



**Commitment
is in our blood.**



**2025
CSR Report**

Taking action for a sustainable future.



DIAGNOSTICS IS IN OUR BLOOD.

Stago began as a pharmaceutical company, founded in 1945 by Jacques Viret. In 1976, in vitro diagnostics became its sole line of business.

The company has since developed its medical expertise in hemostasis and in thrombosis, contributing to the growth and clinical relevance of both disciplines.

Stago prioritises the customer experience, guided by its core values of entrepreneurship, attentiveness and empathy, commitment and accountability, collaborative team spirit and customer satisfaction.

The healthcare sector is rapidly changing. Stago has responded to this by opting to manage the entire value chain, to effectively anticipate and respond quickly and effectively to new developments.

The Stago Group has always pursued a sustainable and ethical development policy. This document is a testimony to its corporate social responsibility commitment.

"Our company has been involved in human health from the very beginning. Every employee is united in a collective desire to improve care for the greatest number of patients. This is a human and technological journey to which Stago still has much to contribute."

Lionel Viret

President of the Stago Group

2025 Report

CORPORATE SOCIAL RESPONSIBILITY



This report pertains to the Stago Group as a whole.

STAGO	4	SOCIAL & SOCIETAL COMPONENT	28
A proactive company	4	Supporting, protecting and valuing our employees worldwide	30
Timeline	5	Developing skills and encouraging mobility	32
Editorial from the CSR Manager	6	Key social indicators	34
2025 Objectives	7	Patronage: public health commitment	35
Vision	8	Hemostasis: protecting life is at the core of what we do	36
OUR CSR APPROACH	9	Cybersecurity and data protection	38
Double materiality assessment	10	BUSINESS ETHICS COMPONENT	40
Materiality matrix	11	Towards a more ethical and sustainable supply chain	42
11 strategic challenges	12	Responsible procurement	44
CSR governance and international network	13	Anti-corruption and ethics	45
ENVIRONMENTAL COMPONENT	14	Responsible digital practices	46
Decarbonisation, climate change adaptation, reduction of site footprint	16	Animal welfare	48
Eco-design, product quality and compliance	18	Key data 2024: suppliers and responsible digital practices	49
Industrial roadmap	20	SYNTHESIS AND OUTLOOK	50
Actions in France	25		
Actions worldwide	26		



Stago is an independent French company founded in 1945, specialising in diagnostic solutions for hemostasis and hematology.

We are recognised for our scientific expertise, commitment to quality and ongoing dedication to human health.

Comprehensive value chain management

Our diverse teams design, manufacture and distribute all our products and services, with a clear objective: to improve patient care worldwide.

A company with its sights set firmly on the future

Stago is a continuously growing group, present on every continent, customer-oriented and firmly committed to its sustainable transformation.

We have a long-standing commitment to CSR. Since day one, our decisions have focused on people, with a commitment to delivering useful, responsible and inclusive outcomes.

Key figures (2025)

2,600
EMPLOYEES

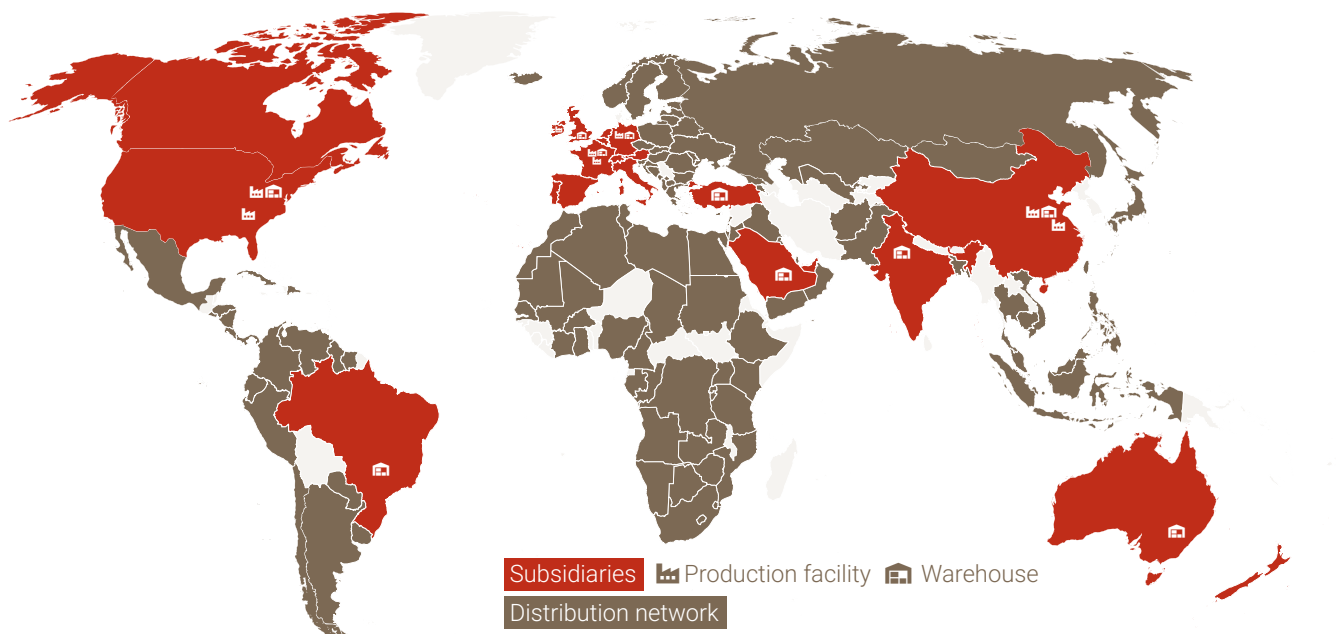
€580M
REVENUE

≈ 23,000
CUSTOMERS

- 20% of our workforce dedicated to R&D
- ~ 50 million vials produced each year
- Over 2,800 analysers produced each year
- Over 2,500 deliveries each week worldwide
- Over 750 coagulation tests carried out every minute
- Over 90% of production exported
- 380 production suppliers, over 700 non-production suppliers

STAGO HAS A PRESENCE IN **110** COUNTRIES

21 MARKETS WHERE STAGO OPERATES DIRECTLY





A CSR dynamic that is gathering pace and becoming international

In 2024, we significantly reinforced our CSR initiatives, in response to major regulatory shifts and reaffirming our ongoing commitment to greater responsibility. Chief among these was our double materiality assessment, evaluating both how our activities influence the environment and how environmental factors impact Stago. This has been a key driver in redefining our strategic objectives (see page 12).

In this same year, we completed the full calculation of our carbon footprint in France, now factoring in scope 3. This covers all indirect upstream and downstream emissions, which together account for more than 90% of our overall impact. Procurement of goods and services alone accounts for 45% of the total.

At the same time, we launched an extensive internal campaign to raise CSR awareness, with regular publications on the Chorus intranet and training via MyStagoCamp, our digital training platform. Over 95% of employees in the Paris region have completed the training, which is now being rolled out across our international entities.

Progress was also made across our long-running projects, prioritising workplace well-being, skills advancement, energy transition away from gas, sustainable building design, efficient consumption, improved packaging, eco-design in R&D and optimised waste treatment. All these actions are conducted in line with current frameworks (ISO 14001, REACH) and in anticipation of future regulatory requirements.

2025 will be a significant year for Stago, as the whole Group embarks on a structured and collaborative global CSR strategy. While our subsidiaries have long driven ambitious initiatives, these will now be coordinated by headquarters and led by an international network of CSR officers, introduced in this report (see page 13). The aim is clear: to guarantee consistent action everywhere we operate, both within Stago and alongside our partners.

Among our top priorities for 2025, we will focus on making substantial advances in two key areas: responsible procurement and responsible digital technology. These high-impact areas call for swift implementation of tangible, ambitious and pragmatic policies. Our commitment to the societal pillar remains strong, as reflected in our continued improvements in ethics, cybersecurity and a patronage policy that is now focused on health. The challenges are considerable, but collective commitment remains our greatest strength. True to its values, Stago places people at the heart of its strategy. By involving everyone, we will make CSR a collective success – benefiting our employees, society, and Stago.



Christophe Senilhe
Head of CSR

2025 OBJECTIVES

Concrete ambitions to accelerate our transition

For 2025, Stago has set itself ambitious CSR objectives, including:

INTERNATIONAL EXPANSION OF THE CSR APPROACH

Through global roll-out of training and action plans.



RESPONSIBLE PROCUREMENT

To minimise the social and environmental impacts of our value chain.

RESPONSIBLE DIGITAL TECHNOLOGY

With concrete policies on cybersecurity and data management.



