



Sustainability Report 2025

From Ambition to Action





This is Sanquin's second Sustainability Report. We report on the year 2025, covering the period from 1 January to 31 December. The report covers (on a consolidated basis) the Sanquin Blood Supply Foundation (Stichting Sanquin Bloedvoorziening) and Sanquin Health Solutions Group (SHS). It has been prepared in accordance with the European voluntary sustainability reporting standard VSME (Voluntary Sustainability Reporting Standard for SMEs). When we use the name Sanquin in this report, we refer to all entities together. Individual entities are mentioned separately only where required by the reporting standard.

More information about Sanquin can be found at: www.sanquin.nl.

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SUSTAINABLE TOGETHER

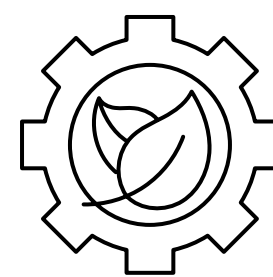
FOREWORD BY CORALINE PANIS

Small and big steps for people and planet

Sometimes, change starts small. At home, for example, I have lowered the thermostat a few degrees, switched to electric driving and try to do my errands on foot as much as possible.

I also eat far less meat than I used to – not fully vegetarian yet, but clearly moving in that direction. These are conscious choices, because I see and feel how climate change and environmental pressure are affecting our planet, and I want to do my part in working towards a more sustainable world.

That same awareness has also been growing steadily within Sanquin over the past few years. Sustainability is no longer a side topic – it touches everything we do. This year, we are publishing our second sustainability report. Not because we are required to, but because we want to.



Sustainability is now structurally embedded in our organization.



FOREWORD BY CORALINE PANIS

The CSRD – the European directive that would have required us to report on sustainability – has unfortunately been adjusted due to global developments. For many organizations, the scope has been reduced, and for societal organizations such as Sanquin, the reporting requirement has been dropped altogether. That's a shame, because clear frameworks help to keep sustainability high on the agenda. Yet, at Sanquin we choose not to sit back. We are intrinsically motivated to become more sustainable. We set our own ambitions and targets, and we report on them openly and transparently.

What gives me great energy is that sustainability is now structurally embedded in our organization. It is now part of the Quality, Risk & Compliance (QRC) department, with two dedicated sustainability coordinators. We also integrate sustainability into our broader reporting cycle, allowing us to monitor our progress every quarter.

And that's exactly how it should be: not as a separate initiative, but fully woven into how we steer, decide and continuously improve.

What I enjoy most is the fact that many initiatives come directly from our colleagues. A great example is the freezer project, initiated by a group of younger employees. They asked a simple but very relevant question: do our freezers really need to run at -80°C, or can they run at -70°C and save a significant amount of energy? This kind of practical curiosity, engagement and ownership is what sparks real change. When sustainability lives within teams and departments, it truly becomes everyone's responsibility.

For 2026, the management team has set clear and concrete sustainability goals again. These include further developing our sustainable procurement policy, launching a waste

prevention project, and establishing minimum sustainability requirements for our donation locations. In this report, you can read about the steps we have taken over the past year and the choices we made along the way. I hope you read this report both as a source of inspiration and as an invitation: if you have an idea that could make our work more sustainable, please let us know. Together, we can go further.

Looking ahead, this sustainability report currently stands on its own, but next year it will be integrated into our overall annual report. A logical step, because sustainability has become an integral part of our daily practice – of who we are, what we do, and what we deeply care about.

Coraline Panis

Member of the Executive Board of Sanquin

Sustainable Together

Sustainability, in the broadest sense, requires all of us to take responsibility.

Only by working together to embed sustainability into everything we do, we can continue to build future-proof healthcare on a livable planet. The steps we took in 2025 show that integration and progress are possible when we work together. They form the foundation on which we (further) translate our ambitions into action.

As British anthropologist and biologist Jane Goodall once said: "You cannot get through a single day without having an impact on the world around you. What you do makes a difference, and you have to decide what kind of difference you want to make."

What difference do you want to make?



Marloes Spekman
*Sustainability
coordinator Sanquin*



Nadine Commandeur
*Sustainability
coordinator Sanquin*

About Sanquin

Sanquin Blood Supply Foundation is the not for profit organization responsible for ensuring that patients in the Netherlands always have access to sufficient, safe, and high quality blood products.

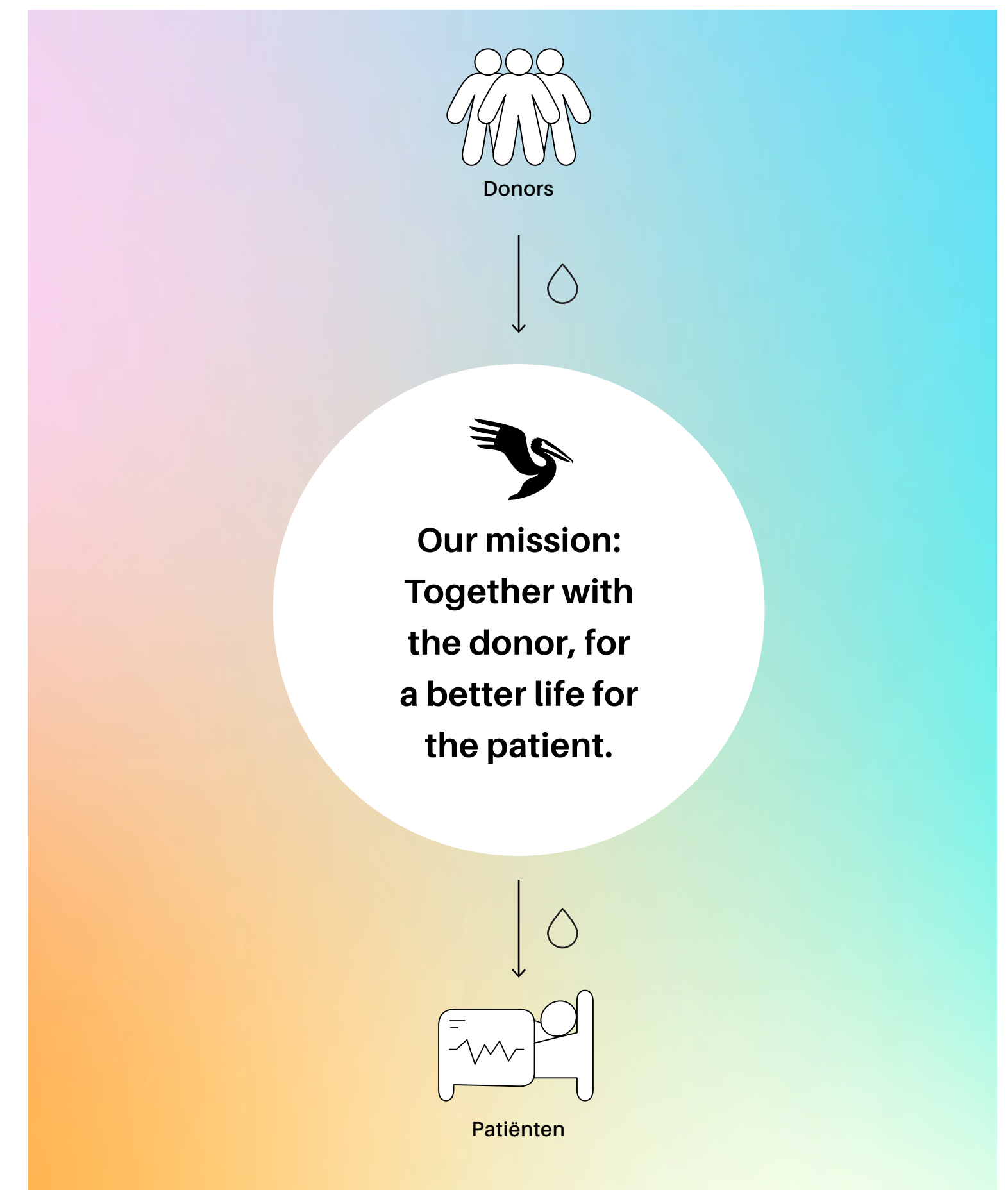
Each year, more than 100,000 patients are treated using Sanquin blood products, made possible by the voluntary and altruistic contributions of our donors. Sanquin is a knowledge intensive organization that develops and supplies life saving blood products, conducts pioneering research into blood disorders, and responds to evolving needs in healthcare. Through our blood products, research, diagnostics, and innovations, we contribute directly to patients' quality of life.

Sanquin Blood Supply Foundation is the sole shareholder of Sanquin Health Solutions Group B.V. (SHS). SHS is Sanquin's commercial arm that translates scientific knowledge and

research from the Foundation into market based healthcare solutions. The core activities of SHS include:

- diagnostic services and laboratory testing;
- development of the Health and Innovation District (HID) in Amsterdam Nieuw West (an innovation campus focused on life sciences, biotechnology, and healthcare);
- valorization of research into new products and services.

This report follows the voluntary European VSME standard (Voluntary Sustainability Reporting Standard for SME's). In line with this standard, we have prepared additional information about Sanquin in the form of a table with specific reporting requirements and an overview of our business activities. This information is available on our [website](#).

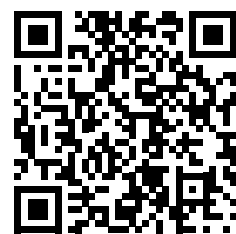


Sustainability is a shared responsibility

Sanquin aims to integrate sustainability, under the direction of the Executive Board, into robust and efficient products and services, both now and in the future.

We established a formal sustainability policy for the period 2024-2030. This policy supports transparency towards our stakeholders, and provides a strategic framework for embedding sustainability into our daily operations, processes, and services. The sustainability policy briefly outlines our future plans and can be found on our website.

In 2024, our main focus was on establishing a solid foundation for sustainability across the organization. In 2025, we began actively embedding and implementing our plans. Two dedicated sustainability coordinators were appointed within the Quality, Risk & Compliance department, and colleagues across the organization worked toward shared sustainability goals.



Click this code or scan with your phone to go to the webpage with our sustainability policy.

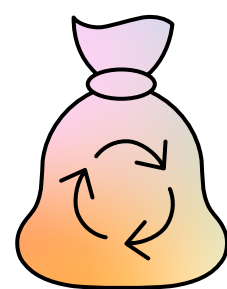


The 8 themes of our sustainability strategy



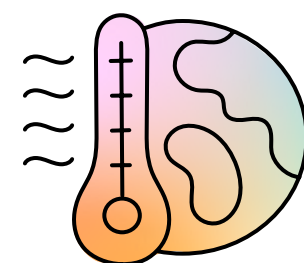
1. Consumption and emissions

We aim to reduce our CO₂ emissions, for instance by consuming less energy and making our transport more sustainable.



