

A photograph of three surgeons in an operating room. They are wearing blue scrubs, blue surgical masks, and blue bouffant caps. The surgeon in the foreground on the left is wearing glasses and is looking down at the patient. The surgeon in the middle is also looking down. The surgeon on the right is wearing a white bouffant cap and is looking down. The background is a green wall with a surgical light fixture visible in the top left corner.

# FOR PEOPLE BY PEOPLE

SUSTAINABILITY REPORT  
2023

# AT A GLANCE

## Our key figures

### COMPANY



APPROX.

**230**

OUTPATIENT  
CARE CENTERS

APPROX.

**€ 7.3**

BILLION

IN REVENUE

### PATIENTS



**5.5**

MILLION

PATIENTS



**~30,500**

BEDS



**300**

CLINICAL  
STUDIES

**88.7**

%

TARGET  
ATTAINMENT  
FOR QUALITY  
INDICATORS



**64**

HOSPITALS  
WITH A DIGITAL  
PATIENT PORTAL



**>80**

HOSPITALS

**96**

%

SATISFACTION  
WITH THE  
HOSPITAL STAY



# AT A GLANCE

## Our key figures

### EMPLOYEES

> 6,000

PEOPLE IN APPRENTICESHIPS, THEREOF 4,387 IN NURSING

36

COMPANY TRAINING CENTERS

> 78,000  
EMPLOYEES



### ENVIRONMENT



100%

OF HOSPITALS ARE ISO-50001 CERTIFIED

218  
KWH

ENERGY CONSUMPTION PER M<sup>2</sup>

APPROX.

30  
KG

CO<sub>2</sub> PER M<sup>2</sup> OF NET SURFACE AREA

31%



OF MANAGEMENT POSITIONS HELD BY WOMEN

APPROX.

5,000

ADVANCED TRAINING COURSES

100%

GREEN ELECTRICITY FROM RENEWABLE ENERGY SOURCES



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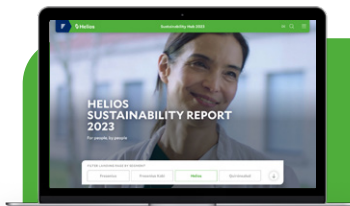
## MAGAZINE

Helios' most exciting stories of the year



From page

**5** →



This report is also available online with additional, interactive functions.

**TO THE ONLINE REPORT** →

# MAGAZINE

For the photo series of our report, photographer Oliver Borchert accompanied operations with the DaVinci XI surgical robot at the Helios clinics in Schwerin. The most modern robotic system in the field of minimally invasive surgery is used here in general visceral surgery, urology, gynecology and thoracic surgery for around 400 operations every year. The instruments are inserted into the patient's abdomen via tiny access points. The surgeon controls them using finger-guided hand sensors on a console with a video screen. The system translates the surgeon's movements into the finest movements.



# Sustainable catering

Star chef Hendrik Otto joined Helios in 2022 and, as Head of Quality and Sustainable Culinary, is responsible for sustainable catering at Helios. He is supported by ecotrophologist Verena Kaiser and Till Braumann, Head of Catering, among others.

Magazine

**M**r. Otto, you came to Helios from the Adlon Hotel in Berlin as a 2-star chef and multiple award-winning head chef. What motivated you to do this – and what ambitions did you have when you joined Helios?

I have enthusiasm and passion for the topics of food quality, development, and sustainability in the hospital context, and I wanted to take on a new challenge! My goal is to work with our team to implement healthy, high-quality,

“We can now label sustainability aspects such as carbon footprint and water footprint for all dishes.



**Hendrik Otto**  
Head of Quality and Sustainable Culinary

sustainable catering for our patients and also to improve the offerings in the hospital cafeterias for our employees and guests.

**... and then imagination met reality: what have you been able to achieve since then for the catering for patients and staff?**

Together with our COO Enrico Jensch and Till Braumann, we rolled out newly developed menus with healthy and, above all, sustainable dishes for all patients in our clinics in 2023. We can now label all our dishes with their carbon footprint and water footprint. This is the basis for reducing the carbon and water footprints of our dishes in the future. At the same time, we are continuing to expand our offerings for employees and guests in the Helios

Magazine

cafeterias, with a focus on sustainable and vegan dishes. We have developed a vegan meal plan with our partner PlanetV that can be offered at all Helios cafeterias.

**Ms. Kaiser, why is good nutrition in hospitals important? From a scientific point of view, what is the best nutrition for patients?**

The important thing is that nutrition can be a decisive preventative factor, before illnesses develop. It also helps to improve general health and protects against the risk of illness recurring. It is an important companion on the road to recovery: a good nutritional status can have a positive influence on the success of therapies and even shorten the length of a hospital stay. A balanced and healthy diet therefore has considerable health benefits. Overall, the “best” diet fulfills the energy and nutrient requirements and takes into account the specific problems of the illness in question.



Verena Kaiser  
Ecotrophologist

” A balanced and healthy diet has considerable health benefits.

We try to support this by creating a healthy range of meals that meets as many requirements as possible and thus benefits patients with a wide variety of illnesses. Plant-based products are of great importance here because they contain many vitamins, minerals, and secondary plant substances.



Magazine



**Till Braumann**  
Head of Helios Catering

**Mr. Braumann, what are the structural barriers to sustainable catering at Helios? How do we manage to become more sustainable in the long term?**

The biggest challenge was and is the sheer size of food supplies at Helios - we provide over 20 million meals a year for our patients! Because we pursue very high quality standards, we work with various manufacturers throughout Germany who prepare the lunches according to our strict specifications and recipes.

We use the cook and freeze method: The food is delivered frozen to most clinics, where it is then regenerated, i.e. gently cooked to completion using a modern induction system. This system is particularly energy-efficient and therefore both economical and sustainable. Our task is therefore to offer high-quality, good tasting, and sustainable products that are suitable for these processes and retain their nutrients.. This is something you can see and taste.

**Are seasonings or other ingredients added during the induction process?**

We do not use any flavor enhancers or preservatives in our lunches, with the exception of nitrite curing salt, and also no artificial colors or flavors. Today, we use significantly more organic products, regional and seasonal products, and less meat overall. We are also setting trends. We are expanding our vegan options in line with increasing demand. Our cafeterias are also increasingly offering healthy and sustainable dishes. A vegan diet has a positive impact on the environment, as

Today, we use significantly more organic products, regional and seasonal products and less meat overall. **We are also setting trends.**

Magazine



We have high ambitions to make our catering even more sustainable.

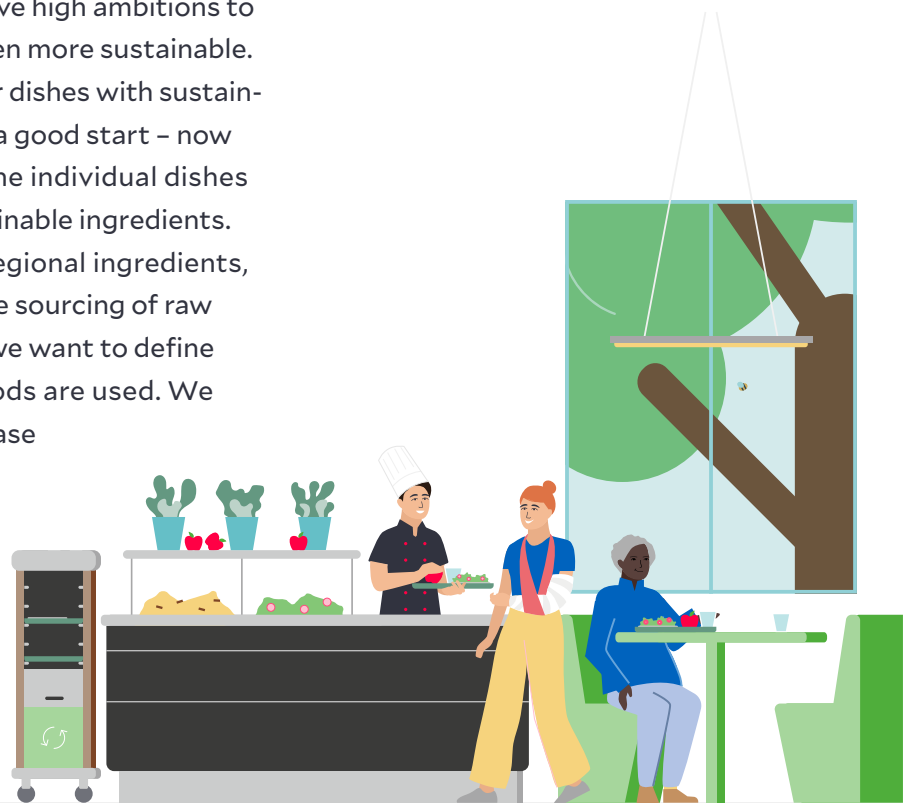
plant-based foods require fewer resources such as land, energy and water to produce compared to products of animal origin. Therefore if we use more plant-based food instead of animal-based food, we can reduce our environmental footprint and become more sustainable in the long term.

**Which projects are the most important for the near future? What can staff and patients look forward to?**

**Hendrik Otto:** We have high ambitions to make our catering even more sustainable. Being able to label our dishes with sustainability information is a good start – now it’s about adapting the individual dishes and using more sustainable ingredients. This includes using regional ingredients, but also looking at the sourcing of raw meat and fish. Here, we want to define which farming methods are used. We want to further increase the proportion of organic products in our catering.

**Verena Kaiser:** We want to create more sustainable, plant-based, and organic options in the cafeterias and for our employees. We have had an organic vegan meal plan here since 2023 and added organic vegan ice cream as a pilot project in 2024.

**Till Braumann:** One thing is certain: we are constantly developing our catering at Helios. We focus on the requests and needs of our patients, and the food is always delicious, healthy, and consistently more sustainable!



# Video Stories



## CLIMATE CHANGE AND HEALTH

Climate protection is also health protection. Because climate change not only leads to an increase in extreme weather such as heat, storms or floods, but also increases potential health risks

[Watch online now](#)

## AI IN COLORECTAL CANCER SCREENING

At the Helios Park Clinic in Leipzig, artificial intelligence is used to prevent colon cancer. A computer algorithm detects polyps in the intestinal mucosa during ongoing endoscopy.

[Watch online now](#)



## REDESIGN OF GREEN SPACES IN HILDESHEIM

The Helios Klinikum Hildesheim is gradually and sustainably redesigning its approximately 24,000 m<sup>2</sup> outdoor facilities on the clinic grounds.

[Watch online now](#)

# PREFACE

Since the deconsolidation of Fresenius Medical Care in November 2023, followed by the split off of Fresenius Vamed in spring 2024; Helios, together with Quirónsalud and Fresenius Kabi, is now one of Fresenius’ strongest operating business segments. In September 2023 I myself became part of the change, as I became a member of the Fresenius Group Management Board, in addition to my role as CEO at Helios. These developments created a closer bond with the Fresenius divisions, and our new and strong, “Team Fresenius” is working together on future sustainable healthcare solutions. This is also reflected in this year’s Sustainability Report, which is being published for the

first time together with the reports from Quirónsalud and Kabi in a separate Sustainability Hub to make our joint efforts more visible.

Around 450 million people worldwide come into contact with Fresenius products and services. Five and a half million patients received treatment at Helios in Germany in 2023. We carry great responsibility for all of them, because these people trust us with their health.

Our broad-based sustainability structure with a Sustainability Board at company level and dedicated sustainability teams in our clinics has proven to be a robust foundation for advancing important issues: Although we narrowly missed our ambitious target of saving 20% energy across Helios by 2023 with 17% at the end of the year, we exceeded it in the first quarter of 2024. We are proud of this. Looking to the future, we want to continue to work on using resources responsibly, eliminating waste, and further reducing our environmental footprint. We have now reduced our Scope 1 and Scope 2 emissions by 49% compared to the base



**Robert Möller**  
Chairman of the  
Management Board  
(CEO)

Member of the  
Management Board  
of Fresenius  
Management SE

## Preface

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year 2020. We have therefore made considerable progress towards our climate target of reducing CO<sub>2</sub> emissions by half by 2030 and achieving climate neutrality by 2040.

It is equally important to make progress with regard to our employees and the care of our patients. The 17 Sustainable Development Goals of the United Nations, which we have been intensively working on in 2023, form the basis for the broad range of sustainability activities, which we report on in this report. We must find new ways to attract and retain nursing staff. Great progress is being made in the detection, treatment, and cure of diseases. Artificial intelligence, robotics, and other digital solutions are becoming increasingly important for our day-to-day clinical work, always in close collaboration with our most important resource: people. Impressive evidence of this can be seen in the photo series used in this report on robotic medicine at Helios Hospital Schwerin and in the film on the use of AI in colorectal cancer screening at Helios Hospital Leipzig.

The topic compliance was strengthened by a new structure at Fresenius in 2023: the Helios compliance management system, which defines strict ethical guidelines for dealing with employees, partners, and suppliers, was expanded to include the Fresenius Group approach to respecting human rights. The comprehensive human rights program enables Helios to systematically comply with its human rights due diligence obligations, which have had to be implemented under the Supply Chain Due Diligence Act since 2023. This is a vitally important task considering the highly diversified supply chains that form the basis of many products that Helios purchases. We will continue to work on supplier accountability in 2024.

I would like to thank all my colleagues who have worked on this report for their great commitment. On behalf of the Management Board, I would also like to thank our more than 78,000 employees for their exceptional work and engagement!

### **Robert Möller**

Chairman of the Management Board (CEO)  
Member of the Management Board  
of Fresenius Management SE

# 2

## STRATEGY AND MANAGEMENT

Helios company profile \_\_\_\_\_ 15

Acting responsibly:  
Sustainability at Helios \_\_\_\_\_ 18

## HELIOS COMPANY PROFILE

Since Helios was founded in 1994, the company has grown into the leading private healthcare provider in Germany and indeed Europe. Our hospitals offer the full spectrum of medical treatment – ranging from preventive medicine, through acute care to highly complex surgical procedures. We are also the biggest provider of outpatient care in Germany.

### OUR SITES IN GERMANY AND INTERNATIONALLY

In 2023, we treated around 5.5 million patients at our healthcare facilities in Germany – out of these, 4.4 million were outpatients. Alongside our 86 hospitals in Germany, we also offer around 600 doctors providing outpatient treatments in our outpatient care centers at 230 sites throughout Germany. Helios has a workforce of 77,924 employees in Germany and generated revenue of around €7.3 billion in 2023.

We also offer our premium medical care to people in Spain and South America. Our sister company Quirónsalud operates 58 hospitals there, more than 100 outpatient care centers, and approximately 300 facilities for company healthcare management. Since 2018, Quirónsalud has been operating with Helios under the umbrella of the holding company Helios Health, with a dedicated management. Helios Health facilitates the transfer of knowledge between Germany and Spain, creates synergies between the two companies, and drives forward the international expansion of Helios.

This sustainability report relates exclusively to Helios Germany. Helios has been part of the global Fresenius healthcare group since 2005. You can find additional facts and figures about Helios [here](#) (German language only).

STRATEGY AND MANAGEMENT

**CORPORATE GOVERNANCE AND STRUCTURE:  
HOW HELIOS GERMANY IS ORGANIZED**

The management team of the company consists of four members:



**ROBERT MÖLLER**  
Chairman of the Management Board (CEO)  
Member of the Management Board of Fresenius Management SE



**CORINNA GLENZ**  
Chief Human Resources Officer (CHRO)



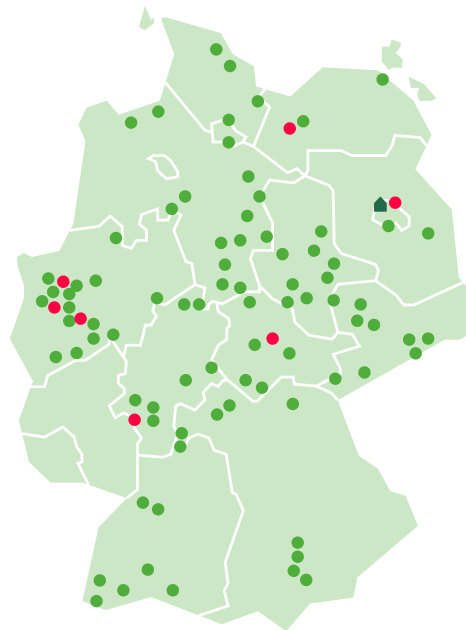
**ENRICO JENSCH**  
Chief Operating Officer (COO)



**JÖRG RESCHKE**  
Chief Financial Officer (CFO)

They make fundamental strategic decisions for the company. The team receives support in our four regions – North, South, West, and East – each led by a Regional Manager, and from management of the outpatient care centers in the outpatient sector. These managers look after the hospitals and outpatient care centers in their individual regions and drive forward development. The Helios management is also supported by six Medical Consultants, who report directly to the CEO in their capacity as staff functions. They advise the management teams and the regional management teams on all medical matters and support the management teams for the hospitals and the outpatient care centers on issues relating to human resource needs and other matters. The Regional Managers and the Helios management team make up the extended Helios management team (EMT).

**LOCATIONS OF HELIOS HOSPITALS AT A GLANCE**



- ▲ Company headquarters
- Hospitals
- Maximum care hospitals



## STRATEGY AND MANAGEMENT

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The decentralized structure has organizational and commercial advantages. Corporate responsibility for the hospitals rests with their Executive Directors and the Regional Managers. The extended Helios management team contributes the regional perspectives of the hospitals to central corporate decision-making.