HEALTH-FOCUSED SOLIDARITY PATRONAGE

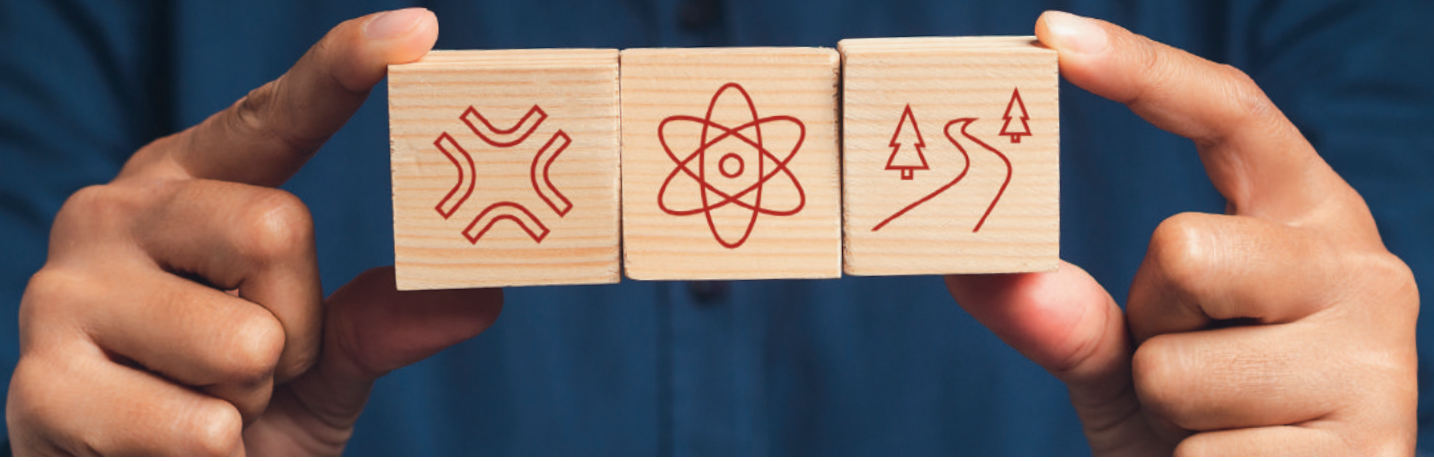
Centred on actions related to health.

REGULATORY COMPLIANCE

Anticipating and applying new standards and maintaining existing standards (GDPR, ISO, REACH, Tertiary Decree, etc.).



These priorities reflect our determination to embed our model sustainably within a framework of shared progress.



OUR VISION

To be a reference for blood-based diagnosis to improve the health of as many people as possible

Proximity Mindful of the needs in the healthcare sector

We place people at the heart of our model:

- Attentive to the needs of **patients, customers, partners and employees**.
- Establishing a dense network of **subsidiaries and local distributors** to ensure responsive, personalised service.
- Adapting our solutions to the **regulatory, cultural and clinical** specificities of each market.

Expertise Innovating for tomorrow's medicine

Our leadership is recognised for their **scientific expertise** and continuous innovation:

- Reliable, **high-performance products** tailored to clinical needs.
- Comprehensive offering: **analysers, reagents, e-solutions, services**.
- 20% of our workforce is dedicated to **R&D**, directly aligned with medical progress.

Sustainability Building sustainable performance

In a demanding global context (increased regulation, market concentration, diverse needs), we are building a robust model:

- **Diversification of activities and scope expansion** (new markets, extended ranges).
- Localisation of production and logistics to optimise **carbon footprint** and supply chain **resilience**.
- Development of solutions offering **high added value**, designed for longevity.

Our strategy combines economic efficiency, social responsibility and technological excellence. It guides our everyday decisions, while charting an ambitious path towards 2030.

STAGO CSR APPROACH

A CSR policy at the heart of our DNA, now founded on the principle of double materiality

At Stago, social responsibility is at the core of our business strategy. Our vision is clear: **to actively contribute to sustainable healthcare through benchmark blood diagnostics.**

To achieve this, we have structured our CSR approach in line with the principles of the CSRD (Corporate Sustainability Reporting Directive) and the double materiality approach. This enables us to assess both the impact of our activities on the environment and society, and the risks and opportunities that these dimensions generate for Stago.

Our CSR policy is built on three pillars: environmental responsibility, social and health concerns, and ethical standards. It engages all employees through concrete, measurable actions that are integrated across our value chain. It is a structured initiative shaped by the latest European frameworks, notably the main principles of the CSRD directive. This approach has allowed us to clarify strategic priorities in advance of the directive's official implementation, and to identify 29 core issues and lay the foundations for integrated, coherent and adaptable CSR management.

ENVIRONMENT



SOCIAL & HEALTH



ETHICS



DOUBLE MATERIALITY ASSESSMENT

An in-depth analysis to guide our strategy

Conducted between late 2024 and early 2025, our first double materiality assessment involved senior management, the Stago CSR Committee and contributors from across the company. It enabled the identification of 24 key issues.

This essential work has provided us with a clear picture of the connections between our operations and the environment, be they upstream, internal or downstream. It was the starting point for establishing our CSR priorities and informs our strategic decisions.

ESRS*	ISSUES (CSRD)	UPSTREAM	OWN OPERATIONS	DOWNSTREAM
E1 - CLIMATE CHANGE	Climate change adaptation	●	●	●
	Climate change mitigation & Energy	●	●	●
E2 - POLLUTION	Pollution of air	●	●	●
	Pollution of water	●	●	●
	Pollution of soil	●	●	●
	Pollution of living organisms and food resources	●	●	N/A
	Substances of concern and substances of very high concern	●	●	●
E3 - WATER AND MARINE RESOURCES	Marine resources	N/A	●	●
E5 - RESOURCE USE AND CIRCULAR ECONOMY	Resource inflows and circularity	●	N/A	N/A
	Resource outflows and circularity	N/A	N/A	●+
	Waste	●	●	●
S1 - OWN WORKFORCE	Working conditions	N/A	●	N/A
	Equal treatment and opportunities for all	N/A	●	N/A
	Other work-related rights	N/A	●	N/A
	Attractiveness of healthcare professions and retention of talent	N/A	●	N/A
	Data protection and cybersecurity	●	●	●
S2 - WORKERS IN THE VALUE CHAIN	Working conditions	●	N/A	●
	Equal treatment and opportunities for all	●	N/A	●
	Other work-related rights	●	N/A	●
S3 - AFFECTED COMMUNITIES	Rights of indigenous peoples	●	●	N/A
S4 - CONSUMERS AND END-USERS	Information-related impacts for consumers and/or end-users	N/A	N/A	●
	Personal safety of consumers and/or end-users	N/A	N/A	●
	Contribution to health	N/A	N/A	●+
G1 – BUSINESS CONDUCT	Corporate culture	N/A	●+	N/A
	Animal welfare	●	●	N/A
	Political engagement and lobbying activities	N/A	●	N/A
	Management of relationships with suppliers including payment practices	N/A	●	N/A
	Protection of whistle-blowers	●	●	●
	Corruption and bribery	●	●	●

● Material – impact and financial materiality ≥2
 ● Material – financial materiality ≥2
 ● Material – impact materiality ≥2
 ● Non-material matter

+ Material opportunity and positive impact
 + Material opportunity
 + Material positive impact
 N/A Not applicable

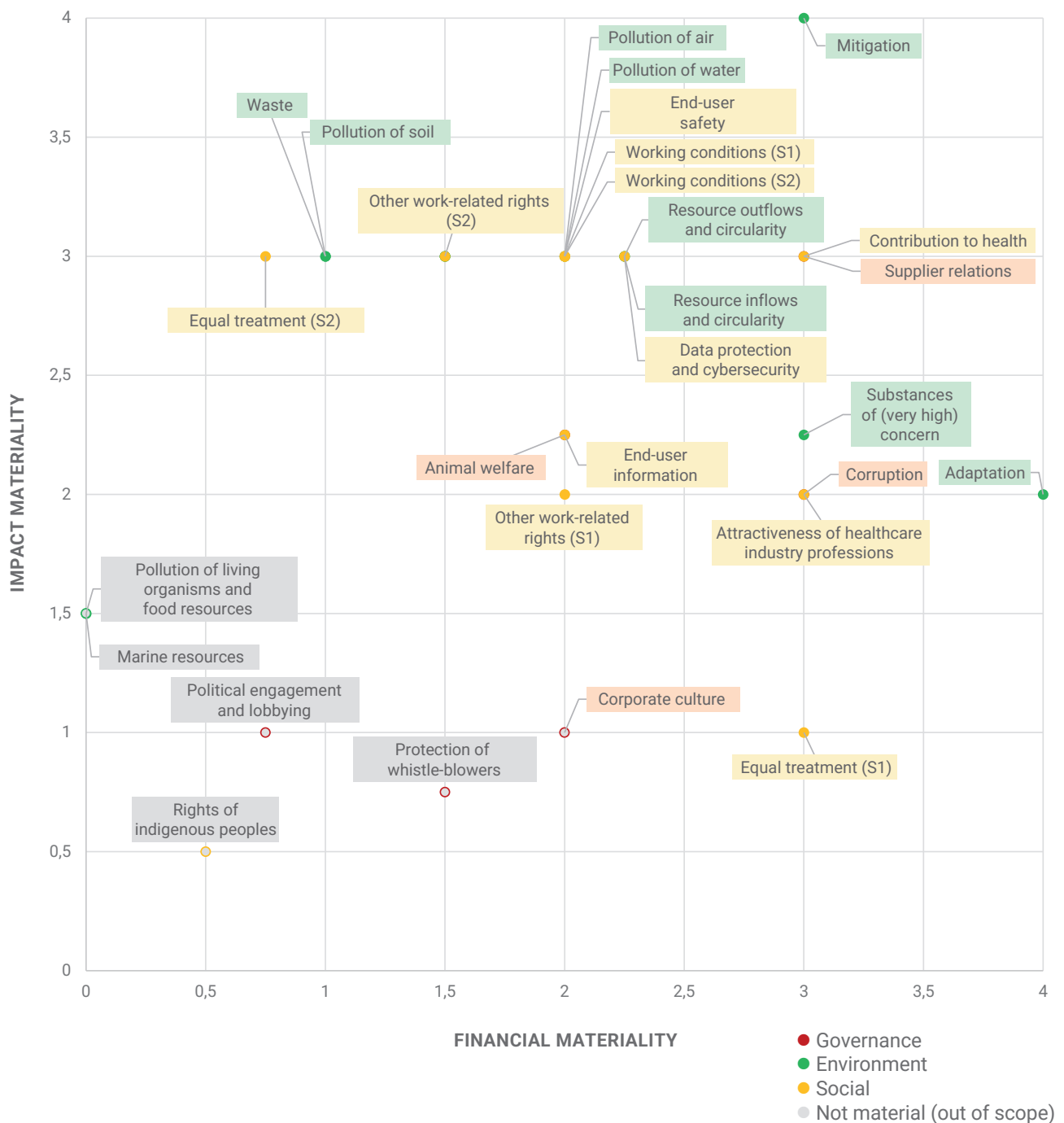
*European Sustainability Reporting Standards