2. Waste and procurement

We strive to minimize waste and make more conscious choices about the materials we use. For example, by recycling more, reusing materials, and adopting more sustainable procurement practices.



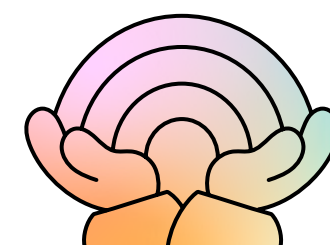
3. Climate change

We are committed to combating climate change by lowering our emissions. We are preparing for the potential impacts of climate change.



4. Working conditions

We promote a safe, healthy, and positive work environment, fostering a culture where every employee can thrive and feel at home.



5. Equal opportunities and treatment

We strongly believe in diversity and inclusion. At Sanquin, it does not matter who you are: Everyone deserves equal opportunities to grow and contribute.



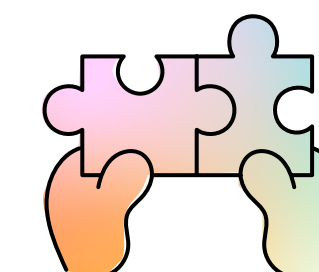
6. Sustainable services

We want our services to not only improve patients' health, but also to be as environmentally friendly and socially responsible as possible.



7. Business ethics

We conduct business in an ethically responsible way that earns the trust of our stakeholders. That is why transparency and integrity are core values in everything we do.



8. Value chain

We take a holistic view of our entire value chain. From suppliers to end users, we are ensuring that sustainability is embedded not just within Sanquin, but throughout our value chain.

ENVIRONMENT

SOCIAL

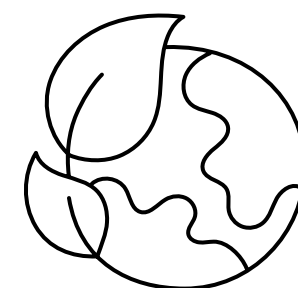
GOVERNANCE

Sanquin's sustainability policy consists of eight themes grouped under the three ESG pillars: Environment, Social, and Governance (ESG).

We have chosen four themes to focus on first: Consumption and emissions, Waste and procurement, Equal opportunities and treatment, and Sustainable services (themes 1, 2, 5, and 6).

These themes and our progress on them are discussed in detail in the following chapters: Environment, Social, and Governance. In addition, shorter updates are provided on Working conditions and Business ethics (themes 4 and 7).

Climate change (theme 3) and the Value chain (theme 8) will be addressed in future reports once concrete targets have been defined.



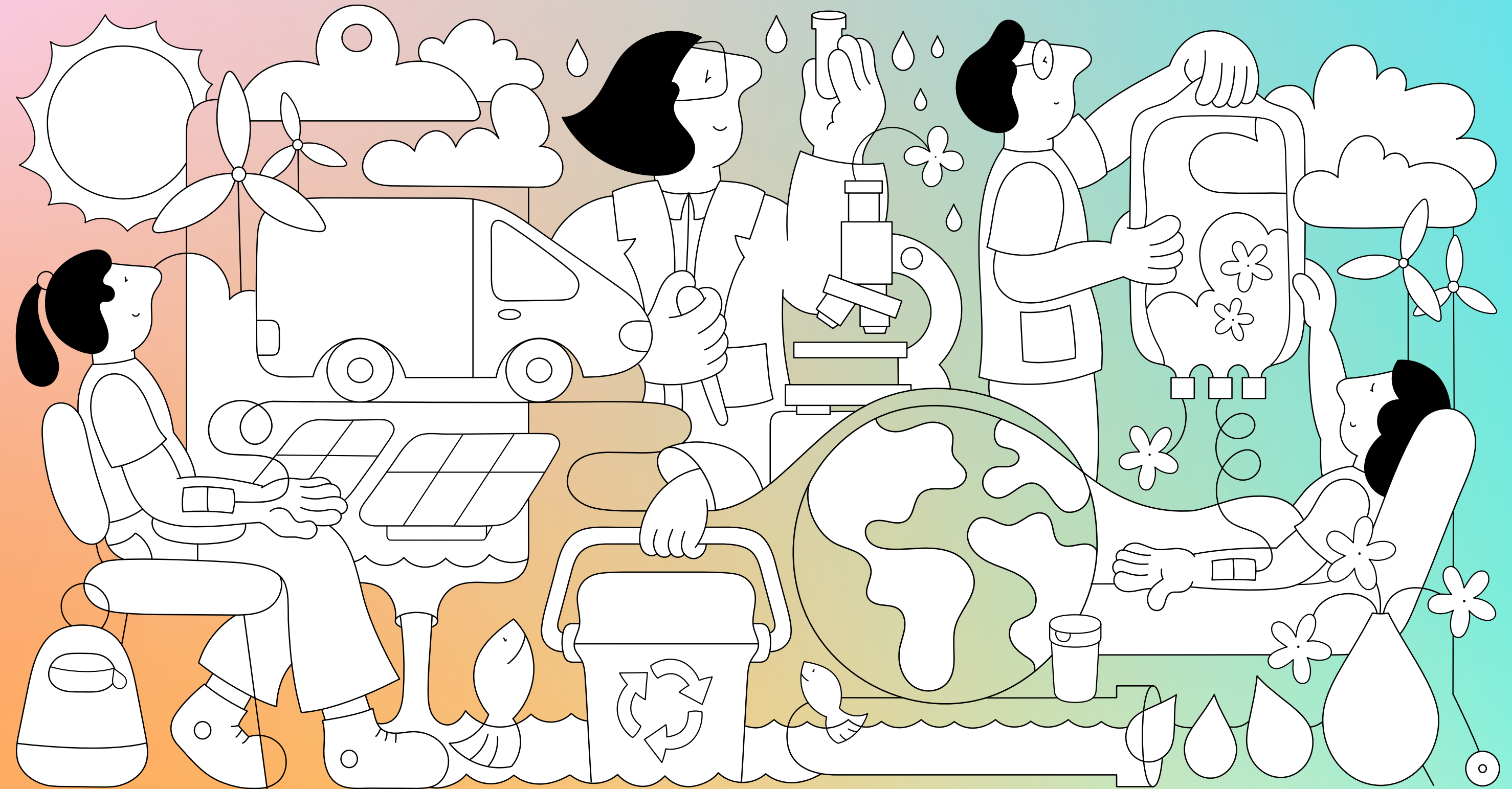
**We have chosen
four themes to
focus on first.**



ENVIRONMENT

A healthy living environment is essential to Sanquin's mission. Reducing our environmental footprint is therefore a key priority: from energy and water use to emissions, and from waste streams to responsible procurement.

Through conscious resource management and sustainable choices, we contribute to future proof healthcare and a cleaner world.



Consumption and emissions

It is our ambition to minimize resource consumption and emissions across all activities while maintaining the highest standards of safety and efficiency.

We do this by transporting (blood) products more sustainably, organizing sustainable mobility of donors and employees, minimizing our energy and water consumption, and improving the energy efficiency of our buildings and installations.

Energy consumption

In 2025, several initiatives were implemented to (further) reduce our energy consumption:

- We developed a new roadmap for further reductions in gas and electricity use of the buildings and installations around our headquarters in Amsterdam.
- We introduced a high-efficiency cooling installation, which supplies cooling to various buildings on the campus around

our headquarters. It uses around 60% less energy compared to the old installation, partly because it has been connected to the energy loop (a campus-wide loop in which heat and cold from various processes on the site are exchanged between buildings).

- Existing hot-water systems in several buildings have been converted from steam-powered to powered by district heating. This way, we save significantly on energy consumption (because the steam pipe no longer needs to be kept warm continuously) and, moreover, we emit less CO₂ (approximately 85% less compared to the old situation).
- The cooling facilities (refrigerators and freezers) of an additional building have been connected to the campus energy loop. This saves an estimated 50 MWh of energy per year. With this additional connection, approximately 50% of the buildings on campus in Amsterdam are now connected to the energy loop.

In 2025, we used approx. 2% less energy

511

We saved 511 MWh of energy in 2025 compared to 2024.

8,500

On average, that is enough energy to charge 8,500 electric vehicles ...

42

... or to charge 42 million smartphones.

- At Sanquin, we use ultra-low temperature (ULT) freezers that can cool to ultra-low temperatures (generally between -40 °C and -86 °C). In 2025, we replaced two older ULT freezers for more efficient models. In addition, as of 2025, 9 ULT freezers are operating at higher temperatures (1 at -40°C and 8 at -70°C, instead of -80 °C) to save even more energy.

At Sanquin, we use a lot of energy for heating and ventilation of our buildings, and for the processing and transport of blood products and samples. At our headquarters in Amsterdam, the total energy use in 2025 amounted to 25,532 MWh¹.

