



FRESENIUS SUSTAINABILITY HIGHLIGHTS 2023

SUSTAINABILITY AT FRESENIUS

KEY FIGURES

ESG performance data of Fresenius



22%

LESS GHG EMISSIONS:

Compared to the base year, we have reduced our Scope 1 and Scope 2 emissions by 22%.



MULTIPLE

AWARDS:

Our healthcare facilities are leaders in many areas.



> 150

NATIONALITIES

are present in our workforce.



84%

of our clinics offer a digital patient portal with a wide range of services.



193,865

EMPLOYEES

work at Fresenius.

Around



26,000,000

This is the number of patients we treated in our healthcare facilities in 2023.

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MAGAZINE

The Fresenius family’s most exciting stories of the year



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

TO THE ONLINE REPORT →

FOREWORD



As a healthcare company, we are – Committed to Life! Our focus is on the people we care for and those who make it all possible in the first place: our employees. And caring for people also means caring for our planet. Because healthy people need a healthy home. We are committed to doing our part.

Dr. Michael Moser
Member of the Management Board





MAGAZINE

The Fresenius family's most exciting stories
of the year



BACK
TO THE

ROOTS

FRESENIUS ALLSTAR FOREST

In April 2024, around 30 Fresenius employees planted the Fresenius AllStar Forest in the Taunus region close to our headquarters. With each sapling planted, we symbolically thank our employees who have celebrated 10, 20, 25, 30 or 40 years of service for their commitment.



[Watch the video online now](#)



FRESENIUS KABI USA RECEIVES AWARD

FOR COMMITMENT TO COMBATING DRUG SHORTAGES



Fresenius Kabi USA received the Drug Shortage Guardian Award 2024 from the Angels for Change in May 2024. The mission of this organization is to look after patients during drug shortages. The award saluted the exceptional teamwork and the patient-centric focus, which enabled Fresenius Kabi USA to counter the critical chemotherapy shortage in 2023. The production of the required drugs in order to steward emergency supply to thousands of customers was rapidly increased to ensure access to therapies for the patients in need of treatment.

The initiative also presented individual awards to two Fresenius employees, recognizing the outstanding work and leadership qualities of Karen Twardzik, Vice President (Customer Service Operations), and Danielle Gross, Manager (Customer Service). These two employees made key contributions to ensuring prompt supply of lifesaving medicines to customers and patients across the country.

[More about the initiative](#)

More on this in the chapter [Access and Affordability](#).



SAFETY EXCELLENCE AWARD:

PRIZE FOR OUR PRODUCTION SITE IN HAINA



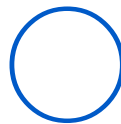
At the award ceremony:
 Vladimir Francisco (EHS Manager),
 Soranlli Perez (EHS Principal Engineer),
 Alex Disla (EHS Principal Engineer)

The award also honors the milestone reached by the site during the reporting year:

More than

46

million
 working hours without an accident involving absence from work.



On the World Day for Safety and Health at Work, the Ministry of Labor in the Dominican Republic conferred an award on our Haina site there for its commitment and services for health and safety in the workplace. These include:

- organization of appropriate safety training courses,
- intensive sensitization of our employees, e.g. by communication measures
- the ergonomics program that we offer our employees

The Dominican Labor Minister Luis Miguel de Camps presented the special award to representatives of the company.

Read more about Occupational Health and Safety (OHS) at Fresenius Kabi [here](#).

GLOBAL COMPETENCE CLUSTER:



The Global Competence Cluster (GCC) Energy, Water & Waste Management was established as a complement to the existing management systems in 2019. The aim is to offer experts at all the production sites a platform where they can share innovative ideas and proposals related to increasing efficiency in the designated categories and collaborate on these solutions. Innovations are promoted in the GCC and resources are provided to implement them. The award of prizes for the best ideas on implementation by the Global EHS Team and the Management Board is an annual highlight at the Championship Day. The GCC also offers other employees the opportunity to participate so they can learn from each other and enhance their own awareness for improving efficiency in the areas of energy, water, and waste, e.g. by Awareness Days and theme-based events.

[Watch the video online now](#)

COLLABORATION TO INCREASE EFFICIENCY

Interview with Marvin Hohwieler, Head of GCC

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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

Mr. 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.

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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.

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

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

A vegan diet has a positive impact on the environment, as 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 m² outdoor facilities on the clinic grounds.

[Watch online now](#)

RELIEVING THE PRESSURE IN THE ED: OUR VIRTUAL URGENT CARE PROGRAM

Overcrowded, and really long waiting times – being in the Emergency department (ED) sometimes feels worse than the injury or sickness itself. At Quirónsalud, we are continuously working to improve this experience for everyone involved: our patients, their relatives, and our employees.

Our solution: combining digitalization with smart processes in our **Virtual Urgent Care Program**.

This program supports the on-site ED staff with a virtual visit service. Patients with symptoms qualified as low acuity are professionally consulted and treated via videoconference. Take a look for yourself at how the patient journey is designed:



Magazine

1

Patient is admitted to the ED service and awaits initial assessment.



2

Patient at assessment



If level of severity is low and no physical examination is required, digital consultation is offered



If requirements are not met or digital consultation is refused, continue with the usual face-to-face consultation

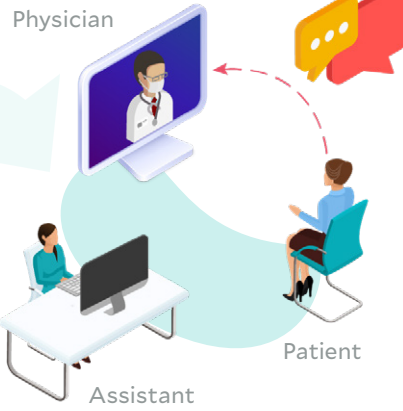
3

Patient goes to waiting room
Reduced waiting time



4

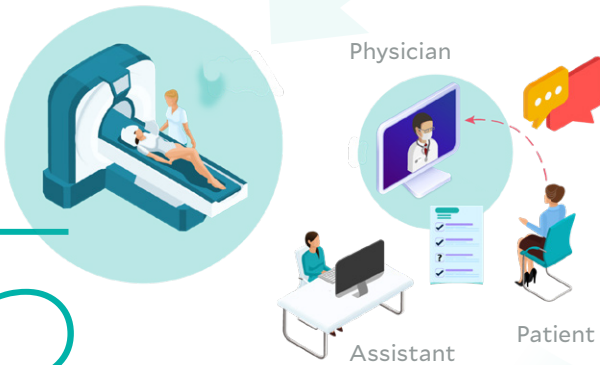
Digital consultation



- A** Diagnosis and discharge of patient
- B** Referral to normal emergency circuit
- C** Request for tests*

5

Tests are performed
Second digital consultation



6

Diagnosis and discharge



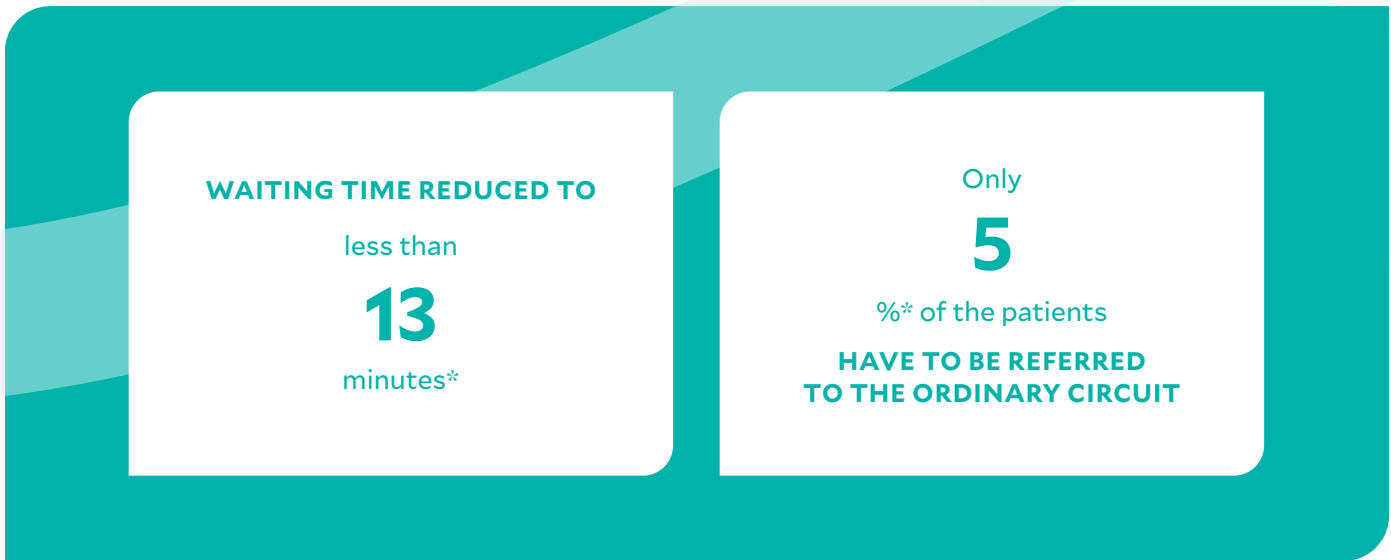
* If tests are required, the patient will receive a second consultation with the results.

Magazine

EVOLVING EMERGENCY DEPARTMENTS

With this program, we can ease the often stressful experience of being in the ED. So far, we have incorporated it at 12 of our Spanish clinics, with impressive results:

The patients have an improved experience with reduced waiting time and better perception of care.



* As of May 2024.

The pressure on the Emergency department, and consequently on our physicians, is relieved, leading to greater capacity to attend to more serious cases.

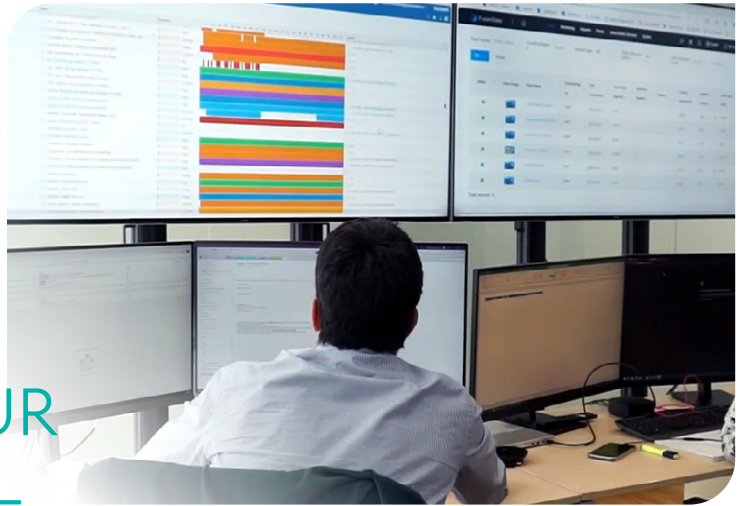
This Virtual Urgent Care Program has already been implemented in the centers with the highest emergency care occupancy and with the greatest capacity for physician assignment.