MATERIALITY MATRIX

Visualising our priorities, mapping impacts against financial materiality

The materiality matrix resulting from the 2024-2025 assessment clearly illustrates the 24 identified issues mapped according to two axes: their impact on society and the environment, and their financial significance for Stago.

This mapping helps us determine which priority areas to address, in line with the expectations of our stakeholders and applicable regulations.



11 STRATEGIC CSR CHALLENGES

A structured framework for targeted action

The 74 material IROs (Impacts, Risks and Opportunities) have been consolidated into 11 strategic challenges, organised around three main pillars. These challenges are set out as strategic axes to guide our policies, action plans and performance indicators.



Breakdown of the United Nations Sustainable Development Goals covered by Stago's main axes

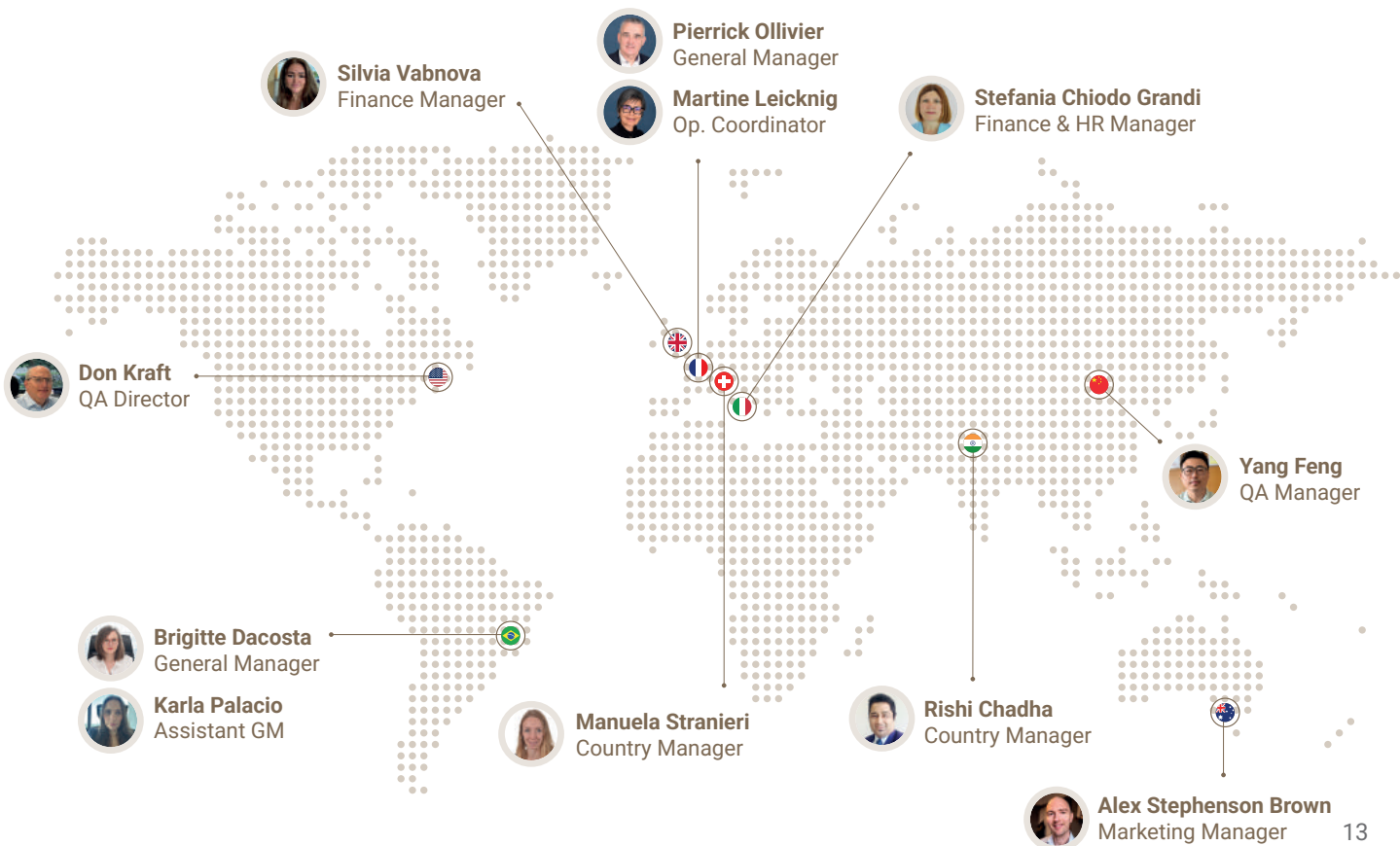


Horizon Committee : Marie-Astrid Albert (HSE), Frédéric Rigau (IT), Sabrina Gautier-Adige (Quality), Xavier Teuma (Marketing), Pascal Boulanger (Communication), Christophe Senilhe (Head of CSR), Lucie Travert (HSE), Yannick Demay (Industrialisation), Tedd Mackosso (Energy Coordinator), Philippe Nguyen (Industrial Projects), Olivia Leplumey (Human Resources), Christelle Thouvenin (Industrialisation), David Alves (Industrial Maintenance), Florence Hagry (Service), Odile Pellier (Human Resources), Jerome Beltran (Research & Development), Thierry Calonne (Legal), Marc Monié (Procurement)

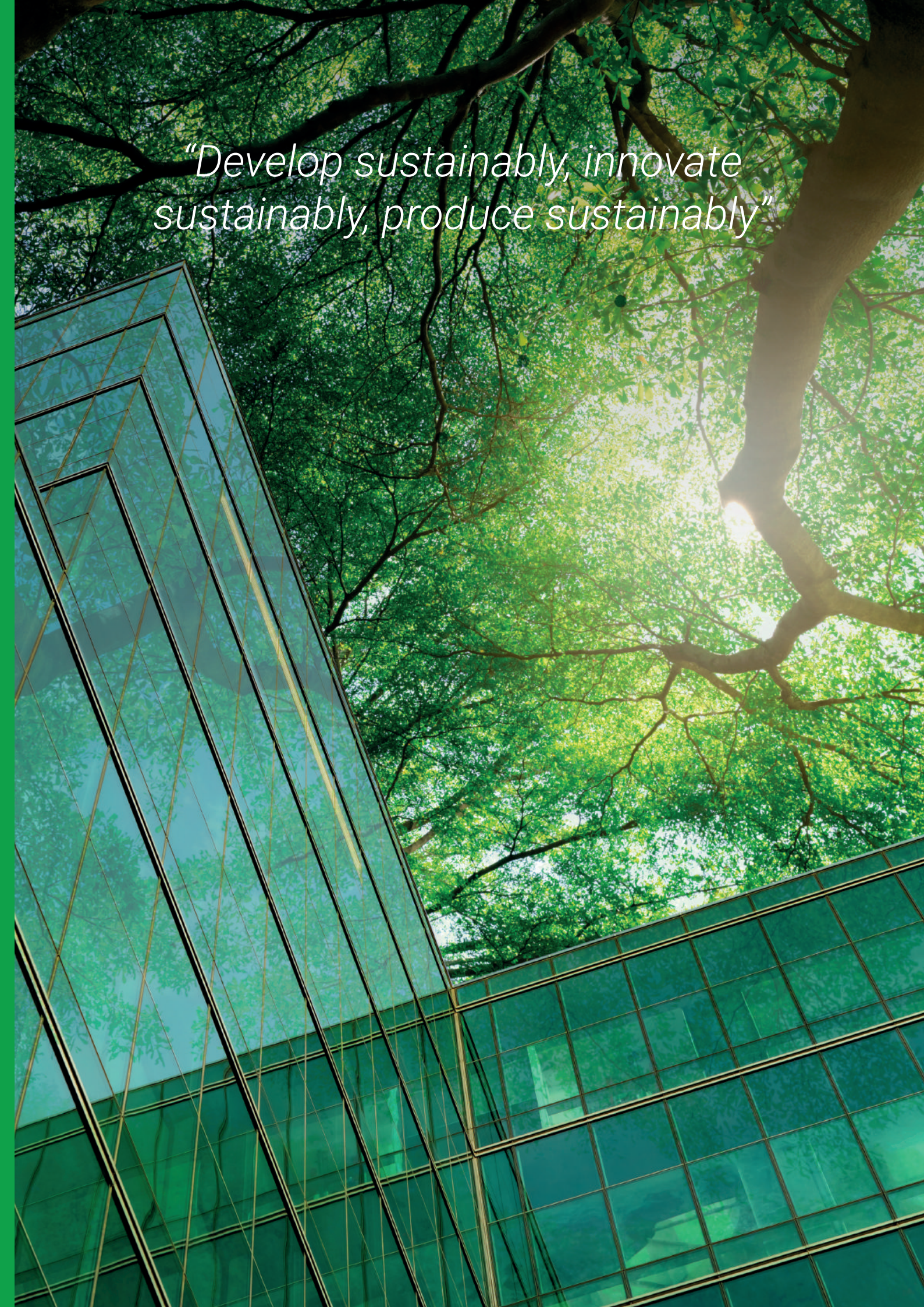
CSR GOVERNANCE & INTERNATIONAL NETWORK

Committed governance and a mobilised global network

CSR governance at Stago is based on the **Horizon Committee**, the central committee steering CSR strategy, and a network of **local CSR officers** in our subsidiaries. This structure ensures that actions are rooted as close as possible to local realities and that initiatives are consistent internationally. Our aim: to ensure harmonised CSR practice, aligned with local realities, customer expectations and regulatory requirements.