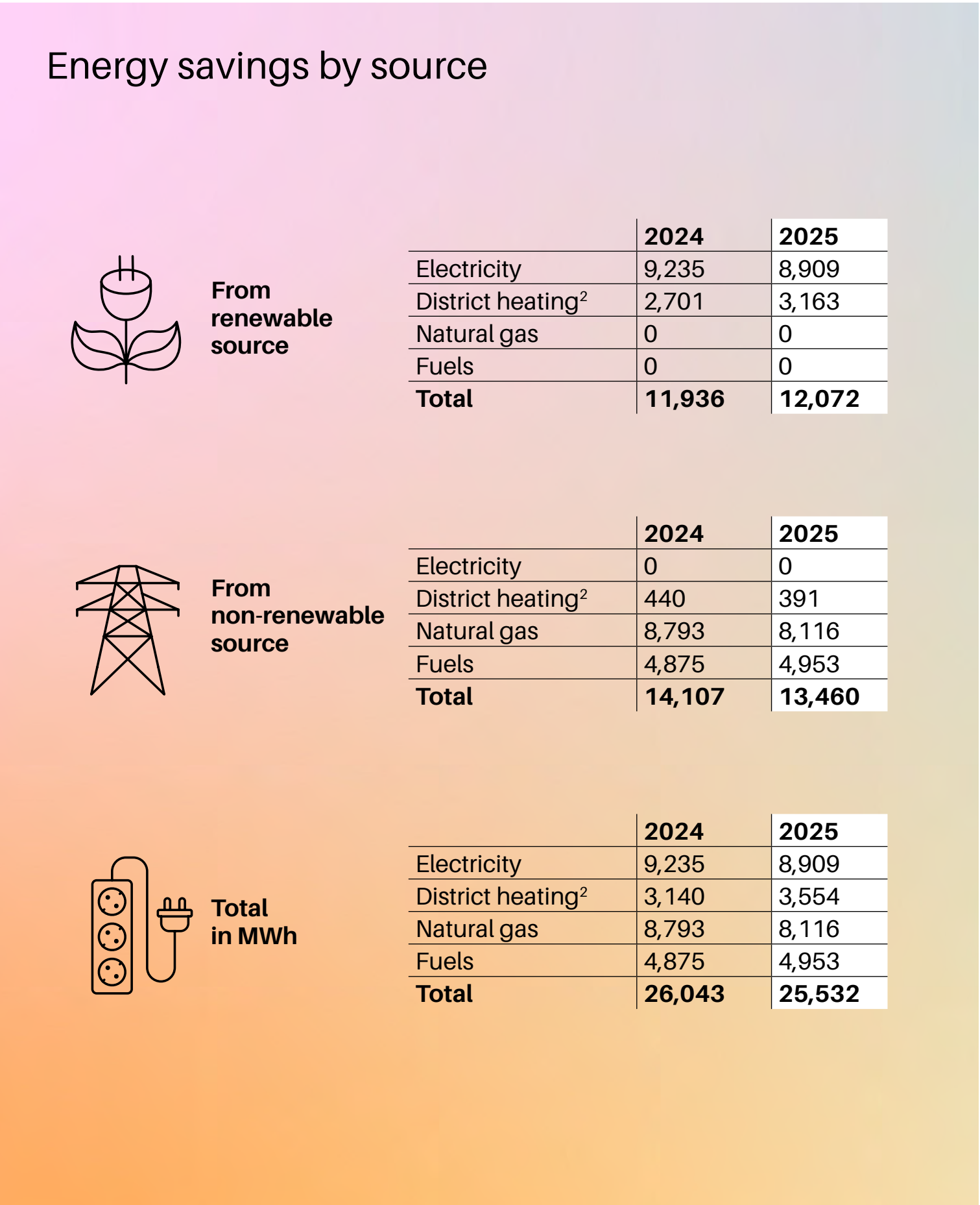
Compared to 2024, our consumption of fuels and district heating have grown in 2025 (with respectively +1.6% and +13.2%), while we have further reduced our consumption of electricity (-3.5%) and natural gas (-7.7%).

Overall, we **consumed 2% less energy in 2025** compared to 2024. Of our total energy consumption in 2025, **47.3% came from renewable sources** (compared to 45.8% in 2024).

Unfortunately, we do not yet have a complete overview of our energy consumption across all locations, as energy use at many leased sites is included in rental agreements.

¹ The energy use of our biggest fellow campus resident, Prothya Biosolutions, is excluded from the energy reported in this report. The numbers do include several smaller campus residents.

² District heating is sourced from both renewable (e.g., solar and wind energy) and non-renewable sources (e.g., fossil fuels).



Water consumption

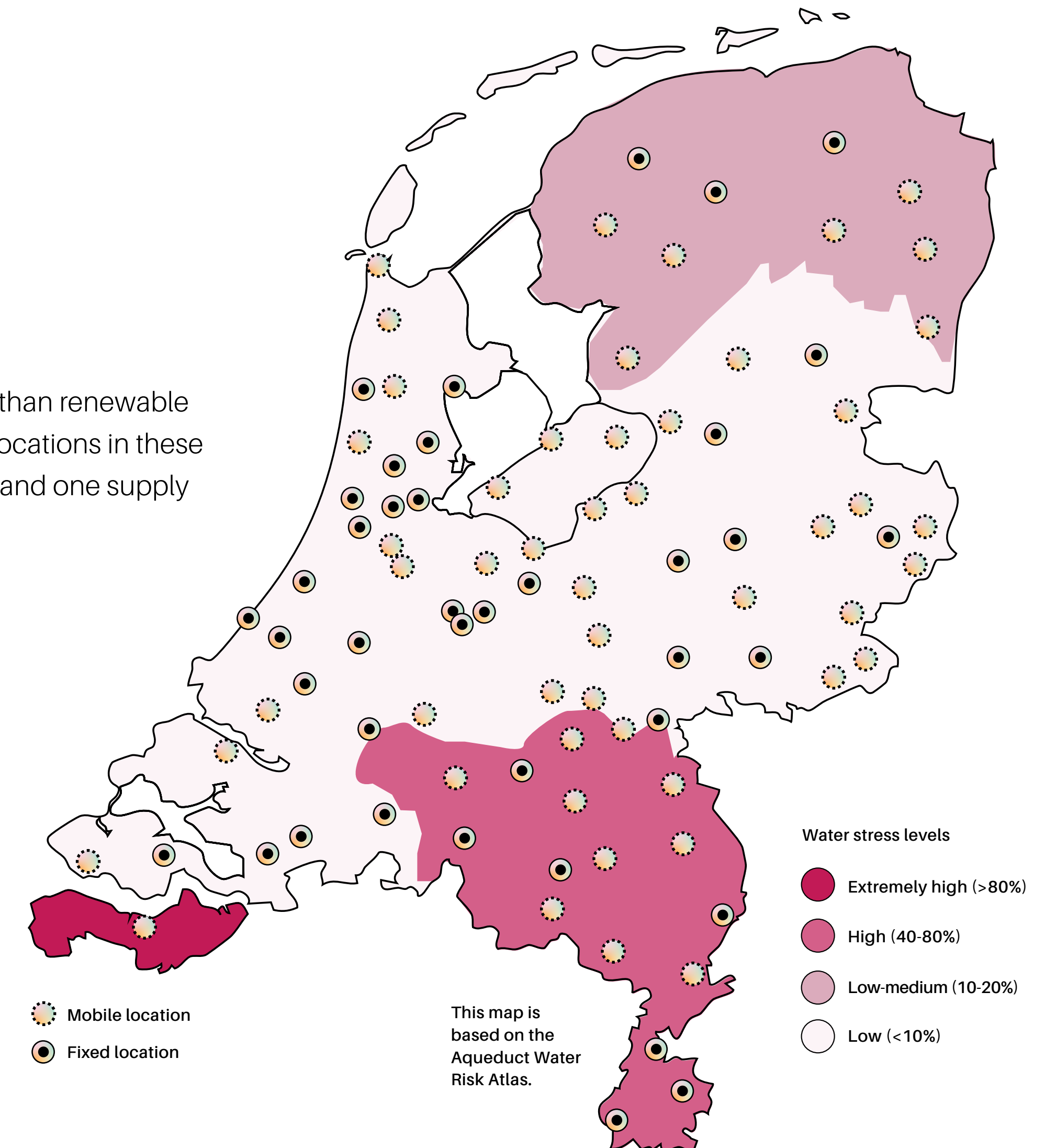
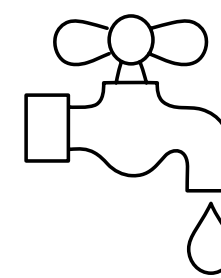
Sanquin has full insight into water consumption at only five locations. At other leased sites, consumption is managed by building owners. In 2025, total water withdrawal at Sanquin amounted to 46,286 m³, with the large majority (99.1%) being used on the Amsterdam campus³.

Sanquin withdraws no water from other sources. As part of the campus energy loop, thermal energy is exchanged with groundwater and drinking water via a thermal energy storage system (in collaboration with Waternet). Only energy (heat, cold) is exchanged in this loop, so no actual water is consumed or lost.

As shown on the map, some Sanquin locations are situated in areas with (extremely) high water stress, such as parts of Zeeland, North Brabant, and Limburg. High water stress means that there's a relatively high risk of water shortages in periods

of droughts, as the demand for water is higher than renewable surface and groundwater supplies. Sanquin's locations in these areas are mostly (mobile) collection locations (and one supply location) with minimal water usage.

³
The water consumption of our biggest fellow campus resident, Prothya Biosolutions, is excluded from the water withdrawal reported here. The numbers do include several smaller campus residents.



Emissions

In addition to monitoring our energy consumption, we also monitor our greenhouse gas emissions (such as CO₂) using the so-called emission scopes. These scopes distinguish between emissions resulting directly from our own operations (Scope 1 and Scope 2) and emissions that occur elsewhere in our value chain, for example at suppliers or customers (Scope 3).

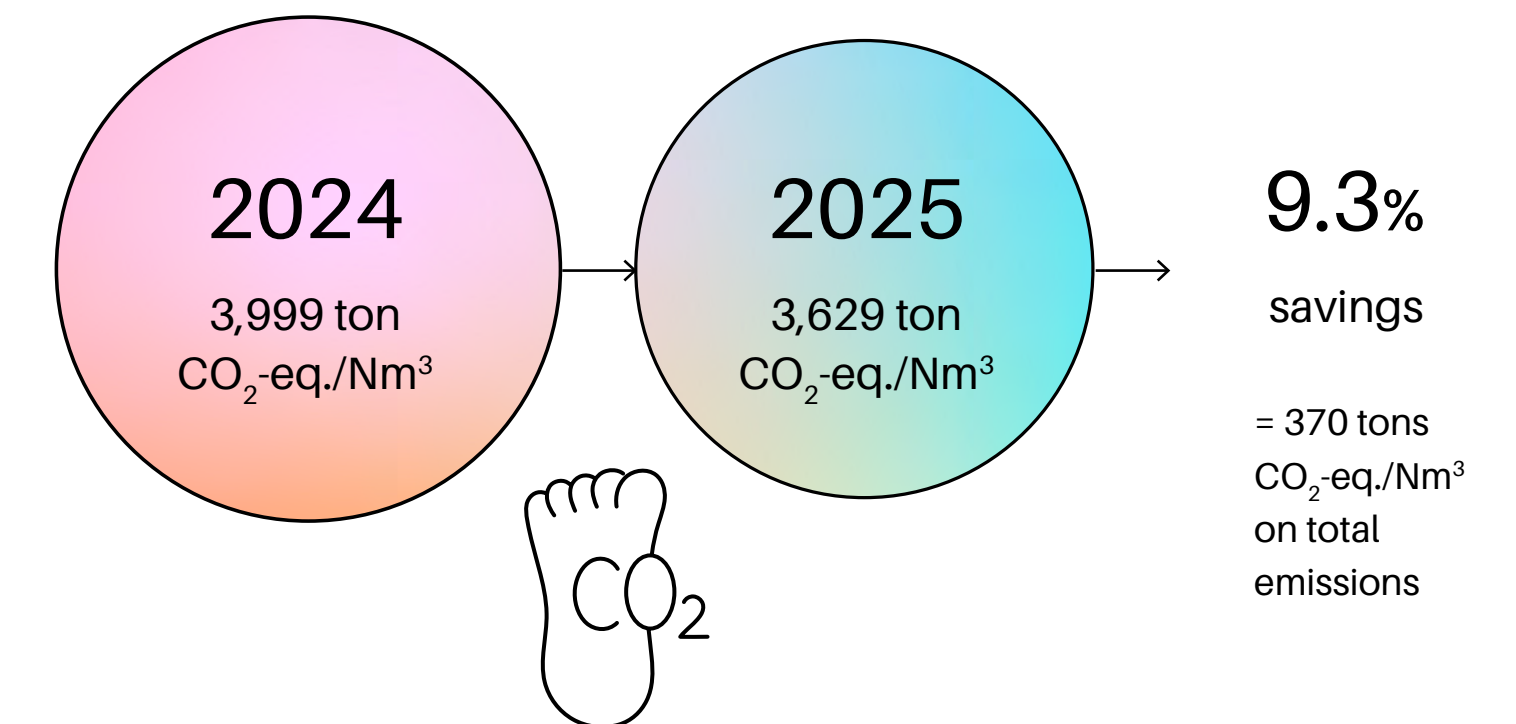
Scope 1 covers emissions that come directly from our own operations, such as emissions from the use of natural gas in our installations, from fuels combustion during transport, and F-gases used in our cooling and freezing systems.

