

“Everything meaningful is built together,” envisions Carlos Pascual.

Carlos Pascual, former CEO of Werfen, joined BioVendor as Chairman in 2025. In this interview, he reflects on leadership, learning, and his first impressions on the company’s people and purpose.

Choosing and meeting BioVendor

Looking back at your career and long-standing leadership at Werfen what motivated you to embrace a new professional challenge? Why did you choose BioVendor?

In February last year, I turned 63. I had spent 37 years at Werfen, the last 12 as CEO, and I knew I wanted to close this chapter in a way I could feel good about. Leading a company of that size was an incredible experience, demanding, but also deeply rewarding.

I wanted to start a new chapter in my life with three clear priorities: more time for my family, the chance to engage in volunteering activities, and a role that would allow me to stay intellectually active, ideally in a board-level role.

While I was thinking about that, I was offered the opportunity to become Chairman of the Board at BioVendor. I looked into the company and was impressed by the project and the people behind it. That’s what convinced me to accept the offer.

And since then, every interaction I’ve had with the team has confirmed that it was the right decision.

As you continue to get to know BioVendor how would you describe your first impressions of our people and corporate culture?

Very positive. I’ve been happy with all the people I’ve met so far. And I’d like to add that, for me, this isn’t only a business opportunity. I’ve always believed that



learning and growing never really stop. There’s no point in life where you can say, “I’ve seen it all.” That mindset helps me stay open.

So, I also see this position as a personal opportunity to learn more about your country, your culture, and how things are done here. I genuinely look forward to that.

Resonating with the values

At BioVendor, we’re driven by a fascination with discovery, a genuine interest in people, and pride in our field and our region. Which of these values resonate most with you, and how do they align with the principles you’ve followed throughout your leadership journey?

I strongly identify with the emphasis on people and discovery, which I see as very close to innovation. In our industry, especially, everything we do ultimately relates to people because behind every sample, there is a patient.

I’ve always been a very people-oriented person. Leadership, in my view, is about people. You



manage things, but you lead people. If you don't enjoy working with people, you shouldn't try to be a leader. Leadership requires humility, respect, and a deep commitment to keeping people engaged and motivated. It's not always easy. Human relationships are the most challenging part of any organization. But they're also the most rewarding. That's why I believe humility doesn't mean being naïve or passive. You can be ambitious and competitive while still being grounded and respectful. That's been my approach.

Bringing vast and valuable experience

Which experiences from your professional career do you consider most valuable for the future development of BioVendor?

Over the course of 37 years, I've been involved in a wide range of strategic and organizational transformations, which shaped my leadership style and perspective.

Which of those experiences will be the most relevant for BioVendor? It's hard to say right now. I'm not here to copy and paste solutions. But all those experiences are part of who I am, and I believe some of them will prove useful along the way.

As Chairman, you'll be guiding strategic direction but not involved in day-to-day operations. How do you approach this type of leadership, and what does effective oversight mean to you? How do you see the future of BioVendor, and what role would you like to play in it?

This is a very important moment for the company. We're now in the process of defining what comes next, what to prioritise and how to move forward.

As Chairman, my role is not to manage day-to-day operations. We have a strong CEO, Michal Kostka, who leads the company. My job is to support him and the leadership team by offering a broader perspective, drawing on my experience in the industry, knowledge of international markets, and understanding of innovation processes.

This isn't about giving instructions. It's about being a partner, sharing insights, and helping to define the right path forward. That also means identifying trade-offs and making sure we allocate our resources wisely because strategy always means choice.

Looking ahead, I believe we need to think beyond short-term goals. We should ask: what will be best for BioVendor not just in the next 12 months, but in the next 10 years?

To answer that, we must start acting as one company, not a loose group of business units, but a single, unified organisation.

My contribution will be to help shape this long-term vision and to support the leadership in building a strong, integrated BioVendor, capable of thriving in an increasingly competitive global market.

Being inspired by diagnostics

Diagnostics is about identifying early signals that help guide decision-making. In your view, what are the "signals" in business that a leader should never ignore?

To lead an innovative organization, you need the right people in R&D and strategic marketing, and you also need to stay connected with leading universities, scientific societies, and key opinion leaders. These external partnerships are often where early signals come from.

You can have a technically excellent test, but if it's not clinically relevant, it won't matter. That's why it's so important to stay grounded in what actually benefits patients and society. Innovation is a team effort, and listening to the right people makes all the difference.

Showing the personal side

If you don't mind, I'd love to ask a few lighter questions, just to give us a more personal glimpse into who you are. Is there a book, film, or song that you feel represents who you are as a person or a leader?

Yes, there's a book I've read several times: If Aristotle Ran General Motors by Tom Morris. I first read it when I was 35, and it had a big impact on how I think about leadership and purpose. It brings philosophy into the business world in a very practical way, and many of its principles have stayed with me over the years.

If you had to choose a superpower or compare yourself to a superhero. Who would it be, and why?

I would probably choose someone from the world of sports. A tennis player, for example. I admire Rafael Nadal, not only for his success, but for the values he embodies. Passion, hard work, resilience, and the will to keep improving no matter how hard the journey is. That's the kind of example I try to follow.

What do you usually do to clear your head and recharge your energy?

Spending time with my family is the most important thing. I've been married to my wife for 37 years, and we're still continuing the journey side by side. That makes me very happy. We have three sons and six granddaughters. We love skiing together as a family. I also enjoy playing tennis and horseback riding.

I also enjoy reading, especially books that challenge my thinking about leadership, society, or geopolitics. Right now, I'm reading The New Cold War about the global dynamics between the US and China. I find it fascinating and important to understand the broader context we all operate in.

Carlos, I appreciate you taking the time to share not only your vision and experience but also a more personal side of your leadership journey.