*“Develop sustainably, innovate
sustainably, produce sustainably”*





A sustainable industrial vision to address the climate emergency

In the face of intensifying environmental risks and rapidly evolving regulations, **Stago** is reaffirming its determination to align its industrial development with a sustainable, demanding and measurable trajectory.

Our environmental commitment extends across our value chain, bringing together economic performance, social responsibility and a reduction in our ecological footprint.

5 AREAS FOR AN INTEGRATED ENVIRONMENTAL STRATEGY



Decarbonise all our activities, from industrial sites to customer transport.



Adapt our sites and infrastructures to climate disruption.



Reduce consumption and pollution at source.



Design products that are more efficient, sustainable and compliant.

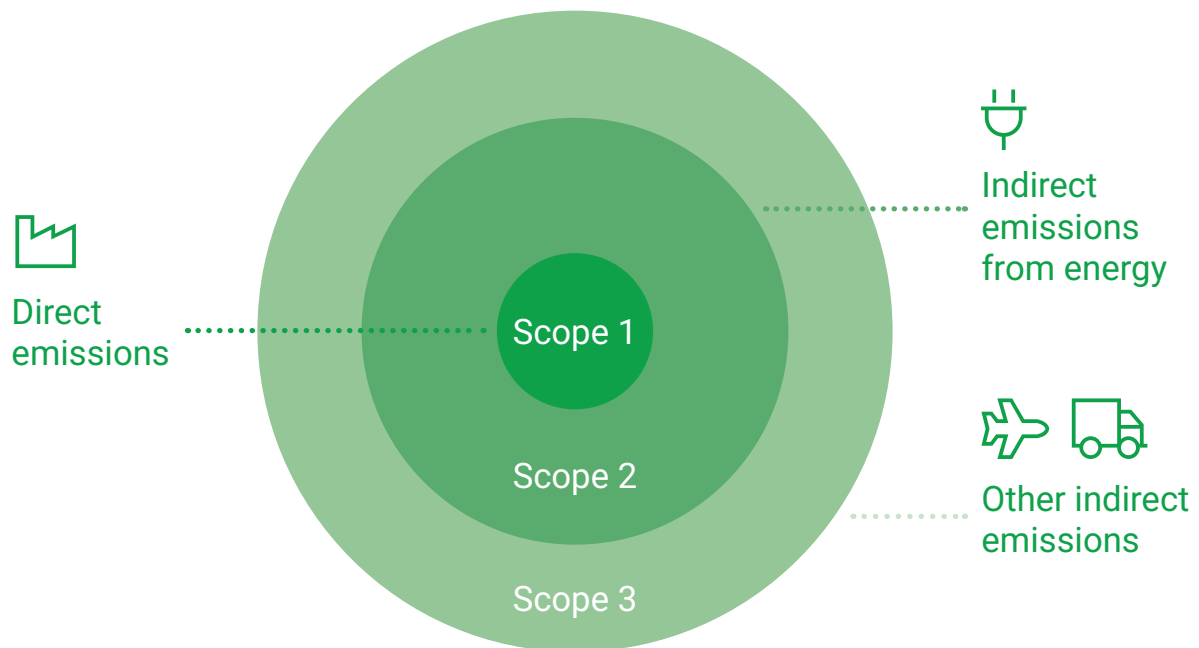


Promote responsible use and end-of-life management of our products by customers.

Decarbonisation, climate change adaptation, reduction of site footprint

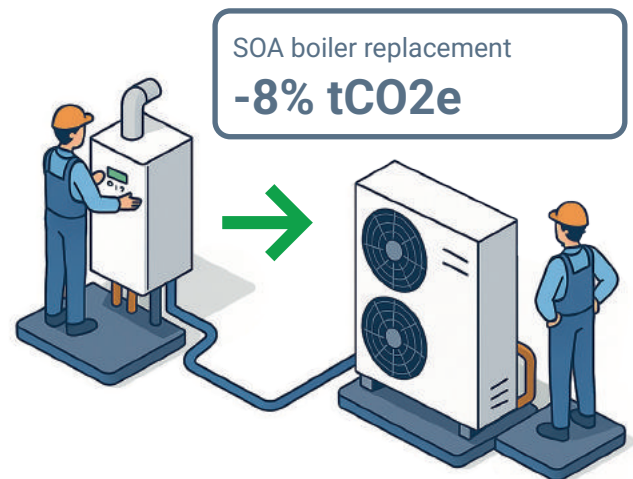
Climate objective: -20% in GHG emissions by 2030

Stago aims to reduce its greenhouse gas (GHG) emissions by 20% across scopes 1, 2 and 3, with oversight via consolidated indicators.



SCOPES 1 & 2: ENERGY EFFICIENCY & GREEN ENERGY

- Replacement of gas boilers with new, higher-performance, more efficient units at SOA (Saint-Ouen-l'Aumône).
- Switch to green energy suppliers in the United Kingdom and Switzerland.
- 40% reduction in energy consumption of tertiary buildings in France, in line with the tertiary sector decree.



SCOPE 3: TRANSPORT, PROCUREMENT, PRODUCTS

- Optimisation of customer order logistics flows (France and Switzerland).
- Combined deliveries in the United Kingdom: reduction in short-haul flights and increased use of rail.
- Target: 10% reduction in emissions from transport, procurement and product use (Île-de-France).



Climate change adaptation

We are strengthening the resilience of our industrial sites through:

- Energy monitoring and reporting systems installed in every building.
- Integration of energy-efficient technologies in the new SOA logistics platform, in particular with heat recovery from refrigeration units.
- A landscaped redevelopment project for outdoor spaces to optimise natural thermal management.



In Gennevilliers, a major industrial streamlining project aims to modernise facilities, improve energy efficiency and strengthen service continuity in the event of climate-related disruptions.

Reduction of site-related nuisances and footprint

- Sorting of seven waste streams across all sites in the Paris region.
- Separate management of cell culture waste.
- Implementation of material recovery contracts, for example for the recycling of electronic components.



In Germany, used mobile phones are collected. In Brazil, all waste is separated and treated and certificates are provided.

Eco-design, product quality & compliance

Eco-design: towards sustainable performance

Product innovation at Stago now integrates sustainability, repairability and recyclability criteria from the design stage. Objective: to reduce the environmental footprint of devices throughout their life cycle.



100% of analyser packaging now made of cardboard, with **no plastic**



25% reduction in **packaging volume** for reagent kits



Integration of **eco-design** criteria in R&D specifications



Enhanced repairability: spare parts, extended lifespan, facilitated maintenance

Our analysers are designed to be repairable, reconfigurable and more easily recyclable at end of life. A key initiative for reducing customer impact (scope 3).

Responsible raw materials



50% of plastics used are recycled



60% of cardboard is sourced from recycling streams



100% PEFC-certified paper



Phased elimination of animal-derived inputs

Quality & compliance: high standards, traceability, anticipation

The quality of Stago products is fundamental to patient safety and regulatory compliance. The challenge: to combine technical excellence with environmental management of substances.



Full compliance with REACH and the Biocidal Products Regulation



Substitution of **hazardous substances** (2025–2026 planning)



Digitalisation of the **quality management system**: incident monitoring, alerts, improved traceability



Anticipation of **emerging standards** and roll-out of internal self-assessment processes

PROGRESS & PROJECTIONS FOR SUBSTANCE SUBSTITUTIONS

Substance	Number of finished products	Progress	Estimated study completion year
Igepal	17	88%	2025
Triton	4	75%	2025
DMF	10	80%	2025
Glutaraldehyde	27	Process : 73% Purified product: 0%	2027
Phenonip	2	0%	2027
ProClin	6	50%	2028
Nipagin A	10	100%	2024
Nipagin M	4	100%	2024



Alternatives to animal serum proteins, such as plant-based substitutes, are currently being tested in our R&D lines.



My CSR commitment: to eco-design our devices for ever safer patient care, while respecting the environment.