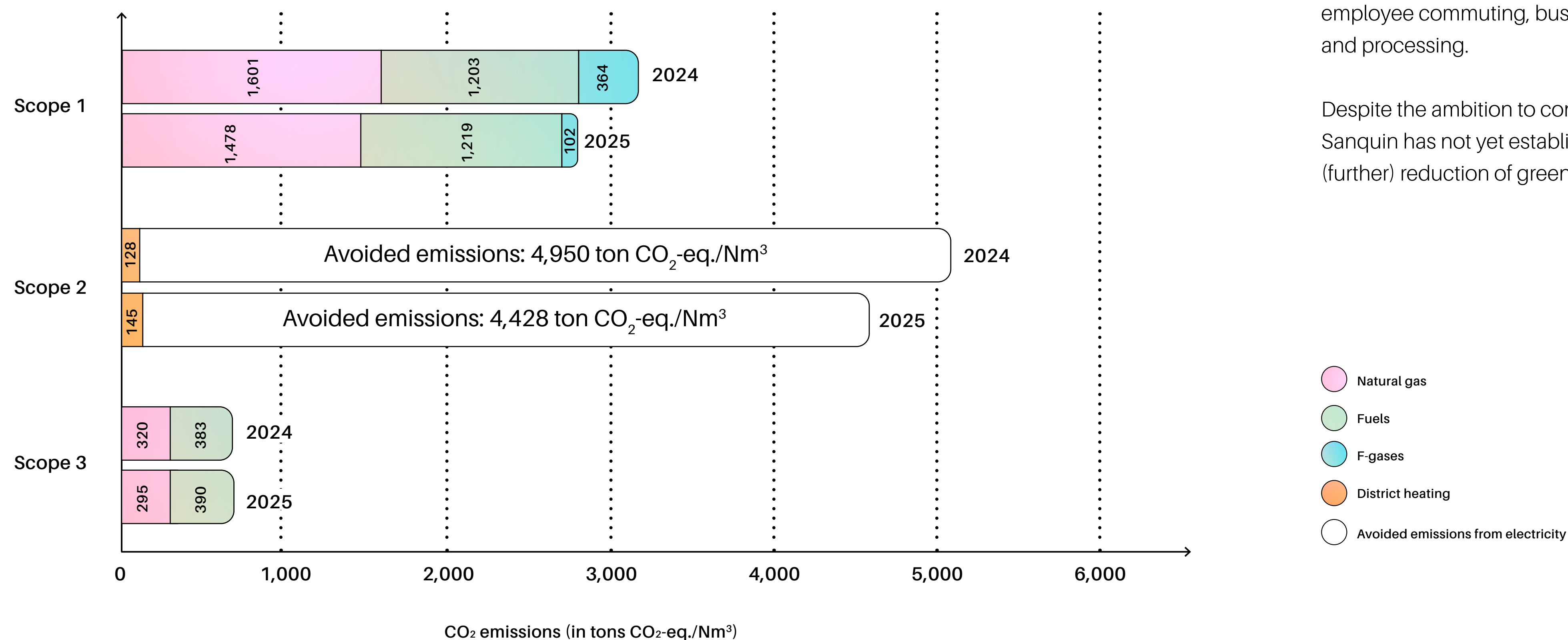
In 2025, our scope 1 emissions totaled 2,800 CO₂-eq./Nm³, representing a **11.6% reduction in scope 1 emissions** compared to 2024. This decrease was mainly driven by lower natural gas consumption: our emissions from natural gas were 7.7% lower than in 2024. Emissions related to fuel use increased slightly, by 1.3%, compared to the previous year.

Scope 2 includes indirect emissions resulting from the energy we purchase. In 2025, Scope 2 emissions increased from 128 tons CO₂-eq. in 2024 to 145 tons CO₂-eq. This is explained by the fact that we are replacing parts of our use of natural gas and electricity with the use of district heating, which is partly generated using non-renewable sources. At the same time, Sanquin again sourced 100% Dutch wind energy for electricity in 2025, thereby **avoiding 4,428 tons CO₂-eq. in Scope 2 emissions**. In other words, without purchasing renewable energy, our Scope 2 emissions would have been more than thirty times higher.

Scope 3 emissions cover all other indirect emissions in our value chain, ranging from employee commuting to procurement of materials and customer's waste processing after the use of blood products. Scope 3 is therefore comprehensive, and unfortunately, we currently have limited insight into a large share of these emissions. For this report, we only include emissions related to

the production of fuels and natural gas used by Sanquin: the so-called well-to-tank emissions (scope 3, category 3). In 2025, these emissions amounted to 685 tons CO₂-eq. /Nm³, **a 2.6% decrease in scope 3 emissions** compared to 2024 .



Sanquin's total CO₂ emissions⁴

In 2026, we aim to further expand our scope 3 reporting, for example by including emissions from purchased goods, employee commuting, business travel, and waste transport and processing.

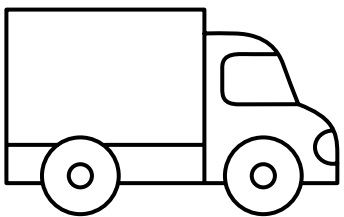
Despite the ambition to contribute to emission reductions, Sanquin has not yet established concrete targets for the (further) reduction of greenhouse gas emissions.

⁴ In our sustainability report about 2024, we mistakenly reported our scope 3 emissions in scope 2. This is why the numbers in this years report differ from those in our previous report.

Transport

A substantial share of our emissions (44.4%) is attributable to the fuels used for transport, such as the transport of blood products and patient materials. Therefore, in 2025 we focused on developing a roadmap to decarbonize our transport and preparing a pilot with electric company vans, which started in early 2026.

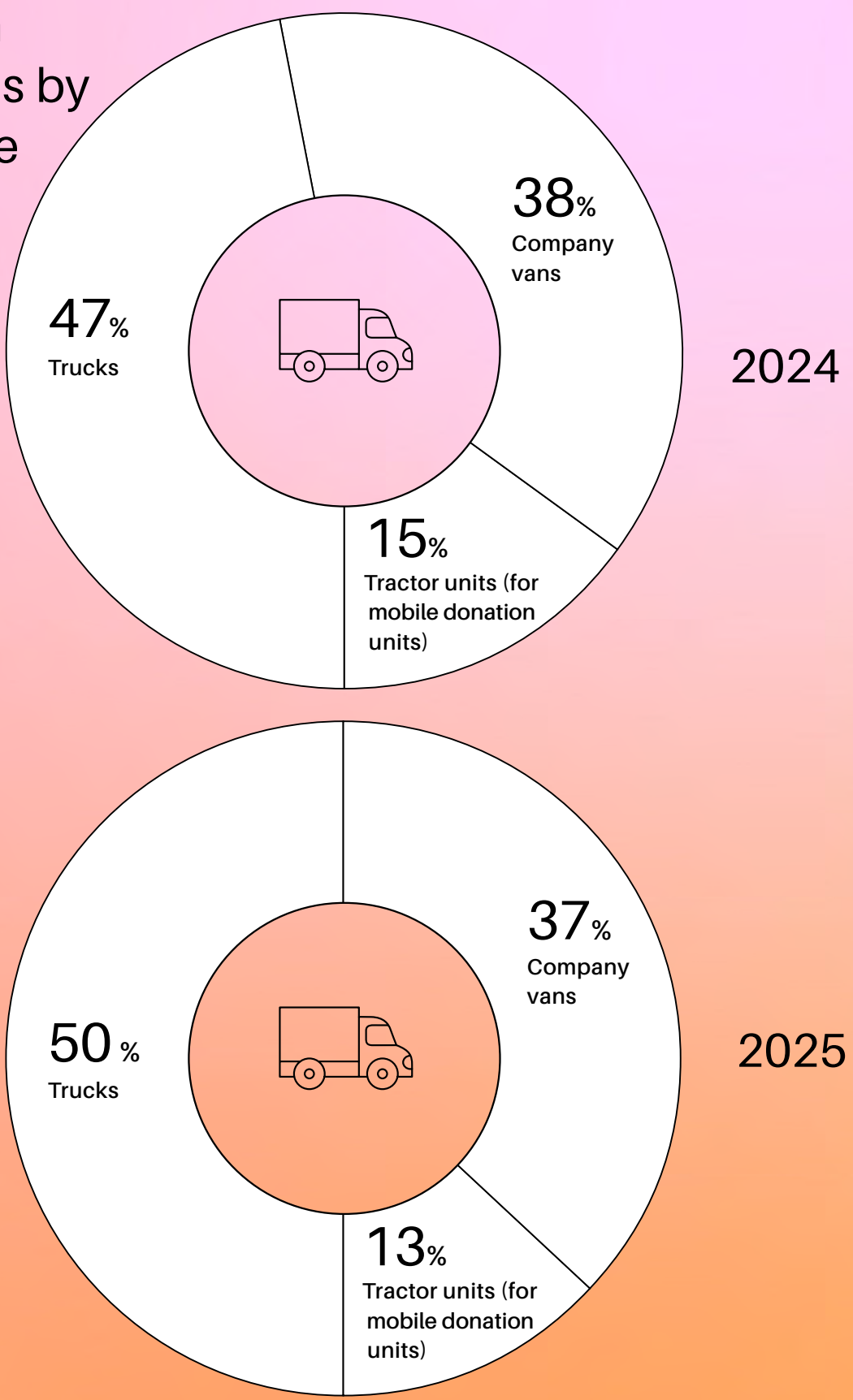
In total, our trucks, company vans and tractor units (used for transporting our mobile donation units) travelled **4.8 million kilometers** in 2025. That is an increase of more than 380,000 kilometers (8.6%) compared to 2024. This increase is likely due to the reduction in the number of distribution locations from 7 to 5 strategically located sites at the end of 2024, resulting in longer travel distances between hospitals and Sanquin locations. On average, our vehicles emitted 0.33 kg CO₂-eq. per kilometer in 2025, which is 7.1% lower than in 2024.