The employees of the 16 Central Services support the management team and the hospitals in regional and in overarching functions – for example in Human Resources, Legal, Purchasing, and Corporate Communications.

The Supervisory Board of Fresenius SE & Co. KGaA acts as the governance body of Helios Germany.

## ACTING RESPONSIBLY: SUSTAINABILITY AT HELIOS

Offering more advanced medicine for more and more people – acting responsibly is a top priority for our company. In order to meet the challenges posed by sustainability in our era, we intend to develop effective concepts, raising awareness for protection of the environment, climate, resources, and social aspects, and involving our employees in the process.

### OUR UNDERSTANDING OF SUSTAINABILITY

As a healthcare company with around 360 healthcare facilities across Germany, we bear responsibility for the health and well-being of many thousands of people every day. Our aim is to provide the best possible care for each and every one of them – from routine to complicated operations, from prevention to preparatory consultation and surgery, through to inpatient and outpatient aftercare. We always want to meet the highest medical standards – while at the same time operating within an increasingly regulated landscape.

In our quest to live up to these aspirations, we attach great importance to ensuring the premium quality of our medical treatment. Transparency, diligence, and expertise are key attributes in all areas. Our objective is to deal openly with errors and to cooperate together to avoid their occurrence.

Alongside transparency, we regard a culture of lifelong learning as the foundation for our future-proof capability. We address global megatrends like climate change, digitalization, urbanization, and demographic change by analyzing and critically assessing technical developments and innovations. This approach is intended to assist us in setting up new methodologies in the course of day-to-day clinical practice, and implementing new technologies in order to develop our provision in medicine and service. This is our pathway to being better at meeting the needs of our patients.

**STRATEGY AND MANAGEMENT**

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**PIONEERING FOR OUR SUSTAINABILITY ACTIVITIES: ESG LOGIC**

Our understanding of sustainability is based on the three ESG sustainability dimensions (Environmental, Social, Governance) and thereby covers environmental, social and issues relating to responsible corporate governance concerns.

**ENVIRONMENTAL****Environment**

There is a close connection between a healthy environment and human health. We believe that health protection is based on consistent environmental and climate protection. That's why we are carrying out intensive work on establishing what more environmentally friendly, resource-conserving hospital operations might look like in the future.

**SOCIAL****Patients**

Premium medical care and safety for our patients are our top priority. Equally important are their subjective satisfaction with their care and the service we provide.

**Employees**

Our employees provide our patients with excellent medical care and thoughtful attention throughout the day and night. This is why we do everything in our power to offer our employees a job that they can identify with and that motivates them to develop individually and within their teams.

**GOVERNANCE****Responsibility**

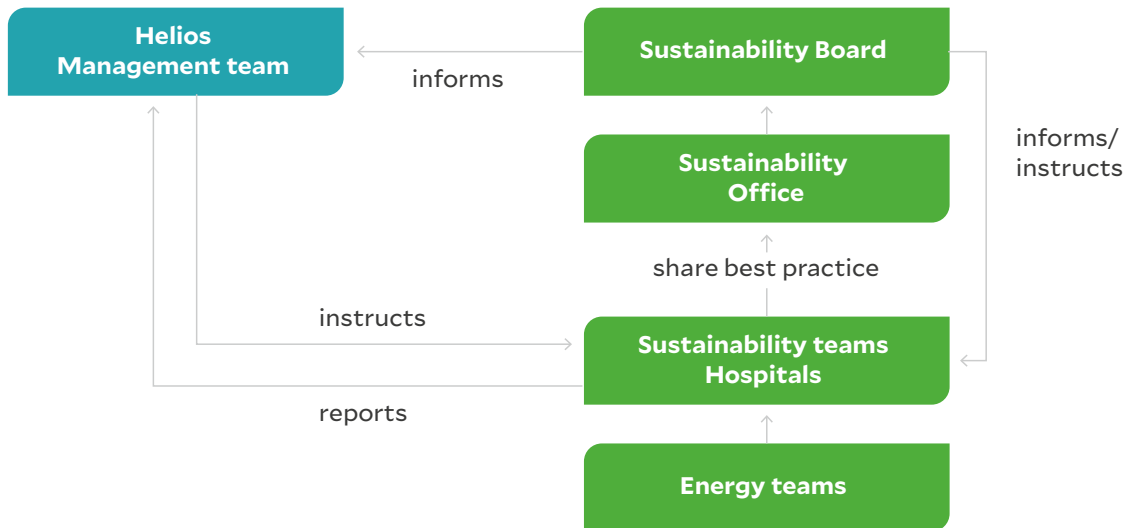
As operators of hospitals and medical care centers, we carry a great mantle of responsibility toward society. So that we can live up to this responsibility, we consider ethical and legally compliant behavior to be a foundation stone for all our activities. We have therefore established strict compliance rules and rigorously pursue any violations of them. Our view is that being incorruptible and acting independently are of paramount importance.

**Digital transformation**

The future viability of Helios depends on our ability to play a proactive role in the transformation of the healthcare market. Our capacity to develop innovative medical procedures is therefore in high demand. Faster communication, more efficient administrative workflows, and innovative use of patient data – all these factors contribute to the quality of care for our patients and the productivity of our hospitals. We continually focus on the evolution of requirements for data protection and information security.

STRATEGY AND MANAGEMENT

ACROSS ALL LEVELS: OUR SUSTAINABILITY MANAGEMENT



OUR SUSTAINABILITY MANAGEMENT

The CEO of Helios Germany, Robert Möller, is responsible for the topic of sustainability within the company. He is in charge of overarching concepts relating to sustainability and he is supported in the implementation of these concepts by the Helios Sustainability Board and the Sustainability Office. The Helios Sustainability Office simultaneously works closely together with the sustainability team at Fresenius SE.

The Helios Sustainability Board meets every two months. It discusses, considers, and takes decisions on measures and projects relating to sustainability. Alongside the Helios management team and the Helios Sustainability Office, the permanent members of the Board include the experts from the Central Services Procurement and Logistics, Compliance, Hygiene, the Infrastructure Business Unit, and a Medical Consultant.

At the level of the hospitals, the hospital’s own sustainability teams have an important function as the operational interface:

- They implement the decisions of the Sustainability Board,
- independently develop the sustainability activities on the ground, and
- regularly share successful projects on a dedicated network with their colleagues so as to make them available to other hospitals.

Dedicated energy teams are responsible for energy management at the hospitals. These ensure the robust implementation of processes such as certification in accordance with ISO 50001 and draw up the binding energy reports necessary for that at hospital level.

## STRATEGY AND MANAGEMENT

All employees at Helios are also able to present proposals on the topic of sustainability to the staff unit at any time. Since 2023, we have saluted the commitment of our employees at the hospitals with the Helios Green Awards – an award for special sustainability projects, and for the biggest energy-saving achievement in the hospitals.

## SUSTAINABILITY AS A NON-FINANCIAL SUCCESS GOAL

We strive to sustainably enhance the awareness and sensitization of employees for environmental protection throughout the entire organization. Since May 2023, ESG goals have therefore been part of the compensation system for members of the Management Board of Fresenius Management SE. The focus for Short-Term Incentives (STI) is on the topics of medical quality / patient satisfaction and employees. The reduction of our CO<sub>2</sub> emissions is included in the appraisal of members of the Management Board with respect to the Long-Term Incentive (LTI).

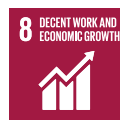
Further information on the ESG methodology and on the determination of target attainment is published on the website of [Fresenius SE & Co. KGaA](#).

## HELIOS SUSTAINABLE DEVELOPMENT GOALS

In 2023, we analyzed the United Nations 17 Sustainability Development Goals (SDGs) under the leadership of the Sustainability Office. The aim of the in-depth analysis was to identify which of the goals Helios can make the biggest contribution to and how these targets can be addressed in our sustainability strategy.

### THE HELIOS SUSTAINABLE DEVELOPMENT GOALS

CLICKABLE



Representatives of the management team, the hospitals, and Central Services analyzed and prioritized the goals. They identified the SDGs 3,4, 8, 10 and 13 as being central for Helios and defined these targets as the starting point for additional measures. On the basis of these five SDGs, Helios developed a wide range of projects in 2023 which have been implemented since the start of 2024.



#### RELATED LINKS

[Sustainable Development Goals](#)

[Facts and figures](#)

(German language only)

# 3

## ENVIRONMENT

Our responsible approach  
to environment, nature,  
and resources \_\_\_\_\_ 23

**Environment**

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## OUR RESPONSIBLE APPROACH TO ENVIRONMENT, NATURE, AND RESOURCES

As a healthcare company, Helios recognizes its responsibility to act sustainably toward the environment, nature, and resources. This is because a healthy environment is necessary if people are to be healthy. Wherever possible, we therefore avoid any possibility of negative impacts on the environment and human health. To this end, we identify and evaluate potential risks and take the necessary measures to provide optimum protection for the environment.

### OUR ENVIRONMENT AND ENERGY MANAGEMENT SYSTEM

Our goal is to continuously reduce any potential environmental impacts arising from our hospital operations. With this end in mind, we manage our energy consumption, establish environmental protection measures, and raise the awareness of our employees with respect to the need for sustainable conduct.

The Infrastructure Business Unit (IBU) is responsible for environmental and energy management. This unit reports directly to the Chief Operating Officer (COO). The IBU develops recommendations on action and guidelines for Helios facilities. Furthermore, the unit coordinates the collection of environmental data for all Helios hospitals. The hospitals themselves are responsible for the local operational implementation of environmental protection measures on site.

In 2020, we successfully certified the energy management system of all Helios hospitals and outpatient care centers in accordance with ISO 50001. In 2023, the comprehensive recertification of all Helios and Vamed hospitals confirmed that the sites continued to comply with the requirements of ISO 50001. Helios will train its own auditors in the hospital's own energy teams for internal quality assurance in 2024. By building up these competencies in our hospitals, we want to ensure that in future internal energy management audits can be carried out in accordance with ISO 50001. This approach is directed toward gradually strengthening expert knowledge and independent responsibility in energy management.

## Environment



## OUR MANAGEMENT SYSTEM

[Find out more](#) (German language only)

## ENERGY CONSUMPTION: INTELLIGENT DATA COLLECTION, RENEWABLE ENERGY, SAVINGS AND EFFICIENCY MEASURES

We require large amounts of energy for the operation of our healthcare facilities. Continually monitoring energy consumption is therefore a key function of our energy management system – since well before the energy crisis. As early as 2013, we developed a comprehensive energy benchmark system at Helios and we have been systematically recording all energy data since 2014. This means that we are in a position to compare the consumption data of the hospitals, initiate targeted improvement measures, and apply best practices from individual hospitals throughout the Helios network.

In 2021, Helios rolled out a central energy procurement and management system throughout the Group together with an associated metering and delimitation plan. Corresponding meter technology measures the total electricity usage at all hospital locations. The aim of these measures is to improve the data for electricity consumption and to meet the requirements of Germany's Renewable Energies Act (EEG). These data also support the work of Helios' own energy supplier and service provider HKG Energiedienstleistungen GmbH, which is responsible for implementing energy projects at Helios and for procuring energy.

### OUR ENERGY CONSUMPTION IN 2023

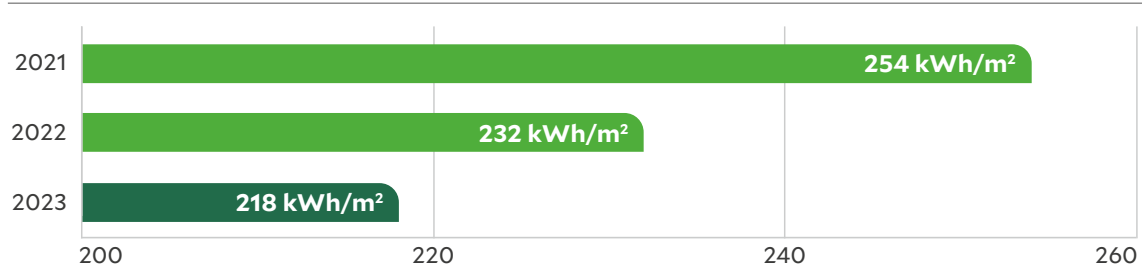
(MWh) of energy ([see the Key figures chapter](#)). Since 2022, Helios has been switching over to procuring 100% green electricity for base load from certified renewable energy sources. The continuous increase in our owned generation rate supports a secure and uninterrupted supply of energy in our hospitals. Our combined heat-and-power systems will make a particularly important contribution to this. Presently, we have a total of 82 combined heat-and-power systems installed at 52 of our 87 Helios sites. As a result of their particularly effective use of fuels, we succeeded in reducing our energy consumption.



Environment

We determine the relative energy consumption figures for each hospital to enable a better comparison. In 2023, the average energy consumption for each planned bed was 25,066 kWh (2022: 26,424 kWh). In the reporting year, energy consumption per square meter of space used totaled 218 kWh/m<sup>2</sup> (2022: 232 kWh/m<sup>2</sup>) and therefore represented a significant decrease year on year.

ENERGY CONSUMPTION PER SQUARE METER AND YEAR



„100 points“ checklist for hospitals to identify energy-saving potential.

LOWER ENERGY CONSUMPTION AND IMPROVED ENERGY EFFICIENCY

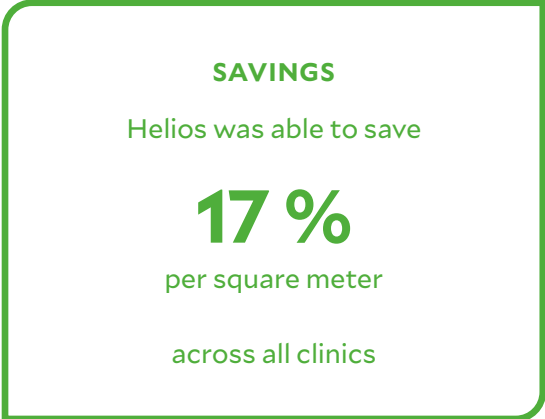
In response to the energy crisis, Helios set itself an ambitious target for 2023. During 2023, Helios intended to reduce the total energy consumption of our hospitals by 20% compared with 2021. We laid the groundwork for this in 2022 and continued to expand the existing measures. These included, for example, a “100-point” checklist to enable our hospitals to identify their energy-saving potential. The 100 points on the checklist encompass measures such as the analysis and optimization of heating and ventilation systems in buildings. Implementation of the checklist was monitored by way of regular updates between a task force of the Infrastructure Business Unit and the hospital energy teams. These measures empowered Helios to save a total of 17% of energy per square meter in the reporting year in comparison with 2021.

Alongside user behavior, the condition of our building infrastructure and the structure of our healthcare facilities exerts a direct impact on our energy consumption. Helios is continuously investing in new buildings and modernizations that meet the relevant current energy standards, and comply with the appropriate regulatory requirements. Furthermore, we have been optimizing

**Environment**

the existing ventilation and cooling systems in line with site-specific requirements. Air quality measurements are conducted at various sites to ensure the appropriate control of systems. For example, ventilation systems are switched on and off according to the values measured for ambient air temperature and CO<sub>2</sub> content.

Our business units are always looking for ways to improve further the energy efficiency of our facilities. To this end, we maintain various working groups that continuously examine how energy can be saved and systems optimized appropriately with the technologies used in day-to-day hospital operations. Furthermore, Helios is raising awareness of potential energy savings, energy efficiency initiatives and careful energy usage among the staff concerned with internal and external



energy audits at the hospital sites. We regularly use the energy management system to monitor and evaluate the impacts of our measures on energy efficiency in a process that is governed by ISO 50001, to which our energy management system is certified. In addition to the centrally managed energy efficiency projects, individual Helios companies are implementing site-specific projects with the aim of improving their energy and environmental performance.

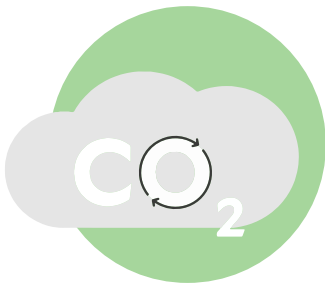
**RELIABLE ENERGY SUPPLY**

A key priority at Helios is to keep energy consumption to a minimum accompanied by maximally low potential environmental impacts. On the other hand, it is also critically important to have a consistently reliable and stable energy supply so that we can provide our patients with the best possible treatment at all times. To this end, each Helios hospital has a backup power system. It guarantees that a secure backup electricity supply can be provided for the key energy consumers at the hospitals within a few seconds if there is a power outage.

Environment

## GREENHOUSE GAS EMISSIONS: ACHIEVING A MINIMUM CARBON FOOTPRINT AND CLIMATE NEUTRALITY BY 2040

Our energy consumption results in the liberation of substantial quantities of greenhouse gas emissions. In 2023, the operation of our hospitals released 104,125 tons of CO<sub>2</sub> (2022: 110,156 tons of CO<sub>2</sub>). This is equivalent to 14.3 tons of CO<sub>2</sub> (2022: 15.7 tons of CO<sub>2</sub>) per €1 million of revenue. Approximately 81.9% of our emissions are generated from the operation of our pellet, fuel oil, and natural gas boilers, as well as our combined heat-and-power systems and backup power systems (📍 [Scope 1](#)). The remaining 18.1% is accounted for by the purchase of district heating (📍 [Scope 2](#)). More detailed information can be found in the [Key figures chapter](#).