Do you want to find out more about how we ensure high-quality healthcare services and use the advantages of digitalization? Jump to our [Quality of our healthcare services](#) and [Digital transformation](#) chapters!

Magazine

PROJECT DOME:

MONITORING OUR ENVIRONMENTAL CONSUMPTION IN ONE SYSTEM



Setting targets and working to become a more sustainable company is only possible if you know what you are looking at and talking about. Therefore, we, at Quirónsalud, brought a project to life that allows us to monitor the energy, water, and gas consumption of our Spanish hospitals in one system:

Digitalización Operativa y Monitorización de Edificios – DOME

meaning operational digitalization and building monitoring.


This project is key for ensuring optimal performance, efficiency, and sustainable building management, ultimately enhancing comfort in hospitals, and promoting the well-being of both patients and employees.

Curious about how DOME works and the benefits it brings to our environmental management? Our Director of Operational Services will explain it to you.



[Watch online now](#)

Do you want to find out more about the relevant environmental aspects of our business? Have a look at this report's [Environment section!](#)



EMBRACING PATIENT EXPERIENCE



Our patients are the core of our business. All of our decisions revolve around their well-being.

Patient experience is therefore one of Quirónsalud's strategic pillars, focused on providing personalized medical care of the highest quality, based on respect for patients' preferences and emotional needs, with **attention, proximity, and connection**.

This approach considers both the patients' satisfaction with the care received, as well as the safety and effectiveness of the clinical processes.

The **digitalization of processes** supports the improvement of the patient experience. We always take a holistic view of our patients and place them at the center of our efforts when we develop digital services. We also focus on ease of use, transparent presentation of all relevant information, and a strong solution focus. In this way, we can use digitalization to improve the accessibility of our healthcare services and also shorten the treatment time in order to help our patients as quickly as possible.

Magazine



The high **level of personalization** fosters high-level treatment outcomes and efficient use of resources. This also helps our healthcare professionals make the best use of their resources. The resources freed up are of the utmost importance in meeting our patients on a human level. We want to give our patients a warm welcome so that they feel comfortable with us. We also want to provide our patients with all relevant information about their state of health and treatments, so that they understand their treatment and we can allay their fears. Understanding, appreciation, and affection play a crucial role in a positive patient experience.

Have a look at our [**Quality of our healthcare services**](#) chapter to find out more about how we ensure high-quality healthcare services and manage the patient experience.



OUR SUSTAINABILITY AMBITION

Our Sustainability Ambition

OUR SUSTAINABILITY AMBITION: ENSURING PATIENT WELL-BEING AND CREATING SUSTAINABLE VALUE

For a few, sustainability is still a nice-to-have. Many try to surf on the sustainability wave. Others think of obligations and restrictions first. At Fresenius, we focus on the opportunities that arise from sustainable thinking. And translate them into sustainable actions which create tangible impact.

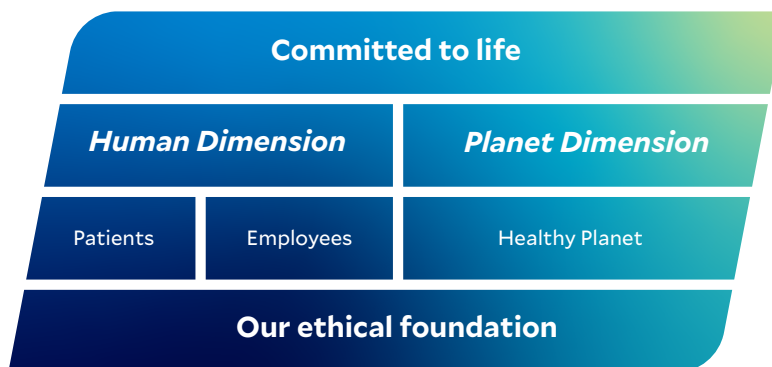
Because we at Fresenius are – **Committed to Life!**

It is our mission to take care of both people and planet. Based on a unique corporate legacy that lasts more than a century. Guided by strong values, with a clear direction of where we want to go.

Are we there yet? No, but we are progressing well on our ambitious path. Ready to be measured by our success.

Our sustainability ambition is: Caring & Daring. Caring in the sense that we are already taking responsibility in many areas. But we are driven to do even more and are therefore purposefully expanding our activities. This is what Daring stands for.

OUR SUSTAINABILITY AMBITION - TAKING CARE OF PEOPLE AND PLANET



Our Sustainability Ambition

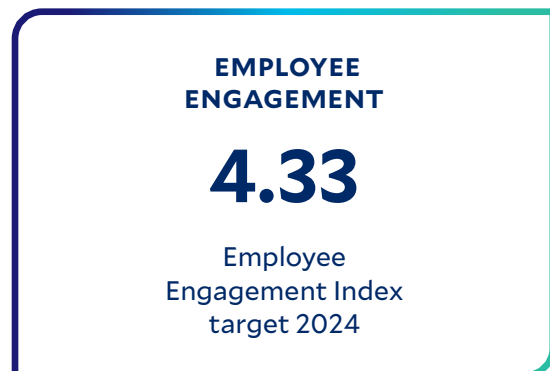
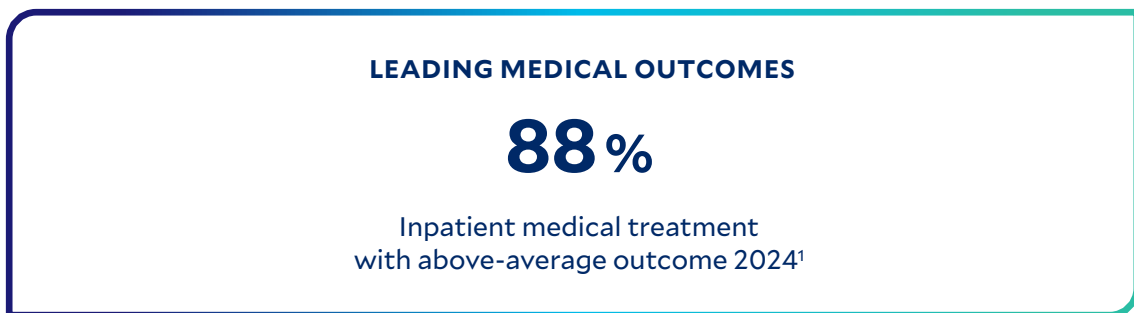
The human dimension

Millions of people entrust us with their most precious asset: their health. We are a reliable partner at their side. We accompany them throughout their lives. Because people are much more than just their illness.

In our hospitals, we do everything we can to accelerate the recovery and well-being of our patients through personalized, holistic treatments that combine excellence in care with a positive experience for body and soul.

All of this is only possible thanks to the commitment and expertise of our employees worldwide. For them, we strive to create the best possible working environment in which everyone can develop and realize their full potential. Gaining and retaining top talent is a key priority for us.

Our targets:



¹ Helios Germany Inpatient Quality Indicator, Helios results vs. national average; Helios specific KPI: G-IQI measures the medical treatment quality. In 88% of treatment cases Helios is better than the national average.

² Kabi specific KPI: the score indicates how many observations have been raised on average at external inspections and audits.

Our Sustainability Ambition

The planet dimension

Healthy people need a healthy home. This is why our commitment to life naturally means caring for the planet we live on. Reducing our production footprint helps to safeguard ecosystems and thus strengthens our society. For example, we continuously reduce our consumption of water – one of our most precious resources. And in our hospitals, we are committed to providing sustainable healthcare.

Our target:

DECARBONIZATION

Net zero

50% reduction by 2030 and climate neutral by 2040 in our own operations³,
net zero by 2050⁴

In the **Environment** section, we provide information on our activities regarding climate protection, water, and waste. We focus on our patients, our products and services, and how we advance through digital transformation, and on our employees. Detailed information on this can be found in the **Social** section. We describe how we live our responsibility being an integral part of society in the **Governance** section.

Curious about sustainability playing a crucial role in the production of infusion bags or in everyday hospital life? Take a look at our interactive graphics:

- [Production](#)
- [Hospital](#)

Are you looking for specific information on our business segments? You will find it here:

- [Report of Fresenius Kabi](#)
- [Report of Helios](#)
- [Report of Quirónsalud](#)

Regulatory requirements were fulfilled with our audited [Non-financial Report 2023](#).

³ Scope 1 & 2, Basisjahr 2020.

⁴ Wir werden uns zu SBTi verpflichten (SBTi-Commitment).



ENVIRONMENT

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Environment

ENVIRONMENTAL PROTECTION: HEALTH REQUIRES A HEALTHY ENVIRONMENT

Healthy people can only live in a healthy environment. As a healthcare company, we therefore see it as our responsibility to protect the climate and the environment, and to be careful in our use of natural resources. It is essential to avoid any negative impacts. To this end, we identify and evaluate potential hazards, and take the necessary measures to protect the climate and the environment. This includes clearly defined climate targets, implementation of energy efficiency measures, expansion of renewable energies, reduction of the volume of waste and packaging, and a careful approach to the irreplaceable resource of water.

**OUR COMMITMENT TO LIFE NATURALLY MEANS
CARING FOR OUR PLANET. REDUCING OUR
FOOTPRINT HELPS TO SAFEGUARD ECOSYSTEMS
AND THUS STRENGTHENS OUR SOCIETY.
SO LIFE CAN THRIVE.**

Dr. Michael Moser, Member of the Management Board

Our environmental management focuses on three topics that are crucially relevant for our core business:

- [Climate protection](#)
- [Water management](#)
- [Waste & recycling](#)

Climate protection

ENERGY EFFICIENCY, SECURE SUPPLY, RENEWABLE ENERGIES

Heat waves, flooding, and the associated effects are already impacting our day-to-day lives. As a company operating on the global stage, it is imperative for us to play a role in limiting the consequences of the climate crisis. The management supports a team of experts working intensively to implement our Group-wide climate target. By 2040, Fresenius is planning to achieve climate neutrality in Scopes 1 and 2 primarily through implementing reduction measures. The intention is to offset any remaining greenhouse gas emissions.

GROUP CLIMATE TARGETS

- Intermediate target: Reduction of the entire Scope 1 and Scope 2 emissions by 50% in absolute terms by 2030 (base year: 2020)
- Climate neutrality in Scopes 1 and 2 by 2040
- Net zero by 2050

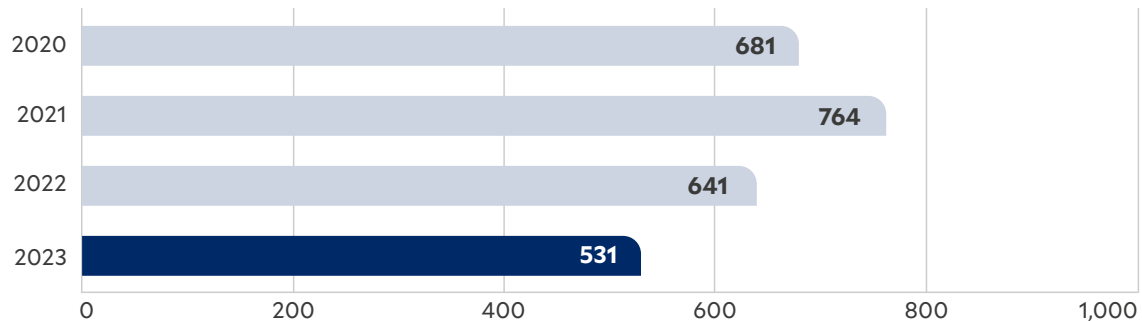
Scope 1 includes direct emissions that we cause through our own business activities. Scope 2 relates to indirect, energy-related emissions; they are therefore incurred through the consumption of purchased energy. Scope 3 relates to other indirect emissions from our value chain.

