, we prioritize reusable materials and limit single-use items.	We opt for durable, useful promotional items and avoid single-use giveaways.

MONTHLY WASTE GENERATION

WASTE STREAM	QUANTITY
Cardboard	Approx. 1 large box
Residual Waste	Approx. 30 liters
PMD Waste	Approx. 60 liters

PRINTER PAPER CONSUMPTION

YEAR	BLACK & WHITE	COLOR
2025	25,209 pages	5,969 pages

Waste, materials & water

OUR COMMITMENT

Novellas Healthcare is committed to continuously reducing our environmental impact by minimizing waste, promoting recycling and raising awareness among our employees.

REDUCE	REUSE	RECYCLE
what we use	where we can	responsibly

REUSE REDUCE RECYCLE

Water consumption

53 m³

WATER CONSUMPTION
Monitored through utility
invoices

Low

WATER-RELATED RISK
No significant operational risk identified

Our direct water use is limited to normal office activities. We continue to monitor consumption through utility invoices and will investigate material changes where relevant.

IMPORTANT YEAR-ON-YEAR CONTEXT

Paper usage decreased in 2025 versus 2024. We will continue to promote digital-first processes and improve monitoring so that future reporting can better explain underlying business drivers and identify practical reduction opportunities.



People, wellbeing & inclusion

Creating a workplace where people feel valued, supported and empowered to grow.



Our people are at the heart of Novellas Healthcare. We aim to provide a supportive, inclusive and engaging environment where employees can perform at their best, develop their capabilities and maintain a healthy balance between their professional and personal lives.

Our people approach

PILLAR	WHAT IT MEANS AT NOVELLAS
Wellbeing & engagement	Flexible work arrangements, ergonomic workplaces, accessible managers, employee support and regular opportunities to provide feedback.
Health & safety	A safe working environment, monitoring of sickness absence and follow-up of work-related incidents.
Learning & development	Training that supports quality, compliance, digital capability, professional growth and the future needs of our organisation.
Diversity & inclusion	Equal opportunity, non-discrimination and an environment in which different perspectives and backgrounds are valued.

People, wellbeing & inclusion

84%

WELLBEING SCORE
Employee wellbeing indicator

2.12%

SICKNESS ABSENCE
Down from 4.53% in 2024

32.23%

TURNOVER
Equivalent to 13.2 FTE

0

WORK ACCIDENTS Reported in 2025

OUR COMMITMENT
We use wellbeing, absence, turnover, employee feedback and development indicators together to identify priorities and strengthen the employee experience.



Wellbeing, health & safety

Listening, supporting and acting on the indicators that shape employee experience.

Employee wellbeing & engagement

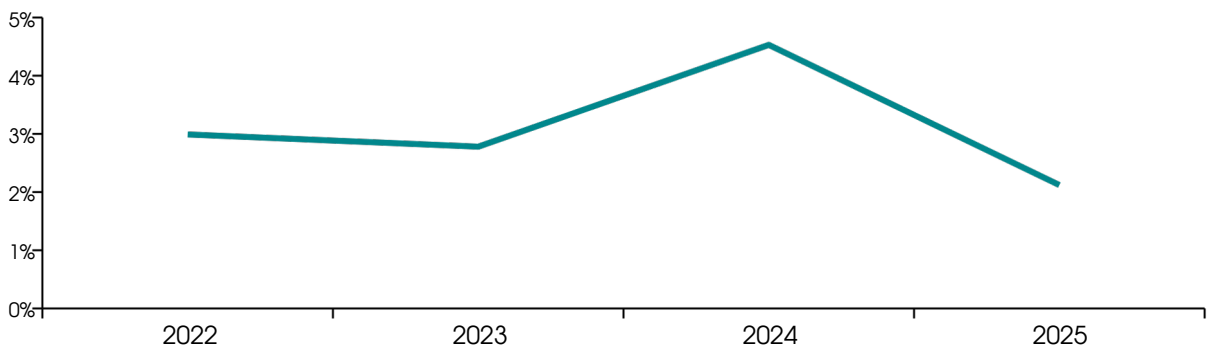
The 2025 employee wellbeing score was 84%. We support wellbeing through flexible work arrangements, ergonomic workplaces, employee assistance initiatives and training and development opportunities. Open communication and accessibility of management help employees raise concerns and contribute ideas.