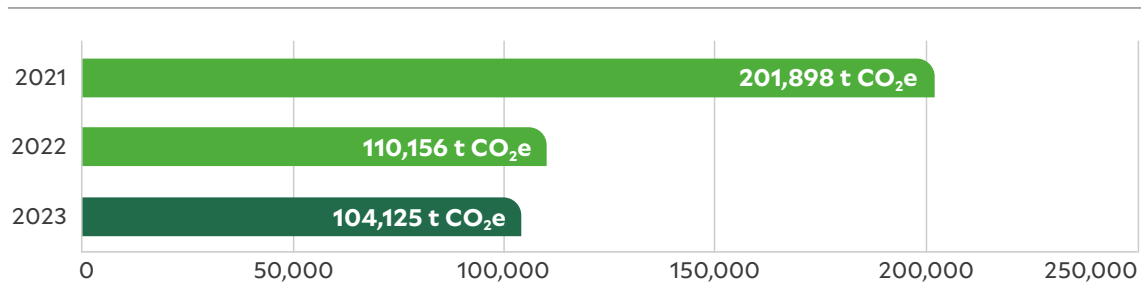


**Helios climate target:**  
Helios will reduce its CO<sub>2</sub> emissions by 50% by 2030. In respect of its scope 1 and 2 emissions, Helios will be **climate-neutral by 2040**.

The climate target announced by Fresenius in 2022 aims to achieve a 50% reduction in emissions by 2030 and to be climate-neutral by 2040 in relation to Scope 1 and Scope 2 emissions. As far as Helios is concerned, this means reducing its CO<sub>2</sub> emissions by around 100,000 tons by 2030 and achieving climate neutrality by 2040. Helios intends to reach these goals primarily by avoidance of emissions on the basis of implementing energy efficiency measures.

This also involves adapting to changing external influences. For example, we can expect an increase in the energy needed to cool our hospitals in the future. Even today, the annual demand for cooling capacity at maximum care hospitals is higher than their demand for heating. We are working on the development of intelligent systems to improve energy efficiency in our hospitals so that we are able to meet our carbon emissions target.

### SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS



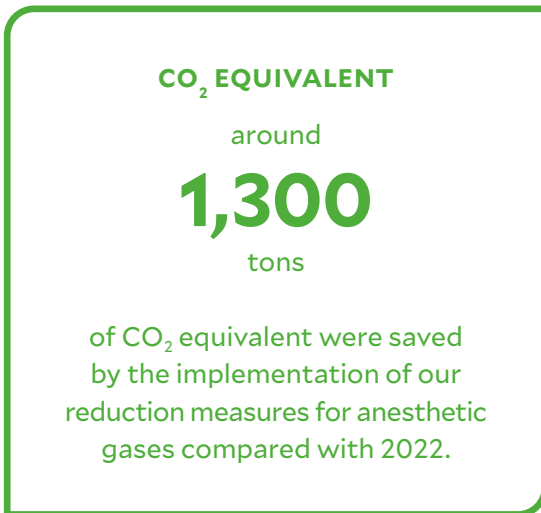
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## CUTTING DOWN SPECIFIC EMISSIONS: RECYCLING ANESTHETIC GASES

In 2022, Helios focused on anesthetic gases as an additional source of emissions. These are included under Scope 1 emissions and have to be neutralized in accordance with the Group-wide climate goal of Fresenius by 2040.

Anesthetic gases used in operating rooms are released into the atmosphere through the exhaust air system where they are more harmful to the climate than carbon dioxide. Anesthetic gases cause up to 35% of a hospital’s total greenhouse gas emissions. As a consequence, recycling anesthetic gases is a major lever for environmental and climate protection. Helios uses activated carbon filters to absorb the gases used for anesthesia and to drastically reduce the release of these gases into the atmosphere. The gases absorbed by these filters and the activated charcoal are extracted and then available as pure materials for reuse.

In November 2022, a pilot project to recycle anesthetic gases was therefore launched in two hospitals. Following successful implementation throughout 2023, the initiative was expanded to the hospitals in the eastern region.



Alongside recycling anesthetic gases, we were also able to cut down additional emissions by means of hospital-wide reduction of the climate-damaging anesthetic gas desflurane and by the use of the minimal-flow procedure. This technique uses less anesthetic gas and lower quantities of the gas are therefore released into the atmosphere. As a result, we achieved a total reduction of around 1,300 tons of CO<sub>2</sub> equivalent in 2023.

## RECORDING OUR SCOPE 3 EMISSIONS

In 2023, Fresenius continued its work to systematically record and evaluate **Scope 3 emissions** throughout the Group. In [this report](#) Fresenius discloses its group-wide Scope 3 emissions in accordance with the Greenhouse Gas Protocol Scope 3 Accounting and Reporting Standard for the first time. Helios will report in detail on its Scope 3 emissions for the first time in 2024.

## Environment

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### **WATER CONSUMPTION AND QUALITY: FRESH WATER AND WASTEWATER MANAGEMENT IN HOSPITAL OPERATIONS**

The water used in healthcare facilities is subject to a large number of stringent legal requirements. At the same time, water management at our hospitals focuses on an uninterrupted supply of water of uniformly high quality. Furthermore, strenuous efforts are necessary to prevent microbial contamination. The Central Service Hospital Hygiene and the Infrastructure Business Unit, including the cleaning department, deal with all issues relating to water quality.

Due to the strict requirements for water quality in hospitals and healthcare facilities, water is not recycled at Helios, and gray water (treated water from showers or sinks) is not used at Helios. Water management at our hospitals is closely associated with hygiene management to ensure that patients, our employees, and other people are not put at risk at any time. Reliable compliance with Germany's Ordinance on the Quality of Water Intended for Human Consumption (TrinkwV) is a top priority at Helios so that water quality and hygiene are maintained.

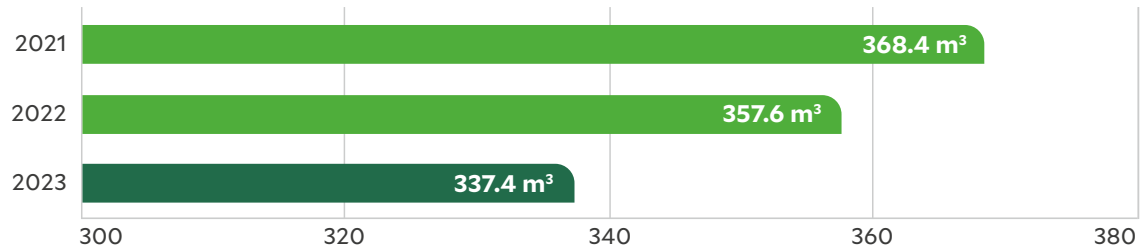
We have developed our own action guidelines and specifications that expand on the statutory regulations. They define hospital-specific processes and other internal Helios requirements in relation to the quality of drinking water. This approach has enabled us to keep the number of water-based findings in our standard reviews at a low level. Precautions have been taken to ensure consistent supply if drinking water from the public supply system is contaminated. Alongside our own treatment systems, our facilities have additional water treatment modules that enable us to provide sterile drinking water. All our hospitals have emergency plans for tackling any supply shortages and safeguarding the provision of healthcare to our patients.

#### **OUR WATER CONSUMPTION**

In 2023, we consumed a total of approximately 2.455 million cubic meters (m<sup>3</sup>) of water (2022: 2.510 million m<sup>3</sup>). Measured by revenue, water consumption was approximately 337m<sup>3</sup> (2022: 358 m<sup>3</sup>) per €1 million of revenue. Nearly 100% of the water consumed was provided by public utilities. This was due to the special hygiene guidelines and strict water quality specifications for healthcare facilities. We are also required to meet strict regional and local legal requirements for the discharge of wastewater. Our compliance with them is reviewed by the responsible wastewater disposal agencies.

Environment

WATER CONSUMPTION



**CONSUMING RESOURCES – CONSERVING RESOURCES**

The healthcare sector consumes a great deal of resources. The Fraunhofer Institute for System and Innovation Research (ISI) quantified the annual consumption of resources by the provision of inpatient and outpatient services in Germany at approximately 107 million tons. Domestic resources only account for around one third of the resources consumed, with two thirds being attributed to imports. The sustainable use of natural resources is therefore an extremely important issue for Helios.

As a rule, the raw materials used by the healthcare sector have been processed into manufactured products. This means that a lower level of resource consumption can primarily be achieved by efficiently managing the use of these products. One example is the contribution made to extending lifetime through proper maintenance and care of medical appliances and equipment. Hospitals then have to purchase new appliances less frequently and this conserves valuable resources while generating cost savings at the same time.

**CONSERVING RESOURCES IN DAY-TO-DAY HOSPITAL OPERATIONS**

In 2023, Helios put measures into practice to reduce the consumption of resources particularly in the area of administration. We set up printing on both sides of a sheet of paper on all multifunction devices, introduced automatic shutdown of PCs and monitors standing idle, and increased the proportion of recycled paper used. The only printing paper available is certified recycled paper. 75% of sanitary paper (for example toilet paper and paper used in towel dispensers) is recycled paper, and the proportion is being continually increased. Our Central Service Procurement and Logistics has replaced disposable disinfection wipes with wipes made from renewable materials. Since January 2023, we have been offering reusable food containers supplied by service provider Relevo in Helios cafeterias. We are working on further reducing the use of disposable tableware in our cafeterias, and an environmental charge will be introduced on disposable tableware from spring 2024.

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We are also looking to conserve resources in the provision of private services. For example, services such as bath robes and cosmetic bags will only be provided on request. The service therefore continues to be available, but we are reducing the volume of products provided that in turn have to be unnecessarily disposed of or cleaned.

An important campaign for Helios related to the reduction in the number of disposable gloves used in 2023. The training campaign highlighted the improper use of non-sterile gloves and the associated huge consumption of resources this entailed. The hygiene experts at Helios developed training courses for all employees and these sessions raised awareness of the potential health hazards. This made an important contribution to patient safety and the safety of all our employees.

### REUSE, NOT SINGLE USE?

In 2023, the Central Service Procurement and Logistics drew up a Top 10 List of the most frequently purchased single-use products and reviewed whether a switch to reusable alternatives would be possible here. The result was that five out of the ten products could not be switched for reasons of hygiene. A switch was not possible in the five other products either for reasons of cost or owing to considerably more effort expended on the process. The analysis demonstrated that ultimately we can only avoid waste and conserve resources in the case of these products by reducing or optimizing consumption.

## WASTE AVOIDANCE AND DISPOSAL – SAFE FOR PEOPLE AND THE ENVIRONMENT

At Helios, we regard waste management and disposal management as a process. It starts with waste avoidance through our procurement processes and extends to consistent recycling or environmentally friendly disposal. The goal is to have a better understanding of the route taken by our waste from generation to recycling and to derive measures for the future, e.g. in the form of a recycling rate.

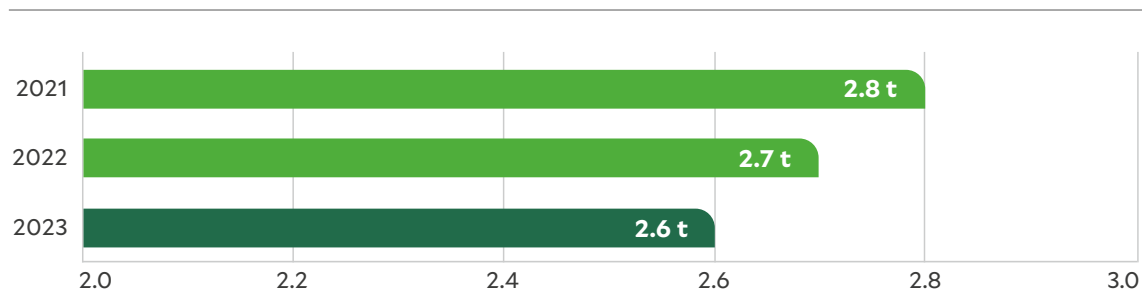
Our hospital operations must comply with strict hygiene requirements at all times. Medical instruments and supplies are cleaned, sterilized, and packaged separately to enable reuse. Various disposable medical products are also used. This generates waste, and safeguards are required so that we can ensure that this waste is disposed of professionally and safely. Requirements for environmental protection, occupational safety, infection control, and hospital hygiene must be considered in this context. These range from the selection of suitable disposable containers, and cleaning and sterilization procedures, to the occupational safety and health of our employees when they dispose of hazardous waste, such as infectious waste. Clear internal regulations and comprehensive controls empower us to ensure compliance with these requirements at all times.

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In 2023, we produced a total of approximately 19,194.2 tons (2022: 19,466.7 tons) of waste. Measured by revenue, this was equivalent to 2.64 tons (2022: 2.8 tons) per €1 million. Around 98.3% of the total waste was classified as nonhazardous, including, wound dressings, casts, disposable clothing, and household-type waste. The remaining amount consists of waste that is a risk to people’s health and the environment, including items such as infectious waste, hazardous chemicals, and critical medicines. Special methods and procedures are defined by law for handling this waste to ensure its safe disposal. Specially trained employees are responsible for compliance with all regulatory requirements in our hospitals.

More detailed information about the waste we generate can be found in the [Key figures chapter](#). The waste working group set up in 2023 established a new waste survey that is intended to provide more nuanced and detailed information on the waste generated. The aim is to increase the quality of the data being collected and to ensure compliance with the future requirements of the Corporate Sustainability Reporting Directive (CSRD).

WASTE



RELATED LINKS

[Environment focus](#) (German language only)

[Interactive indicator tool](#)

[ESG KPI Overview 2023](#)



# 4

## SOCIAL

High level of quality and safety at all levels of care \_\_\_\_\_ 34

Promoting health, developing potential, embracing diversity: Our employees \_\_\_\_\_ 47

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## HIGH LEVEL OF QUALITY AND SAFETY AT ALL LEVELS OF CARE

We want to offer our patients an excellent level of care at all times – in all hospitals and outpatient facilities. This is facilitated by creating organizational and technical enablers and establishing effective management systems for medical quality and patient safety in our company that help us to continuously improve our services.

### HOSPITALS AT ALL LEVELS OF CARE

Our hospitals offer the full spectrum of medical treatment ranging from preventive medicine through to highly complex procedures such as transplants. A total of approximately 30,492 beds are available across Germany for this purpose with 29,786 of these in our acute care hospitals and 566 in our post-acute care clinics.

Our hospitals treated around 5.5 million (2022: 5.5 million) patients in 2023. Of this total, 1.1 million people were treated as inpatients and 4.4 million (2022: 4.4 million.) as outpatients. The 86 Helios hospitals offer all levels of care. Our portfolio of hospitals offers standard care (up to 300 beds), main provider (around 300 – 700 beds) and six maximum care hospitals in Berlin-Buch, Wuppertal, Krefeld, Wiesbaden, Erfurt and Schwerin (over 700 beds).

### HELIOS AMBULANT



**Helios Ambulant** (Helios Outpatient) is Germany’s biggest provider of outpatient medicine. The spectrum of services offered extends from general medical care, through a large range of specialist medical services and radiological diagnostics, to running outpatient operating centers. In 2023, our 3,300 employees at 230 sites with a total of around 600 doctors in Germany provided medical services to more than two million patients. Helios Ambulant additionally delivers a large selection of digital and hybrid services such as video consultations.

Photo: Thomas Oberländer

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HELIOS AMBULANT



Helios operates outpatient care centers in urban settings, at local level close to its hospitals, and in rural areas not served by a Helios hospital. This strengthens access to healthcare close to home for people in these regions. In 2023, Helios Ambulant was integrated within the regional structure of Helios hospitals with four regions – North, South, West, and East. This structure is intended to facilitate and promote multidisciplinary exchange between Helios practices and hospitals.

The expansion of Helios Ambulant takes account of the policy trend accelerating in the direction of more outpatient treatment. An increasing number of clinical procedures such as minor operations can be provided by doctors at their offices without the need for a hospital stay. At the same time, Helios is promoting multidisciplinary healthcare provision in collaborations between outpatient doctors and their colleagues in hospitals. Patients are thereby able to avoid duplicate examinations and they have convenient access to outpatient and hospital-based healthcare services.

Employees at Helios Ambulant enjoy benefits such as weekly digital online training courses free of charge on subjects like health, wellness and mental health, the JobRad e-bike, and an employer supplement for passes to public transport systems in the form of the “Deutschlandticket”. Helios Ambulant is helmed by the Chief Operating Officer (COO), Enrico Jensch.

**ENSURING MEDICAL QUALITY**

Quantifiably high medical quality is consistently the focus of medical care for our patients. We operate a comprehensive quality management system to ensure this objective is achieved.

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### HOW WE HAVE PLACED THE DELIVERY OF HIGH-QUALITY MEDICAL CARE AT THE HEART OF OUR ORGANIZATION

Our quality management system is primarily controlled by our Central Service for Medicine together with other process owners. At corporate level, two Medical Consultants hold responsibility for all medical matters relating to inpatient care at Helios. They report directly to the Chief Executive Officer (CEO) of Helios, who is also the Chief Medical Officer (CMO). The full-time Medical Consultants advise the Helios management team and the regional leadership on all medical issues relating to alignment and control of the hospitals, coordinate the improvement of workflows and medical processes, and further the development of multidisciplinary care models. They also support hospital management teams in the appointment of Chief Physicians. Two other Medical Consultants are responsible for Helios Ambulant.