JÉRÔME BELTRAN
R&D



Responsible procurement

REACH / Plastics / Chemicals
Animal raw materials
H₂O / Sourcing



Energy and production

Energy / GHG emissions / Water
Discharges / Waste / Gases



Packaging and storage

Energy / Discharges / Waste / Packaging
Storage conditions / Stock levels



Transport

Emergencies / Thermal conditions
Means (air/sea)



Product use at customer sites

Energy consumption
(analysers and reagents)
Waste / Maintenance
Product recyclability



Industrial roadmap

An ambitious roadmap to transform our practices by 2030

To structure its environmental transformation, Stago has defined a clear, operational roadmap aligned with regulatory and societal expectations. This roadmap is built on five strategic pillars, covering the entire life cycle of our products.

Responsible procurement

- >50% **recycled plastic**, >60% **recycled cardboard**, 100% **PEFC-certified paper**.
- Elimination of animal-derived raw materials, as part of a commitment to **respecting living beings**.
- Target: **10% reduction in GHG emissions** from procurement (scope 3: "Purchases of goods").

Stago has launched a comprehensive supply chain review to ensure environmental criteria are included in supplier selection.

Energy and production

- 40% reduction in tertiary **energy consumption** (in line with the target set by the French tertiary sector decree).
- 10% reduction in carbon footprint linked to fixed assets (scope 3) by **extending equipment lifespan** and improving **energy performance**.

Stago has installed smart meters at its main sites in Île-de-France to improve energy monitoring.

Packaging and storage

- **100% cardboard** packaging for analysers.
- 25% reduction in **packaging volume** for reagent kits to optimise transportation.

Efforts are underway to improve logistical density and reduce emissions associated with transport and storage.

Transport


- Target: -10% **emissions from transport** (scope 3) by streamlining flows, increasing use of **alternative transport** (rail) and **relocating** certain supply chains.

In the United Kingdom, flights have been replaced by train travel wherever possible. In France, seminars are now organised at venues accessible by public transport.

Product use at customer sites

- 10% reduction in the **product usage** carbon footprint (repairability, recycling, maintenance).
- Increased customer awareness-raising on **responsible end-of-life management** (packaging, consumables, equipment).

Repairability is now a criterion integrated into customer communication, with clear documentation and technical support.

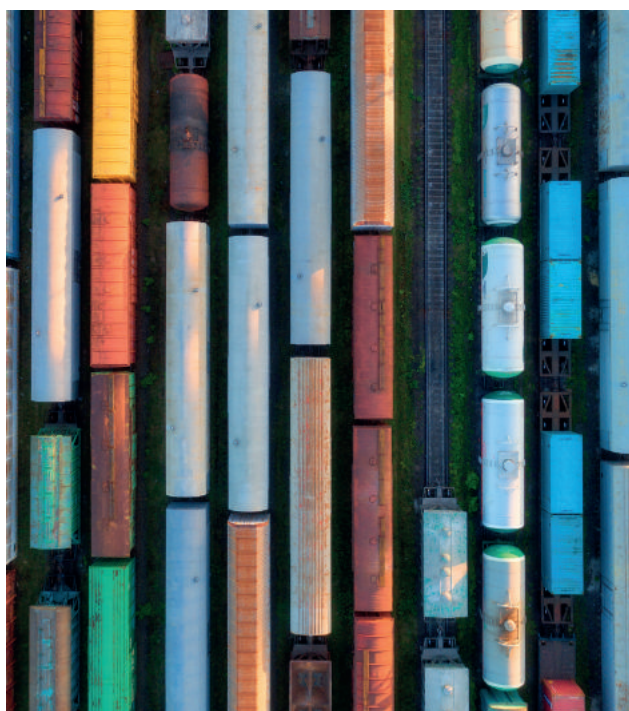


-25%
in the volume of reagent kits

Sustainable packaging

Reducing and rethinking packaging

- Use of **recyclable cardboard** for packaging certain analysers.
- **Objective to reduce the volume of reagent kits by 25%** to cut transport-related emissions.
- **Ongoing review of interlayer and cushioning materials** (replacement of expanded plastic).



Responsible logistics

Transport: reduce, consolidate, transform

10% reduction in CO2 transport emissions
(scope 3) through:

- optimised selection of carriers
- encouraging customers to **consolidate orders**
- **switch from air to rail freight where possible** (UK, France).

In the United Kingdom, a policy of monthly consolidated ordering already helps limit split shipments.

Repairability & product longevity

Producing less by extending product use

- Roll-out of an **active repairability** policy: analysers designed for ease of repair, availability of spare parts, extension of functional lifetime.
- **Enhanced customer support**: technical documentation, preventive maintenance, recycling.

Objective: to enable the return, reconditioning and reuse of parts from Stago equipment in line with internal quality standards.



Carbon mapping

Improving measurement to take more effective action

- Implementation of a **carbon footprint dashboard** by activity: production, use, transport, procurement.
- Objective: to enable each site to **manage its own climate performance**, with alerts and optimisation targets.

Initial feedback from Paris sites shows an energy optimisation potential of 12–18% by 2027, excluding major investments.

“

To address today's climate challenges, Stago wants to steer industrial performance in a way that balances productivity with environmental stewardship. This requires the introduction of clear, universally understood key performance indicators.

PHILIPPE NGUYEN
Industrial Projects



Waste management: a circular approach to real-world challenges

Maximising recycling efforts, despite the challenges, as part of our responsible waste management approach



KEY FIGURES 2024

653 tons of waste.

82% was recycled

A stable figure despite the increase in volumes to be processed and an increasingly challenging context (closure of outlets, greater complexity of waste streams).

CLOSURE OF FRANCONVILLE

4.2 tons of furniture reused.



3,7 tons were recycled in partnership with social and solidarity economy organisations (La Gerbe (Yvelines), Sud Oise Recyclerie (Oise)).



A NEW WASTE STREAM FROM CELL CULTURE OPERATIONS AT OUR TAVERNY SITE

56 tons of non-recoverable waste at the La Factory site were integrated into a dedicated stream.

This performance reflects ongoing efforts to optimise our environmental impact through **material recycling**, **energy recovery**, **reuse** and proactive anticipation of **emerging waste streams**.

ADAPTED MANAGEMENT TO MEET NEW CHALLENGES

Faced with the restructuring of a major partner, we are adjusting our strategy to secure our outlets while seeking sustainable and locally effective solutions.

Our approach is based on:

- **Detailed mapping of waste flows.**
- Enhanced collaboration with our **service providers**.
- Routine **regulatory monitoring** to anticipate shifts in the sector.

2025 OUTLOOK: ADVANCING CIRCULARITY

- Continuing partnership-based recovery initiatives, while adapting to market constraints and the closure of certain outlets.
- Engaging internal teams for better source segregation and better understanding of circularity issues.



We are adjusting our corporate strategies sustainably to limit and reduce our environmental impacts and improve our social and societal performance.

MARIE-ASTRID ALBERT
HSE



Actions in France

Paris sites: sustainable industrialisation and impact management

SAINT-OUEN-L'AUMÔNE (SOA)

- **Decarbonised heating:** replacement of gas boilers with new, more efficient and economical units.
- **New logistics platform** (September 2025):
 - Integration of energy-efficient technologies.
 - Heat recovery from refrigeration units to heat 4,000 m² in winter.
- **External redevelopment:** greening, creation of relaxation areas, management of rainwater.

GENNEVILLIERS

- **Industrial modernisation project:** rationalisation of space, centralisation of activities, **energy optimisation**.

TAVERNY – LA FACTORY: A PILOT SITE CERTIFIED TO ISO 14001

Located in Val-d'Oise, La Factory is the Group's main reagent production unit, with more than 43 million vials produced per year. **Certified to ISO 14001:2015 since 2014**, it reflects Stago's early commitment to controlling its environmental impact. This certification underpins our continuous improvement approach in energy consumption, waste management and regulatory compliance. La Factory is a pilot site whose practices inspire the roll-out of our environmental strategy across all Group sites.

Sustainable mobility & logistics

- **Travel policy review:** selection of tickets based on their carbon footprint.
- Preference for **trains and public transportation**, including for seminars (criterion for venue selection).
- **Optimisation of customer order flows:** distribution of awareness campaigns to limit split orders.



Our environmental strategy is fully integrated with our industrial strategy. All our technical choices and decisions are driven by performance and industrial excellence, always with environmental responsibility in mind, as we strive to ensure our industrial facilities contribute to sustainable development in the regions where we operate.

DAVID ALVES
Industrial Maintenance



Actions worldwide 🌍

International initiatives of subsidiaries

United Kingdom 🇬🇧

Eco-responsible mobility and sustainable logistics

- **100% hybrid or electric vehicle fleet** from 2025.
- **Reduction in short-haul flights:** priority given to trains for intercity journeys.
- **Group ordering** by customers: transition from ad hoc purchases to monthly orders.
- **Electric charging station** installed for employees.
- **New travel policy** incorporating a CO2 criterion for tickets.

A proactive strategy combining low-carbon mobility, optimised logistics and energy efficiency in daily operations.



Switzerland 🇨🇭

Active mobility and circular economy

- **Promotion of active mobility:** reimbursement for employees.
- **Digital resource sustainability:** phones are replaced only when they become obsolete.
- **Recycling of Stago equipment:**
 - Recovery of components, rare metals and technical plastics.
- **Proactive communication with customers:** encouragement during annual reviews to consolidate orders.

