

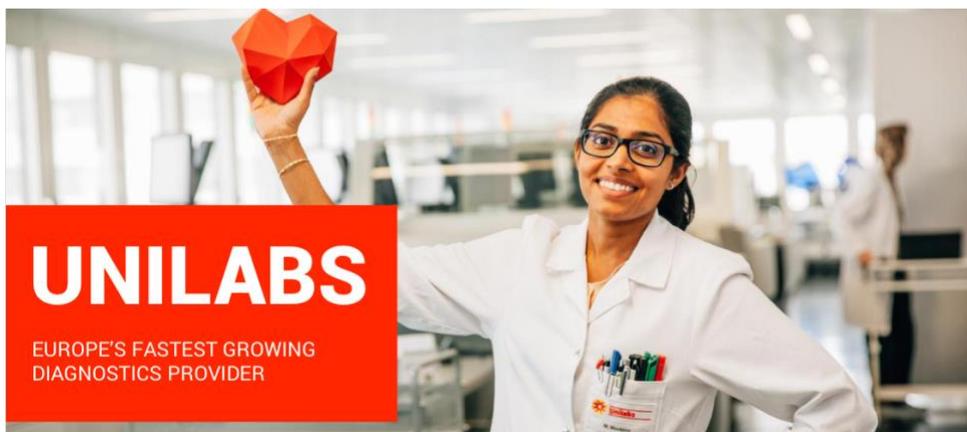
In case you need other eyes

NGL

Position and Candidate Specification

- STRICTLY CONFIDENTIAL -

Chair Supervisory Board Unilabs Nederland BV



PREPARED BY:

[Bercan Günel](#)

September 2021



ABOUT UNILABS AND UNILABS NEDERLAND

Headquartered in Geneva, [Unilabs](#) (“the Group”) is a private-equity-backed medical diagnostics company that aspires to be at the heart and start of all effective treatment decisions. With operations in 16 countries (13 in Europe, 1 in Latin America, 2 in the Middle East), Unilabs is positioned as a leading diagnostics company with one of the broadest geographic coverages in Europe.

Some key figures per 2020 are: Revenues > €1 billion, number of employees > 12,700, number of doctors employed > 520, number of laboratories > 250. And still growing.

In short, Unilabs is a sizeable force within the European diagnostics market with the most comprehensive portfolio of diagnostic services, serving public and private healthcare providers, county councils, the general public, insurance companies, the pharmaceutical industry and Contract Research Organizations. A focus on fast growth, driving a successful M&A strategy, customer centricity, a keen eye on excellent execution are basic drivers in a market where volume is increasing while margins are under pressure.

Unilabs Nederland (“the company”) is the Dutch subsidiary, consisting of [Medlon](#) (acquired by Unilabs in 2018), [Saltro](#) (acquired in 2020) and SHO (acquired in 2021). All these entities are specialized in almost all forms of diagnostics such as medical biological test, blood tests, function tests, ECGs, ultrasounds and lung function measurements.

In addition to that, the company opened [HudsonLab](#), a large scale Covid-19 pandemic lab in early 2021.

CULTURAL HIGHLIGHTS

Unilabs Group is very keen on providing real, actionable answers for patients and caregivers, supported by a strong ambition to create a sustainable business in order to be able to change lives for the better. This requires a well-anchored value system combined with a well-developed business acumen. People, purpose and performance go hand-in-hand.

These basic cultural values are not easy to establish in a buy-and-build environment. A buy-and build strategy implies that different sub-cultures come together and need to be aligned, while improving services to patients and providers, harmonizing operations, leveraging the group, delivering profitable growth and creating value. The ramification of the public-private structure in the Dutch health sector adds another element of complexity that needs to be addressed.

STRATEGICAL HIGHLIGHTS – UNILABS NEDERLAND

A high-level summary of the challenges is as follows:

- By the end of 2021, the company would have 10% market share in the overall diagnostics market and 10-15% specifically in primary care through acquisition and organic growth in The Netherlands.
- Further integration of the acquired companies (business, operational, cultural and financial) has started and will be completed by the end of 2021.
- The acquisition of Medlon, Saltro and SHO provides a solid basis for further accretive and organic growth in the near future.
- In 3 years time, the company expects to achieve:
 - Theme: "We are Unilabs Netherlands" or Benelux;
 - A renewed (proud) culture of medical innovation combined with entrepreneurship and responsible servitude;
 - Impactful outsourced diagnostic healthcare services in the Netherlands and a new challenging entrant in Belux shaping the diagnostics market;



Job Specification – Chair Supervisory Board, Unilabs Nederland BV

- Recognition as the preferred diagnostics service partner for healthcare professionals (1st and 2nd line) and insurance companies;
- Recognition within the Group as a leader in providing profitable growth, both organically and inorganically;
- Generating predictable results, including a healthy positive cash flow.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

Some highlights on Group level are as follows:



Unilabs Nederland: Combined revenues, including the pandemic lab, of some €150 million, realized by total number of employees of around 1,100.