A Quality Management Steering Group coordinates central control processes for medical quality management and patient safety measures on a quarterly basis. The Steering Group is made up of the CEO/CMO and the two Medical Consultants, the Patient Safety Officer (PSO), the Central Service for Medicine, and the head of the nursing expert group. The hospitals' medical management teams comprising the hospital manager, medical director and nursing manager also carry out a quarterly assessment of all reportable indicators together with the Medical Consultants. If hospitals report unusual values for quality indicators or notifications concerning patient safety cases, they are required to report to the Quality Management Steering Group. Measures are defined here for implementation within a one-year period. Such measures may include **peer reviews** at the hospital level or quality management measures at the corporate level.

Another important engine for quality is provided by the 30 Helios **expert groups** (German language only). Senior physicians in the various medical specialties meet here twice a year. They ensure that all the hospitals are up-to-date on research in their disciplines and that treatment processes are being used correctly. They discuss results from clinical studies and derive potential changes in treatment processes on this basis. They also discuss and decide on the introduction of standard processes, appropriate innovations, the selection of medical products, and communication or education campaigns targeted on employees or patients.

### HOW WE SYSTEMATICALLY IMPROVE THE QUALITY OF MEDICAL CARE

In 2008, the **Initiative Qualitätsmedizin** (IQM; Initiative Quality Medicine) was established in conjunction with other hospital operators. The initiative is intended to improve and drive forward the treatment quality and comparability of hospitals by applying the principle of **Measure – Publish – Improve**. At its 25th anniversary in 2023, IQM was the largest

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voluntary quality initiative in the German healthcare sector. It has some 500 member hospitals run by municipal, non-profit church-owned, private and university operators.

The Helios quality management system is based on three stages:



**Measuring quality**



**Analyzing and publicizing quality**



**Improving quality**

Every step of a patient’s treatment in hospital is precisely documented for subsequent billing to health insurance companies. We use this routine data as a basis for measuring the quality of our medical treatments. The data show, for example, whether a patient’s recovery has taken longer than expected or whether complications or death have occurred. On this basis, we can assess whether treatment proceeded normally or whether potentially mistakes were made.

We also use our routine data to measure the German Inpatient Quality Indicators (G-IQI) as defined by the IQM. There are more than 380 of these indicators with information on over 60 important medical conditions and treatments. In addition, we collect data for more than 1,000 other quality indicators at Helios. We have selected 46 (2022:47) key indicators from the G-IQI for the strategic management of our medical quality. Specific targets have been defined for these indicators and we review our achievement of them annually.



**Analyzing and publishing quality**

We publish our [quality results](#) (German language only) on our corporate website and on websites of our hospitals to foster continuous improvement and to avoid repeating mistakes. The data provide visibility concerning the performance of a given hospital by comparison with the national average, with other Helios hospitals, and with IQM member hospitals. In addition, each hospital and each department receives a monthly report on its medical treatment outcomes so that trends can be identified in their early stages and detailed analyses can be initiated as necessary. In the reporting year 2023, we achieved the target values of a total of 1,862 indicators (out of 2,099 achievable targets), corresponding to a proportion of 88.7% (2022: 87%).



**Improving quality**

If our hospitals fail to meet certain quality targets or if other irregularities become apparent, we carry out a detailed analysis of the relevant treatments and processes in order to identify any potential for improvement. The focus is on specific audit

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processes in the medical and nursing areas under a peer review process where cases are discussed by expert peers. A peer review involves specially trained doctors from our hospitals and from the IQM network who cooperate to investigate statistical anomalies. Findings are translated into concrete recommendations for action by the hospital with the goal of further improving treatment quality and patient safety. We performed a total of 22 peer reviews in 2023 (2022:11).



### HELIOS QUALITY RESULTS FOR 2023

[Find out more](#) (German language only)

## PREMIUM SAFETY FOR OUR PATIENTS

The safety of our patients is our top priority. Guaranteeing patient safety is one of the key due-diligence obligations of the management.

### HOW WE ESTABLISH PATIENT SAFETY WITHIN THE ORGANIZATION

The responsibility for the issue of patient safety is invested directly in our CMO/CEO. In addition, we have also established the role of Patient Safety Officer. Both functions are supported by the Central Services and medical expert groups. Helios is also a member of the [Aktionsbündnis Patientensicherheit](#) (APS, German Coalition for Patient Safety) (German language only) and incorporates this network's recommended actions as part of clinical risk management. APS incorporates representatives of healthcare professions, their associations and patient organizations to form a common platform directed toward continuously improving patient safety in Germany.

### INDICATOR SETS FOR ASSESSING PATIENT SAFETY

Helios has developed its own system for regularly collecting data on the safety of patients being treated at our hospitals. It aims to analyze and rectify any weak points in the care we provide. The system combines the internationally established indicators ([Patient Safety Indicators, PSI](#)) with Helios' own indicators. They include, e. g. the number of medical instruments accidentally left in a patient's body after an operation, as well as wrong-side surgery, serious medication errors, and falls causing serious injury.

Our Group Incident Response Policy requires all Helios hospitals to record these indicators systematically and report them to a central location. We publish the figures for selected indicators on [our website](#) (German language only). This demonstrates our commitment to

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creating the greatest possible transparency in dealing with adverse incidents and treatment errors. In 2023, 81 (2022: 54) events were recorded for eight selected patient safety indicators.

A new set of patient safety indicators has been drawn up for 2024 to improve comparability with the indicators of other countries, make the definition of incidents more precise, and improve the traceability of indicators.

Further information about patient safety is provided in the [Key figures chapter](#).



### PATIENT SAFETY INDICATOR SET

[Find out more](#) (German language only)

## STRUCTURED ERROR MANAGEMENT

To err is human. But we believe it is critical for us to respond transparently when errors occur so that we learn how to avoid them in future. In order to minimize potential risks for patients during and after operations, we have been using mandatory checklists for all surgeries since 2009. An analysis is carried out for each confirmed treatment error at hospital level and at the level of central error management. At morbidity and mortality conferences held in our hospitals, cases with potential for improvement are discussed jointly by the treatment team and measures for improving are defined. We record critical incidents and near misses centrally, uniformly and anonymously through our digital Critical Incident Reporting System (CIRS). The system can be accessed digitally in all areas of a hospital, and serves primarily to protect both our patients and employees. We also use the information recorded in CIRS to reveal potential errors in processes and workflows and to derive measures for improvement. In 2023, a total of 955 (2022: 736) incidents were reported and they are being evaluated on a local level in the individual hospitals.

In 2023, we recorded a total of 840 (2022: 827) alleged medical errors. In 2023, an average of 0.7 (2022: 0.8) per 1,000 patients raised a (justified or unjustified) medical error claim against Helios hospitals. These allegations encompass, to varying degrees, all specializations and all stages of treatment, including preoperative information, diagnostics, surgery, therapy, and aftercare. Accordingly, we have once again achieved the goal we set ourselves of ensuring that medical error claims do not exceed one per 1,000 full inpatient treatments. Over the past three reporting years, an average medical error rate of around 29% for Germany as a whole was reported to the medical associations (proportion of allegations of treatment errors that were recognized as valid after a preliminary expert review). The rate at Helios in 2023 was 26% and consequently in line with the average.

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In line with our transparent approach to error management, Helios processes and settles its liability cases directly (98%) rather than handing them over to an insurer. Consequently, Helios carries out its own very detailed analyses of these cases. Any potential for improvement is derived from these analyses and the results are directly discussed with the affected person without delay.

### STRICT HYGIENE STANDARDS

Strict compliance with hospital hygiene standards is essential in order to prevent infections within a clinical setting. We have established our own Group Hygiene Policy, which is based on the recommendations of the Robert Koch Institute (RK). It includes specific instructions for many diagnostic, nursing, and therapeutic processes at our hospitals and outpatient care centers. The employees receive regular training and checks relating to hygiene requirements from hospital hygienists and hygiene specialists on the ground. Helios also posts on its [website](#) (German language only) the frequency with which multiresistant and other significant disease pathogens occur in our hospitals.

### ANTIBIOTIC STEWARDSHIP (ABS): INNOVATIVE ANTIBIOTIC MANAGEMENT

The intake and use of antibiotics is a central, widely discussed topic in the healthcare system and beyond. Inappropriate prescription and consumption of antibiotics can lead to patients having to remain in hospital longer than necessary. The Helios Infectious Disease expert group has established a program for managing and reporting on antibiotics. This is now used in all Helios hospitals. The aim is to use shared and widely disseminated knowledge to combat the growing risk of patients becoming infected with microbes resistant to antibiotics.

Since 2021, the Berlin Medical Association (ÄKB) has also offered certified [courses in Antibiotic Stewardship \(ABS\)](#) (German language only). They are in line with the ÄKB curriculum and are under the scientific leadership of Helios. ABS Officers can undergo further training to become ABS experts following successful participation in five course modules. The objective of the training program is to convey knowledge about rational anti-infective therapy for appropriate use of antibiotics in line with the indications. Our ABS experts raise the awareness of personnel for this topic in departments that maintain beds and are available to our employees as the first point of contact. Since 2022, [peer reviews](#) on infectious diseases/antibiotic stewardship have also been carried out in several Helios hospitals with abnormal levels of antibiotic consumption and/or increased mortality from specific infections. A total of four of these reviews took place in 2023.



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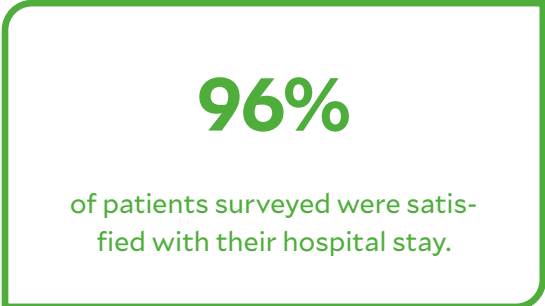
REGULAR PATIENT SATISFACTION SURVEYS



Helios Service Monitor (Photo: Mareen Brünemann-Kaemper)

We aim to ensure that patients in our hospitals are not just healthy, but also satisfied when they leave our hospitals. Receiving their honest feedback during treatment and afterward is therefore important to us. On this basis, we are able to respond quickly to their individual perceptions during their hospital stay and bring about an improvement in care. So as

to systematically record feedback, we have developed the Helios Service Monitor, which we use at all Helios hospitals. Employees at the hospitals survey our inpatients once a week to ask them about their overall satisfaction. Our goal is to respond to the patient feedback within 24 hours. The patient data are then processed anonymously. Each hospital can view its current daily, weekly, or monthly results individually. In addition, we evaluate the results of all Helios hospitals centrally once a month to establish a bigger picture on satisfaction and to identify the main areas of criticism. In 2023, 719,025 patients at hospitals in Germany were surveyed for their opinion. This figure is equivalent to 65% of the inpatients. Out of the people surveyed, 96% (2022: 96%) said that they were satisfied with their current hospital stay. Typical issues for criticism involved, for example, catering and housekeeping, or communication between the individual professional groups or specialized staff, respectively. Statistical anomalies are reviewed by local hospital management, which introduces measures for improvement as necessary.



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### SUSTAINABLE FOOD SERVICE

Plant-based nutrition with less meat has lots of advantages and this is not simply true for the environment but also for people's health. Our goal is to continue to expand the quality of catering provided in the hospitals and to make it more sustainable.

Since 2023, a total of 21 new lunchtime meals have been provided for patients with statutory health insurance, and these dishes have a higher proportion of plant-based ingredients. The menu includes ten vegetarian/vegan meals and two dishes with reduced meat content. This has enabled us to once again reduce the meat and fish content in the food provided for this group of patients by 17% to the current overall level of 43%. We have also increased the number of plant-based meals on the menu for patients with private insurance. In addition, 25% of the meals for this patient group are made with organically grown ingredients.

In cooperation with our partner PlanetV, our Catering business unit also developed a range of vegetarian and vegan dishes for the Helios cafeterias in 2023. This enables us to offer employees and guests a meat-free alternative. Since the reporting year, the head chefs at the individual hospitals have been able to integrate this meal range into their planning and offer a vegan dish every day.

### RESEARCH

Each year, numerous national and international studies are conducted in our hospitals and we support employees interested in research topics. They include resident physicians who wish to undertake a doctoral thesis or employees from other healthcare professions who are working towards a masters or doctoral degree. Excellent research management makes Helios an attractive option for medical personnel carrying out research and for employees in other professions. It also makes Helios an appealing company for job applicants.

### COLLABORATIVE RESEARCH

We also work closely on research projects with public and private partners and in this way make a contribution to the creation of new knowledge. Research projects are conducted at our hospitals which are in some cases publicly funded. Support for these may come from the innovation fund of the Gemeinsamer Bundesausschuss (G-BA, Federal Joint Committee), from the German Federal Ministry of Education and Research (BMBF), or from the ministries of individual federal states. The projects generally focus on the development of new forms of healthcare provision and on treatment pathways, in other words courses of medical treatment.

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Collaborative research projects with manufacturers concentrate on testing new technologies in clinical settings to assess their benefits.

Helios also works with the Robert Koch Institut (RKI) to provide data on severe acute respiratory infections (ICOSARI) and thereby monitor the occurrence of influenza and Covid-19 viruses in hospitals.

**HELIOS HEALTH INSTITUTE (HHI):  
RELIABLE PARTNER FOR CLINICAL RESEARCH PROJECTS**

Since 2021, all research-relevant activities carried out under the auspices of Helios have been consolidated in the Helios Health Institute (HHI). Since 2022, the HHI has been the central point of contact for all employees of Helios hospitals and its subsidiaries who want to conduct research. The Institute validates the study design to ensure compliance with all regulatory requirements for research.

The applicable Helios Group Research Policy stipulates that in order to protect patients, every research project, including all necessary documents, must first be submitted to the HHI for assessment and review. The HHI reviews research projects with regard to regulatory and content-related methodological requirements, performs a legal review of the project contracts, and advises on data protection. This enables hospitals to ensure that scientific, ethical, and legal requirements are met and that the project complies with applicable guidelines or quality standards.

All researchers are required to provide evidence of their qualification to conduct clinical studies and to comply with the provisions of the Helios Group Research Policy. In self-initiated studies, full responsibility lies with the persons leading the study.



In 2023, a total of 300 (2022:337) studies were reviewed for Helios, most of which had the goal of improving treatment options for patients. The focuses of the clinical studies in our hospitals are on cardiovascular diseases, oncology, and research into the provision of care.

Helios performed a total of **300 studies** at its hospitals in 2023.

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### 2023 STUDIES BY DISEASE

Number	2022	2023
Cardiovascular	64	69
Neurology/psychology	7	8
Oncology <sup>1</sup> /Hematology	146	134
Covid-19	11	8
Orthopedics/spinal surgery	17	11
Anesthesia/pain	5	5
Other diseases	87	65
<b>Total</b>	<b>337</b>	<b>300</b>

1: Cancer includes all organ cancers and hematologic (blood) cancers.

### 2023 STUDIES BY INITIATOR

Number	2022	2023
Helios as initiator	58	46
Participation in university-led studies, publicly funded <sup>2</sup>	100	127
Participation in university-led or publicly funded studies with industry support; trial drugs typically provided <sup>3</sup>	54	29
Industry-sponsored studies <sup>4</sup>	125	98
<b>Total</b>	<b>337</b>	<b>300</b>

2: The majority of these studies are led by universities, usually with public research funding.

3: The majority of these studies are led by universities/professional associations, but are supported by pharmaceutical/medical device manufacturers, which usually extends to the provision of the pharmaceuticals/medical devices.

4: The majority of these studies are supported by the pharmaceutical industry; less than 20% of the sponsors are medical device manufacturers.

### CLINICAL STUDIES: ACCORDING TO ETHICAL AND SCIENTIFIC STANDARDS FOR GREATER PATIENT WELL-BEING

How effective are drugs? Is a medical product really effective? Clinical studies provide answers to these and other questions. They are the prerequisite for the approval of drugs, medical products, and other forms of treatment. Investigations into their efficacy and effectiveness are carried out under specified framework conditions. This enables any adverse effects to be identified at an early stage.

## Social

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### **Why does Helios conduct clinical studies?**

By participating in studies of this nature, patients have the opportunity to benefit from treatment methods which are not, or not yet, available in day-to-day clinical practice. Helios also offers the opportunity in a number of hospitals to take part in clinical studies, and to benefit from treatment with innovative therapeutic approaches.

### **What ethical and scientific standards are clinical studies at Helios based on?**

Conducting clinical studies is subject to strict requirements. These include the Helios Group Research Policy and numerous external guidelines, national regulatory requirements, the Declaration of Helsinki issued by the World Medical Association, and the requirements of Good Clinical Practice (GCP). The GCP is an international ethical and scientific standard for planning, conduct, documentation, and reporting of clinical studies on humans. Compliance with these standards fosters public trust that the rights, safety and well-being of study participants are being protected and that the data collected in the course of the clinical study are credible. The regular GCP training courses organized by the HHI are compulsory for medical and non-medical staff conducting central study reviews.

### **How is compliance with these standards monitored?**

The conduct of studies is monitored by audits and by inspections carried out by national, higher and regulatory authorities. If there are any complaints, appropriate corrective actions are initiated by the hospital involved and reported to the inspecting authority. In 2023, no external inspections and audits were carried out at the HHI.