A culture of sustainability embedded in internal and commercial practices.

Brazil

Biofuels and rigorous waste sorting

- **Company vehicle fleet fuelled with ethanol**, more environmentally friendly than petrol.
- **Strict sorting**: paper, plastic, metal, organic.
- **Regulated waste management**:
 - Reagents incinerated in accordance with standards.
 - Equipment classified as WEEE with treatment certificates.

Everyday actions managed for controlled impact.



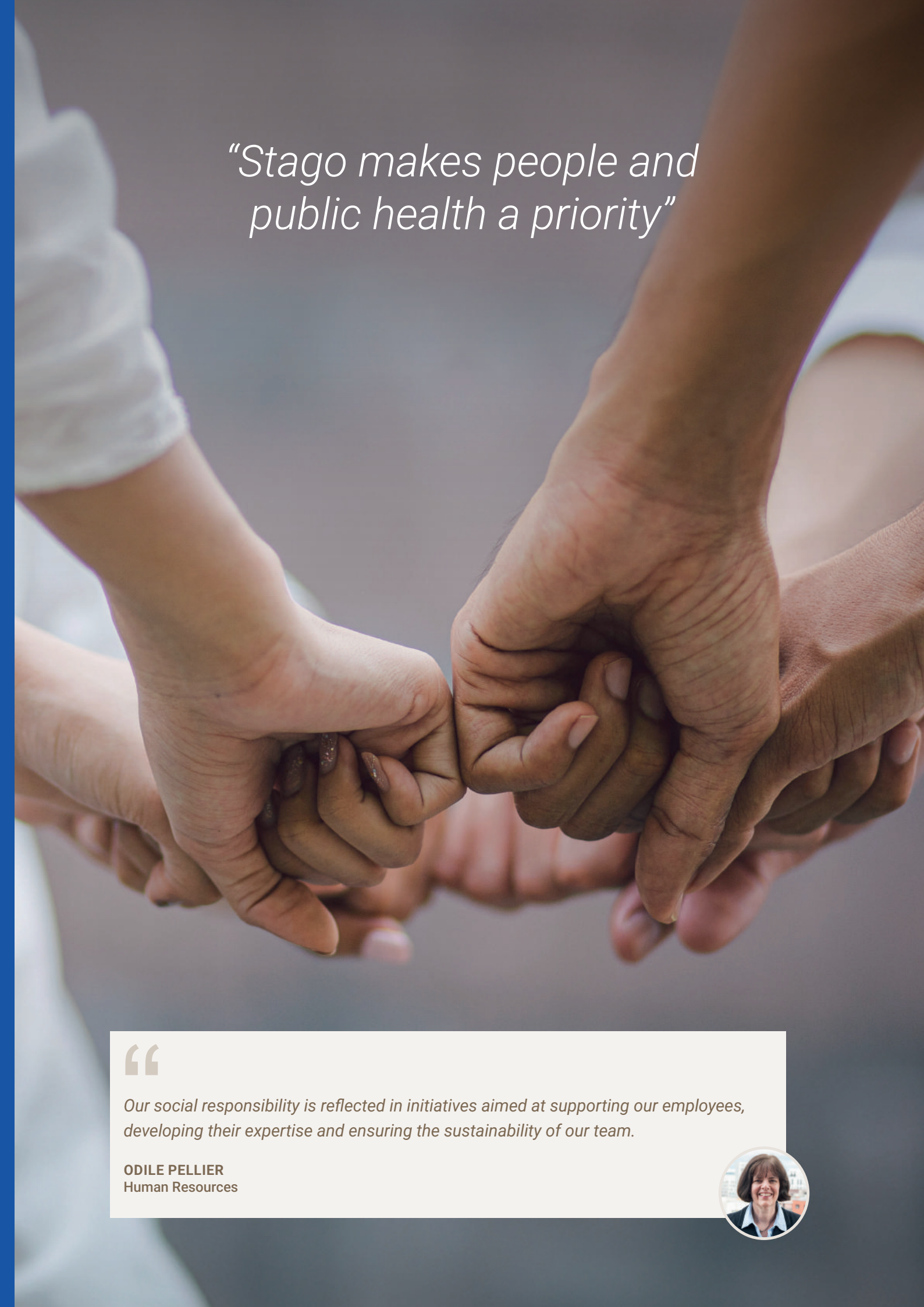
Germany

Targeted recycling and digital resource sustainability

- **Collection of used mobile phones** (professional and personal) for recycling.
- Voluntary reduction in unnecessary **equipment replacement**.

A pragmatic approach combining employee awareness and extended equipment lifespan.





*“Stago makes people and
public health a priority”*

“

Our social responsibility is reflected in initiatives aimed at supporting our employees, developing their expertise and ensuring the sustainability of our team.

ODILE PELLIER
Human Resources





SOCIAL & SOCIETAL COMPONENT

HR positioning & public health

At Stago, social responsibility is not just a component of CSR, it forms the very foundation of our business ethos. Since its origins, the Group has made people, knowledge sharing and public health its priorities.

This vision took shape in 2024 through a series of initiatives designed to strengthen the bond between employees, nurture talent and ensure an ethical and stimulating working environment. Globally, key frameworks have been implemented: a “Welcome Box” for each new employee, a professional development week and team-building events across all subsidiaries.



Welcome Box
for each new joiner



Professional development
week



Subsidiary cohesion
events



Average length of service
France : **13.6 years**
Worldwide : **10.9 years**

The typical length of time our people stay with us reflects their engagement with our joint endeavour. The Group encourages long career paths, rich in experience and responsibility. This policy is part of a wider strategy to promote health for the greatest number.



Supporting, protecting and valuing our employees worldwide

At Stago, caring for employees goes beyond slogans, it is a tangible everyday reality. Well-being is reflected in a safe workplace, inclusive policies and concrete initiatives adapted to each location.

Employee well-being

In France, an **HSE (Health, Safety and Environment) team** monitors working conditions by analysing ergonomic, noise and chemical risks. Regular monthly site inspections in the Paris area help us fine-tune our actions and keep improvement plans on track. In 2024, 60% of employees attended health and safety training, and “life-saving first aid” sessions were organised. Well-being stems also from recognition and quality of life. Length-of-service anniversaries are celebrated with personalised medals at 2, 5, 7, 10 years, and beyond.



In São Paulo, LATAM Business Unit employees benefit from subsidised access to gyms and a free flu vaccination day.



In the United States, a vaccination clinic has been set up for employees and a scholarship fund worth \$29,000 established for their children.

Health and safety

Collective initiatives – such as psychosocial risk (PSR) prevention workshops, disability awareness weeks featuring testimonies from affected employees, and campaigns raising awareness of men's and women's health issues (Movember and breast cancer awareness month (*Octobre Rose*)) – engage employees in matters of public health.



MOVEMBER®

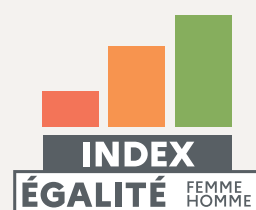
Equality and diversity

Equality and diversity are founding values. Stago promotes an inclusive culture, from recruitment through every stage of the employee journey.

In 2024, we celebrated the International Day of Women and Girls in Science by shining a spotlight on women employees having contributed to the launch of the sthemO 301 (a fully automated coagulation analyser developed by Stago).

In 2025, four female scientific trainers were recognised across different world regions.

In France, Stago reinforced its stance against discrimination by providing training for recruiters, appointing harassment prevention officers and supporting recognition of disabilities.



91/100

DIAGNOSTICA STAGO
2024 data for France

In the United States, employment practices comply with **Affirmative Action** standards (providing equal employment opportunities through practices and policies to address the underutilization of individuals from groups who have been historically discriminated against).



Developing skills and encouraging mobility

Skills development and training

Skills development is seen as a strategic lever. Stago takes a hybrid approach, combining formal training with informal learning.

We have nine training centers, across five continents, supporting employees and customers.

9

training
centers



500

customers trained
on site



1,244

employees have completed
an online training pathway



MyStagoCamp

140

modules available on the MyStagoCamp digital platform



Targeted training

Innovation applies also to learning methods. Targeted training programs – such as the “Everyday Management” course and the international managerial certification program – have already been followed by several dozen employees since their inception (14 certified in 2024). Managers are supported by an active digital community that encourages the sharing of good practice.

Group companies regularly organise training in response to skills development needs, particularly in Brazil.



In the United States, the “SPARKS” Program, focused on entrepreneurship, encourages employees to **propose innovations** that drive company evolution and rewards the best ideas. In 2024, some 30 projects were presented by multidisciplinary teams.

Internal mobility

Mobility is encouraged in order to foster international career paths. In 2024, several employees had the opportunity to relocate (Brazil–Switzerland, Brazil–France, Portugal–Germany).



Key social indicators

The consolidated social indicators for 2024 demonstrate the strength of Stago's HR policy.



Gender parity maintained

91/100

Gender Equality Index
France



Employee turnover rate

France 6.7%
Worldwide 10.2%

Average seniority

France 13.6 years
Worldwide 10.9 years



95%

of employees trained
in CSR, safety or
cybersecurity issues
in France



Internal and
inter-subsidiary mobility
Bridges between
professions and
countries



91%

of professional development
interviews completed

France

Patronage: public health commitment

Stago's commitment to public health goes beyond the products it develops. In 2024-2025, the Group supported numerous high-impact initiatives.