OUR POSITION ON CLIMATE PROTECTION

Primarily as a result of increased use of renewable energies and efficiency measures, we succeeded in reducing our **absolute** Scope 1 and Scope 2 emissions in 2023 by 22% in comparison with the base year 2020.

Climate protection

SCOPE 1 AND SCOPE 2 EMISSIONS FROM 2020 TO 2023
(IN T CO₂ EQUIVALENTS IN THOU.)¹



¹ The Scope 2 emissions are calculated in accordance with the Greenhouse Gas Protocol, following the market-based emission calculation approach.

In 2023, Fresenius caused a total of 531 thousand t CO₂ equivalents (2022: 641 thousand t CO₂e). This is approximately as much as 50,500 people in Germany cause together each year¹ – in other words approximately the amount generated by a medium-sized town. This number clearly highlights our responsibility for climate protection – and simultaneously demonstrates the magnitude of the lever we possess in order to make a contribution by means of climate protection measures.

- The Scope 1 emissions amounted to 308 thousand t CO₂e. In comparison with the previous year, we succeeded in reducing these emissions by 2% (2022: 315 thousand t CO₂e).
- The market-based Scope 2 emissions were reduced by around 32%, from 326 thousand t CO₂e in 2022 to 223 thousand t CO₂e in 2023. Among other things, this reduction reflects the increased proportion of electricity generated from renewable resources.

After closely examining all 15 Scope 3 emission categories, we have identified ten categories as relevant. The remaining categories are not reported as they are either already covered in Scopes 1 and 2 or are not applicable to our business model.

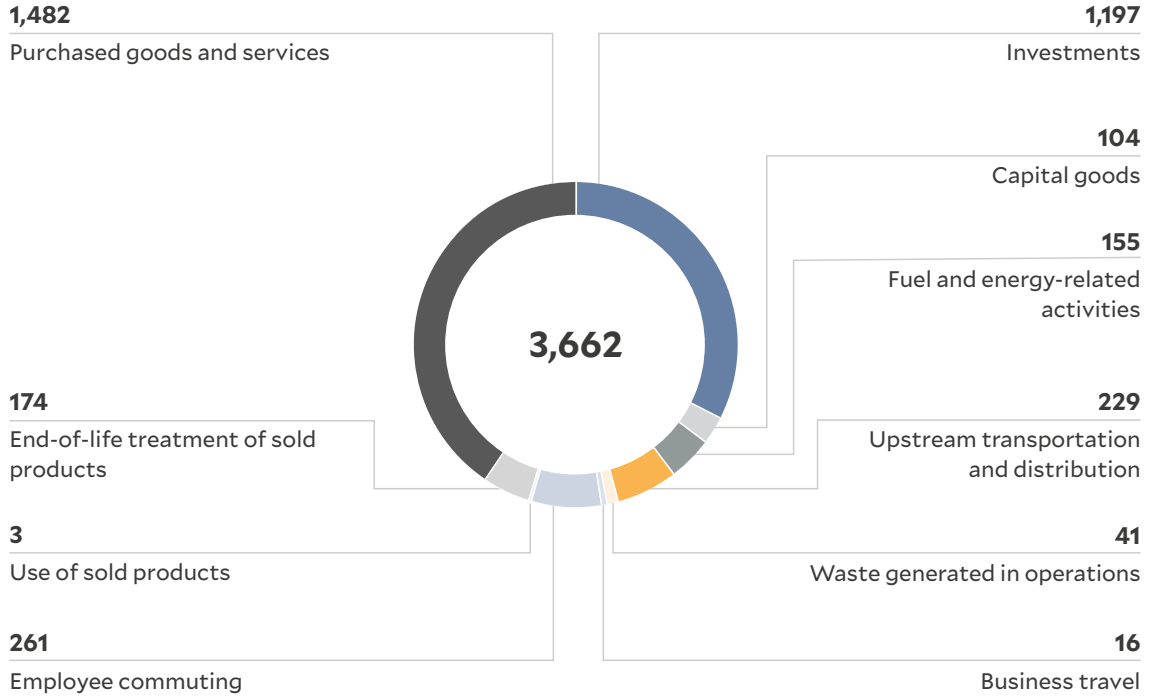
In 2023, our Scope 3 emissions totaled 3,662 thousand t CO₂e. Purchased goods and services account for the majority of our Scope 3 emissions with 40%.

We are continuously striving to improve the transparency of our Scope 3 emissions and are aiming to reduce the impact of our value chain by setting ambitious reduction targets.

¹ The calculation is based on the values of the [Federal Ministry for Environment, Nature Conservation and Nuclear Safety and Consumer Protection](#) (German language only).

Climate protection

SCOPE 3 EMISSIONS 2023
(IN T CO₂ EQUIVALENTS IN THOU.)¹



¹ The calculation of Scope 3 emissions is based partly on estimates and extrapolations.

REDUCING ENERGY CONSUMPTION AND GUARANTEEING SECURE SUPPLY

The reduction of energy consumption is a key factor for being in a position to reduce greenhouse gas emissions. However, this is a challenging task for us as a healthcare company. On the one hand, we would like to reduce energy consumption as much as possible. On the other hand, we have to guarantee the **safety of patients** in our facilities at all times and ensure robust energy supply for our production. A special backup system ensures an uninterrupted supply of electricity for our hospitals.

SECURITY BACKUP FOR POWER SUPPLY 24/7

All our German and Spanish hospitals have a backup power system on standby to ensure an uninterruptible energy supply at all times. It ensures that important equipment and systems remain operational if there is a power outage, and thereby guarantees that a supply of electricity is available for patients at all times.

Climate protection

In 2023, Fresenius consumed a total of 3.09 million MWh of energy, a decrease of 3% compared to the previous year (2022: 3.18 million MWh). The **reduced consumption** is due in part to targeted energy efficiency measures.

SMART ENERGY MANAGEMENT

A key factor in our hospitals is to use energy efficiently. **Air conditioning systems** are increasingly being used not only in our Spanish hospitals, but also in our German clinics. These systems regulate the room temperature and help to keep the air clean with bacterial filters. Both of these aspects are vitally important for the hospital stay of our patients. However, the complex cooling process means that they use a great deal of electricity. For example, at Quirónsalud the air conditioning systems are responsible for a large proportion of the total energy consumption. Since 2011, we have been working on automating the management of these devices: When the outside temperatures drop, the systems adjust their output automatically. This allows us to better adapt to increasingly frequent abrupt and extreme temperature changes, while simultaneously saving energy.

We are also committed to the implementation of smart energy management, for example through central portals that allow us to control various energy parameters, ranging from the price of electricity on the energy market to individual energy consumption at our different sites. For example, in our German hospitals, we are able to make use of a central **energy procurement and management** system to compare various consumption values, strategically introduce improvement measures, and share best practices from different hospitals.

We are gradually upgrading our **infrastructure**. At production sites, we use metrics for this, such as the performance of devices and systems that consume a lot of energy. We then compare the values with those of more energy-efficient systems, and ultimately take a decision on whether or not to convert them. This approach allows efficient and cost-effective solutions to be deployed – e.g. LED lamps or heating, ventilation and air conditioning systems (HVAC).

Fresenius also invests in new buildings and modernizations that meet the latest energy standards and the relevant statutory legislation.

Climate protection

EXPANSION OF RENEWABLE ENERGIES

In 2023, we purchased around 551,260 MWh of electricity from renewable sources Group-wide such as **hydro, solar, or wind power**. This is roughly equivalent to the annual output generated by 37 advanced wind turbines operating under good conditions.² Overall, we were able to increase the proportion of electricity consumed from renewable sources Group-wide from around 12% (2022) to around 18% in 2023. Since 2022, our hospitals in Germany have been supplied with 100% certificated green electricity. For the first time in 2023, Fresenius Kabi purchased electricity generated from renewable energies for seven production facilities.



Photovoltaic plants at Quirónsalud hospitals

Aside from the purchase of electricity from renewable energy sources, we are generating our **own electricity** at an increasing number of sites. This enables us to use renewable energies independently of external electricity utilities.

FRESENIUS KABI USES THREE SOLAR PLANTS TO GENERATE
 around
4,883
 MWh per year
 for the manufacture of MedTech products.

QUIRÓNSALUD ALREADY OPERATES PHOTOVOLTAIC PLANTS AT
19 out of **50**
 of its Spanish hospitals

² The calculation is based on the data of the energy utility [EnBW](#) (German language only).

Water management

WATER: SECURING HIGH QUALITY, REDUCING CONSUMPTION

Water of the best possible quality is absolutely essential to provide safe healthcare for our patients and to manufacture our medical products. That's why water management is particularly important for Fresenius as a healthcare group.

AROUND 15 MILLION M³ OF WATER IN 2023 – WHAT FOR?

In 2023, we withdrew 15.1 million m³ of water – approximately as much water as that consumed by two million people in Germany every day.¹ At Fresenius, water is primarily used in two areas:

1. Water in production

In production, we use water for most sterilization and cooling processes, as a component in the manufacture of medical products, and for hygiene procedures. The water used for our products, e.g. for infusion solutions such as sodium chloride, has to meet stringent quality requirements to ensure product quality and patient safety.

2. Water in our healthcare facilities

For our healthcare facilities, an adequate supply of fresh water is vital to patient well-being and hygiene. Most of the water is withdrawn from local public water utilities.

Sufficient volumes of water of the highest quality are therefore absolutely essential. At the same time, we are responsible for appropriate handling of wastewater, particularly in relation to water from production facilities.

OUR APPROACH TO WATER

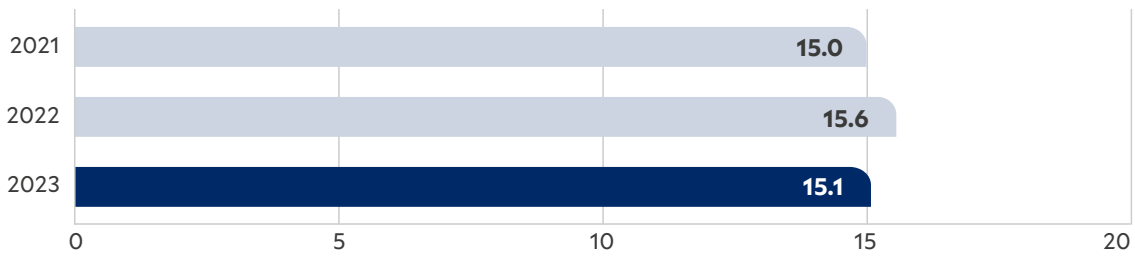
We use internally and externally controlled **water management systems** to control all the workflows in our daily operations. The aim is to use no more water than is absolutely necessary and where possible to make savings, and to ensure the maximum water quality at all times.