### **What prerequisites have to be complied with at the beginning of a study?**

A prerequisite for any study to begin is a vote or review by an independent ethics committee established under state law. All clinical studies are reviewed subject to this legislation by independent experts who are responsible for the relevant German state (Bundesland) or the local state medical association (Landesärztekammer). In the case of study projects being conducted of Helios physicians with university affiliation, the ethics committee of the university involved is responsible for the review of the study, depending on each state's regulations. In experimental studies, researchers can carry out investigations in the laboratory, for example using tissue samples or blood material. These studies are also reviewed by an ethics committee. All studies using sample material from patients must be evaluated by the ethics committee.

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If patients are interested in participating in a clinical trial, they discuss all issues in advance with the responsible investigator. These discussions follow a guideline that includes study-specific patient information approved by the ethics committee, and a declaration of consent. Only after evaluation by the ethics committee, and in accordance with the Helios Group Research Policy, are investigators permitted to use the documents.

In 2023, a total of 300 new studies were conducted or reviewed by Helios. The majority of them had the goal of improving therapies for patients. The studies were initiated at 36 hospitals and 46 studies were conducted on the initiative of Helios employees. The focuses of the clinical studies were oncology, hematology, and cardiology.



### RELATED LINKS

[Awards for medical quality 2023](#)

[ESG KPI Overview 2023](#)

Social

# PROMOTING HEALTH, DEVELOPING POTENTIAL, EMBRACING DIVERSITY: OUR EMPLOYEES

As a team we are strong: The commitment of our workforce numbering some 78,000 employees has made Helios a growing, medically and economically successful hospital company over the past 30 years. We are building on this foundation by continuously working to create a positive corporate culture, respectful collaboration, and comprehensive development opportunities for all our employees.

## ATTRACTIVE WORKING CONDITIONS: FOR THE WELL-BEING OF PATIENTS AND EMPLOYEE SATISFACTION

Every day and every night, our employees make sure that our patients receive excellent medical care and thoughtful attention. They are the reason that Helios is the leading provider of inpatient and outpatient medical care in Germany. That is why we are doing everything in our power to offer our employees a job that they can identify with and that motivates them to develop both individually and within their teams. Our focus is firmly on respectful collaboration as equals, attractive working conditions, and comprehensive advanced training opportunities at all career stages.



■ Temporary<sup>2</sup>  
■ Permanent



■ Part-time  
■ Full-time

<sup>1</sup> Three employees stated “diverse”

<sup>2</sup> Residents in training and apprentices are employed on temporary contracts until the end of their training. We also engage employees on temporary contracts to meet short-term staffing needs and to cover absences of permanent staff.

## Social

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In addition to our workforce employed on a permanent basis, we also employed agency staff during the reporting period. This allows us to compensate for temporary shortfalls in nursing staff and doctors, and thereby to avoid the closure of wards due to staff shortages.

At the same time, we are facing enormous challenges in recruiting human resources, ranging from a shortage of skilled staff, to demographic change, and an aging society. These challenges require human resource management at Helios to focus on fields of action such as recruitment of skilled staff, training and development of Helios qualified employees, and proactively fostering staff loyalty.. We are seeking to present attractive jobs and offerings to attract potential candidates. This approach is intended to assist us in appealing to talented employees and securing their loyalty.

### COLLECTIVE AGREEMENTS GOVERN FAIR WORKING CONDITIONS AND PAY



**83%** of our workforce are governed by **collective agreements**.

Helios uses collective agreements to ensure more attractive working conditions, a high level of quality in care, and employee satisfaction. Working conditions are regulated in collective agreements for 83% of the 77,924 (2022: 76,255) people working at Helios in 2023.

Our Helios Group collective agreement for non-medical staff was first concluded in 2006. Since then, it has been continuously updated and refined, and it applies at 34 of our hospitals. A company-specific collective agreement covers a further 36 hospitals, while the collective agreement for the public sector (TVöD) is applicable at ten locations. A further seven Helios hospitals are governed by the employment contract guidelines of Caritas Germany. As far as medical staff are concerned, 62 hospitals are subject to the Group collective agreements TV Ärzte Helios and TV Ärzte Helios Rhön. In seven hospitals, there are individual company-specific collective agreements for doctors, and a further ten hospitals come under the collective agreement for the public sector (TVöD) drawn up by the Association of Local Authority Employers' Associations (Vereinigung der kommunalen Arbeitgeberverbände).

All of the collective agreements ensure equal pay, in other words the same pay for the same type of work, irrespective of gender. Under the collective agreements, Helios regularly engages in pay negotiations and these generally take place every two years. The Works Constitution Act (Betriebsverfassungsgesetz) also grants to works councils rights of co-determination and opportunities for exerting control. We pay market rates to those employees not covered by collective agreements.



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**PROMISING CAREER OPPORTUNITIES WITH THE HELIOS TRAINING PROGRAMS**

Excellent patient care thrives on well-trained staff and young people who contribute new ideas to actively shape the working day. We continued to lay the foundations for this with our training programs in 2023:

- A total of 6,008 people completed a vocational training in 2023 (2022: 5,587) at Helios, with 4,387 (2022: 4,103) of these completing a nursing training.
- In terms of our nursing apprentices, we offered employment to 80% (2022: 85%) of our program graduates during the reporting period.
- Helios had a total of 893 (2022: 985) medical students in clinical traineeships, 1,000 (2022: 971) medical students in clinical internships and 4,528 (2022: 4,357) physicians in residencies.
- Helios offers development programs for assistant nursing directors and assistants for hospital management in order to fill nursing director and hospital management vacancies more independently of the general labor market.

Further information on our apprentices is provided in the [Key figures chapter](#).

**6,008**

**apprentices and 84 students are in a dual study program in nursing, medicine, IT, and management**

Helios provides training in a wide range of clinical settings. During the training period generally lasting three years, apprentices are paid under a collective agreement. Helios delivers training at a total of 36 company training centers or in collaboration with external training partners.

**4,528**

**doctors in advanced training**

Doctors rotate within a planned and structured course program for specialist training. They pass through all specialist areas and are supervised by doctors authorized to provide advanced training.

**1,000**

**medical students in internships**

Helios offers medical students high-quality training at a total of 58 teaching hospitals. Alongside their practical experience, students can also prepare for their exams using the Helios online library and the AMBOSS and UpToDate databases.

**893**

**medical students in clinical traineeships (mandatory internship between the pre-clinical examination and the clinical internship year)**

During the course of their clinical internships, medical students receive a comprehensive insight and are able to identify which specialist discipline they are most interested in.

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**trainees in management, nursing management, controlling and finance, human resources, marketing and communication, procurement and logistics, and IT** Helios offers trainee programs in management, nursing management, controlling and finance, marketing and communication, procurement and logistics, and IT. Over a period of two years, university graduates find out all about hospitals of different sizes in various regions.

## EFFECTIVE RECRUITMENT IN AN ERA OF SHORTAGE OF SKILLED STAFF

Recruitment to vacant positions in some areas is particularly challenging in the medical and healthcare sector. Competition for nursing staff is strong, especially in metropolitan areas, and specialist settings such as intensive care medicine and **neonatal care**. The situation is reversed for doctors, and it is more difficult to recruit staff for vacancies at smaller hospitals in more rural areas. Helios has therefore developed a number of tools to counter the shortage of skilled staff. The medical sector is one area where we are building up structured talent pools for the position of chief physician. In view of

the challenges involved in the search for new employees, human resource marketing has gained increasing importance over recent years. HR Marketing works at the interface of marketing, HR management, and recruitment to continuously develop relevant offerings for potential new colleagues at Helios along their employee journey. In 2023, we were able to recruit 4,075 (2022: 3,100) new nurses. The national nursing recruitment campaign #EchtesLeben (“real life”, German language only) – launched by us in 2021 – contributed to this success.

Helios trains around 6,000 young people in approximately 50 company-owned training centers or as part of our collaborations with external training partners. This makes an important contribution to securing talented young people in skilled positions. Around 4,400 people received training in the field of nursing.

A total of 15% (2022: 15.1%) of our total workforce were recruited in the reporting year. Further data about our new recruitments is given in the [chapter Key figures](#).

## Social

### WELCOME AND INTEGRATION PROGRAMS FOR INTERNATIONAL NURSING PROFESSIONALS

Alongside training in-house staff and recruiting skilled workers in Germany, Helios also recruits trained nurses from the international labor market. We are guided by the criteria of the [Quality Seal Fair Recruitment Nursing in Germany](#) (German language only).

As a matter of principle, Helios does not recruit staff from countries that are themselves located where there is also a shortage of nurses according to the World Health Organization (WHO). When choosing countries to recruit from, a decisive factor for us is that the local professional qualifications must be recognized in Germany. In 2023, we succeeded in recruiting 1,475 international nurses.

Fast and positive integration of international skilled staff is crucial for achieving our goals of patient well-being and employee satisfaction. A comprehensive program has been put in place to achieve this.

#### INTEGRATION PROGRAM FOR INTERNATIONAL STAFF

##### Offers before arrival

We provide digital integration and welcome offers even before arrival. These include a welcome course with subject-specific training and regular digital class meetings with representatives of the departments and the clinics' integration teams. Through providing targeted language training concepts, recruits can start language training for hospital operations and everyday life before their arrival.

##### Offerings upon arrival


- **Specialist language training and onboarding:** After their arrival in Germany, we accompany and support our new colleagues with additional specialist language courses and onboarding concepts.
- **Advisory offerings:** We give advice and support to new international employees when they arrive in Germany, during integration into their new workplace, and when dealing with government authorities.
- **Integration managers:** In addition, Helios has also trained employees to be integration managers. They are supported by practical instructors, mentors and learning buddies.
- **Cultural ambassadors:** to promote a culture of openness and understanding within the teams, 14 additional employees were trained to be cultural ambassadors in 2023.

**Social**

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In 2023, Helios recruited more than 300 refugees, primarily in medical and nursing positions. As an employer, Helios is fundamentally committed to successful integration of refugees who are unable to return to their country or do not want to. Early integration of refugees into the daily life of hospitals enhances their chances of staying in Germany over the long term. We would like to make a contribution to this.

In 2023, our employees created a recipe book of cultures as a milestone for a sustainable, open society. The recipe book collects international and national recipes that are regularly swapped between members of our teams at Helios. This is a way for colleagues to get to know each other better and learn about other cultures and ways of life.



**OUR OFFERING  
FOR INTERNATIONAL NURSES**

[Find out more](#) (German language only)

**INVESTING IN THE PROFESSIONAL DEVELOPMENT OF OUR EMPLOYEES**

As well as training our own employees, we believe it is crucial to facilitate further development and qualification options for staff. This ensures the continued high quality of healthcare and continuously opens up perspectives and career opportunities for our personnel. In order to achieve this, we offer numerous opportunities for further training. These training options are coordinated centrally by the Helios Academy, but many of these opportunities are planned and implemented on a regional basis to ensure a local offer tailored to the target group. Hospitals are expected to reinvest up to 0.4% of their annual revenue in the training and professional development of their employees each year. In 2023, the actual amount invested by our hospitals in continuing education and professional development averaged 0.43% (2022: 0.31%). This is equivalent to a total of €29.47 million. Furthermore, Helios invested €534,000 in innovative career training projects as part of the qualification initiative Kick-off Training. In order to assess our training and development measures, our managers are required to offer a development meeting to each of their employees at least once a year.

**DIGITAL FORMATS FOR EASY ACCESS TO LEARNING OFFERS**

We primarily use digital formats in all areas of training and career development. Over the course of 2023, we registered a total of 984,115 log-ins on the Helios “Lernbar” learning management platform. The trend toward digital learning is also continuing in mandatory instruction sessions for our employees, for example on the subjects of data security and brand protection. To enable continuous knowledge management in addition to the

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About **100 e-learning seminars** are available via the **Helios "Lernbar"**.



Approximately **5,000 professional development seminars** were offered in 2023.

training courses, the Helios central library provides access to some 33,000 e-books and more than 1,300 different journals online. In addition, all employees have access to the UpToDate, PubMed, AMBOSS and "Rote Liste" databases. Each year, all employees are able to undertake online training relating to two Helios knowledge goals. Two new topics are defined on an annual basis. In 2023, "Child protection at Helios" and "We live diversity" were defined as the knowledge goals for employees.

**STRENGTHENING LEADERSHIP COMPETENCIES:  
THE HELIOS ACADEMY FOR EXECUTIVES**

Managers at Helios have a high level of responsibility. In their function as role models, they practice honest, transparent, and dependable social interaction with their employees. This also entails explaining decisions, dealing openly with errors and learning from them, and adopting a constructive approach to the resolution of conflicts. The Helios Academy for Executives launched in 2021 is intended to support this target group in their work by offering orientation and expanding competencies as necessary. The focus is on the three areas of corporate culture, leadership culture, and specialized expertise. In 2023, more than 4,000 managers took up to 51 training offers provided by the academy for executives.

**FOR LONG-TERM LOYAL COOPERATION:  
STRENGTHENING EMPLOYEE SATISFACTION AND LOYALTY**

Our aim is to pursue long-term cooperation with our employees. This is because well-coordinated teams and knowledge retention within the company make a significant contribution to better care for our patients. Our employee retention measures and programs also exerted an impact in 2023. On average, employees stay at Helios for 9.9 (2022: 10.1 years) years.

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### REDUCING TURNOVER

In order to prevent employees leaving the company after a short period of time, we standardized the induction process for new employees in 2020. We also further developed and digitalized onboarding processes. Annual feedback meetings between employees and their supervisors have been offered as standard at Helios for many years now. The rate<sup>1</sup> of employee terminations in 2023 was 7.7%, which is slightly down on the previous year (2022: 8.0%).

### ADDITIONAL BENEFITS FOR ENHANCED EMPLOYEE SATISFACTION

There are additional employee offerings at Helios that increase the satisfaction of our employees. These are in turn intended to reinforce the loyalty of employees to the company:

- **Helios Corporate Benefit Program:** This offers benefits such as exclusive discounts and deals with cooperating partners, as well as a diverse range of sports and nutrition courses.
- **Helios PlusCard:** In addition, our employees receive the Helios PlusCard, a supplementary private hospital insurance policy for Helios employees.
- **Support in caring for relatives:** We support our employees in caring for their relatives by providing them with the expertise of a contractual partner.
- **JobRad e-bikes:** In 2022, Helios concluded a master agreement with JobRad for the provision of e-bikes. Some hospitals also offer their employees Jobticket passes for public transit systems (ÖPNV).

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<sup>1</sup>: Here, the calculation of voluntary employee resignations was changed or harmonized with that of the other Fresenius entities. We are now excluding termination contracts without severance pay. The employee termination rate is based on the new calculation (excluding termination contracts without severance pay): 2020: 6.0%, 2021: 6.8%, and 2022: 8.0%..

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## Consulting our employees: Helios Puls



In autumn 2023, we conducted a company-wide employee survey entitled Helios Puls for the second time. After the major initial survey launched in 2022, the 2023 survey was intended as an intermediate survey, which demonstrated that we are on the right track with the measures we adopted. A positive trend was evident in all professional groups with respect to commitment, satisfaction values, and willingness to pass on a recommendation for Helios as an employer and as a healthcare provider.

**A total of 12,880 people took part in the survey.**

A response rate of 19% (2022: 21%) means that the survey findings can therefore be considered representative at the Group level.

### A FAMILY-FRIENDLY WORK ENVIRONMENT

Above all for employees who work shifts, it is often a major challenge to balance work with family life and childcare. Helios has therefore promoted a good work-life balance for many years. Employees often struggle with a lack of options for childcare during their working hours. In order to support these employees, we offer childcare at 34 of our locations throughout Germany.

Additionally, we promote work-life balance with personalized models for working hours, part-time work, and job sharing. In 2023, a total of 3,672 (2022: 5,040) of our employees exercised their legal right to parental leave, 3,067 of whom were women and 605 men. We agreed on a monthly childcare allowance of up to €150 in our Group-specific collective agreement back in 2007. Employees can claim this supplement if they wish to return from parental leave earlier. They can also attend training courses during their parental leave to keep up to date with the latest developments in their field for when they return to work.

**Social**

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## EQUAL OPPORTUNITIES AND INCLUSION IN THE COMPANY AND DAY-TO-DAY HOSPITAL OPERATIONS

As a responsible employer, we reinforce equal opportunities and inclusion. We have a strict prohibition on discrimination and unequal treatment. No one may be discriminated against on the basis of skin color, ethnic origin, political views, faith, age, gender or gender identity, ethnicity, nationality, cultural background, sexual orientation, physical, mental or psychological condition, appearance or other personal characteristics. We do not tolerate insults, humiliation, or harassment in our daily work. This applies to the interactions between employees during the ordinary working day, and to the behavior of third parties when dealing with our employees. If incidents of discrimination or unequal treatment occur, they are dealt with by the relevant hospital management together with the human resource managers and, depending on the severity of the case, passed on to the regional or central offices.

Our [Helios Compliance Code](#) (German language only) stipulates that all employees are able to report any misconduct they observe. In the first instance, the primary point of contact for such reports is the employee's line manager, although any other manager at the site may also be contacted. The Helios ombudsperson, whose contact details can be found on the company intranet, is a neutral and independent advocate that employees can contact. More details on this are provided in the chapter Responsible Corporate Governance.