In the **United States**, more than 1,000 handmade cards were distributed to children's hospitals, funds were raised for the National Blood Clot Alliance, and support was provided to the Tunnel to Towers Foundation.

In the **United Kingdom**, employees participated in a charity run for Oxford Children's Hospital (£88,000 raised) and volunteered at a local wildlife park, providing over 50 hours of skilled work.

In **China**, partnerships were established with Anhui and Zhejiang medical universities, and Stago has supported the "Colours of China" association since 2013. Over 60 students have been sponsored.



In **Brazil**, the first PAEQ Hemostasis symposium was organised, sponsored for R\$ 20,000, and employees were granted access to the Hellhub platform for physical and mental health. Support was also given to the Unicamp Blood Centre.

In **India**, a subsidiary and a warehouse were established in Chennai to bring health services closer to local needs.

In **Australia**, funding was provided for a birth trauma education program in partnership with Birth Trauma Australia.

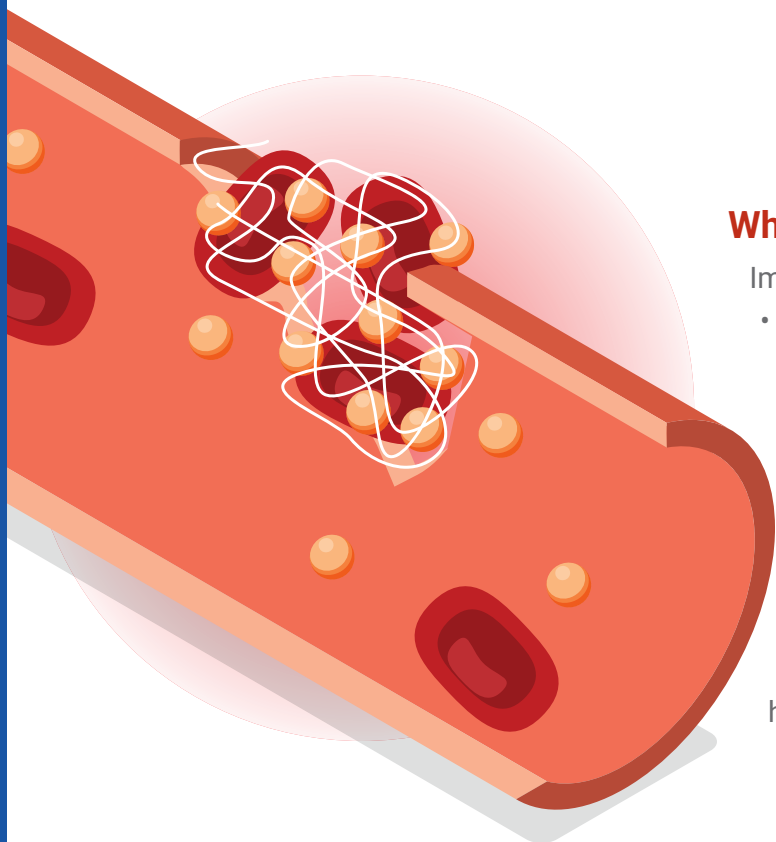
These initiatives are testament to the consistency of Stago's CSR vision: taking action for improved health at scale, going beyond its industrial remit.

OUR EXPERTISE IN THE SERVICE OF PUBLIC HEALTH

Hemostasis: protecting life is at the core of what we do

Understanding hemostasis means understanding a vital mechanism that enables us to heal safely, every day. Hemostasis refers to the set of biological processes that prevent and stop bleeding. As soon as a blood vessel is injured, hemostasis is activated to form a clot and repair the breach. It is essential for maintaining the integrity of the vascular system.

At Stago, we have made this our area of expertise for over 70 years. As a leading authority in hemostasis diagnostics, we develop high-precision solutions to support laboratories in investigating, diagnosing and monitoring these complex mechanisms.



Why is this crucial?

Impairment of hemostasis can cause:

- **uncontrolled bleeding**, as in hemophilia or von Willebrand disease;
- **abnormal blood clots**, which can lead to thrombotic conditions, such as deep vein thrombosis, pulmonary embolism, stroke or myocardial infarction.

Coagulation disorders are a global public health challenge, requiring the ongoing commitment of hospitals, laboratories and healthcare professionals.

What Stago provides

Stago designs and distributes in vitro diagnostic (IVD) solutions for hospital and private laboratories:

- **Over 350 different tests**, covering the main hemostasis markers.
- **Automated analysers** featuring the most advanced measurement technologies: chronometry, enzymology, turbidimetry, immunochemiluminescence, and more.
- **Therapeutic monitoring tools** enabling precise adjustment of anticoagulant or antiplatelet treatments.

A recognised scientific footprint

Over **140 scientific studies** sponsored by **Stago** are currently underway worldwide.

These result in **articles, publications, webinars, podcasts and scientific reviews**, consolidating our role as a committed player in medical innovation.

Our collaboration ranges from **pharmaceutical laboratories to blood banks**, including **university hospital networks** and **collaborative research platforms**.

EMBRACING A NEW DIMENSION IN DIAGNOSTICS

Stago is expanding its field of action by:

- integrating new disciplines such as **hematology**;
- developing **point of care (POC)** solutions to enable immediate and local diagnostic testing for patients;
- harnessing **artificial intelligence** technologies to support clinical decision-making.



Hemostasis for sustainable health

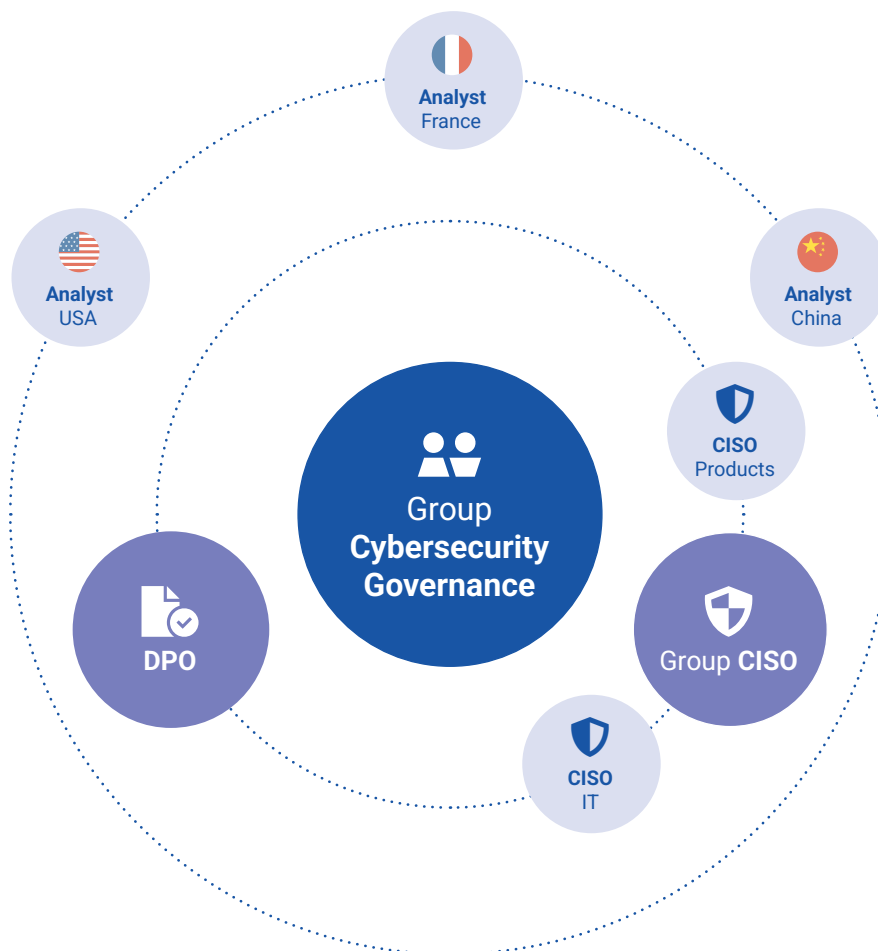
Knowing, understanding and monitoring hemostasis means contributing every day to safer, more personalised and more responsible medicine. At Stago, our vision is clear: **to be a reference for blood-based diagnosis to improve the health of as many people as possible.**



Cybersecurity & data protection

A global organisation for data protection

In 2024, the Group improved its governance framework for data protection and information systems security. A Group CISO was appointed, supported by two CISOs for IT and Product operations and three cybersecurity analysts based in France, the United States and China.



Employees committed to cyber security challenges

Awareness campaigns were launched: all French employees have received cybersecurity training. All new employees receive training on the protection of personal data. An interactive platform will be rolled out in 2025 in all subsidiaries. The Group is actively preparing for ISO 27001 certification, scheduled for 2027, while also ensuring compliance with the GDPR (General Data Protection Regulation), the NIS 2 directive and the CMMC Level 2 standard.

GDPR

General Data Protection
Regulation

NIS 2

Network and
Information Security 2

CMMC

Cybersecurity Maturity
Model Certification



Information security,
cybersecurity and privacy
protection

Securing systems and ensuring global compliance

Our technical systems are robust, with 24/7 continuous monitoring via a SIEM* and SOC** (both external and internal), vulnerability management, phishing awareness exercises and penetration tests, and integration of security at the project design stage (security by design).