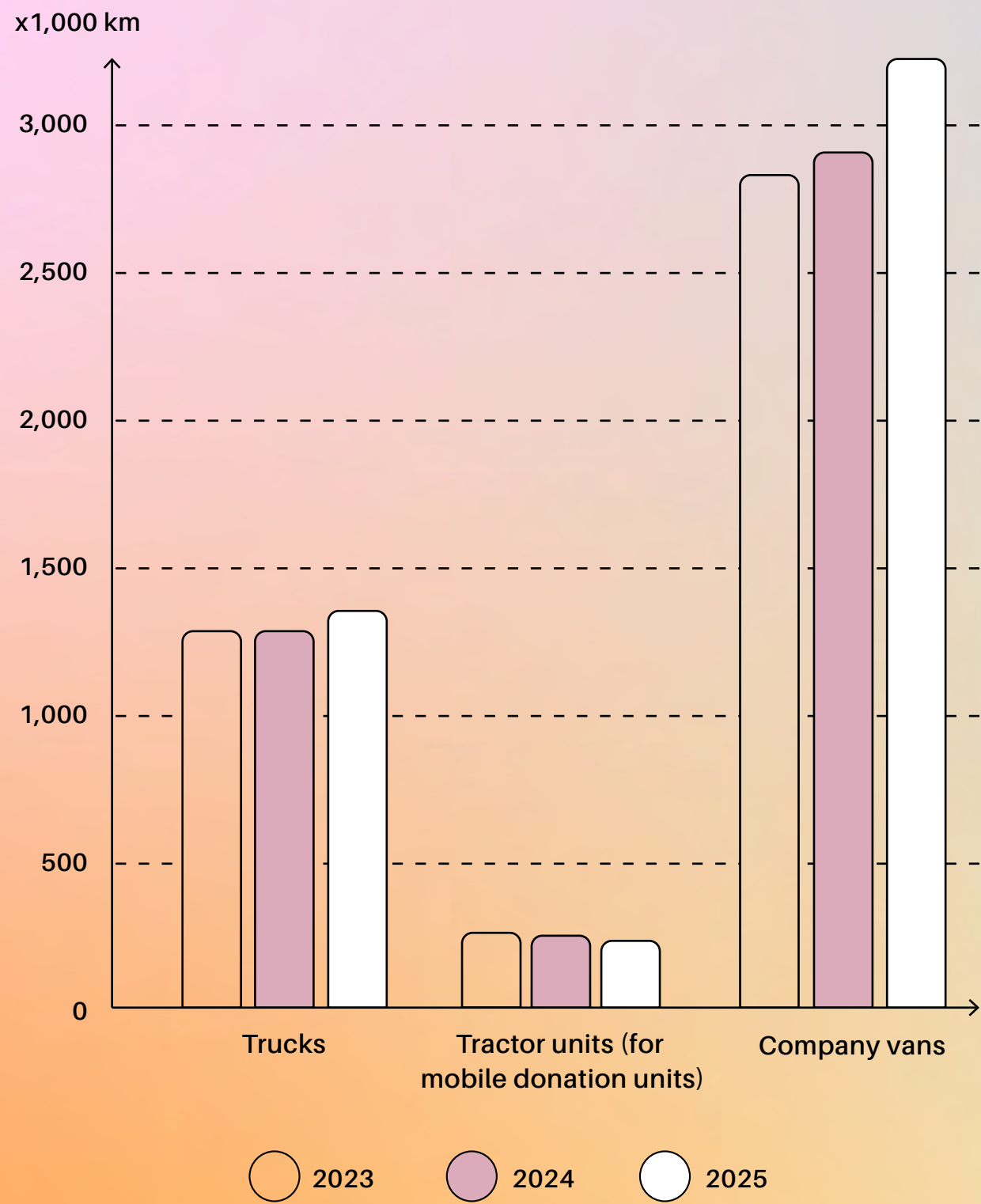
Sanquin’s vehicles covered 4.8 million kilometers in 2025.



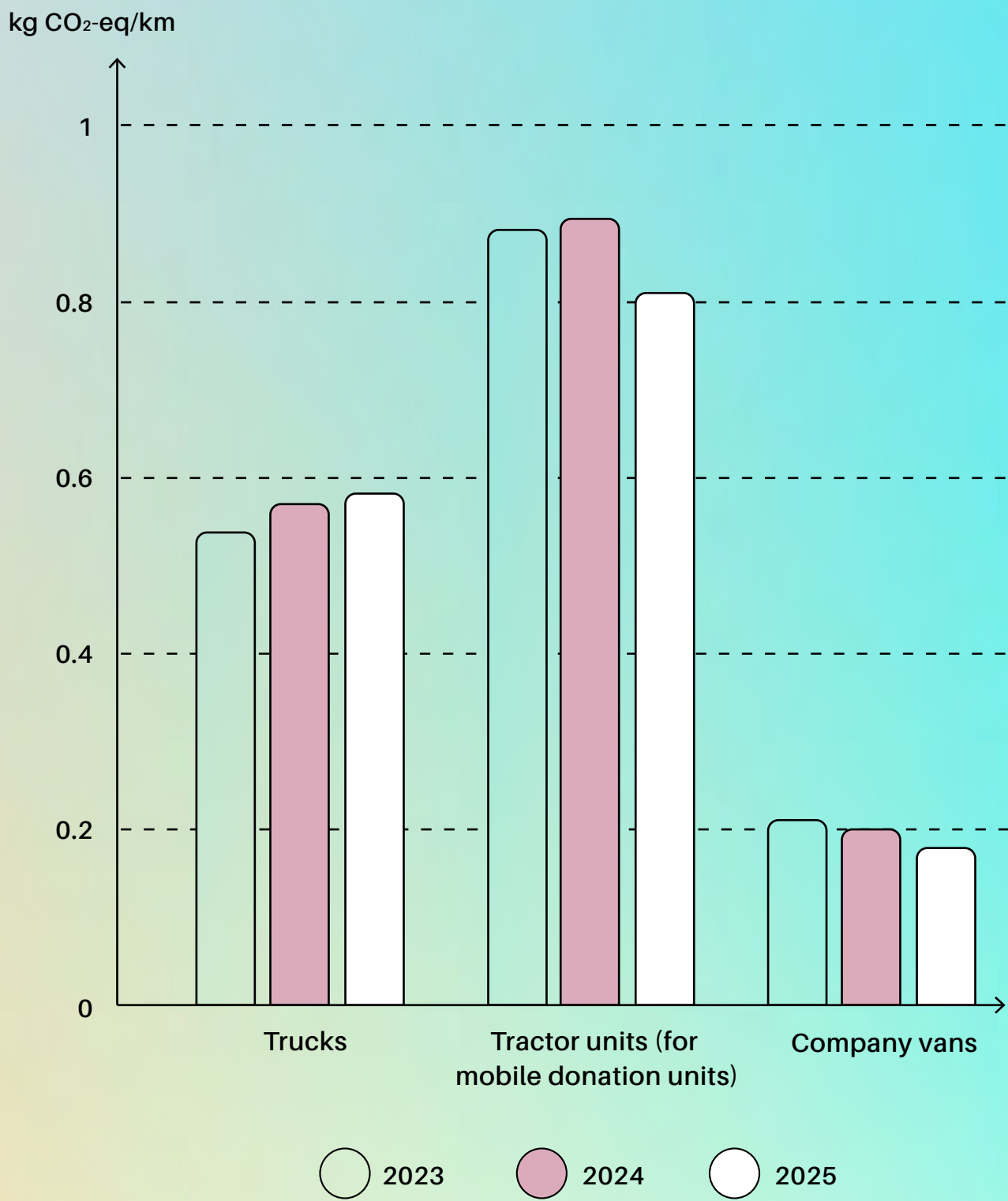
Breakdown of emissions by vehicle type



Transport distance (in kilometers), 2023-2025



Emissions per kilometer, 2023-2025



Waste and procurement

We actively work to make our procurement responsibly more sustainable and to minimize waste. We do this by prioritizing products and materials that are renewable, reusable, or recyclable, and by critically assessing whether materials and packaging are truly necessary.

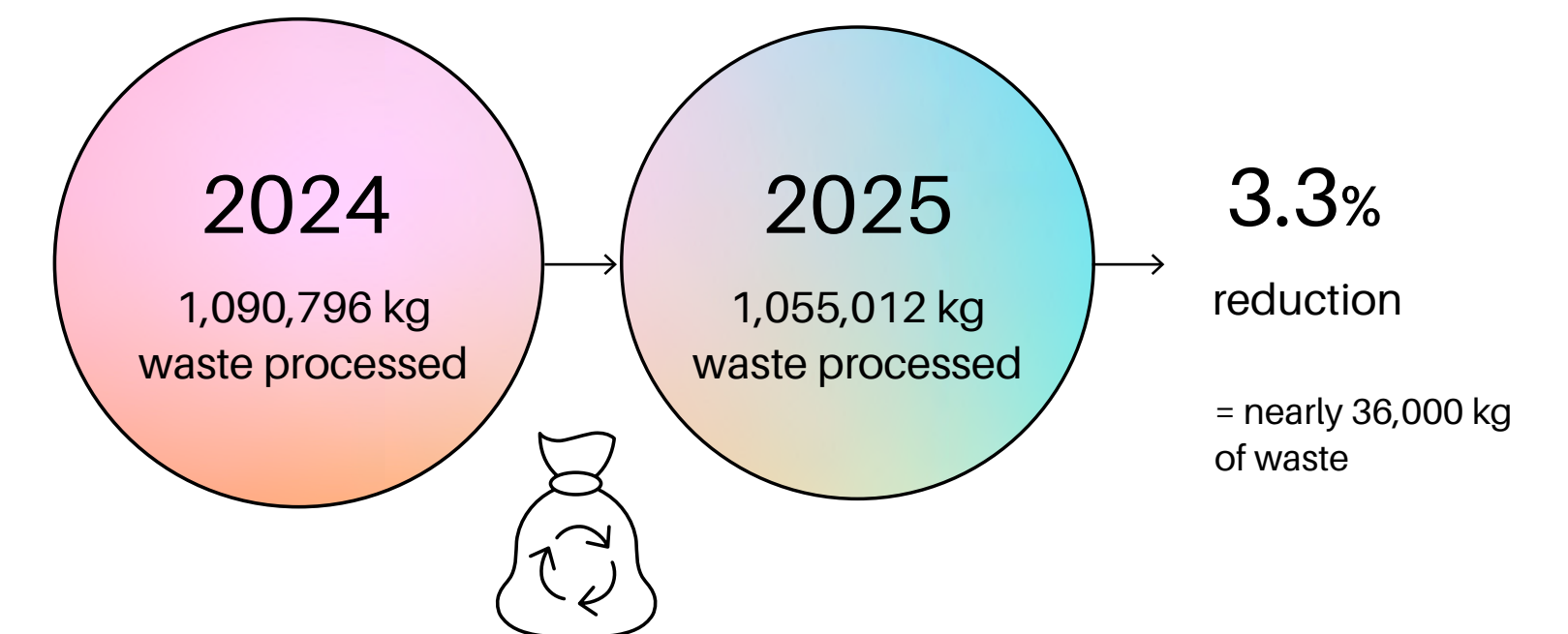
Waste

PreZero processes waste for 27 of Sanquin's locations, including our headquarters in Amsterdam. At other locations, waste processing is handled by building owners. As a result, the data in this report only relates to waste from the 27 locations serviced by PreZero.⁵