### MANAGING DIVERSITY AT HELIOS

The Helios Chief Human Resources Officer has overall responsibility for diversity. The hospital management teams are responsible for implementing diversity concepts at local level. In 2021, Helios Germany signed the Diversity Charter – for diversity in the world of work – which is managed by the employer initiative Charta der Vielfalt e. V.

At the same time, a dedicated diversity working group was set up to address strategic development and implement overarching measures. The working group translates new key topics into concrete measures at monthly meetings. More than 70 employees from hospitals are active in the Helios network. They give concrete form to implementation strategies and initiate new projects to promote a diverse work culture. In 2023, diversity was a topic for our company-wide knowledge goal. The digital training We Live Diversity served to focus deliberately on the internal dimension, and we highlighted how diversity is practiced in the workplace every day and how it enriches cooperation. Since 2022, diversity has been established as a subject at all Helios training centers.

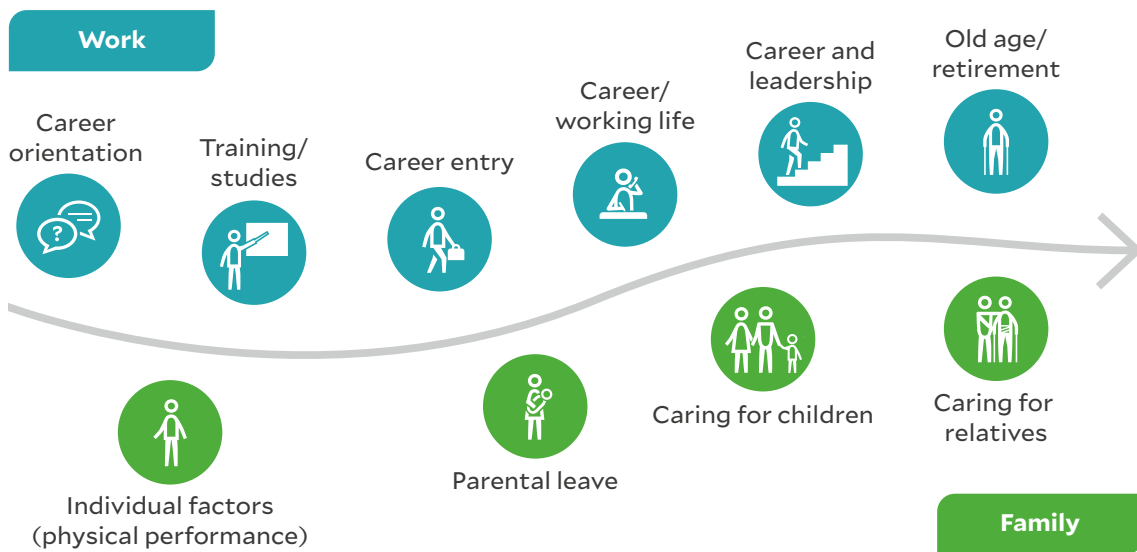
In 2023, activities concentrated on the diversity dimensions of religion and age. One project was workplace design taking life stage into account. The aim of the project was



**Social**

to strengthen a human resources policy that optimally supports employees in all life stages from career orientation, training, and qualification to retirement. Various offers were specified here, for example support in getting the work-life balance right between family and career, and combining work with caring for relatives, needs-based working time models, and offers for integration and inclusion of employees with special needs.

**PHASES OF LIFE AT WORK AND IN THE FAMILY**



**REPRESENTATION AND INCLUSION**

Furthermore, Helios has pursued the goal for many years now of increasing the proportion of women in management positions – irrespective of statutory requirements. In 2023, a total of 31% (2022: 31%) of our management positions were held by women.

Collective and local agreements ensure that employees receive equal pay for the same work, irrespective of gender. In addition, these agreements state that the same benefits should be available to all employees.

We offer three management development programs for doctors throughout the company. The programs are aimed at new or aspiring managers in medicine, doctors in middle management, and experienced doctors who are aiming for a position in top management (chief physicians). The proportion of women in the program is on average 40%.

In 2023, we launched the social media campaign entitled Women in Management with the objective of stimulating interest in a more ambitious career path and to encourage women to work towards a leadership position in medicine.

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**31% of management positions** are held by women.

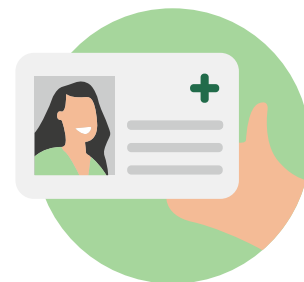
In 2020, we concluded a Group Inclusion Agreement applicable throughout the Group with the Group Representative Council for Employees with Disabilities. It promotes the integration of people with disabilities, including severe disabilities, as well as employees at risk of disabilities. The agreement also aims to maintain equal opportunities and prevent the discrimination and social exclusion of severely disabled employees.

## HEALTH MANAGEMENT


We want to protect the health of our employees and actively promote it at the same time. That's why we use comprehensive measures to ensure that our employees are operating in a safe workplace at all times and they can organize their life in a healthy way.

### WORKPLACE HEALTH PROMOTION AT OUR SITES

We offer our employees measures and services to promote workplace health which are provided at individual Helios locations. They include collaboration with gyms, back exercise courses, yoga courses, quit-smoking courses, and team events such as company fun runs. The programs also cover topics such as healthy eating, relaxation techniques, and healthy sleep. The Helios PlusCard is a supplementary private hospital insurance policy that is also part of the workplace health support service.



The **Helios PlusCard** provides supplementary hospital insurance for our employees.



**HEALTH MANAGEMENT**

[Find out more](#) (German language only)

### OUR MEASURES FOR A SAFE AND HEALTHY WORKPLACE AT HELIOS


Our objective is to provide our employees with a safe and healthy work environment. We aim to consistently reduce workplace accidents and near misses. In 2023, the areas of occupational safety, fire safety, waste management, and hazardous materials were transferred to a dedicated entity, Helios HSE GmbH Health, Safety & Environment (HSE). This company is responsible for all Helios hospitals and their subsidiaries.

Social

Our employees from occupational safety carry out regular occupational safety inspections at operational facilities. They are also responsible for training courses dealing with potential hazards and hazard hotspots. The aim is to continuously improve occupational safety and health protection.

Established processes exist for managing workplace reintegration. Employees returning to work after a long period of absence are supported by experts from various departments with the goal of reestablishing their capacity to work in line with their individual capabilities. The aim is to make it easier for employees to return to their workplace.

Managers have risk assessments for their work areas. These assessments are the central tool for occupational safety. They assist in identifying potential hazards at an early stage and provide support for deriving measures and appropriate effectiveness controls. In addition, risk assessments raise the profile of occupational safety for everyone involved in the course of their daily work. Reviews are performed every two years and, as necessary, on an ad-hoc basis in order to check that the risk assessments are still up-to-date.



**HELIOS OCCUPATIONAL HEALTHCARE**  
[Find out more](#) (German language only)

Updates are supplemented by the responsible process owners in the specialized and function departments. They alert the responsible departments to potential deficits and correct any deficiencies in cooperation with the occupational safety specialist.

**THREE OF OUR MOST IMPORTANT MEASURES FOR A SAFE WORKPLACE**

**Hygiene requirements and personal protective equipment**  
 Compliance with our stringent hygiene requirements is a key measure for protecting our medical staff. We educate our employees and support them in the proper use of disinfectants. We also carefully select skin protection products and provide skin protection plans. Helios internal specialists provide support and advice in choosing the correct personal protection equipment (PPE) for the occupational safety and health of our employees.

## Social

### Fire safety

An established Helios fire safety register is used to record necessary fire safety measures in the operational facilities, eliminate deficiencies, and document regular updates. The focus here is always on minimizing the risk of potential damaging events. Fresenius Internal Audit also conducts regular audits here, and findings contribute to a continuous improvement process. Fresenius Internal Audit is therefore an important component in the process of continuous quality review.

### Data recording and monitoring

The Lost Time Injury Frequency Rate (LTIFR) was introduced in 2023, prior to launching a system for central recording of work and commute-related accidents at Helios hospitals. LTIFR is an internal indicator used to steer the company's safety culture. The aim of recording and evaluating this information is to reduce accidents. A further objective is to identify and rectify deficits at an early stage.



#### RELATED LINKS

[Employer certifications and awards in 2023](#)

[Interactive indicator tool](#)

[ESG KPI Overview 2023](#)

# 5

## GOVERNANCE

Compliance, business ethics,  
and human rights in the  
company and along the  
supply chain \_\_\_\_\_ 62

Digitalization in Healthcare \_\_\_\_ 70

**Governance**

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# COMPLIANCE, BUSINESS ETHICS, AND HUMAN RIGHTS IN THE COMPANY AND ALONG THE SUPPLY CHAIN

As an operator of hospitals and outpatient care centers, we want to live up to our social responsibility. That's why we promote a strong compliance culture that allows employees, partners, and suppliers to act ethically and lawfully at all times. The areas covered include compliance with legal requirements through transparent cooperation as business partners to upholding human rights along the supply chain.

## TRANSPARENCY AND INDEPENDENCE: INTEGRITY IS OUR GUIDING VALUE

The compliance with laws, standards, and regulations – known as compliance – contributes to an atmosphere where patients, employees, and business partners are able to rely on Helios as a trustworthy partner. Transparency and independence have been the key guiding values of our corporate actions since Helios was launched in 1994. We practice transparency for all types of business collaboration, and always make decisions about procurement independently of existing business relationships. This is the enabler for identifying any high-risk collaboration or conflicts of interest and making independent decisions. A strong compliance culture empowers us to safeguard our key interest: the well-being of the patients we care for.

## OUR COMPLIANCE MANAGEMENT SYSTEM

We ensure compliance with our strict anti-corruption system throughout the company with the assistance of our compliance management system. Responsibility for implementation rests with the Central Compliance Officer, who reports directly to the Helios management. The local management of the individual Helios hospitals is responsible for ensuring we follow compliance guidelines on site. Our risk management system was established in 2016 and it is used to analyze any risks of a possible breach of statutory provisions, internal guidelines, or our voluntary commitments. We also map the consequences of financial, reputational, or ethical harm for our company or employees.

We carry out internal controls in order to identify possible compliance violations and ensure compliant conduct. The risks are recorded using special IT tools. Uniform

## Governance

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half-yearly risk reporting was introduced in 2022. This involves the reporting and assessment of individual risks in twelve central compliance risk subgroups: bribery and corruption, fraud and misappropriation of assets, antitrust violations, money laundering/financing of terrorism, trade restrictions, insider trading/market manipulation, compliance culture, compliance violations, reprisals, corporate governance, human rights abuses, and environmental and health protection. Risk assessment covers other key risks outside the area of compliance, such as information security, quality assurance, and the protection of intellectual property

### GUIDELINE FOR INTEGRITY: THE HELIOS COMPLIANCE CODE

INTEGRITY AT HELIOS IS BASED ON THREE PILLARS:

**Prevention:**

Analyze and evaluate compliance risks, establish structures and processes, and develop and implement risk minimization measures

**Detection:**

Monitor adherence to and effectiveness of compliance regulations, and provide a violation reporting system

**Response:**

Deal with violations consistently, and continuously enhance the compliance system

These focuses have been set out in our Compliance Code since 2017. The Compliance Code is an element of employment contracts at Helios, and can be accessed by all employees and other stakeholders in various ways including [online](#) (German language only). The code is complemented by more than 30 specific Group-wide policies.

Regular training courses for all employees, particularly employees in management positions, and ongoing advisory sessions help to raise awareness throughout the company and to put the anti-corruption and compliance rules into practice. In addition, new managers and employees in Procurement take part in central training sessions about the Group Transparency Policy.

## Governance

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### OUR WHISTLEBLOWING SYSTEM: REPORTING AND INVESTIGATING SUSPECTED COMPLIANCE VIOLATIONS

Information about a violation of the rules can be reported to the responsible ombudspersons. The ombudspersons advise whistleblowers and pass their reports onto the responsible process owners. We investigate every report of misconduct. After completion of the investigation, we use the results to review our business processes. Wherever necessary, we initiate corrective action and improvement measures aimed at avoiding similar misconduct in the future. We have introduced a new company regulation that applies throughout Helios and this is accompanied by appropriate communication and training measures.

In 2023, a total of 17 (2022:9) reports were filed through reporting channels. The majority of the reports were in the categories of issues relating to employment law. In confirmed cases, the necessary and appropriate personnel measures were always taken.

Read more about our management systems [here](#). (German language only)

### RESPONSIBLE PROCUREMENT ALONG THE ENTIRE SUPPLY CHAIN

#### CLEAR PROCUREMENT PRINCIPLES

Our successful collaboration with our suppliers is primarily based on four central documents: the respective contractual agreement, the Helios purchasing concept, the Helios Group Transparency Policy, and the Supplier Code of Conduct. Procurement at Helios also follows three key principles:

#### **We rely on user judgement**

We have a policy of strict separation between product decisions and price negotiations. The responsible medical specialist groups or departments decide which products and services are purchased. The Helios professional procurement team with specific product and industry knowledge carries out negotiations with suppliers and contractors.



## Governance

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### **We do not host sales representatives**

Since decisions about our products are made by the relevant expert medical groups, it is neither necessary nor desirable for sales representatives to make direct sales of products at our hospitals. Helios only allows central and regional procurement departments and not physicians or nursing staff to be approached for advertising and sales purposes.

### **We evaluate our suppliers objectively**

Helios procurement teams evaluate strategically important suppliers according to standardized criteria and procedures every two years. This is also the case in 2024 for the years 2022 and 2023. The criteria for the evaluation include the process quality, the IT infrastructure, and the quality of the operational and strategic collaboration. In addition, the suppliers are assessed in respect of other environmental and social criteria as required by the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) since 2023. The foundation for this is our established Supplier Code of Code of Conduct whose compliance with the Code has been mandatory for suppliers since 2022. If suppliers violate the Code of Conduct, Helios may impose conditions or sanctions.

You can find more information on procurement and logistics at Helios and in our Supplier Code of Conduct [online](#).

## **ETHICAL, SOCIAL, ENVIRONMENTAL, AND HUMAN RIGHTS STANDARDS IN OUR SUPPLIER RELATIONSHIPS**

We procure a wide range of different products from external suppliers for the care of our patients. Our requirements are divided into the following five categories:

- Medical supplies
- Laboratory
- Pharmacy
- Medical technology
- Non-medical supplies

In 2023, we spent approximately €1.8 billion on these categories in total. Of this, 97% was purchased from our suppliers' German subsidiaries.

## Governance

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We expect our suppliers to observe our ethical, social, environmental, and human rights standards, or to comply with equivalent standards. The requirements we establish for our direct suppliers, service providers, and other partners are defined in our Supplier Code of Conduct. This comprises requirements relating to human rights and labor standards, environmental protection and animal welfare, compliance and anti-corruption. In accordance with the requirements of the Supplier Code of Conduct, suppliers must demand the defined requirements as minimum standards throughout their supply chain and along the supply chains of upstream suppliers.

Furthermore, since 2023 work has been progressing on a more human rights and environmental clause. Since 2024, it has been gradually included in existing and future contractual agreements as a binding element. If we suspect that there have been violations of the contractual clause or are likely to be in the future, we will respond accordingly. Depending on how severe the misconduct is, we carry out additional monitoring measures such as reviews and demand additional written confirmations from suppliers.

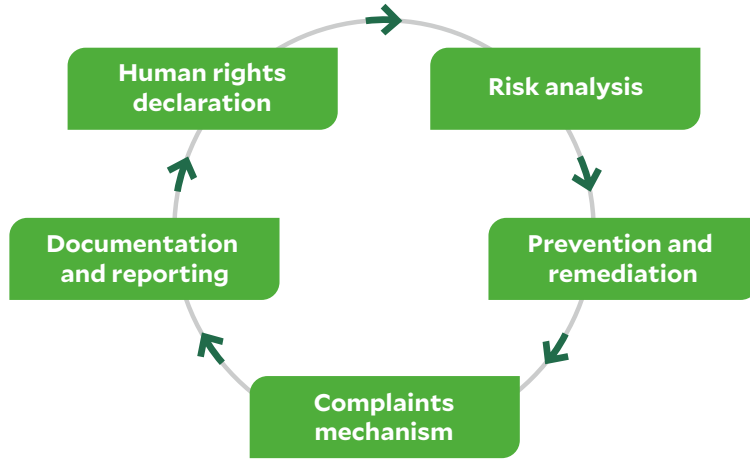
## HUMAN RIGHTS RESPONSIBILITIES

At Helios, we work continuously toward preserving life, promoting health and well-being, and improving the quality of life experienced by sick people. Ethical action therefore forms part of our corporate responsibility and this includes upholding human rights. We are guided by international standards and applicable legislation, e.g. the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) which came into force in 2023.

In order to comply with the LkSG, the Fresenius Group approach to upholding human rights was implemented at Helios. The managements of Helios Health, Helios Germany, and the Management Board of Fresenius monitor the Group-wide human rights program. The program encompasses five areas of human rights due diligence that are continually being developed.

Governance

HUMAN RIGHTS PROGRAM



**Human rights declaration:**

We describe our commitment to respect and protect human rights in our Human Rights Declaration.

**Risk analysis:**

We use risk analyses to continuously review due diligence obligations in respect of human rights at Helios

**Prevention and remedy:**

We integrate the measures derived from the findings of the risk analyses into our business workflows as a preventive and remedial measure.