Health & safety

No work-related accidents were reported in 2025. The sickness absence rate decreased to 2.12%, compared with 4.53% in 2024, and was below the rates recorded in 2022 and 2023.

YEAR	2022	2023	2024	2025
Sickness absence rate	2.99%	2.78%	4.53%	2.12%

Sickness absence rate



INTERPRETING THE TREND

Annual absence can fluctuate in a workforce of our size. We therefore consider the multi-year trend alongside employee feedback and individual follow-up, rather than relying on a single-year percentage alone.

Talent, retention & inclusion

Building sustainable careers in a diverse and people-centered organisation.

Talent and retention

Employee turnover was 32.23% in 2025, equivalent to 13.2 FTE. Within our staffing business, turnover should be viewed in the context of our business model. A significant share results from consultants being offered permanent positions by our clients. This successful transition of talent demonstrates our ability to identify, develop and provide high-quality professionals who create long-term value for our clients.

We therefore consider this type of turnover a positive indicator of talent mobility and successful placement. At the same time, we continue to monitor the reasons behind all employee departures and use employee feedback, wellbeing data and development conversations to strengthen engagement and retention.

Diversity, equity & inclusion

Different perspectives, backgrounds and experiences strengthen collaboration and decision-making. Equal opportunity and non-discrimination principles are embedded in the Novellas Healthcare Code of Conduct and guide recruitment, employment and professional development.



How we put inclusion into practice

Applying equal opportunity principles throughout recruitment and employment.

Promoting respectful behaviour and an environment in which concerns can be raised.

Monitoring representation and employee experience indicators. Our People Manager regularly gathers employee feedback through staff surveys and follow-up discussions. This helps us monitor employee experience, diversity and inclusion, and identify areas for improvement.

We raise awareness of diversity and inclusion through internal communication and discussions with employees.

These principles also guide our staffing activities. In candidate sourcing, assessment and client presentation, we aim to focus on job-relevant criteria, support equal access to opportunity and encourage working conditions that promote wellbeing and sustainable performance.

Training & development

We aim to provide our employees with the knowledge and skills they need to perform their roles effectively.



31

PARTICIPANTS
Employees in formal training

348.5

TRAINING HOURS
Recorded during 2025

11.2

HOURS PER PARTICIPANT
Calculated average

Training & development

2025 learning priorities

CORE TOPICS	PURPOSE
Information security	Protect information and reinforce secure working practices.
GDPR & privacy	Strengthen responsible processing of personal and health-related data.
Quality management	Support consistent, compliant and high-quality service delivery.
Diversity & inclusion	Promote fairness, respect and belonging.
Compliance	Maintain awareness of applicable rules, standards and expectations.
Other development	Language learning, practical IT skills and communication capabilities.

Training and development support both individual growth and organisational resilience. We will continue to align learning priorities with changes in our services, regulatory environment, technology and stakeholder expectations.

Responsible governance

Protecting trust through clear accountability, strong controls and ethical conduct.

Governance framework

FRAMEWORK / PRACTICE	STATUS OR ROLE
Quality Management System	Supports consistent service delivery and continuous improvement.
Privacy programme	Guides responsible processing and protection of personal data.
Code of Conduct	Sets expectations for ethical and professional behaviour.
ISO 27001 Information Security Management System	Implementation / certification journey.
Sustainability Policy	Implementation.



Responsible governance

Sustainability accountability

ROLE	RESPONSIBILITY
General Manager	Overall accountability and strategic direction.
CFO / COO	KPI review, oversight and integration into management processes.
HR	Employee-related policies, initiatives and indicators.
CISO	Cybersecurity, information security and data protection oversight.



GOVERNANCE PRINCIPLE

Sustainability is most effective when it is integrated into existing management, risk, quality and people processes—not treated as a standalone reporting exercise.

Risks, stakeholders & priorities

Using stakeholder expectations and business risk to focus attention where it matters most.