A significant portion of our waste is classified as potentially hazardous. This includes materials that have come into contact with contaminated blood or sharp objects such as needles. We refer to this waste stream as *specialized medical waste*. This waste cannot be safely reused or recycled and is therefore

incinerated without energy recovery. While this is unfortunate from a sustainability perspective, safety always comes first. At the same time, we continuously look for ways to minimize the amount of material that ends up in the specific hospital waste stream. Because we thoroughly screen all donor blood and plasma, the risk of contamination within our processes is relatively low. As a result, a large share of waste from processing activities (such as gauzes or test tubes) can be collected separately as *non-specialized medical waste*. This waste may be incinerated (together with regular industrial waste) in facilities that recover energy from the process, allowing even residual waste streams to contribute positively.

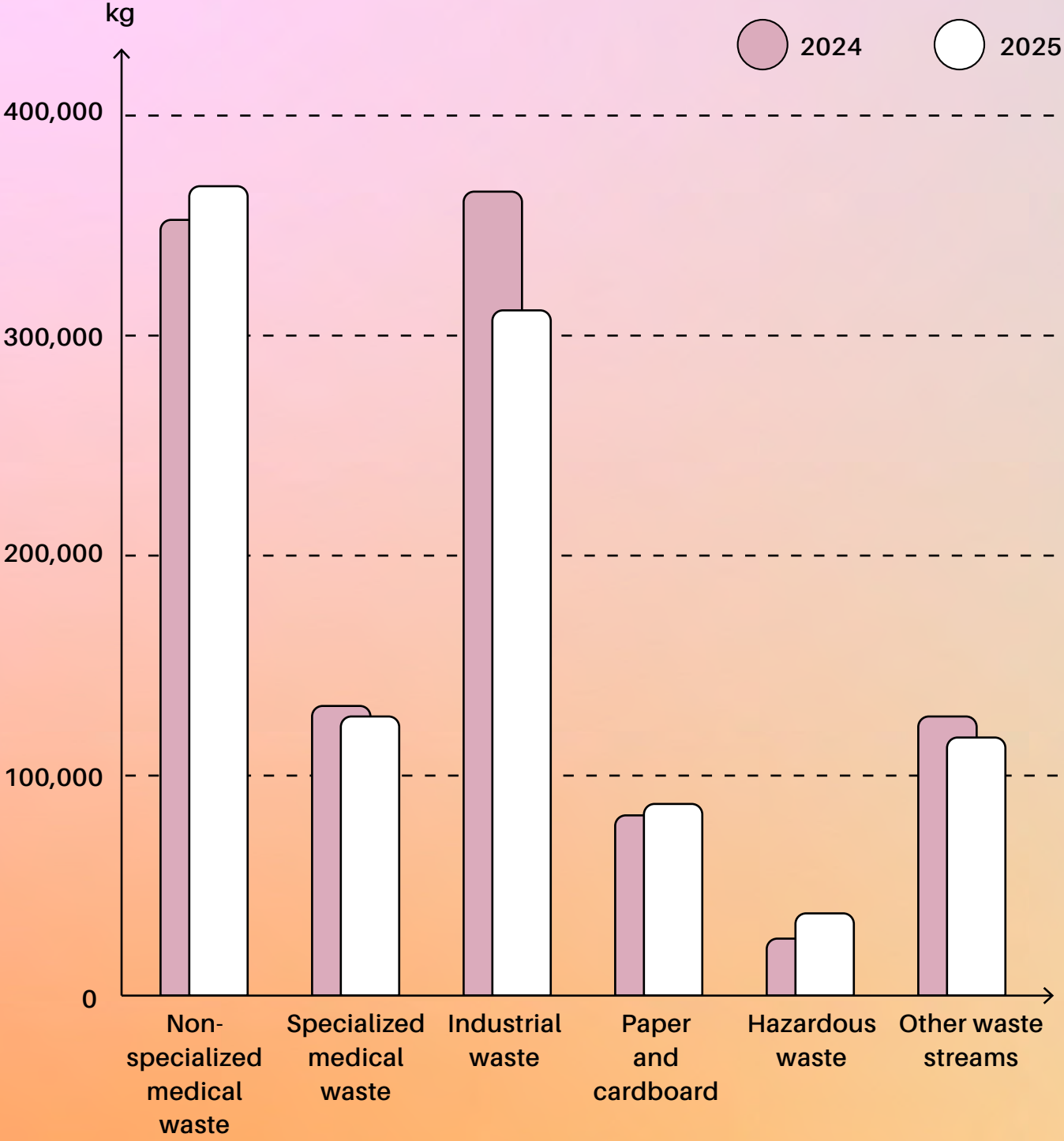
In addition, we generate a small stream of *hazardous waste*, such as certain chemicals and reagents used in our diagnostic and research laboratories. This waste is always collected separately and processed according to strict safety regulations to minimize risks to people and the environment.



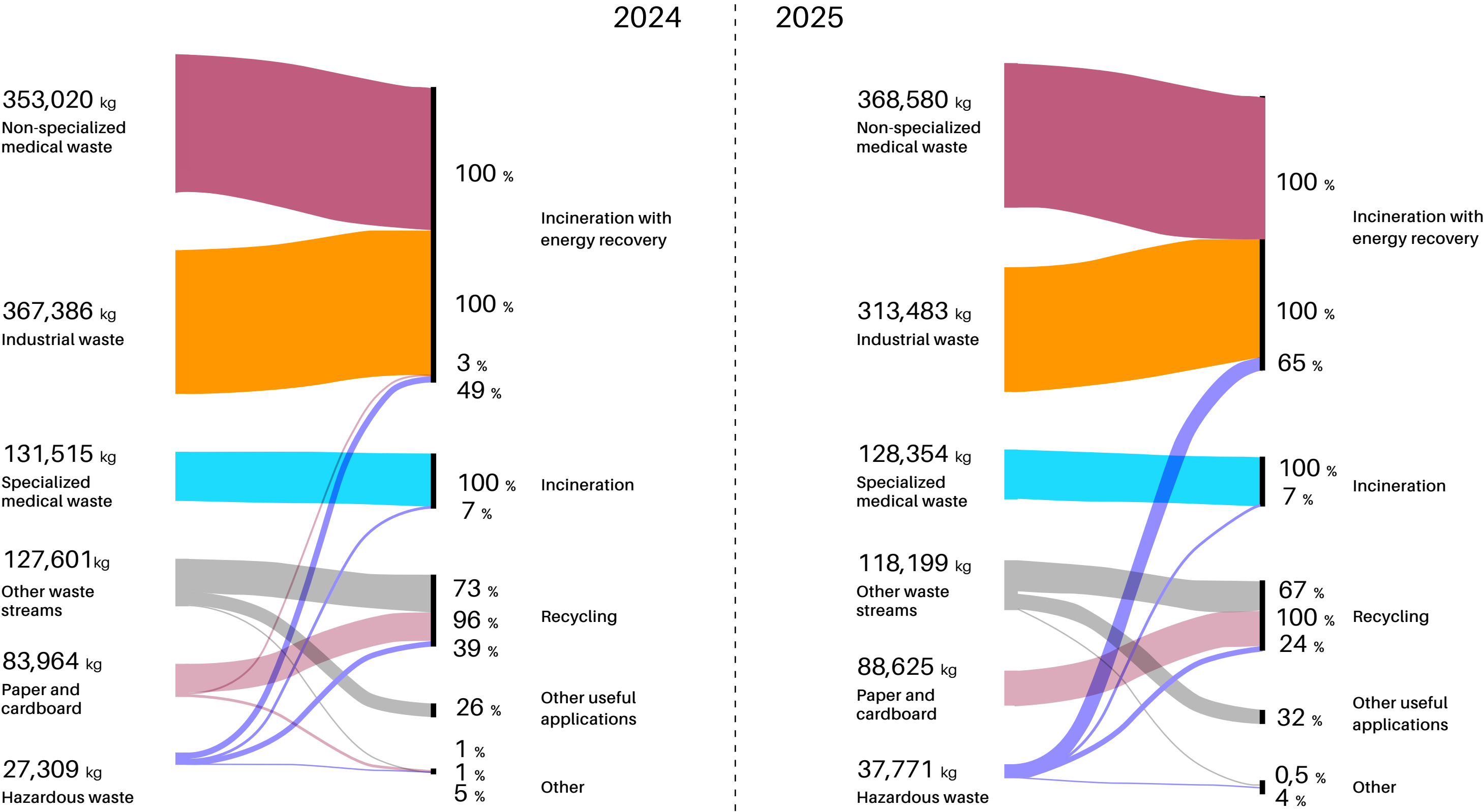
⁵

A significant proportion of the waste collection at the headquarters comes from fellow campus residents, in particular Prothya Biosolutions. That is why we filtered out Prothya Biosolutions' share of waste using an allocation key. We applied the same allocation key to the data from both 2024 and 2025, which is why the figures about 2024 in this report deviate from the numbers in the report about 2024 (when we did not filter out Prothya Biosolutions' share). The reported figures do still contain the share of waste from smaller residents on the campus around our headquarters.