**Complaints mechanism:**

A publicly accessible complaints mechanism for human rights and environmental complaints serves as a reporting channel for stakeholder groups.

**Documentation and reporting:**

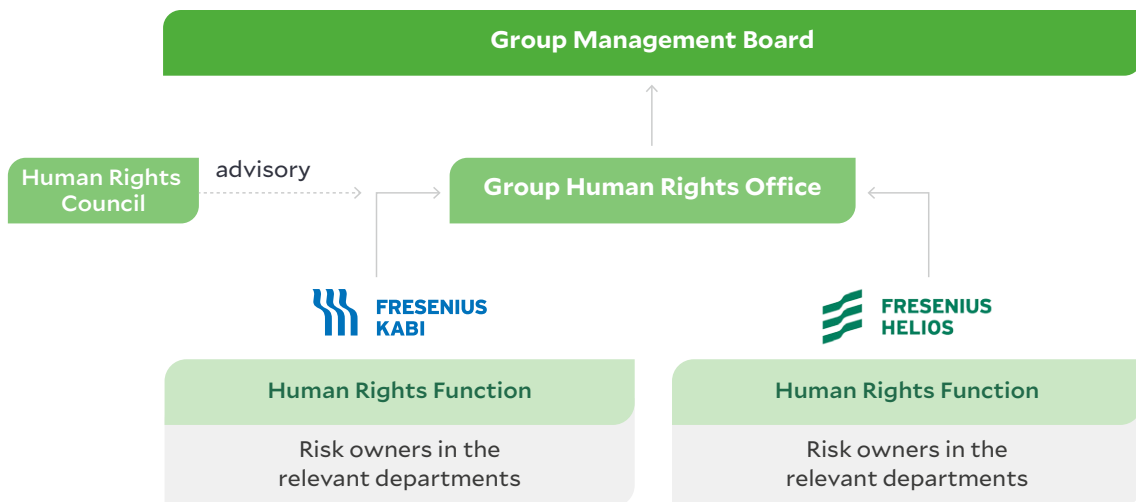
Results and current ongoing developments are documented each year and a report is submitted.

**Governance**

The Group Human Rights Office at Fresenius is responsible for the overarching management of the Group-wide program. It supports Helios in the implementation of measures and reviews our activities directed toward complying with our human rights obligations.

Our Human Rights Function is responsible for operational implementation of the Group-wide strategy, and is designated at the level of Helios Health. Risk managers are defined for relevant specialist areas. As experts, they are responsible for an appropriate risk management and for carrying out risk analyses for their area of responsibility. Central Services Human Resources and Central Services Procurement and Logistics are relevant contact partners at Helios. They make their expertise available for risk assessment and take appropriate measures for risk management within their individual area of responsibility.

**FRESENIUS GROUP APPROACH TO RESPECTING HUMAN RIGHTS**



**RISK ANALYSES AND REPORTS IN ACCORDANCE WITH NATIONAL LEGISLATION AND INTERNATIONAL STANDARDS**

Since 2021, Helios has carried out a risk analysis on the topic of human rights. This evaluated potential risks of human rights violations in the supply chain and in its own business operations, defined issue clusters, and mapped out a risk landscape. In 2022, the methodology for the human rights risk assessment was refined and adapted to regulatory requirements, e.g. the LkSG. We recorded the results of this risk analysis in full in 2023 and integrated them in our Human Rights Report for the first time in 2024. They will be regularly updated in future. We carry out a risk analysis for our own business activity and our supply chains at least once a year. This complies with the applicable international and national laws. As part of risk analysis, we identify topics and risks. We classify these as a priority owing to their potentially serious impacts and our ability to influence them. We identified health and safety in the workplace as prioritized human rights issues for Helios

## Governance

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in our Human Rights Declaration and in the report on human rights and the environment submitted to the Federal Office for Economic Affairs and Export Control (BAFA).

Helios is also committed to the [Human Rights Declaration](#) already referred to, applicable for all business units at Fresenius, which was first published in 2018. The statement is guided by the United Nations (UN) Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. It also complies with the requirements of the LkSG. New findings from our annual risk analyses and those carried out on an ad-hoc basis with a focus on people and the environment are updated in this declaration during spring of each year. Representatives at Helios worked on the updated declaration in 2023 and Fresenius published the statement in March 2024.

You can read more on human rights at Helios [here](#). (German language only)

Governance

# DIGITALIZATION IN HEALTHCARE

Digital transformation opens up groundbreaking opportunities in healthcare: faster communication, more efficient administrative workflows, and innovative use of patient data. As a pioneer in German healthcare, Helios is driving forward digital transformation in day-to-day hospital operations. We place the quality of care and the improved productivity of our hospitals at the center of our efforts – always taking into account data protection requirements and maximum information security.

## DIGITAL TRANSFORMATION

Digitalization in healthcare improves the prerequisites for high-quality treatments. It permits analysis of medical data for identification of diseases, permits individually tailored therapies, and thereby opens up new treatment and therapeutic opportunities.

**DIGITALRADAR SCORE**

**45,1**  
points

...was achieved by Helios facilities on average in the Germany-wide survey.

The hospital market in Germany is developing dynamically on the back of these innovations. Digital patient records and telemedicine are enabling new communication channels and facilitating faster transfer and interpretation of health data. At Helios, we are seeking to leverage the potential of these opportunities and structure them responsibly. To this end, we are using the DigitalRadar Score to

record our progress and assess the degree of digitalization in our hospitals. The government launched this evaluation model in 2021 and it measures the basic status of digitalization in German hospitals. In 2021, 1,624 hospitals across Germany took part in the initial survey and the average DigitalRadar Score was 33.3 out of a possible 100 points. The average DigitalRadar Score in Helios facilities was 45.1. The second DigitalRadar Score survey will follow in 2024.

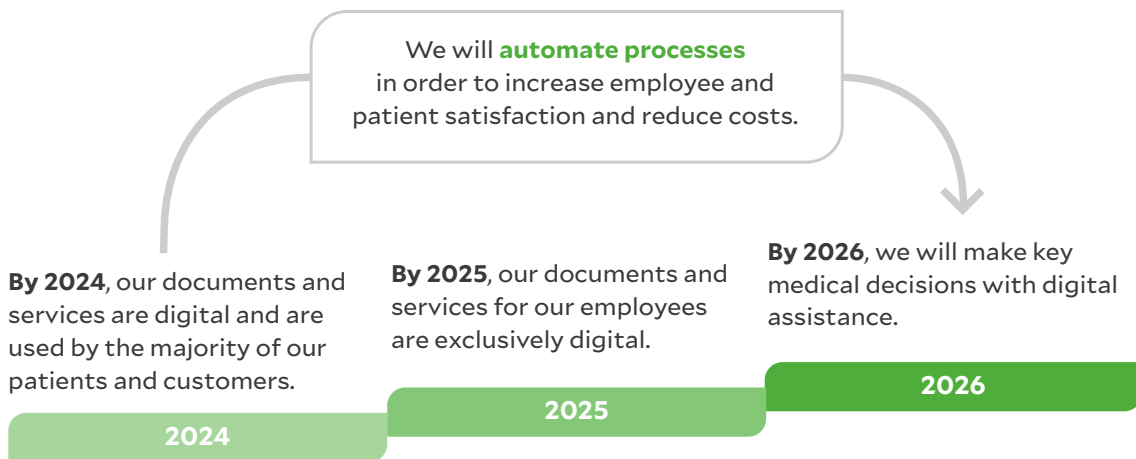
Governance

**HELIOS DIGITALIZATION GOALS FOR IMPROVED QUALITY OF SERVICE AND TREATMENT**

Helios has the ambition to become a digital pioneer in the German healthcare sector, including systematic digitalization of all suitable processes and offerings. This will enable us to improve service and quality of medical care for patients over the long term, and to enhance the productivity and working conditions of our employees.

Helios is expanding digital processes in all areas of the company, and defined three digitalization goals for this in 2023. The aim is to achieve the desired improvements over the long term. The automation of processes has played a key role since then. Wherever possible, recurring activities should be simplified and accelerated using digital assistants.

**HELIOS BECOMES A DIGITAL PIONEER IN THE GERMAN HEALTHCARE SYSTEM**



**Digitalization goal 1 (by 2024)**

Focusing on service quality for patients, all documents and services relating to healthcare are to be digitalized and made available online in 2024. They include doctor's letters and appointment bookings.

**Digitalization goal 2 (by 2025)**

All documents and services for Helios employees are also to be available online in 2025. This is intended to make the working day simpler and more efficient. It is all about the digital availability of personnel, billing, and pay data.

**Digitalization goal 3 (by 2026)**

In 2026, all key medical decisions at Helios are to be taken with digital support and thereby further improve the quality of medical care. Artificial intelligence can provide support for medical decisions on the basis of big data.

## Governance

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### **MORE FLEXIBLE, MORE EFFICIENT AND SAFER DATA EXCHANGE THROUGH THE HELIOS PATIENT PORTAL**

As one of the pioneers in the German healthcare market, Helios has maintained a patient portal since 2019 and has developed digital patient records in tandem. As a result of individual access via the hospital websites, patients have the flexibility to view doctor's letters and findings. They are provided with essential elements of their own patient records and they can then decide whether or not to share the information. At the end of 2023, the patient portal was available at 64 of our hospitals and it can be accessed via each hospital's website. In 2023, the patient portal had 297,000 (2022: 205,000) registered users, 1,380,000 (2022: 700,000) documents exchanged, and around 203,000 (2021: 137,000) appointments booked online.

### **EXPANSION OF THE ELECTRONIC PATIENT RECORD (EPA)**

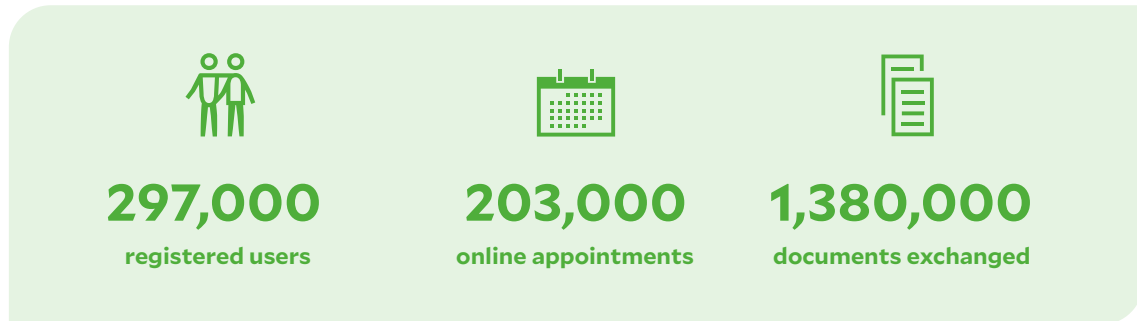
The expansion of the electronic patient record (ePA) continued to be the central focus of our digitalization activities in 2023. A digital patient record containing clinical correspondence, results and all clinical imaging is available at almost every workstation at Helios hospitals, adding value for doctors carrying out treatment as well as for patients. Integrated software solutions at about half of Helios hospitals provides support in boosting patient safety. Special programs provide e.g. warnings and alerts about potential drug interactions.

In the future, the ePA is to be integrated in Germany's nationwide telematics infrastructure. The intention is for this infrastructure to improve information flow within the healthcare system. The government is driving forward expansion of telematics infrastructure to optimize access to patient data while at the same time maintaining data protection and security standards. We are preparing for this integration with the focus on higher quality of healthcare, and enhanced efficiency for healthcare and administrative processes. The electronic medication management functionality is planned as part of the telematics infrastructure. This is intended to enable electronic prescriptions to be sent digitally to participants outside the hospital, such as doctor's offices or pharmacies. Patients decide for themselves whether their information is shared.



Governance

HELIOS PATIENT PORTAL



**INFORMATION SECURITY**

The requirements for security of digital and analog information are increasing with the expansion of digitalization. The aim of the Information Security department is to protect information of all types and origin – irrespective of how this information is stored. We integrate comprehensive measures for information security into the processes and projects of the company where sensitive data are processed. A top priority is given to risk management here.

In 2023, the Information Security department was part of the responsibility of the Central Service Compliance. The Information Security department supported Helios management on implementing and maintaining an information security management system (ISMS). The department also provided support for the hospitals in implementing the statutory requirements for information security, and gave advice on reporting to the supervisory authorities. We also strengthened collaboration and exchange of knowledge with Fresenius.

Since 2024, the Information Security department has been operating as a dedicated Central Service. This enables us to continue developing a company-wide organization for information security. The goal is to coordinate centrally and professionalize the protection of digital and analog information against the increase in cyber threats.

**DATA PROTECTION**

The topics of artificial intelligence (AI) and the further development of our data protection risk management were primary focuses for data protection in the reporting year.

## Governance

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We have worked out the first concepts for development of in-house AI applications. They enable transparent and lawful data management and are intended to ensure that patients will be able to retain their right in future to self-determination of their own information in spite of the increasingly complex world of data processing.

In this context, Helios also pursued communication with the supervisory authorities – including on the design of individual AI development phases compliant with data protection regulations – and engaged intensively with planned regulatory innovations.

### **PROTECTING DATA EFFECTIVELY: OUR DATA PROTECTION MANAGEMENT SYSTEM**

The Helios data protection management system ensures within the scope of the coordination model that all the companies in the Helios Hospitals Group have access to the full range of necessary tools in order to protect personal data appropriately. The Central Service Data Protection is responsible for the data protection strategy and for developing the data protection management system. During the reporting year, we developed our data protection management system in order to be in a position to ensure creation of an even more robust maturity measurement in all Helios companies.

Data protection is a management function at Helios. The management of the Central Service Data Protection reports directly to the Chief Executive Officer (CEO). The Central Service Data Protection is currently supported by 92 colleagues. In the roles of regional managers, regional data protection coordinators, or as data protection officers and data protection coordinators, these colleagues monitor the implementation of data protection requirements. Building and maintaining trust is important for our patients. We also believe that mutual trust serves as a guarantee for a positive relationship between our employees and Helios as an employer.

In 2023, 123 (2022: 115) violations of the protection of personal data were reported to the responsible supervisory authority pursuant to Article 33 of the General Data Protection Regulation. The overwhelming majority of the incidents were identified by sensitized employees. The orientation guide Incident Management published in the reporting year is intended to provide support with fast answers to detailed questions relating to the issue of violations of personal data protection. We carried out a detailed analysis of the data protection violations identified during the reporting year and we modified as necessary any established processes for the purpose of reducing risk.

## Governance

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### TRAINING AND SENSITIZATION PROGRAM

New employees at Helios have to make a commitment to confidentiality before they start their new job. They also need to complete online training for data protection within eight weeks of starting at Helios. Participation in regular training and awareness measures facilitate ongoing sensitization of employees to responsible handling of personal data. In 2023, the online training courses on offer were expanded by the topic of data protection and research, among others.



#### RELATED LINKS

[Use of robot technology at Helios](#)

[AI-support in colorectal cancer screening](#)

# 7

## KEY FIGURES

**Key figures**

# HELIOS COMPANY PROFILE

**REVENUE AND PROFIT**

	2023	2022	2021
Revenue	€ 7,279 million	€ 7,021 million	€ 6,733 million
EBIT	€ 630 million	€ 623 million	€ 603 million
EBIT margin	8.7 %	8.9 %	9.0 %

**CAPITAL**

	2023	2022	2021
Total capital	€ 9,401 million	€ 8,369 million	€ 8,405 million
Borrowed capital	€ 2,514 million	€ 1,877 million	€ 1,797 million
Equity	€ 6,887 million	€ 6,762 million	€ 6,608 million
Equity ratio	73.26 %	80.80 %	78.62 %

**GOVERNMENT FUNDING**

	2023	2022	2021
Funding used for investment in fixed assets	€ 46 million	€ 59 million	€ 99 million

**PENSION REVISIONS**

	2023	2022	2021
Pension revisions as at December 31 in the calendar year	€ 58 million	€ 64 million	€ 86 million

Note: The totals in the tables may vary slightly due to rounding

**Key figures**

# ENVIRONMENT

## ENERGY CONSUMPTION BY SOURCE

	2023		2022		2021	
	MWh	%	MWh	%	MWh	%
Total energy consumption <sup>1</sup>	749,426.60	100.0	802,027.75	100.0	862,807.47	100.0
Of which external sources	749,426.60	100.0	802,027.75	100.0	862,807.47	100.0
Nonrenewable energies (external sources)	748,885.10	99.9	799,761.10	99.7	847,954.73	98.3
a) Natural gas	421,194.81	56.2	441,064.22	55.0	470,877.48	54.6
b) Fuel oil	3,376.46	0.5	3,053.87	0.4	3,213.85	0.4
c) Electricity	217,553.50	29.0	238,896.77	29.8	237,991.96	27.6
d) District heating	104,667.82	14.0	114,489.04	14.3	135,065.71	15.7
e) Emergency diesel power	2,092.50	0.3	2,257.20	0.3	805.74	0.1
Renewable energies (external sources)	541.54	0.1	2,266.66	0.3	14,852.74	1.7
f) pellets	541.54	0.1	2,266.66	0.3	14,852.74	1.7

<sup>1</sup> Data for 2021 were adjusted retroactively due to the duplicate recording of owned generation.