LEADERSHIP

A quick glance:



Jan Gorissen, CEO

Jan is per May 15th, 2021 appointed as CEO of Unilabs Nederland. He is an experienced executive with proven track record in transformation, integration and buy-and-built in several (international) companies such as Unilever and Essent. Before Unilabs, Jan has realised a successful turnaround and transformation of Medux, a supplier in medical devices.



Walter Wolfs, interim CFO

Walter started 4th of January 2021 as interim CFO for Unilabs Nederland. He is a Dutch chartered accountant and has broad experience as a finance leader, with a focus on financial restructuring, M&A and due diligence, funding and related structures in privately backed companies in multinational settings. Walter is a Supervisory Board Member for ArboUnie (a provider of corporate occupational health services).

Besides Jan and Walter, Danielle Justus (Chief People Officer), Cees Doelman (Chief Medical Officer), Margot Keulen (Chief Operations Officer) and Gerald Engeltjes (Chief Commercial Officer) are part of the Senior Leadership Team (“SLT”) of Unilabs Nederland.



SUPERVISORY BOARD

The company has recently decided to set-up one Supervisory Board (“SB”) at holding (Unilabs NL) level, replacing all other SB’s at entity level. This SB will establish the company's statutory and material supervision, with the prerequisite that the members of the SB meet the independence requirements prescribed by the Governance Code for Healthcare 2017 (GCZ 2017) and the CIBG.

The main purpose of the SB is to ensure proper supervision of management policy and general matters in Unilabs Nederland as well as in the subsidiaries of Unilabs Nederland.

The SB will consist of three members:

. **Chair** (vacancy)



Doike Zweers, independent member

Doike is an experienced executive and entrepreneur in digital Healthcare. She is also a member of several supervisory boards in the medical industry and healthcare organizations. Skilled in strategy, investments, Healthcare Informatics, General and Healthcare Management. She has studied at Nyenrode Business University and University of Amsterdam.



Christian Rebhan, Unilabs Group Contingent

Christian joined Unilabs Group in September 2018. In December 2018, appointed Chief Medical Officer & Head of Customer Excellence, before being promoted to Chief Medical Officer and Operations Officer in October 2019. In this current role, providing leadership to Unilabs’ global medical network and operations team. Also holding P&L responsibility for Unilabs’ Telemedicine Clinic.

The role of the Supervisory Board

[Governancecode Zorg 2017](#) defines the basics of the responsibilities of the SB. In line with this code, the company has drafted and installed a ‘Regulations of the SB’, available for the interested candidates.

SUMMARY OF THE POSITION AND RESPONSIBILITY

The Chair of the SB is expected to play an important role in the further development of (the governance of) the company, both with regards to the purpose/activities/leadership/volume of the company and in the further embedding/improvement of the role of the company in the market towards the major stakeholders such as health insurers, hospitals, etc.

At this stage, the company recognizes that good corporate governance is crucial to help build an environment of trust, transparency, and accountability necessary for fostering further success of the business, thereby supporting sustainable development of the sector as a whole.

Within this context, the Chair’s main responsibilities are:

- Managing the Supervisory Board, (co-)developing the team and the embedded expertise and skills;
- Supervising compliance with the law, the articles of association and internal and external regulations;



Job Specification – Chair Supervisory Board, Unilabs Nederland BV

- Monitoring and assessing the integrity, morality and due care of the administrative decision-making process, in which the interests of all stakeholders are taken into account;
- Advising and supporting the management; sparring partner role;
- Playing a pivotal role in fostering the reputation and activities of the company within the Health sector in general.

THE CANDIDATE

We are looking for a strong and connecting candidate with extensive executive (as CEO) and non-executive experience, and with a feeling for issues in society and a vision on the health sector in general.

Professional Experience

Professional background – A former executive with background and experience as board member in an entrepreneurial environment; Special expertise and background in the Health Sector. Affinity with the dynamics of the Private Equity.

Business management – Proven business acumen and preferably active in Public Private Partnerships within the Health Sector. Understands how to drive and create value for business. Connecting and liaising with other functions, operations and the business management.

Stakeholder management - Understands Corporate Governance within the Health Sector. Challenges, facilitates and manages stakeholders, internally as well as externally. Sparring partner to the CEO and the SLT. Has an extensive network within the Health Sector in the NL.

Personal Characteristics

Analytical – Solid and conceptual with strategic skills. Sharp mind, strong analytical skills, good sense of business models. Service minded spirit and attitude. Ability to switch from high-over to detail.

Executive presence - Understands different roles of Executive and Supervisory Board and can balance between distance and involvement. Highest level of integrity and personal values.

Natural Leadership - Can be challenging but motivating at the same time; Can quickly grasp the essentials of the business; Quality is key. Teamplayer. Strong adaptive and agile leadership style. Has a strong affinity for interdisciplinary, transdisciplinary, and inclusive approaches.

For more information:

Bercan Günel

b.gunel@ngl-international.com

020 - 705 89 10