Amount of waste (in kg), 2024 - 2025

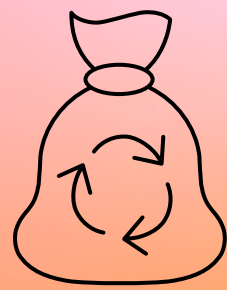


Processing methods of our waste streams

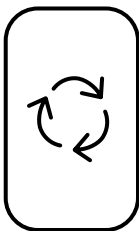


Since late 2024, we have been using an EPS compressor at the environmental service area on our Amsterdam campus. This machine grinds and compresses expanded polystyrene (EPS, or styrofoam) into compact “columns” that are approximately 25 times smaller and contain significantly less air.

These EPS columns are reused, resulting in an estimated nearly **50% reduction in CO₂ emissions** compared to incineration. Additional CO₂ savings are achieved through reduced waste transport, as far less air is transported.



- In 2025, Sanquin’s waste was processed as follows:
- 69.9% incinerated with energy recovery from the incineration process;
 - 17.1% recycled
 - 9.3% incinerated without energy recovery
 - 3.5% anaerobically digested, ultimately reused as biogas from biomass



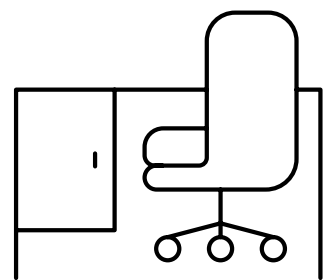
These EPS columns are reused, resulting in an estimated nearly 50% reduction in CO₂ emissions.



Procurement

In 2025, we continued to improve waste separation and recycling where possible. However, the greatest gains are still to be made by preventing waste altogether. For this reason, we initiated several procurement-related actions in 2025. A **new procurement policy** was developed in which sustainability plays an important role. Once this policy is fully implemented, sustainability considerations will be explicitly included in every new procurement process.

In addition, several circular initiatives are already underway within Sanquin. For instance, we critically assess whether furniture can be reused internally for a second or even third life when locations are redesigned, renovated or relocated. Another example is that Sanquin Diagnostics B.V. purchased used laboratory equipment instead of new equipment. In the coming years, we will continue working on structurally embedding circularity into all our processes.



28% of the office furniture we purchased in 2025 was circular or refurbished.

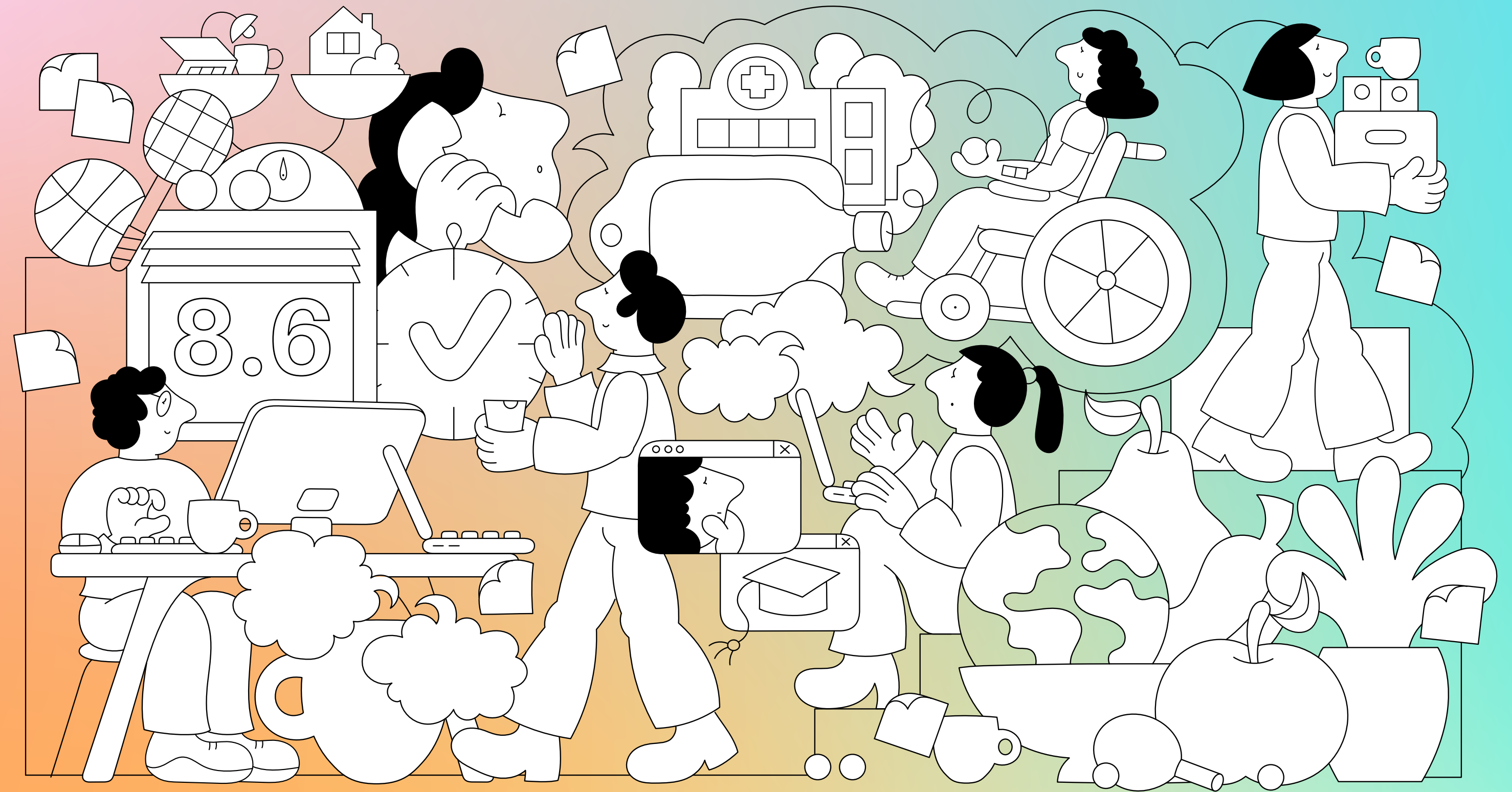


SOCIAL

People are central to sustainable business at Sanquin. Not just our employees, but all donors and patients as well.

Alongside sustainable service delivery, we remain strongly committed to equal treatment and opportunities for everyone.

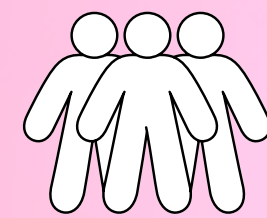
In 2025, donors rated our services 8.6 out of 10.



Our employees

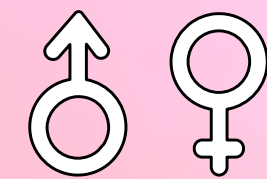
Our employees are the backbone of Sanquin.
They are essential to fulfilling our societal mission:
ensuring a safe and reliable blood supply.

Every day, they bring their expertise, dedication, and professionalism to a complex, knowledge-intensive environment where quality, safety, and care are paramount.



2,053

On average, **2,053 people** were employed at Sanquin in 2025, with a full time equivalent (FTE) of **1,592 hours**.



9:8

Within Sanquin, **75%** of staff were women, with an average working time of **0.73 FTE**, whilst **25%** were men working an average of **0.91 FTE**. At executive level, the overall female-to-male ratio was **9:8**.



232

employees (**11%**) had been employed at Sanquin for 30 years or more.



342

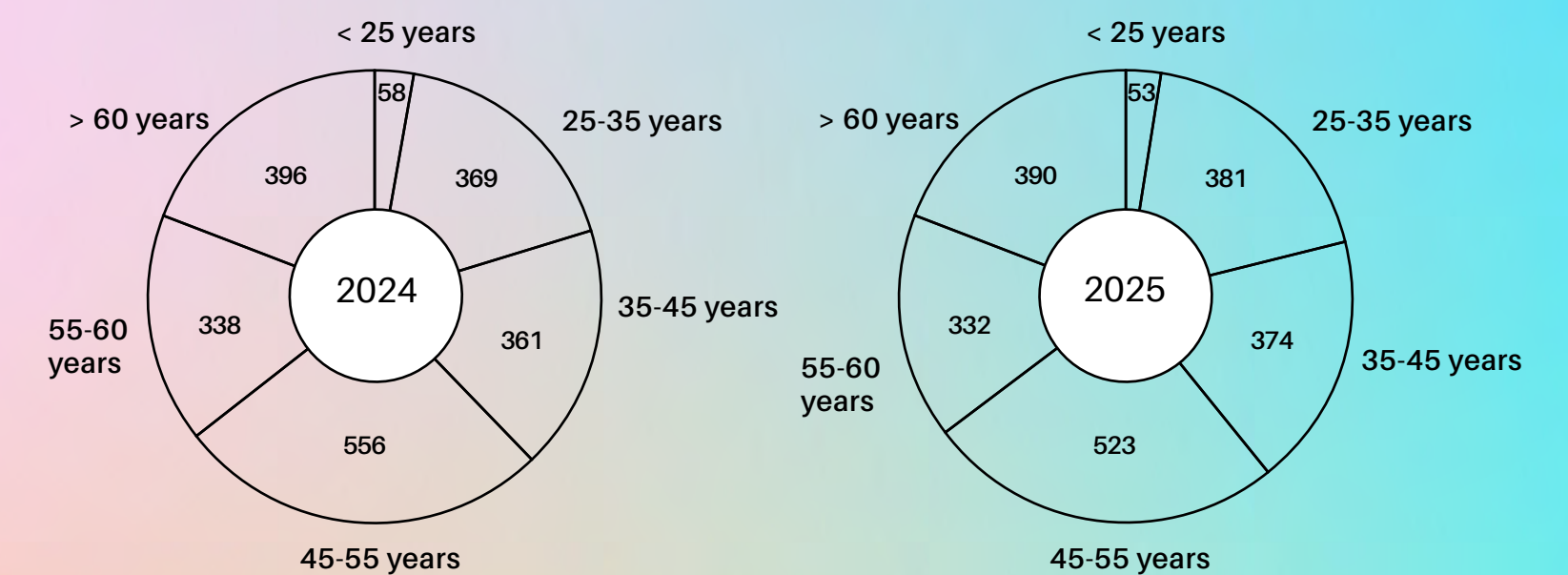
employees left Sanquin in 2025.



77%

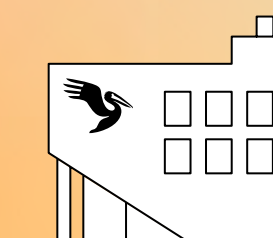
of all employees held a permanent contract (on average in 2025).

The average age distribution of our employees



1,013

On average in 2025, **1,013** employees worked at locations across the Netherlands.