*Security Information and Event Management **Security Operations Center



For example, in Brazil, **clauses relating to personal data management are systematically included** in supplier and customer contracts.



Digital activities are often considered detrimental to the environment. I believe there is another way forward, the one adopted by Stago: employing digital technology as a catalyst for responsibility. This involves eco-design and digital sobriety, together with a social and ethical approach focusing on data access and protection.

FRÉDÉRIC RIGAudeau
Information Technology



“In an increasingly digital environment, cybersecurity is a strategic issue for Stago.”



*“Ethics is not optional:
it is a daily requirement.”*

“

Our CSR commitment is reflected in our day-to-day actions.

PASCAL BOULANGER
Communication





BUSINESS ETHICS COMPONENT

Ethical values & compliance: a culture of integrity on a global scale

At Stago, ethics is not an option: it is a daily requirement, shared at every level of the organisation. Our values – integrity, impartiality and transparency – are set out in our **Group Code of Ethics**, applicable to all subsidiaries, partners, suppliers and employees.

OUR ETHICAL CULTURE IS BUILT ON 4 FUNDAMENTALS



An active **Group Ethics Committee** since 2017



A network of local compliance officers



An **internal whistleblowing system**, accessible to all Group employees, guaranteeing anonymity and protection



A **global anti-bribery prevention and detection programme**

Ethics is a backbone for our responsible growth, sustainable performance, and the trust we inspire in stakeholders.



“

Our Procurement team plays an active role in Stago's CSR policy. It has the resources to help hundreds of partners adopt environmentally friendly, socially responsible and ethical practices.

MARC MONIÉ
Procurement



Towards a more ethical and sustainable supply chain

A Responsible Procurement Charter to structure our commitment

In 2025, Stago will take a decisive step in its CSR approach by developing its **Responsible Procurement Charter**, which will be shared with its **suppliers** and **subcontractors**.

This non-negotiable Charter sets out clear requirements:



Compliance with laws
and regulations



Alignment with Stago's ethical
and environmental values



Active prevention of
non-compliance risks



Continuous improvement of practices
throughout the supply chain

A progressive and structured approach

2025

Finalise the Responsible
Procurement Charter
Launch among strategic
suppliers

END-2026

Roll out risk assessment
processes and complete
initial compliance audits

END-2027

Secure supplier
and subcontractor
commitment

A strategic driver of transformation

More than a contractual document, this Charter will become a fully fledged criterion for supplier referencing. It embodies Stago's commitment to making procurement a vector for corporate social responsibility, by strengthening the resilience, traceability and sustainability of its supplier relationships.

Responsible procurement

Stago's responsible procurement policy is based on three core principles.



An **ethics and sustainable development charter**, to be implemented from the end of 2025



A **progressive commitment** for 100% of our suppliers by 2027



Stringent supplier selection criteria, incorporating social and environmental impacts

OUR PRIORITIES

- **Reduce environmental risks** within the supply chain.
 - **Protect biodiversity** in our choice of raw materials.
 - **Adopt responsible payment terms**, in line with the law and our values.
- Each supplier partnership is an opportunity to amplify our CSR impact.





Anti-corruption & ethics

Stago applies a **zero-tolerance** policy towards corruption.
The pillars of our system are:



The **Group Code of Ethics**,
issued to every employee
and adapted locally



Mandatory training for all managers and
employees in contact with third parties (93%
completion rate in France at the end of 2024)



Systematic evaluation
of high-risk partners



A regularly updated
corruption risk map



An **ethics committee**
which handles alerts and
ensures compliance

In 2024, **no alerts** were reported. This ongoing vigilance ensures a climate of trust,
both within the company and with our stakeholders.



Responsible digital technology

At Stago, digital technology is not limited to tools and data flows. It is a strategic lever for improving diagnostic quality, strengthening patient safety and supporting a more resource-efficient and responsible approach to technology.

Partners chosen for their shared commitment to our values



Pioneer of sustainable cloud solutions



Supplier of refurbished equipment with end-of-life take-back



constellation

Mission-led company since 2024

Circular economy, digital resource sustainability and awareness-raising



Employee awareness via dedicated articles on our Chorus intranet



Sale of used phones to employees to extend their lifespan



Reduction in the number of printers



Optimisation of back-up plans
(50% reduction in required storage space)



Donation of equipment to charities
(e.g. Natarushi)

Innovation serving ethics and sustainability

We are committed to developing digital solutions that are **beneficial** to healthcare professionals, **resource-efficient** to reduce our environmental footprint, and **ethical** to ensure data protection and transparency.

ARTIFICIAL INTELLIGENCE AS AN AID TO MEDICAL DECISION-MAKING

Stago's research projects incorporate advanced machine learning and data mining technologies, aimed at:

- optimising clinical data interpretation
- developing diagnostic decision-support algorithms
- personalising therapeutic care pathways.

Example: development of interpretation scores in hemostasis, backed by consolidated databases (over 70,000 references analysed, 1,750 new articles added in 2024).

RESPONSIBLE AND INCLUSIVE SCIENTIFIC DISSEMINATION

Stago promotes accessible and multilingual science:

- Publications predominantly co-authored with experts worldwide.
- Dissemination of educational content (webinars, podcasts, websites, practical manuals).
- Active participation in standardisation committees and major international congresses (ISTH, SSC, etc.).

Validation centers in over 10 countries: France, Spain, Belgium, China, United States, etc.

COMMITMENT TO TRAINING AND KNOWLEDGE SHARING

- 370 scientific projects managed by Stago including theses, postdocs and co-developments.
- Roll-out of reference manuals covering hemostasis, thrombotic disorders, anticoagulant therapies, etc.
- Educational pathways for employees that incorporate an ethical digital culture.

CYBERSECURITY AND PERSONAL DATA

We embed **privacy by design** principles from the first stage of our digital tool development.

Our commitments:

- Compliance with regulations (GDPR, NIS 2, CMMC).
- Raise employee awareness of digital security.
- Robust tools: SIEM, SOC, vulnerability testing, continuous monitoring.

Stago is committed to building a **faster, more accurate and more accessible medical diagnostics framework** through digital technology. Artificial intelligence enhances the capabilities of medical research while guaranteeing the ethical and controlled flow of health data.

The company also accompanies healthcare professionals through ongoing training tailored to technological developments.



Animal welfare

For scientific innovation without animal suffering

Stago is committed to significantly reducing the use of animal models in its research, development and production activities. In line with societal expectations and modern ethical principles, the company is adopting a gradual substitution strategy, driven by technological innovation and process transformation.

Key objectives

- **Completely eliminate the use of mouse ascites**, a method historically employed in antibody production.
- **Reduce the number of mice** used in our experimental protocols.
- **Convert 100% of the immunoglobulin production** in specialist tests to animal-free processes (bioreactors) by 2026.



Laboratory mouse use has been steadily declining since 2022, and forecasts indicate an almost complete phase-out by 2026.

Ongoing technological substitutions

These plant-based alternatives help reduce both environmental impacts (emissions, water, energy) and ethical concerns linked to animal origins.

BIOREACTORS

28 conversion projects already initiated for the production of specialist tests.

Objective: to ensure equivalent performance levels, with a substantially reduced environmental and ethical impact.

ALTERNATIVE RAW MATERIALS

Animal serum proteins are gradually being replaced by **plant-based substitutes**.

Proofs of concept are underway to extend this substitution across all relevant product lines.

Management and traceability

Centralised reporting has been established to monitor, site by site, volumes, types of animal use and progress of conversions.

Data are consolidated on a regular basis to ensure transparent CSR management.

Key data 2024: suppliers and responsible digital technology

Suppliers committed to a responsible approach

28%



2025 objective: 50%

Suppliers assessed on CSR criteria

64%



2025 objective: 80%

“Corruption prevention” training rate

93%



2025 objective: 100%

Share of reconditioned IT equipment

31%



2025 objective: 50%

Published digital awareness articles

5



2025 objective: 10

These figures reflect our ambition: to make business ethics a driver of global, sustainable and credible transformation.



2025 Summary

Tangible results for our three CSR pillars.

ENVIRONMENT

Decarbonisation

Carbon footprint calculated for scopes 1, 2 and 3: 90% of emissions are indirect, 45% of these relate to procurement

30% reduction in GHG emissions (France, scopes 1 and 2) over 10 years

Refrigerant fluid consumption divided by 10 since 2019



Industrial adaptation

Industrial CSR plan and objectives established

28% reduction in energy consumption per vial produced in 15 years in France



Eco-design Product quality and compliance

13 hazardous materials replaced

Reduction of 20 m³ of tertiary packaging



Nuisance management

82% of waste recovered in France



SOCIAL & HEALTH

Employee well-being

Average length of service > 10 years

Gender equality index: 91/100

95% of employees trained in CSR

Diversity commitment

MyStagoCamp training platform (140 modules)

Well-being programs



Cybersecurity & data

Security organisation implemented (committees and procedures)

24/7 SOC SIEM monitoring

95% of employees made aware of cybersecurity (+ phishing campaigns)

GDPR compliance



ETHICS

Responsible procurement

Responsible Procurement Charter

28% of suppliers engaged in a Responsible approach



Anti-corruption measures

Code of Ethics applied by 100% of Group employees and distributors

93% of suppliers vetted and committed to corruption prevention



2030 Outlook

Accelerate our sustainable transformation.





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Diagnostics is in our blood.

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