¹ The calculation for the comparison is based on the following [statistics](#) from the German Environment Agency Umweltbundesamt (German language only).

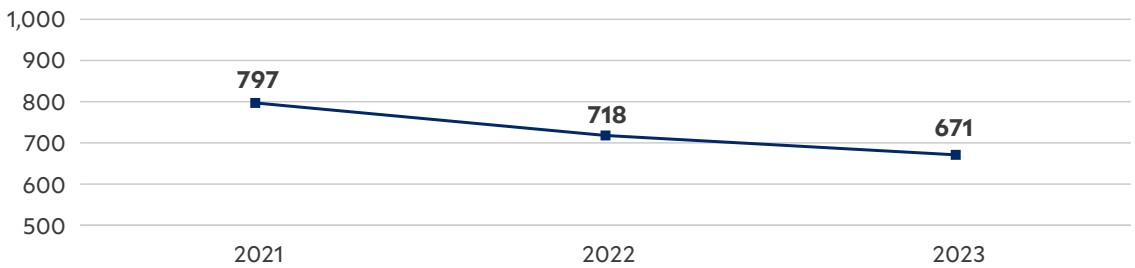
Water management

Since 2021, we have continuously reduced our relative water withdrawal per €1 million of revenue and reduced consumption by nearly 16%.

ABSOLUTE WATER WITHDRAWAL
(M³ IN MILLIONS)



RELATIVE WATER WITHDRAWAL
(IN M³ PER €1 MILLION REVENUE)



MONITORING AND GUARANTEEING DRINKING WATER QUALITY

Water quality is key for delivering high-quality and safe healthcare to people, and for the manufacture of medical products. All our facilities have risk-based processes in place to identify contamination or irregularities in the **drinking water**. Where necessary we can treat water. Most importantly, for situations where fresh water is polluted or contaminated by hazardous substances, our hospitals have access to appropriate technology.

We communicate directly with local authorities and inform them immediately if we have detected critical deviations from the local drinking-water standard. A number of our hospitals in Germany even act as **test centers** for the quality of local drinking water. This service allows us to protect the safety of our patients, as well as ensuring that the local population and the local communities which supply us have access to safe drinking water.

Water management

KNOW YOUR RISK – RISK ASSESSMENT IN WATER MANAGEMENT

We aim to make our daily water consumption as resource-efficient as possible. For this we need to be able to precisely assess the **impacts** of our water usage at the different locations. We analyze the local shortage and availability of water at our locations across the world, and derive the current and potential future **water risks** from the data available.

This analysis informs us about the production sites that are in areas at high risk of water shortage. These areas are then identified as particularly important for efficient management of water as a natural resource in order to ensure the **availability of water** for our production and healthcare services and to avoid the negative impacts on the local water situation as far as possible.

Our production sites also generate a climate risk analysis which includes water risks such as flooding, droughts, or heavy rain. On the basis of these risk profiles, they take appropriate measures to avoid risks or mitigate their consequences. Such measures are documented in action plans for high water risk sites. Measures in an action plan may include regular inspection and maintenance of high water-consuming machinery, reviewing emergency management procedures, or training employees to optimize water use.

REDUCING WATER CONSUMPTION

We are working in all regions – irrespective of whether they have a high or low risk of water shortage – to reduce the consumption of water as much as possible. This is achieved by our water management systems making provision for appropriate **savings measures**. Water is reused at a number of production locations, e.g. condensate water from air conditioning systems or by using steam condensate recovery systems. Wastewater treatment systems and recycling programs also aim to minimize the amount of wastewater discharged and to use resources more efficiently.

REUSE OF RINSING WATER

At our production facility in Kutno, Poland, we have started to reuse the rinsing water from the cleaning of carbon filters. As the filters mainly adsorb chlorine and organic compounds, the rinse water is of sufficient quality to be used for cooling purposes. The measure leads to a reduction in annual water consumption of 1,000 m³ of water.

Water management

USE OF RAINWATER AND WATER TREATMENT

We have installed a rainwater harvesting system at our Aquiraz production facility in Brazil. The rainwater is fed from the roof into a cistern, from where it can be used. The project saves a good 2,200 m³ of water per year. In addition, a system has been installed at the site to reuse the water in the cooling towers, reducing daily water consumption by an additional 50 m³.

The use of fresh water plays a key role in our healthcare facilities because this enables us to comply with **hygiene regulations** and hence guarantee patient safety. This is why we are not targeting a significant reduction in water withdrawal in this area. Due to strict internal regulations for the quality of drinking water, we do not reuse water, or use gray water, i.e., treated water from showers or wash basins.

WATER TREATMENT AND DISCHARGE – FOCUS ON ANTIBIOTICS

Our wastewater should minimize a negative impact on the environment. The production of antibiotics is one example of the special requirements governing wastewater management in healthcare. If antibiotics find their way into the environment through the wastewater from production, they may promote the development of resistant bacteria. This may in turn lead to these drugs becoming less effective for medical treatments. Our goal is to minimize these risks as far as possible. With this in mind, we have implemented high quality and safety standards at our production sites. Furthermore, we are committed to the following measures:

Responsible antibiotic production: International cooperation

Fresenius Kabi has been a member of the Antimicrobial Resistance (AMR) Industry Alliance (AMRIA) since 2020 and has been actively involved in the association's governing bodies since 2021. In 2022, AMRIA and BSI Standards Limited released the **Antibiotic Manufacturing Standard**, providing guidance to manufacturers on responsible antibiotic production. A key component of the approach involves the use of a risk-based methodology to evaluate waste streams generated during antibiotic manufacturing and to control them.

Water management

Mass balance approach in wastewater management

In 2022, Fresenius Kabi introduced a methodology that supports the manufacturing sites producing antibiotics in complying with the regulations governing concentrations of antibiotics in wastewater. The overarching goal of this [i mass balance approach](#) is alignment with the Predicted No-Effect Concentrations (PNEC) defined by AMRIA. This refers to a concentration level of a substance in the environment below which no adverse effects are expected. We have developed a template for this purpose that enables our locations to implement the approach and collect comparable data across the Group.

Antibiotic Manufacturing Standard: Communication across sites

Furthermore, Fresenius Kabi has developed a dedicated communication channel that connects local sites with the global environmental team of the business segment. This initiative is intended to assist the sites in continuously aligning with the Antibiotic Manufacturing Standard for the production of antibiotics published in 2022. At the same time, the aim is to foster ongoing compliance and improvement in the future.

WASTE MANAGEMENT: SAFE HANDLING AND CONSERVING RESOURCES

Waste encompasses a huge potential for valuable resources.

At the same time, waste that is not disposed of properly presents a significant risk to people and the environment – particularly in the case of medical waste. Fresenius concentrates on minimizing waste, handling waste carefully and hygienically, and reusing it with the best possible effect.

WASTE MANAGEMENT IN HEALTHCARE: SPECIAL REQUIREMENTS

Fresenius wants to make a contribution to using resources efficiently. However, there are strict hygiene standards in the healthcare sector that are essential for patient safety: For example, our hospital staff use numerous supplies in day-to-day hospital operations such as gloves, face masks, and syringes, which must be disposed of after they have been used once. At its production sites, Fresenius has to use certain materials for packaging pharmaceuticals, even though these are disposed of by nursing staff or private individuals immediately after unpacking. However, systematic waste management can help us to achieve our goal of efficient use of resources, and to minimize our impact on the environment as far as possible through our waste handling.

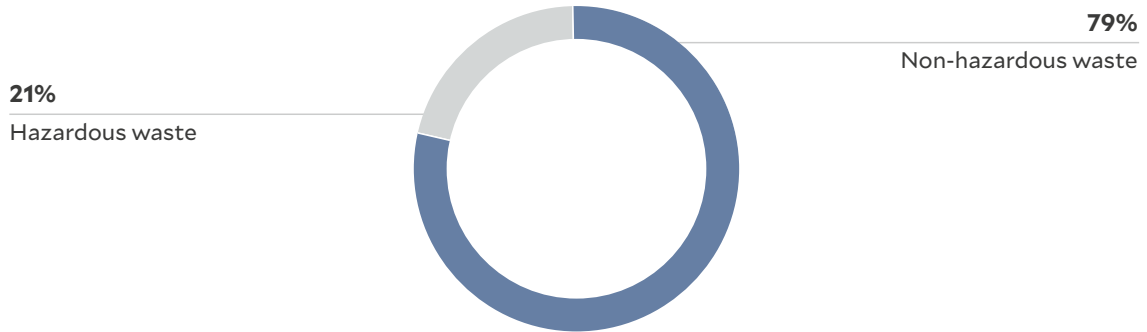
Handling waste in the health sector is strictly regulated. Waste must not pose a danger to our patients, our employees, or the environment. Our production processes and the treatments at our healthcare facilities must always be carried out under hygienic and sterile conditions. All business segments must always dispose of their waste professionally and safely.

WHAT WASTE IS GENERATED AT FRESENIUS

After a shift in production, empty drug containers, solvent residues and other waste products must be disposed of – however, each has a very different route. This is because containers or bottles are non-hazardous waste, whereas solvents represent a potential hazard. Hazardous waste may be infectious or toxic, but it is also capable of undergoing reactions. This means that if it is not handled properly, it may become hazardous for employees, facilities and systems, or the environment, due to its potential for chemical reactions. Hazardous substances therefore need to be handled with a great deal of care.

Waste & recycling

WASTE VOLUMES 2023



Examples of non-hazardous waste

- Paper and cardboard packaging
- Empty containers and packaging material without contamination
- Uncontaminated disposable gloves
- Plastic and metal waste from administrative areas and medical devices
- Production waste from nontoxic and nonreactive materials
- Food waste
- Glass containers without residues
- Uncontaminated medical devices
- Laundry and disposable clothing
- Bandages and diapers

Examples of (potentially) hazardous waste

- Contaminated syringes and needles
- Infectious samples and tissues
- Biological waste such as blood, or materials such as cell cultures
- Chemicals for disinfection such as formaldehyde
- Radioactive waste from diagnostic procedures
- Residues from chemical reactions, e.g. sulfuric acid
- Residues of filtration and cleaning processes
- Waste from chemotherapy
- Sharp and pointed objects such as scalpels
- Packaging material with residues of hazardous chemicals

Waste & recycling

The different forms of waste are categorized at all facilities, production sites, logistics and **① compounding centers**, and sorted by types of waste and disposal methods. Plastic waste represents the largest proportion at Fresenius Kabi. Wound and plaster dressings, underwear, disposable clothing, and diapers make up the largest proportion of waste at Helios and Quirónsalud.