ESG risk assessment

RISK	IMPACT	MANAGEMENT FOCUS
Cybersecurity incident	High	Prevention, awareness, controls, incident response and continuous improvement.
GDPR violation	High	Privacy governance, training, appropriate processing and oversight.
Talent retention challenges	High	Wellbeing, engagement, development, fair opportunity and workforce planning.
Discrimination or unfair selection	High	Objective criteria, inclusive sourcing, recruiter awareness, escalation and responsible client dialogue.
Rising energy costs	Medium	Energy-efficient premises, monitoring and responsible consumption.

Stakeholder expectations

STAKEHOLDER	MAIN EXPECTATION
Employees	Wellbeing, development, inclusion and fair treatment.
Customers	Quality, reliability, compliance, expertise and responsible partnership.
Patients	Safe, respectful and high-quality support.
Suppliers & partners	Fair collaboration, clarity and responsible conduct.
Regulators & auditors	Compliance, evidence, transparency and effective controls.
Shareholders	Long-term value, resilience and responsible governance.

Performance dashboard

A focused set of indicators to track progress and guide action.

KPI	2025	2026 TARGET	DIRECTION
Employee wellbeing	84%	95%	Strengthen
Electric fleet	32%	50%	Increase
Women in leadership	40%	50%	Increase
Training hours	348.5	400	Increase
Work-related accidents	0	0	Maintain
Sickness absence	2.12%	Monitor	Maintain responsible follow-up

Measurement priorities

Expand energy reporting to include electricity consumption, solar generation

Progressively strengthen greenhouse gas measurement across relevant Scope 1, Scope 2 and selected Scope 3 categories.

Improve environmental data consistency and explanation of material year-on-year changes.

Continue annual review of people, governance and information-security indicators.

We will also explore proportionate indicators for responsible staffing, such as the consistent use of objective selection criteria, candidate and consultant experience, inclusive shortlisting practices and wellbeing follow-up during assignments.

TARGET DISCIPLINE

Targets express our current ambition and will be reviewed as data quality improves and business conditions evolve. Where a metric requires further definition, we will refine the baseline and measurement method before making external performance claims.

Sustainability action plan 2026–2030

Turning ambition into a practical, phased improvement programme.

TIME HORIZON	PRIORITY ACTIONS
2026	Increase the electric fleet toward 50%; formalise sustainability governance and policy; embed responsible staffing principles in recruitment practice; expand data ownership and KPI definitions; progress ISO 27001.
2027–2028	Develop fuller energy and emissions baselines; strengthen supplier sustainability assessment; develop proportionate indicators for inclusive and sustainable staffing; embed ESG considerations more explicitly in procurement, operations and management review.
2029–2030	Work toward a 100% electric company fleet; demonstrate multi-year progress against environmental and social indicators, including the contribution of staffing services; mature reporting in line with recognised frameworks and stakeholder expectations.

Our commitments

- Achieve a fully electric company fleet by 2030.
- Expand sustainability reporting and improve the reliability of underlying data.
- Embed fair selection, gender equality, non-discrimination and wellbeing in our staffing approach.
- Strengthen supplier and client dialogue on responsible employment and collaboration.
- Increase women’s representation in leadership to 50%.
- Implement progressive CO₂ monitoring and reduction initiatives.
- Continue annual sustainability reporting with reference to the VSME framework.

CONTINUOUS IMPROVEMENT

The plan will be reviewed annually so priorities remain relevant, proportionate and connected to business strategy, stakeholder needs and the maturity of our ESG data.

Conclusion & reporting notes

Novellas Healthcare remains committed to creating long-term value through responsible environmental practices, a strong people culture and robust governance.

In 2025, we continued the transition toward lower-emission mobility, maintained a safe workplace, invested in employee development and strengthened the foundations for privacy, quality and information security.

Reporting notes

Reporting period: calendar year ending 31 December 2025, unless otherwise stated.

Scope: Novellas Healthcare operations and workforce indicators included in internal 2025 reporting.

Data sources: internal HR, fleet, finance, facilities, quality and compliance records.

Estimates are identified as approximate; percentages may be rounded.

This report is prepared with reference to VSME principles and is not an assurance statement.



Growing people sustainably.

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