1,040

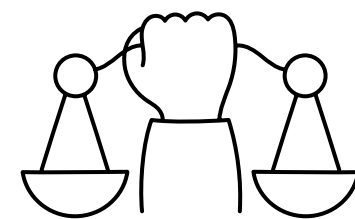
On average in 2025, **1,040** employees worked at our headquarters in Amsterdam.

Working conditions

We strive to provide a work environment where employees feel valued, safe, and supported. A workplace that offers opportunities for professional development and sustainable employability.

By investing in sound employment practices, inclusivity, and vitality, we contribute not only to employee well-being but also to the continuity and quality of the services we provide to society.

Sanquin has a Code of Conduct for employees that addresses topics such as integrity, responsible procurement, data integrity and fraud prevention, safety, working conditions, environmental responsibility, and business ethics. In addition, a formal complaints procedure is in place, including confidentiality and protection for employees who raise concerns.



At Sanquin, we work together to create an environment that supports a healthy work-life balance.



Equal opportunities and treatment

Our ambition is to offer all employees, donors, customers, and stakeholders a welcoming and inclusive environment. We continue to invest in a safe, inclusive workplace where everyone has equal opportunities to grow, contribute, and excel.

Diversity and inclusion are key priorities for us. We want everyone to feel heard, respected, and able to contribute fully to our societal mission. At the same time, we recognize areas where improvement is needed, such as the language barrier experienced by non-Dutch-speaking employees. This barrier may affect access to information, collaboration, and equal participation. To **reduce this language barrier**, we took targeted steps. In 2025, we began developing a multilingual intranet, making key information more accessible to all

employees, and introduced bilingual onboarding for new hires. Sanquin strives for a donor population that reflects the composition of the Dutch society. By gaining **deeper insight into our (potential) donor communities**, we can better align our donor recruitment and retention efforts with people from diverse cultural backgrounds.

Not all (mobile) locations, such as certain collection sites, are fully wheelchair accessible. This is partly due to practical and financial constraints and the fact that some locations are leased, limiting the opportunities for (immediate) modifications. We acknowledge these limitations and aim to make improvements where possible, for example by explicitly **considering wheelchair accessibility in future site selection and facility design**.

Fair and transparent compensation

Fair and transparent compensation is a core element of good employment practices at Sanquin. We aim to reward employees fairly, in line with their role, experience, and responsibilities. All employees earn at least the statutory minimum wage, thereby ensuring a basic level of income security.

All employees (except temporary workers hired through employment agencies, self-employed professionals, and board members) fall under a collective labor agreement (CLA), which sets out agreements on pay, employment conditions, and professional development. This supports transparency, consistency, and equal treatment across the organization.

Sustainable services

Our ambition in sustainable services is to deliver reliable, high-quality, and safe products and services that not only meet today's needs, but also contribute to a sustainable future. We are transparent about the role sustainability plays in our services and take responsibility for the choices we make and the decisions we take.

In 2025, we took further steps to embed this ambition across our organization. We **communicated structurally about our sustainability efforts**, increasing transparency both internally and externally. At the same time, we strengthened awareness of sustainability within Sanquin through **a range of education- and engagement-focused activities**, such as bike-to-work day and several activities during Sustainability Month in November.

Our sustainability policy was published on our [website](#), making it easily accessible to all stakeholders. We also launched a mandatory e-learning module for all employees about the importance of sustainability at Sanquin. In addition, we introduced the Green Praise (*Groene Pluim*), an internal recognition initiative designed to encourage and acknowledge employee-led sustainability initiatives.

Sustainability also plays an increasing role within our value chain. Just as we set high standards for ourselves, we expect the same from our suppliers. In 2025, we started **updating our supplier qualification process**, marking an important step toward more firmly embedding sustainability into our procurement practices and strengthening collaboration with suppliers on this topic.

A large, stylized number '3' followed by a lowercase 'x'. The number '3' has a vertical gradient from pink at the top to orange at the bottom. The 'x' has a horizontal gradient from green on the left to blue on the right.

3 sustainable suppliers visited our company restaurant to inspire us with healthier or plant-based alternatives.

A large, stylized number '7.4'. The number '7' has a vertical gradient from pink at the top to orange at the bottom. The number '4' has a horizontal gradient from green on the left to blue on the right. The decimal point is a small orange circle.

The e-learning Samen Duurzaam (Sustainable Together) was rated 7.4 (out of 10) on average.

A large, stylized number '1,481'. The number '1' has a vertical gradient from pink at the top to orange at the bottom. The number '4' has a horizontal gradient from green on the left to blue on the right. The number '8' has a vertical gradient from pink at the top to orange at the bottom. The number '1' has a vertical gradient from pink at the top to orange at the bottom.

Colleagues collectively cycled 1,481 km during bike-to-work day, avoiding an estimated 267 kg of CO₂ emissions.

A large, stylized number '29'. The number '2' has a vertical gradient from pink at the top to orange at the bottom. The number '9' has a horizontal gradient from green on the left to blue on the right.

sustainability-related articles were published on our intranet in 2025.

GOVERNANCE

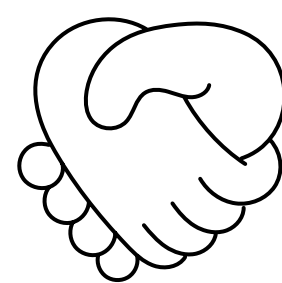
Sustainability is an integral part of governance and decision-making at Sanquin.

We do not treat ESG (Environmental, Social, and Governance) as standalone policies, but embed them into our strategy, risk management, and day-to-day operations to ensure a consistent and transparent approach.



The Executive Board holds ultimate responsibility for defining and implementing our sustainability policy and oversees the integration of ESG objectives within the organization. Responsibility for specific goals within the four sustainability themes we initially focus on – such as transport within the theme of Consumption and emissions, or procurement within Waste and procurement – rests with the relevant departments and roles. In other words, ownership lies with the people who work on these topics every day.

Sanquin operates using internal policy frameworks, guidelines, and control systems to ensure compliance with laws and regulations and to manage risks effectively. Where possible, sustainability objectives are translated into concrete actions and monitored through internal reporting. Progress is reviewed regularly, and adjustments are made when necessary.



**Our values guide
us in every decision
we make in our work.**

SUSTAINABLE TOGETHER



Business Ethics

We act with integrity, transparency, and accountability in all our activities. These principles are firmly embedded in our culture and work processes.

We comply with applicable laws and regulations and always act in the interest of patients, donors, and other stakeholders.

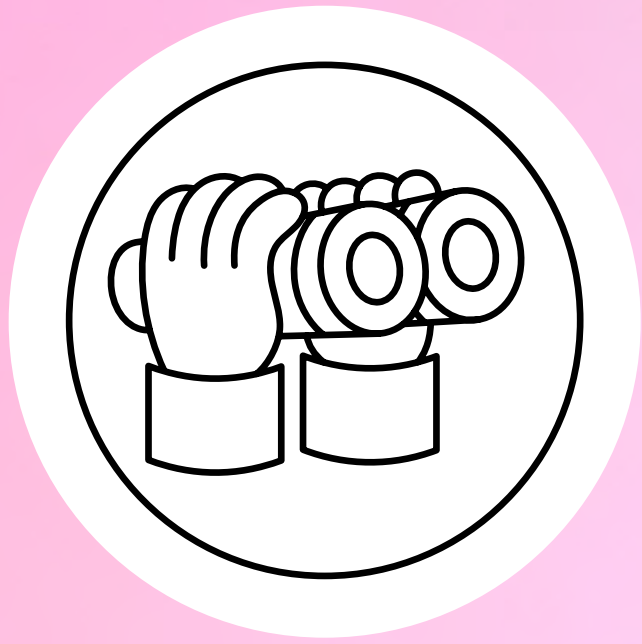
Sanquin has a clear Code of Conduct covering, among other topics, conflicts of interest, confidentiality, and the responsible use of data and resources. Employees are encouraged to discuss ethical dilemmas openly and to report concerns through established reporting channels. Researchers also have access to an independent external ombudsperson for matters related to scientific integrity.



We encourage staff to raise ethical dilemmas.

SUSTAINABLE TOGETHER





Sustainability in motion

We cannot emphasize it often enough: sustainability is a shared responsibility. Only by working together we can truly embed sustainability into our processes and operations. This requires more than taking responsibility. It also takes courage. The willingness to let go of old habits and, with knowledge and persistence, make new, more sustainable choices.

Sanquin remains firmly committed to integrating sustainability more deeply into every step we take. We do this with conviction and courage. For today, and for future generations. We recognize that much work still lies ahead. We also know that sustainability is not a destination, but a continuous journey. New insights will continue to lead to new steps. That is why we reaffirm our mission: together with the donor, for a better life for the patient, *in the most sustainable way possible!*

Abbreviations, terms, and definitions

CO₂

Carbon dioxide, the best-known greenhouse gas.

CO₂-equivalent (CO₂-eq.)

Some greenhouse gases have a higher global warming potential (GWP) than others, which can make comparisons difficult. CO₂-equivalent is a standard unit used to compare the impact of different greenhouse gases by converting them into the equivalent effect of CO₂, which has a GWP of 1.

EPS

Expanded polystyrene, a white plastic that contains a lot of air, known to most people as styrofoam.

ESG

Environment, Social, & Governance.

HID campus

Health and Innovation District Amsterdam.

The HID Campus is an innovation campus focused on life sciences, biotechnology and healthcare. Sanquin is one of the biggest residents of the HID campus.

F-gases

F-gases, or fluorinated greenhouse gases, are synthetic refrigerants with a high global warming potential. These gases are commonly used in (older) cooling and freezing systems. F-gases may be released into the atmosphere as a consequence of incidents (e.g., leaks).

Nm³

Normal cubic meter; a standardized method for measurement, for instance of gases.

SHS

Sanquin Health Solutions Group, which is the holding company of the entities through which Sanquin's commercial activities are carried out.

MWh

Megawatt hour, a unit of energy that represents the amount of energy used or generated within one hour. One megawatt equals 1,000 kilowatts. The average Dutch household uses approximately 3 MWh (or 3,000 kWh) of energy per year.

VSME

Voluntary Sustainability Reporting Standard for SME's.

Colophon

June 2026

Editorial team: Marloes Spekman, Nadine Commandeur

Final editing: Elke Content

Design: das Studio

Do you have any questions or suggestions after reading this Sustainability Report? Please feel free to contact the 'Samen Duurzaam' team at samen.duurzaam@sanquin.nl.

The quote by Jane Goodall on page 6 is taken from <https://janegoodall.be/nl/jane-goodall>.