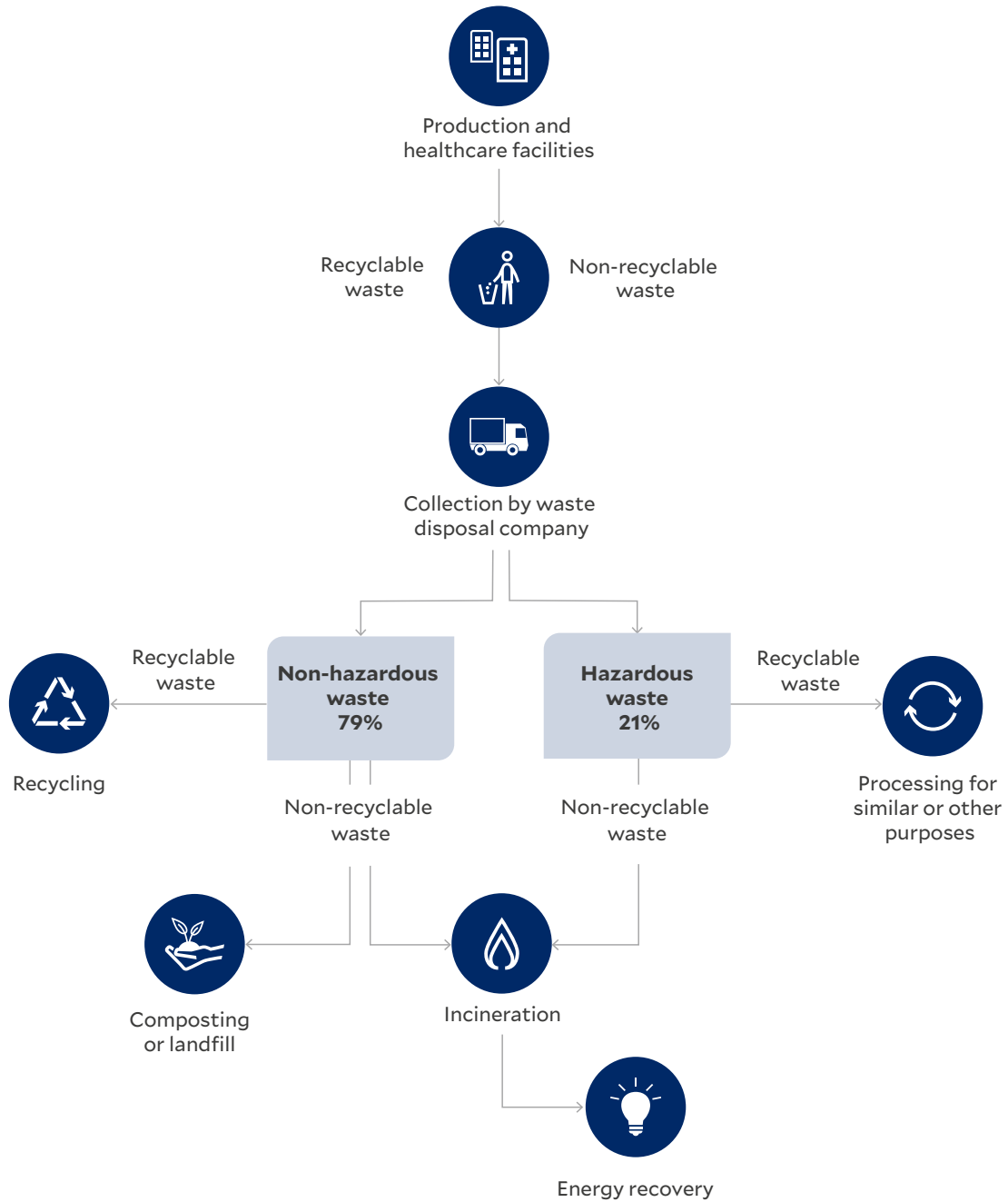
THE PATHWAYS TO DISPOSAL AND RECYCLING

Our precise approach to waste depends on the business activity and business segment. We must separate our waste in accordance with local, national, and industry-specific regulations, and store and dispose of the waste in such a way as to ensure that the environment is not polluted or contaminated, and no harm comes to people.

After a production run or treatment, our staff dispose utensils that can no longer be used into appropriate disposal bins. Waste management companies take the various types of waste away to a depot. If waste can be reused, it is sent for recycling. Most recyclable hazardous waste is processed and then reused for a similar or different purpose. Non-recyclable hazardous waste is mainly incinerated. A large amount of energy can be obtained from this source and used. Non-hazardous waste that cannot be reused is disposed of by incineration, or composting, or sent to landfill. Biological waste derived from patient care and laboratories – for example infectious waste or **① spent cultures** – depending how dangerous they are, are incinerated or converted and ultimately taken to a safe landfill.

Waste & recycling

DISPOSAL ROUTES



PRODUCT DEVELOPMENT: CONSIDERING WASTE AVOIDANCE

When we design new healthcare products and upgrade existing ones, we take account of environmental aspects right from the start. One example of this approach is the reduction of the **proportion of plastic** by more than 30% in our EasyBottle containers for hydration since 2011, by comparison with the previous model. Furthermore, we are seeking to reduce the **amount of packaging** for finished products. We also incorporate

Waste & recycling

feedback from customers and patients so as to reduce unnecessary waste in our product packaging. However, since we have to meet strict requirements for patient safety and the quality of pharmaceutical products, we can only optimize medicinal products and protective packaging to a certain extent while conserving resources. Ultimately, the priority here as elsewhere is always **safety**.

REUSING AND RECYCLING

Fresenius has established many processes to promote the use of reusable products and recycling at different levels. For example, we clean and package various medical instruments and supplies such as scalpels and clamps in hospitals and other medical facilities so that they can be reused in sterile condition. This enables us to save on single-use items.

All visitors to Helios cafeterias in Germany are able to borrow recyclable food containers for their takeaway food instead of using throwaway tableware. Furthermore, all hospitals operated by Quirónsalud in Spain have order catalogs for disposable items made of more sustainable materials such as recycled or recyclable paper, and cardboard.

RESCUING FOOD

It's not easy for hospital kitchens and cafeterias to make precise plans for the amount of food required in advance because the number of patients and visitors varies. In 2022, Quirónsalud launched a collaboration with Too Good To Go in order to reduce the amount of food waste. This app allows any surplus food to be purchased at a reduced price. In 2023, this app enabled around 6,500 meals to be passed on instead of being thrown away.

Quirónsalud is pursuing its ambition of increasing the recycling rate of packaging materials and is primarily concentrating on the use of paper and lightweight packaging. Furthermore, employees should be able to recognize recyclable material quickly and easily in order to be able to place it in the correct containers. The segment was already working on realizing this ambition in 2022 by cooperating with a supplier to provide better identification for recyclable packaging.

Waste & recycling

IT'S ALL ABOUT THE CORRECT AMOUNT

Since 2021, Quirónsalud has been increasingly making use of bulk packages with dispensers and dosing aids. Compared with smaller packages of the same products, bulk packaging uses less packaging material. The dispensers make it easier for our employees to refill reusable containers and bottles. The dosing aids assist nursing staff in using the exact amount that they need for a treatment.



SOCIAL

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Social

COMMITTED TO PEOPLE – ON THEIR LIFE JOURNEY

People are the focal point of our business activity. Our promise is **Committed to Life**. This means that we accompany people in all phases of their lives – sometimes even throughout their life journey. Our focus is firmly on respectful collaboration as equals, and an understanding for their differing needs in various stages of life.

We want to provide access to high-quality healthcare for as many people as possible. In the wake of the digital transformation, we are increasingly focusing on innovative treatment offerings that allow us to reach even more people. The well-being and safety of patients is always the top priority for everything we do. That's why we offer them medical treatments and products that meet strict quality and safety requirements.

Our workforce of 190,000 employees are those people who fulfil our promise of Committed to Life, and put it into practice every day, whether it's in direct contact with patients, relatives, and business partners, or behind the scenes in administrative roles and production. In order to support our employees, we provide them with a rich array of opportunities for jobs and career development, and attractive benefits. Our aim is to be the employer of choice now and for the future in the fiercely competitive healthcare market.

MILLIONS OF PEOPLE ENTRUST US WITH THEIR MOST VALUABLE ASSET: THEIR HEALTH. WE ARE A RELIABLE PARTNER AT THEIR SIDE. WE ACCOMPANY THEM THROUGHOUT THEIR LIVES. BECAUSE PEOPLE ARE MUCH MORE THAN JUST THEIR ILLNESS.

Dr. Michael Moser, Member of the Management Board

Our work results in a large number of interpersonal contact points that are reflected in the key topics for the healthcare sector highlighted below:

- [Access & affordability](#)
- [Quality of our products & services](#)
- [Digital transformation](#)
- [Employee development & well-being](#)
- [Diversity & equal opportunities](#)

Access & affordability

HEALTHCARE: IMPROVING ACCESS, UNBURDENING SYSTEMS

Our products are often used to treat people with serious or chronic diseases. Our task therefore is to ensure the safety and quality of our healthcare products and services. We offer a variety of different services in a large network of hospitals, and we supply high-quality drugs and medical devices – always tailored to different healthcare systems, and the needs of patients.

APPROPRIATE SOLUTIONS FOR MILLIONS OF PEOPLE

Our claim: We aspire to take responsibility for the well-being of millions of patients. Numerous measures are in place to ensure that our products and services are accessible to more and more people.

Around **26** million

patients were treated in our hospitals in 2023.

More than

23

million

outpatients.

More than

2

million

inpatients.

Access & affordability



The principle of equal opportunities is an important prerequisite for us to improve access to healthcare services worldwide, and to support the development of stable healthcare systems. This means that we want to make treatments and health education available to everybody who needs them – irrespective of age, income, race or ethnicity, and education. To this end, we are committed to a range of different **programs** and seek to create solutions in collaboration with other companies through **associations**.

DRUGS: FOCUSING ON EFFICIENCY AND EFFICACY

Our healthcare products are focusing heavily on **generics** and **biosimilars** because they are more cost-effective compared to the original medications. They help to bring down the costs for treatments. This relieves the burden on healthcare systems because they have to pay less money for medicines. Depending on the healthcare system, these products and the associated programs are also able to provide a financial benefit for patients. This is because they then have to make a lower contribution themselves to the therapeutic treatments.

HOSPITALS: INTERDISCIPLINARY AND DIGITAL CARE

We are strategically building up regional **care clusters** and promoting interdisciplinary knowledge sharing and exchange across medical disciplines and between our hospitals. Fresenius combines special care offerings of the individual hospitals, and works to improve quality through conferences on specific topics, e.g. the treatment of cancer or strokes. This type of networking enables us to offer treatments that are particularly expensive and labor-intensive within a cluster of hospitals. This means that they do not have to be provided at every location. For example, Helios deploys multidisciplinary teams of healthcare professionals in order to deliver a holistic therapy approach and facilitate faster and better recovery. One focus is on rapid mobilization of patients

Access & affordability

following orthopedic surgery – based on the Ortho-Campus model, in which surgery and rehabilitation are brought close together.