	2023	2022	2021
Owned combined heat-and-power generation <sup>2</sup>	147,477.99	142,863.28	150,861.19

<sup>2</sup> Owned generation of electricity and heating came from combined heat-and-power systems fueled by externally procured natural gas.

## RELATIVE ENERGY CONSUMPTION IN KILOWATT HOURS

	2023	2022	2021
Energy consumption per hospital bed	25,066.1	26,424.2	28,300.8
Energy consumption per square meter	217.6	232.4	253.5
Energy consumption per €1 million of revenue	102,964.4	114,232.7	128,146.1
Energy consumption per full-time employee <sup>2</sup>	12,417.0	13,636.0	14,919.7 <sup>1</sup>

<sup>1</sup> The value for 2021 was stated incorrectly in the 2021 Sustainability Report because it included incorrect data for full-time employees; it has been corrected accordingly.

<sup>2</sup> Number of full-time employees: 2021: 57,830, 2022: 58,817; 2023: 60,355

**Key figures**
**GREENHOUSE GAS EMISSIONS BY ENERGY SOURCE<sup>1</sup>**

	2023		2022		2021	
	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%
<b>Total</b>	<b>104,125.04</b>	<b>100.0</b>	<b>110,156.40</b>	<b>100.0</b>	<b>201,898.71</b>	<b>100.0</b>
<b>Scope 1</b>	<b>85,321.83</b>	<b>81.9</b>	<b>90,609.70</b>	<b>82.3</b>	<b>96,850.71</b>	<b>48.0</b>
a) Natural gas	77,048.71	74.0	89,214.10	81.0	95,574.00	47.3
b) Fuel oil	1,195.72	1.1	1,371.80	1.2	1,051.98	0.5
c) Pellets	5.80	0.0	23.90	0.02	224.72	0.1
d) Anesthetic gases	3,654.14	3.5	-	-	-	-
<b>Scope 2</b>	<b>18,803.22</b>	<b>18.1</b>	<b>19,547.00</b>	<b>17.7</b>	<b>105,048.00</b>	<b>52.0</b>
d) Electricity	0.00 <sup>2</sup>	0.0	0.00 <sup>2</sup>	0.0	81,988.23	40.6
e) District heating	18,803.22	18.1	19,546.70	17.7	23,059.77	11.4

<sup>1</sup> The CO<sub>2</sub> equivalents shown here were calculated on the basis of the market-based approach. This approach shows the emissions for which Helios is responsible through its purchasing decisions, e.g. for the procurement of energy from renewable energy sources.

<sup>2</sup> In 2022, all hospitals were supplied with green electricity.

**RELATIVE GREENHOUSE GAS EMISSIONS IN METRIC TONS PER UNIT**

	2023	2022	2021
Greenhouse gas emissions per €1 million of revenue	14.3	15.7	30.0
Greenhouse gas emissions per full-time employee <sup>1</sup>	1.7	1.9	3.5 <sup>2</sup>

<sup>1</sup> Number of full-time employees: 2021: 57,830, 2022: 58,817; 2023: 60,355

<sup>2</sup> The value for 2021 was stated incorrectly in the 2021 Sustainability Report because it included incorrect data for full-time employees; it has been corrected accordingly.

**Key figures**
**WATER CONSUMPTION IN THOUSANDS OF CUBIC METERS**

	2023		2022		2021	
	t m <sup>3</sup>	%	t m <sup>3</sup>	%	t m <sup>3</sup>	%
<b>Total</b>	<b>2,455</b>	<b>100.0</b>	<b>2,510</b>	<b>100.0</b>	<b>2,481</b>	<b>100.0</b>
a) Water from public utilities	2,445.8	99.6	2,503.0	99.4	2,443.3	98.5
b) Rainwater	8.4	0.3	5.6	0.6	35.9	1.4
c) Well water	1.2	<0.1	1.9	<0.1	1.5	<0.1

**RELATIVE WATER CONSUMPTION IN CUBIC METERS PER UNIT**

	2023	2022	2021
Water consumption per €1 million of revenue	337.4	357.6	368.4
Water consumption per full-time employee <sup>1</sup>	40.7	42.7	42.9 <sup>2</sup>

<sup>1</sup> Number of full-time employees 2020: 57,143; 2021: 57,830; 2022: 58,817

<sup>2</sup> The value for 2021 was stated incorrectly in the 2021 Sustainability Report because it included incorrect data for full-time employees; it has been corrected accordingly.



**Key figures**
**WASTE**

	2023		2022		2021	
	t	%	t	%	t	% <sup>1</sup>
<b>Total</b>	<b>19,194.2</b>	<b>100.0</b>	<b>19,466.7</b>	<b>100.0</b>	<b>18,671.9</b>	<b>100.0</b>
<b>Hazardous waste</b>	<b>324.5</b>	<b>1.7</b>	<b>444.5</b>	<b>2.3</b>	<b>463.7</b>	<b>2.5</b>
a) Infectious waste	277.9	1.4	392.5	2.0	413.6	2.2
b) Chemicals containing hazardous substances	4.3	0.0	7.2	0.0	10.4	0.1
c) Cytotoxic and cytostatic pharmaceuticals	42.3	0.2	44.8	0.2	39.7	0.2
d) Amalgam waste from dental care	0.0	0.0	0.0	0.0	0.0	0
<b>Nonhazardous waste</b>	<b>18,869.7</b>	<b>98.3</b>	<b>19,022.2</b>	<b>97.7</b>	<b>18,208.2</b>	<b>97.5</b>
e) Sharps (except a)	27.4	0.1	32.6	0.2	44.6	0.2
f) Body parts and organs (except a)	209.3	1.1	201.5	1.0	205.4	1.1
g) Hospital-specific waste for which collection and disposal are not subject to any special infection prevention requirements (e.g., wound dressings, casts, laundry, disposable clothing, diapers).	16,495.7	85.9	15,983.10	82.1	15,070.5	80.7
h) Chemicals, except those under b)	0.8	0.0	0.2	0.0	0.2	0.0
i) Pharmaceuticals, except those under c)	1.2	0.0	2.3	0.0	1.2	0.0
j) Household-type commercial waste	2,135.5	11.1	2,802.5	14.4	2,886.4	15.5

<sup>1</sup> Since 2021, the percentage values have referred to total consumption.

**Key figures**
**RELATIVE WASTE IN KILOGRAMS PER UNIT**

	2023	2022	2021
Water consumption per €1 million of revenue	2,637	2,693	2,773
Waste per full-time employee <sup>1</sup>	318	321	323 <sup>2</sup>

1 Number of full-time employees: 2021: 57,830, 2022: 58,817; 2023: 60,355

2 The value for 2021 was stated incorrectly in the 2021 Sustainability Report because it included incorrect data for full-time employees; it has been corrected accordingly.

**Note:**

- The totals in the tables may vary slightly due to rounding.
- The number of employees is always stated in absolute terms.
- Percentages generally refer to the total number of employees. Deviations are marked as such.employees”). Deviations are marked as such.

Key figures

# PATIENTS

## G-IQIS<sup>1</sup>

	2023	2022	2021
G-IQI targets	2,099	2,223	2,228
G-IQI targets achieved	1,862	1,933	1,935
Percentage G-IQI targets achievement	88.7%	87%	86.8%
Peer Reviews	22	9	7

<sup>1</sup> German Inpatient Quality Indicators

## MEDICAL MALPRACTICE CLAIMS<sup>1</sup>

	2023	2022	2021
Total medical malpractice claims <sup>1</sup>	840	827	768
Medical malpractice claims per 1,000 inpatients	0.7	0.8	0.8
Proceedings through medical associations <sup>2</sup>	150	134	201
of which confirmed medical errors	34	33	58

<sup>1</sup> Relates only to acute hospitals

<sup>2</sup> The data also refer to processes not handled by Helios for contractual reasons; incomplete.

**Key figures**
**SELECTED PATIENT SAFETY INDICATORS<sup>1</sup>**

	2023	2022	2021
<b>Total events</b>	<b>81</b>	<b>54</b>	<b>84</b>
Procedure/wrong-side surgery/incorrect surgery	15	16	14
Foreign objects unintentionally left in a body	7	8	13
Medication errors (death/intensive care)	9	2	6
Intraoperative awareness	0	0	1
Burn/chemical burn	10	3	11
Fall (death/intensive care)	18	12	17
Suicide/suicide attempt (death/intensive care)	16	9	14
Diagnostic error/misdiagnosis (emergency department/outpatient clinic/death/intensive care)	6	4	8

<sup>1</sup> Relates only to acute hospitals (including Malteser hospitals; without Kassel).

Note: The totals in the tables may vary slightly due to rounding.

**Key figures**

# EMPLOYEES

**NUMBER OF EMPLOYEES<sup>1</sup>**

	2023		2022		2021	
	Number	%	Number	%	Number	%
Total	77,924 <sup>2</sup>	100.0	76,255	100.0	75,306	100.0
Women	58,686	75.3	57,552	75.5	57,310	76.1
Men	19,235	24.7	18,703	24.5	17,996	23.9

1 As at December 31, 2023; excludes students on rotations or in their practical year, federal volunteer service/social gap year volunteers, and staffing agency workers. Helios Germany does not employ people outside Germany. Helios only engages staffing agency workers in exceptional cases to fill unexpected staff shortages temporarily. Data about staffing agency workers are not collected systematically.

2 Includes three gender-diverse person and 642 persons without specification

**CONTRACT<sup>1</sup>**

	2023	2022	2021
<b>Permanent</b>	<b>83.3 %</b>	<b>83.5 %</b>	<b>82.9 %</b>
of whom women	76.6 %	76.7 %	77.3 %
of whom men	23.4 %	23.3 %	22.7 %
<b>Temporary<sup>2</sup></b>	<b>16.7 %</b>	<b>16.5 %</b>	<b>17.1 %</b>
of whom women	68.8 %	69.4 %	70.3 %
of whom men	31.1 %	30.6 %	29.7 %

1 As at December 31, 2023.

2 Temporary employment relationships primarily arise from short-term staff shortages and replacement situations. Specialist medical training also usually occurs as temporary employment. Our apprentices are also considered temporary employees.

## Key figures

### EMPLOYMENT RELATIONSHIP<sup>1</sup>

	2023	2022	2021
<b>Full-time</b>	<b>54.9 %</b>	<b>54.5 %</b>	<b>54.0 %</b>
of whom women	67.2 %	66.9 %	67.7 %
of whom men	32.8 %	33.1 %	32.3 %
<b>Part-time models</b>	<b>45.0 %</b>	<b>45.4 %</b>	<b>45.9 %</b>
of whom women	85.3 %	85.8 %	86.0 %
of whom men	14.7 %	14.2 %	14.0 %
<b>Other<sup>2</sup></b>	<b>0.1 %</b>	<b>0.1 %</b>	<b>0.0 %</b>

1 As at December 31, 2023

2 "Other" includes employees who are paid on an hourly basis, for example.

### AVERAGE TENURE<sup>1</sup>

	2023	2022	2021
Average tenure in years	9.9	10.1	10.3

1 As at 31.12.2023

### NEW HIRES<sup>1</sup>

	2023	2022	2021
<b>As a percentage<sup>2</sup></b>	<b>15.0</b>	<b>15.1</b>	<b>12.7</b>
of whom women	67.3 %	67.3 %	68.4 %
of whom men	32.7 %	32.7 %	31.6 %
of whom under 30	32.7 %	34.3 %	34.0 %
of whom 30 to 50	52.2 %	51.1 %	52.1 %
of whom over 50	15.2 %	14.6 %	13.9 %

1 All new employees hired for Helios in a newly created position or to replace someone else.

2 Calculated as the number of new hires<sup>1</sup> in relation to the number of employees at the end of the year.

## Key figures

### EMPLOYEE RESIGNATIONS<sup>1</sup>

	2023	2022	2021
<b>As a percentage<sup>2</sup></b>	<b>7.7</b>	<b>8.0</b>	<b>6.8</b>
of whom women	72.8 %	72.2 %	71.2 %
of whom men	27.8 %	27.8 %	28.8 %
of whom under 30	28.6 %	30.2 %	30.2 %
of whom 30 to 50	53.9 %	53.8 %	53.7 %
of whom over 50	17.5 %	16.0 %	16.1 %

1 Calculated as the number of employees who voluntarily left the company in relation to the number of employees at the end of the year.

2 The number of voluntary employee resignations was compared and harmonized with that for other Fresenius entities. We now exclude termination contracts without severance pay.

### PARENTAL LEAVE RATES

	2023		2022		2021	
	Number	% <sup>1</sup>	Number	% <sup>1</sup>	Number	% <sup>1</sup>
Total	4,212	5.4	5,040	6.6	4,865	6.5
Women	3,607	6.1	4,386	7.6	4,127	7.2
Men	605	3.1	654	3.5	738	4.1

1 Measured out of all employees in the respective category as at the end of the year (for example, 7.2% of female employees took parental leave during 2021).

**Key figures**
**APPRENTICES AND STUDENT EMPLOYEES<sup>1</sup>**

	2023	2022	2021
Total apprentices	6,008	5,587	5,554
of whom in nursing	4,387	4,103	4,217
Medical students in clinical internships	1,000	971	960
Physicians in residencies	4,528	4,357	4,195
Medical students in clinical traineeships	893	985	874

<sup>1</sup> As at December 31, 2023

**APPRENTICE NURSES HIRED AFTER COMPLETION OF TRAINING<sup>1</sup>**

	2023	2022	2021
Hire rate	80 %	85 %	86 %
Participants in final exams	1,207	1,191 <sup>3</sup>	934
Participants in final exams <sup>2</sup>	1,150	1,124 <sup>3</sup>	875
Job offered by Helios	1,048	1,078 <sup>3</sup>	862
Offer accepted	905	934 <sup>3</sup>	740

<sup>1</sup> The figures for all other training programs have not been collected centrally so far.

<sup>2</sup> The number of exams passed can only be reported at the end of the following year because it may take up to a year for failed exams to be repeated.

<sup>3</sup> Apprenticeship started in spring and fall 2019.

**TRAINING AND PROFESSIONAL DEVELOPMENT**

	2023	2022	2021
Percentage of annual revenue reinvested in professional developments <sup>1</sup>	0.43 %	0.31 %	0.31 %
Number of events	5,000	3,900	3,300
Number of registrations	/	46,210	26,500

<sup>1</sup> Based on data from hospitals.



**Key figures**
**WOMEN IN MANAGEMENT POSITIONS**

	2023	2022	2021
<b>Total<sup>1</sup></b>	<b>31 %</b>	<b>31 %</b>	<b>31 %</b>
Medical Director or Chief Physician	13 %	13 %	12 %
Assistant Medical Director or Head of Department	35 %	35 %	35 %
Nursing Director	51 %	54 %	57 %
Executive Hospital Director	31 %	33 %	29 %
Company and regional management teams	0 %	0 %	33 %
Head of Central Services	44 %	44 %	44 %
Regional Manager	52 %	50 %	46 %

<sup>1</sup> Number of female employees in the listed job categories in relation to total staff in these categories as at December 31, 2023

**AGE MIX<sup>1</sup>**

	2023	2022	2021
Average age	42.1	42.2	42.2
under 30	21.2 %	20 %	20 %
30 to 50	46.4 %	47 %	47 %
over 50	32.4 %	33 %	33 %

<sup>1</sup> As at December, 2023

**AGE MIX IN MANAGEMENT POSITIONS**

	2023	2022	2021
<b>Total<sup>1</sup></b>	<b>0.0 %</b>	<b>52.0 %</b>	<b>48.0 %</b>
Medical Director or Chief Physician	0.1 %	23.4 %	76.5 %
Assistant Medical Director or Head of Department	0.0 %	58.8 %	41.2 %
Nursing Director	1.2 %	52.4 %	46.3 %
Executive Hospital Director	0.0 %	81.3 %	18.8 %
Company and regional management teams	0.0 %	60.0 %	40.0 %
Head of Central Services	0.0 %	44.4 %	55.6 %
Regional Manager	0.0 %	48.1 %	51.9 %

<sup>1</sup> Number of employees in the listed job categories in relation to total staff in these categories as at December 31, 2023

**Key figures**
**ALL HELIOS EMPLOYEES BY JOB TYPE AND GENDER<sup>1</sup>**

	Total %	Of whom women %	Of whom men %
Medical staff	16.0 %	44.3 %	55.7 %
Nursing staff <sup>2</sup>	43.8 %	83.7 %	16.3 %
Medical technicians <sup>2</sup>	12.4 %	87.5 %	12.5 %
Functional service staff <sup>2</sup>	10.4 %	83.7 %	16.3 %
Hospital domestic services staff	0.8 %	94.0 %	6.0 %
Technical staff <sup>2</sup>	0.1 %	28.6 %	71.4 %
Operational and supply services staff <sup>2</sup>	7.9 %	66.5 %	33.5 %
Administration staff <sup>2</sup>	6.7 %	68.4 %	31.6 %
Special services staff	0.3 %	55.0 %	45.0 %
Training center staff	0.7 %	76.7 %	23.3 %
Other	0.9 %	74.7 %	25.3 %

<sup>1</sup> As at December 31, 2023

<sup>2</sup> Apprentices are included under the relevant job category and are not listed separately.

**Note:**

- The totals in the tables may vary slightly due to rounding.
- The number of employees is always stated in absolute terms
- Percentages generally refer to the total number of employees (see “Number of employees”). Deviations are marked as such.



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