We also make use of **digital processes and applications** in order to provide more straightforward access to healthcare. For example, we are working on achieving short lead times for people awaiting an appointment. In 2023, we were able to give more than three quarters of our patients at Quirónsalud an initial consultation appointment within seven days. Further insights into our progress on digitalization are provided in the section [Digital transformation](#).

RESEARCH FOR PROGRESS

We carry out research projects and studies to develop new treatment standards and improve current standards. One example is **gender-specific medicine**. Gender-specific differences in medicine were neglected until the end of the 20th century. From a biological perspective, differences between women and men include the configuration of chromosomes, sexual characteristics, and hormones. These differences and environmental, cultural and social circumstances can exert an influence on health. Fresenius would like to make a contribution to improving individual consultation, diagnosis, and treatment. Accordingly, Helios published the results of a study on gender- and age-specific differences in disease progression for different COVID-19 variants in 2022.

CARDIAC CONSULTATION FOR WOMEN

Since 2014, Helios has collaborated with the Leipzig Heart Center to offer a consultation for heart health geared specifically to women. The main thrust of the campaign focuses on treating patients with autoimmune diseases – which affect women much more frequently than men – as well as patients with forms of rheumatism, or pregnancy complications. All of these conditions can lead to heart problems. The health professionals discuss the symptoms with the patients in an atmosphere of calm dialog and trust, and also provide explanations of gender-specific differences. These include the fact that the risk of cardiac arrhythmias is higher in women than in men if they take medication for allergies or antibiotics. Doses of a number of active ingredients for the heart have to be different for women, and side effects may occur more frequently with clotting drugs.

Access & affordability

OUR COMMITMENT TO EQUAL OPPORTUNITIES IN HEALTHCARE

Fresenius is committed to providing access for everyone to therapies and health education. Our **commitment** to acting responsibly is reflected in our signing of the **Zero Health Gaps Pledge** of the World Economic Forum in January 2024. It is the world's first voluntary commitment to promoting equal opportunities in health-care, and it has now brought together more than 80 companies.



Interpersonal relationships are especially important in nursing care.

ALWAYS IN FOCUS: QUALITY AND SAFETY

Our top priority is the quality of our services and products, and the safety of our patients. That's why we offer patients medical treatments and products that meet our strict requirements for quality and safety. The applicable legislation, recognized international frameworks and standards, and our own requirements provide the organizational structure for our quality management.



Always in focus: The well-being of our patients.

THE FOUNDATION OF OUR WORK

Treatments must be carried out safely 24/7, equipment needs to function reliably, and medications should have the intended benefits. Structured processes, training, and quality management systems are our tools for continuously improving patient and product safety. Our **quality management** helps us to keep errors to a minimum, enhance the efficiency of our workflows, and strengthen the trust of patients and customers. We also use quality management to counter potential threats. Precautions are taken against external influences, such as natural disasters, and against the failure of technical systems.

Quality of our products & services

The **quality requirements** differ depending on the business activity – for our healthcare facilities and for the development, production and sale of drugs, and for medical-technical products. Our management systems are therefore structured to meet the different requirements and are based on special internal and external standards. We use performance indicators to monitor, manage, and improve our processes in quality management.

AWARDS FOR MEDICAL QUALITY

Quirónsalud

- The US current-affairs magazine Newsweek selected five hospitals run by Quirónsalud in 2023 as the world's best specialist hospitals.
- According to Monitor de Reputación Sanitaria 2023, five centers operated by Quirónsalud rank among the Top 10 private hospitals with the best reputation in Spain.

Helios

- Business magazine Wirtschaftswoche selected Helios as the Top Healthcare Provider in Germany in the category Clinics and Hospital Groups Nationwide.

Fresenius Kabi

- Fresenius Kabi was saluted by Vizient Inc. as Supplier Partner of the Year 2023. Vizient is the largest provider-focused healthcare performance improvement company in the United States.

OUR APPROACH TO PRODUCT SAFETY

Alongside a high level of quality, we also have to guarantee the safety of our products. That's why we market and label products with complete, fact-based information directed toward facilitating **safe handling** of products.

We also focus on recording and disclosing **side effects**. Adverse reactions can never be entirely ruled out after taking a medication because different bodies often react differently. The benefit of taking a drug always needs to be greater than the risk of adverse reactions and events. That's why we monitor the effects of medicines. These activities are grouped under the concept of **pharmacovigilance** (drug safety). Fresenius Kabi analyzes the relationship between the benefit and risk of the products in accordance with defined

Quality of our products & services

processes, identifies each change at an early stage, and is able to give a timely response. The business segment forwards reports about side effects directly to the authorities. It also immediately informs the public and its customers about any observed defects or measures relating to product and patient safety. This is carried out, for example, through general communication channels or in direct contacts.



In production: Inspecting an infusion bag.

FROM INSPECTIONS TO SIMULATIONS – SAFETY AT OUR FACILITIES

As with our healthcare products, safety is the top priority at our healthcare facilities. Specialized professionals carry out regular **inspections** there in order to keep potential hazards for patients to a minimum. Hygiene professionals and specialists in **epidemiology** are responsible for prevention and control of infections.

Our employees receive regular training on relevant topics such as treatment processes, patient safety, and hygiene management in accordance with their areas of responsibility. They also share ideas at events. This allows them to incorporate other people's experiences into their day-to-day hospital work and to take appropriate action. Training for surgical procedures and crisis scenarios is even more directly focused on practice. Doctors and nursing professionals are able to run through a variety of scenarios, which can occur on day and night shifts, in our hospitals and in three **simulation and emergency academies** operated by Helios.

Quality of our products & services



Simulations also prepare our professionals for complex situations.

IDENTIFYING AND RECORDING ERRORS, AND LEARNING FROM THEM

We use **reporting and learning systems** to record all critical incidents – irrespective of whether anybody was harmed. On this basis, we are able to identify and highlight potential errors in processes and workflows, and take steps to eliminate them. Above all, it is important to take precautions in order to avoid so called never events – undesirable events that can result in serious harm to patients. These include events such as wrong-side surgery in operations, or aids such as surgical sponges accidentally left in a patient's body after an operation.

Transparent error management actively encourages our employees and patients to report any incidents and near misses. We evaluate systematically recorded, unwelcome events and allegations of treatment errors and introduce improvement measures. We also carry out peer reviews – specific audit procedures in the medical and nursing sectors involving expert discussions of cases. In the interests of transparency, we also engage with liability cases and strive to ensure that complaints and incidents are dealt with in a correct legal way.

Digital transformation

TELEMEDICINE, APPS, AI & CO.: USING THE BENEFITS OF DIGITALIZATION

Digitalization is driving forward new technologies and treatment methods in contact with patients and in the manufacture of products. It can help to overcome challenges in the healthcare sector. Our digital solutions are designed to add value for patients and to continuously improve the quality and efficiency of our therapies.

DIGITAL AND EFFICIENT

The demand for new digital services is increasing throughout the healthcare sector. Patients are becoming increasingly more receptive to telemedicine treatments, and they want to use services precisely when they need them – on weekdays, when they are on the move, or late in the evening, and at weekends. Moreover, **AI-supported analysis tools** are becoming increasingly important for applications such as faster identification of colon cancer or pneumonia.

Our goal is to optimize and accelerate internal workflows throughout the Group and in the value chain. Wherever possible, we digitalize current processes or introduce new, digitally supported workflows. This is intended to improve the handling and efficiency of our products and services.

MORE EFFICIENT PLANNING THANKS TO DIGITALIZED LOGISTICS

Digitalization of logistics processes offers a number of advantages for our production sites. For example, Fresenius Kabi is already working with **track-and-trace systems** for its products. This allows the business segment to track medicinal products, syringes, and **parenteral infusion solutions**. It shows exactly where they are in the **delivery process**, when they will arrive, and approximately when they will be used up. So called smart labels can be used to monitor hospital inventories and accurately plan when new products need to be delivered.

Digital transformation

**FROM APPOINTMENT BOOKINGS TO AFTERCARE:
SIMPLIFIED HEALTHCARE PROCESSES**

A lot of digitalized processes intermesh in **patient care**. This starts when we make preparations to admit patients – for example in videoconferences, or chats with the patient – and comes to an end when we discharge the patient and give them digital options for further recovery on their patient journey. This includes choices like digital aftercare through one of our outpatient clinics, for example for digital wound monitoring after an operation. For a number of years, there have been virtual portals at Helios and Quirónsalud. Patients are able to access treatment documents and results there, book appointments online, and attend video consultations. They can also get information about recommended therapeutic measures for their particular case..

**PLATFORM FOR MEDICAL
PRACTITIONERS AND
PATIENTS BEING TREATED**

84 %

of our German and Spanish
hospitals offer a digital
patient portal.

Have a look at our [highlight story](#) to see how Quirónsalud uses smart and digitalized processes to relieve the pressure in the ED.

**APPS & CO.:
IMPORTANT INFORMATION COMMUNICATED DIGITALLY**

We want to communicate trust, safety, and security when dealing with illnesses and necessary treatments and products – whether communicating with patients, their relatives or medical professionals. They should all be able to handle a product safely and confidently. We offer various **support programs** to suit different target groups and product types. For example, Fresenius Kabi publishes information on specific websites in several languages, and provides examples of applications and other practical notes. This allows stakeholders to have barrier-free access to knowledge. Fresenius Kabi has also developed the KetoApp to foster an informed approach to individual health. It supports people with chronic kidney disease and helps them to eat a diet that is varied and appropriate to their disease.

Digital transformation

ARTIFICIAL INTELLIGENCE: IDENTIFYING DISEASES MORE QUICKLY

If we make more use of data- and AI-supported analysis methods and procedures in future, this will make healthcare and production even better, faster, and more effective than they are now. We are already increasingly integrating **data-driven analyses** and **decision-making** into day-to-day clinical practice, where real-time data volumes are increasingly being generated. Our aim is to use analytics combined with data for implementation of predictive, personalized, preventive, and participative medicine, and thereby significantly further improve treatment outcomes. A current example of application: Quirónsalud has been working since 2022 in emergency departments with an AI-supported algorithm specially developed in-house. This enables the likelihood of bilateral pneumonia to be determined on the basis of laboratory values and other patient parameters before it is visible on an X-ray.

AI IN COLORECTAL CANCER SCREENING

Our use of AI in colorectal cancer screening is even more profound. When colonoscopies are carried out, a computer algorithm detects polyps in the intestinal mucosa. These are a possible precursor to colon cancer. As soon as the computer detects a polyp, it triggers an optical and acoustic signal, and informs the doctor about the finding. This method enables us to offer our patients more precise care without any additional risk. Want to have a look? Click [here](#) for the highlight story.

We are also using the advantages of **intelligent automation** in areas other than everyday clinical practice. In the areas of supply chain, purchasing, and production, our objective is to improve business processes in administrative functions using such tools as chatbots, intelligent document processing, and recommendation and prediction applications.

A working group established in 2023 has been addressing the issue of how we can and want to use AI at Fresenius. Their goal is to define uniform rules for the development and implementation of applications across the Group. In this way, we want to ensure that the AI programs we use are in accordance with the ethical standards and values of Fresenius.

Digital transformation



State-of-the-art technology for maximum precision.

DIGITALLY CONTROLLED INFUSIONS

At Fresenius, we are increasingly relying on digitalized processes, and we are also working on the inclusion of digitalized products in our offerings. One example of this is Ivenix. When this technologically advanced infusion system was developed, the needs of patients and hospital personnel were the focus of attention. For example, its large-volume pump operates seamlessly with other systems. Infusion management, and programs and analyses provide nursing staff with the best possible information and prevent infusion-related errors. The system is currently available in the U.S. market.

ROBOTS IN THE OPERATING ROOM

Even though it might sound like science fiction, robots have become an integral part of many healthcare facilities. Compared with conventional surgery, robot-assisted interventions enable advances like more precise, less invasive interventions, facilitating operations, e.g. where only very small incisions have to be made in the body. As a result, patients are able to recover more quickly.

At Quirónsalud and Helios, surgeons carry out robot-assisted interventions in areas such as spine, hip, and knee surgery, as well as in procedures related to cancer.

Digital transformation



Ivenix pump in use.

CYBERSECURITY: ALWAYS PLAYING IT SAFE

Digital therapeutic approaches are capable of improving patient care. While we are continuously digitalizing our processes and opening up new markets with digital product solutions, our patients, employees, and customers should be able to rely on the cybersecurity of our products and services. We are seeking to enhance confidence by implementing various measures to strengthen our resilience to cyberattacks, reduce our cyber risks, and avert any harm or damage. The threat landscape for our company is continually changing and we are consistently carrying out analyses so that we are best prepared. We define minimum security standards for our **📍 risk domains** and implement strategic security measures. These include upgrading our medical equipment to new cybersecurity requirements and findings.



[Watch the video online now](#)

ATTRACTING, RETAINING, AND SUPPORTING EMPLOYEES: OUR APPROACH

Every day and all night, the skills and dedicated approach of our employees contribute to the success of our company in our healthcare facilities and in production, as well as in administration and IT. We want to be the employer of choice in the highly competitive healthcare market. Individuals are encouraged to submit job applications and retain their enthusiasm for working at Fresenius because we offer them a job that goes way beyond the average.

EARLY CAREER

Total of **68** opportunities

for vocational training:
37 apprenticeship vocations and 31 dual study programs.

ON AVERAGE

41.3

years old

were our employees in 2023.

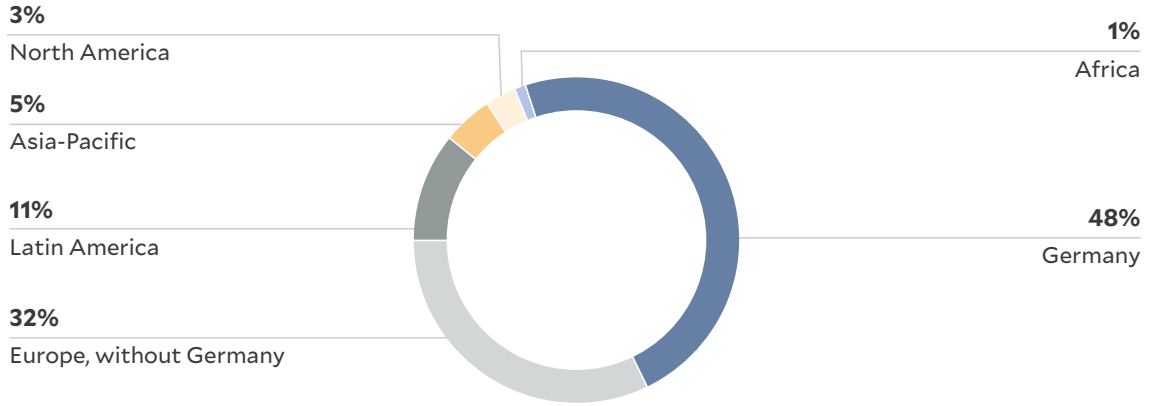
A TOTAL OF

193,865

people were employed by the Fresenius Group in 2023, amounting to nearly 5,000 more people than in 2022.

Employee development & well-being

INTERNATIONALLY POSITIONED: EMPLOYEES BY REGION



HOW WE FIND THE RIGHT PEOPLE FOR FRESENIUS

Current and future employees need to perceive us as a reliable employer offering flexibility and acting as a gateway to a diverse set of experiences. We cast our net wide so that we attract a wide range of different talents. When we're looking for the right person to fill a specific role, we target potential high flyers in a strategic approach.



At one of our production sites: Teamwork is essential.

We look within our organization for individuals who want to advance in a specific area and whose profile matches a vacant position. External candidates are also on our radar and we rely on a digital presence on social media and career websites. The business segments also collaborate with schools, universities, and universities of applied sciences. Moreover, our representatives for various disciplines are present at career fairs. Additionally, we hold our own job events to augment these measures. Our policy is to communicate transparently and clearly in all our activities. They are intended to show potential applicants that we take them seriously, and value an exchange of views in an atmosphere of trust.

RECRUITING AND HUMAN RESOURCE PLANNING: USING NETWORKS

Our business segments are networked in many countries and they also focus on the international stage when carrying out recruitment. When a new recruit from abroad starts working at Helios in Germany, for example, specially trained [integration managers](#) provide assistance in completing applications and finding language schools. Our aim is to make life easier for newcomers as they get started in an unfamiliar landscape. There can be a short-term shortage of personnel if a lot of employees take sick leave, for example in the flu season, or during the long summer vacations. Sometimes replacements for employees on parental leave or temporary support for a particular project cannot be sourced from within the company's own ranks. In cases like this, our business segments deploy agency staff, for example in nursing or production.

ENHANCING RETENTION AMONG OUR EMPLOYEES – OVER THE LONG TERM

One thing is absolutely clear when it comes to the continued existence and innovative strength of Fresenius. We need motivated, qualified, and high-performing employees within the company. This requires attractive working conditions and appropriate compensation, as well as voluntary additional benefits, and responding to as many individual requirements as possible. Different areas of our Group offer targeted benefit components to match the market and region.

OUR BENEFITS – A FEW EXAMPLES

- Financial provision: pension plans, company pension, tariff-based future payments
- Bonuses: employee benefit programs, profit-sharing bonuses
- Flexible working: part-time models, mobile working, compensatory time accounts, job sharing
- Health and well-being: preventive care, internal offers promoting physical and mental well-being, discount for gyms, discounted hotel cards

Employee development & well-being

**EMPLOYEE SHARES:
GOOD INVESTMENT**

Since 2023, all employees – from trainees to executives – in the companies involved in the Corporate segment and at Fresenius Kabi can join the Fresenius SHARE program.

The program consists of two components:

On the one hand, participants can purchase a share package of ordinary shares in Fresenius SE & Co. KGaA at a significant discount each year.

Additionally, participants receive a defined amount in ordinary shares, if certain targets are achieved. The targets include an increase in the Group's net income, participation rate in cybersecurity training, the concrete value of a cybersecurity rating, and the result of the **Audit & Inspection Score**. Three of four targets were achieved in 2023 and employees receive an appropriate proportion of the shares.

**OFFERING TAILORMADE
BENEFITS**

The main beneficiaries of advantages like home office and flextime models are all those people who are employed directly by Fresenius SE & Co. KGaA, or who work in the administrative areas of the business segments. Offering similar **benefits** in the area of healthcare services is difficult or indeed impossible. Here it is important to offer needs-based incentives and provide adequate rewards. For example, Helios and Quirónsalud offer benefits such as private supplementary medical insurance policies and then retirement provision. Employees can also convert parts of their salary into defined benefits. Helios offers employees support in the area of childcare. Overall, 35 nurseries offer childcare places for their little ones during working hours.

Since the fall of 2022, somebody working at Fresenius Kabi in the United States can take leave from work for a short period of time for reasons such as the birth or adoption of a child, for the care of children placed in foster care, or for the care of an immediate family member with a serious health condition. Employees are entitled to take extended paid family leave of up to eight weeks. There are no statutory options like parental or care leave in the United States as there are in Germany.

LISTENING AND GETTING FEEDBACK

We want to listen to our employees and include them. This encompasses asking for feedback, entering into **dialog** with them, and putting words into action. The roadmap for this involves individual feedback discussions focusing on matters such as future collaboration, or individual planning for further and advanced training opportunities. We also collect feedback on the working environment in our Group-wide employee

Employee development & well-being

engagement survey and in regional surveys. The survey encourages employees to provide positive feedback, express their criticisms, and make suggestions for improvement.

COMBATING A SHORTAGE OF PERSONNEL: FOCUS ON INDIVIDUAL DEVELOPMENT

For many years, there have been ongoing staff shortages at lots of locations particularly in the nursing sector. At Fresenius, we are constantly working on minimizing the effects of this situation. Our focus is on measures directed toward training and development. Helios and Quirónsalud primarily **train nursing personnel in their own training centers**, or recruit them from training cooperations. Employees can undergo training at the Helios Academy, 34 of its own training centers, and in other training programs of the business segments offered in other countries. The training centers and other training programs also offer staff a wide range of further and advanced training opportunities. Since 2022, Fresenius Kabi has been offering employees in the Asia-Pacific region a learning program to develop and extend competencies.



Exchange of experience among trainees at the hospital.

Many individual **further training measures** and mandatory training courses are now provided as webinars or e-learning courses. They facilitate fast, up-to-date, and tailored learning. If somebody in Germany doesn't have their own computer or a quiet work environment, they can complete the training at specially set up learning locations. There are also hybrid or in-person formats that focus on personal interaction.

Employee development & well-being

Anybody who wants to change career can undergo individual further training at their existing place of work and also gain international experience. For example, employees from Fresenius Kabi can develop their professional and personal profiles through short-term or long-term assignments abroad.

We also offer all managers two Group-wide programs to promote our high flyers in the upper management levels and retain them within the group. Middle management can participate in training through collaboration with the University of St. Gallen. This is primarily focused on strategy implementation, change management, and collaboration. The fundamentally revised Top Executive Program is directed toward the most senior management levels. This program will be delivered for the first time in conjunction with the Harvard Business School in 2024 in a new form. There are also development programs in each of the business segments for potential, new, and experienced managers.

OUR JOINT SUCCESS: CERTIFICATIONS AND AWARDS

Our commitment as an employer was once again honored with various awards in 2023:

STEM Minded Company 2023

STEM Minded Companies promote **STEM** talent in a particular way. Fresenius was nominated by STEM students, graduates, and talented high flyers. Initially, we were successfully audited by audimax MEDIEN GmbH and succeeded in subsequently completing certification by signing the ten-point declaration STEM Welcome.

Potentialpark 2023 Germany Talent Communication Ranking

Market research company Potentialpark awarded Fresenius for the twelfth time in succession as one of the companies with the best Internet portals for applicants in Germany. We took second place among 140 ranked companies.

Top Employer Institute

In 2023, Fresenius Kabi received the externally audited Top Employer certification in nine countries (Austria, China, Dominican Republic, Poland, Switzerland, United States, India, Philippines, and Puerto Rico), as did Quirónsalud.

STANDING UP TO DISCRIMINATION AND PROMOTING EQUAL OPPORTUNITIES

Our employees are as diverse as the work we do. We believe that the interplay of a wide range of views, opinions, cultural backgrounds, experiences, and values enables us to exploit the creative potential that makes us successful as a healthcare company. This is the reason we promote international and interdisciplinary cooperation, and diversity and inclusion throughout the entire Group.

MORE THAN SLOGANS: PROMOTING DIVERSITY AND EQUAL OPPORTUNITIES

Diversity and equal opportunities are fundamental values of our corporate culture, and a key component of our business success. As a Group operating on the global stage, we and our subsidiaries have operations in more than 60 countries, and we have a workforce of more than 190,000 employees. They all represent a wide range of diverse cultures, generations, genders, sexual orientations, and skillsets.

More than
150
nationalities
are represented among
our employees.

These different perspectives, backgrounds, and experiences help us to provide a better response to the individual needs of our patients, employees, customers, and partners.

That's why we actively oppose any form of discrimination and strive to create a working environment where everybody – regardless of their skin color, origin, faith, political views, age, gender, ethnicity, nationality, cultural background, sexual orientation, physical condition, appearance, or other personal characteristics – is respected and supported. We are aware of our **responsibility** to uphold diversity and boost equal opportunities.

At the same time, we know that diversity also entails challenges. Our initiatives – derived from the management and the workforce – are intended to create a secure environment where everyone is able to develop their full potential.

Diversity & equal opportunities

**A ROBUST FOUNDATION:
OUR TRAINING AND AWARENESS PROGRAM**

We are working on raising awareness within the Group concerning the topic of diversity, the opportunities and challenges it offers, and how we treat each other fairly and respectfully. Research has shown that none of us is entirely free of prejudices and assumptions, and that these can influence our thoughts and actions. We therefore offer

OVERCOMING UNCONSCIOUS ASSUMPTIONS

During the reporting year, a special focus was directed toward the topic of **Unconscious Bias**, in other words underlying assumptions that we have about other people or groups. These unconscious biases can lead to us favoring or excluding certain people or perspectives without realizing it. This may not simply negatively impact our decisions and our behavior, but also the performance and well-being of our team.

We offer various learning formats directed toward recognizing and overcoming these blind spots. They raise awareness of this issue and provide concrete strategies on how we can become fairer and more inclusive. These formats include measures like online courses, workshops, webinars, and Peer-Group-Coaching. Some of these formats are targeted specifically at managers, who have a special responsibility to promote a diverse and motivated team.

training sessions and awareness programs that encourage everybody to look critically at their own attitudes and to learn from each other.

The foundation for all our actions is our **Code of Conduct**, which defines the ethical principles and standards of our company. The Code highlights how we put our responsibility for diversity into practice, how we want to engage with each other and our business partners, and what we in turn expect from them. We provide regular training on this Code for all employees so as to ensure it remains a living document and is consistently put into practice.

DIVERSITY IN PRACTICE

We promote diversity, equal opportunities, and inclusion through a variety of concepts and measures. Employees are also encouraged to be creative and have already launched their own initiatives. Our promotional measures are continually being adapted to the specific requirements of the relevant business models and regions.

Diversity & equal opportunities

FOR DIVERSE MANAGEMENT LEVELS: WOMEN IN MANAGEMENT POSITIONS

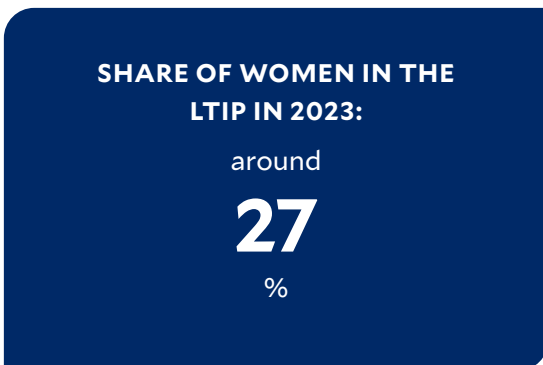
The promotion of women in management positions is an important concern for us. We are well aware that women are still underrepresented in leadership positions within the healthcare sector, and throughout society at large. We are convinced that a well-balanced gender distribution at management levels enhances the performance and innovative strength of our company and also sends out a signal highlighting a modern corporate culture that is oriented toward the future.

To achieve this, we have defined the following goals. By 2025, the proportion of women in the first and second management levels below the Group Management Board in the **Corporate segment** should be more than 30%.

Status in 2023:



To determine the proportion of women in management positions throughout the **Fresenius Group**, we use the Group-wide variable compensation program (Long-Term Incentive Plan 2023 – LTIP). The LTIP is primarily aimed at management positions that are no more than two levels below the Executive Board.



In addition, we are working on putting measures in place that are designed to offer our employees the best opportunities to continuously develop and prepare for taking up management roles. In 2022, we launched the learning program Leadership for Women – Boost your Self-Positioning. The female participants are able to boost their self-positioning using various topic

Diversity & equal opportunities

modules, and network across divisions by means of peer group coaching. 260 women have already participated during the first two years.

VOICE OF INCLUSION: REPRESENTATIVES OF THE SEVERELY DISABLED

The Fresenius Group employs people with disabilities and people who are severely disabled. These include people in wheelchairs, individuals with a mental disability, people who have survived cancer, and those who live with diabetes, rheumatism, or depression. We want to enable all our employees to apply their knowledge and skills, and we implement the relevant local legal requirements in this context.

In Germany, elections for representatives of the severely disabled are held every four years at Fresenius facilities where at least five severely disabled persons are employed on a more than temporary basis. All employees there can stand for election to this office. We also have corresponding committees at our hospitals in Spain.

The representatives of the severely disabled assist employees in answering questions about workplace design, health protection, and participation in working life. They work closely together with the works council, the management, and the departments in order to guarantee the rights of severely disabled people, and support for them.

WORK AND IMPACT OF REPRESENTATIVES FOR THE SEVERELY DISABLED

Helios concluded an **overarching inclusion agreement** with the division's representative body for people with severe disabilities:

The agreement promotes equal opportunities by strengthening the participation of (severely) disabled people and employees at risk of disabilities. Furthermore, it aims to prevent employees with (severe) disabilities from being discriminated against or socially excluded.

More than **1,100**

senior executives at Helios completed online training courses dealing with the topics of severe disability law and the Corporate Inclusivity Agreement in 2023.

Diversity & equal opportunities

REPRESENTING COMMON INTERESTS TOGETHER

Employees have built up various employee networks to represent common interests. The networks offer employees at different locations a platform for exchanging information, for networking, and for further training. They also support the aspiration of Fresenius to create a work environment throughout the Group where diversity and respect go hand in hand. This aim is also reflected in the [Diversity Charter](#) which Fresenius signed in May 2023.

EMPLOYEE NETWORKS AT FRESENIUS

The **Women's Initiative** is committed to networking, mentoring, and supporting women. The initiative was established in 2022, initially with a focus on Europe, and now has members worldwide, e.g. in Australia, Taiwan, and the United States. It regularly organizes events, workshops, and mentoring programs for interested employees.

At Fresenius Kabi in the United States, there are currently five **Employee Impact Groups**: Voices of African Descent, Women's Voice, Pride, Alliance of Asians and Pacific Islanders, and HOLA! (Hispanic/Latin American employees).

EQUAL OPPORTUNITIES IN TALENT MANAGEMENT

Equal opportunities at Fresenius already start with an inclusive and fair application and appointment process – most importantly for people who are potentially likely to be disadvantaged by experiences of discrimination.

Diversity & equal opportunities**SUPPORT FOR INTERNATIONAL EMPLOYEES**

We offer special advice packages and support for international staff in order to make it easier for them to settle in Germany.

In 2020, Helios already started to train employees as **integration managers**. They support international nursing staff when they arrive in Germany, assist them in dealings with the authorities, and help generally in other situations. The goal is not only integrating them professionally and with respect to language proficiency, but also socially. This is complemented by local initiatives at individual hospital sites. In order to go a step further with achieving cultural openness and mutual understanding within teams, we train responsible employees to be **cultural ambassadors**.

Quirónsalud has developed a procedure to help employees recruited from abroad to arrive in Spain smoothly. The function for labor law and employee services also supports the international nursing and medical staff in obtaining residence and work permits.

We also promote diversity in the course of the working day and provide employees with a variety of offerings that are intended to promote **intercultural competencies** and communication between the different locations. These include language courses, international training programs, and exchange platforms. We are convinced that these measures increase the satisfaction and motivation of our employees, while also enhancing our innovative power and competitiveness as a company.

Alongside promotion of diversity, we attach great importance to equality and **fairness**. We treat all our employees in the same way and offer them the same opportunities and advantages. This is ensured not least by collective and local agreements.



GOVERNANCE

Governance

DOING THE RIGHT THING: COMPLIANCE, HUMAN RIGHTS, AND DATA PROTECTION IN FOCUS

At Fresenius, we believe that responsible and lawful behavior addresses our most important concern: the well-being of the patients we look after. Integrity, responsibility, and reliability form the foundation of the daily work of our employees, business partners and suppliers. That's why we're working continuously to prevent incidents that run counter to this objective, and to prevent violations.

ACTING LAWFULLY AND MAINTAINING STANDARDS

For Fresenius, compliance means doing the right thing. Our ethical values are based on more than just regulatory requirements. This means that we not only act in accordance with the law, but also according to applicable sector codices, our internal guidelines, and our values. Internal and external controls ensure that we adhere to the requirements and live up to the trust of our patients, employees, customers, suppliers, and investors.

Compliance violations have no place in our Group. These include, among others

- Bribery and corruption,
- Fraud and misappropriation of assets,
- Antitrust violations,
- Money laundering and financing of terrorism,
- Data protection violations,
- Trade restrictions,
- Insider trading and market manipulation,
- Reprisals, and
- Human rights abuses.

Our **compliance management system** is based on three pillars: **prevention, detection, and response**. We have aligned the system and our measures with the applicable international standards for compliance management systems (e.g. ISO standards, audit standards of the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany)), and national and international statutory frameworks.

Governance

The **Fresenius Code of Conduct** forms the framework for all rules applicable within the Fresenius Group. The Code of Conduct lays out the principles of conduct for all employees, including managers at all levels and members of the Group Management Board.

Our principles:

- **We serve patients beyond expectations** – Bold in our ambitions. Turning ideas into actions.
- **We care for excellence** – No compromise on quality. True north in mind.
- **We bring healthcare innovation to people** – Learning with our customers and partners. Pushing therapies to the next level.
- **We live the power of One Team** – Respectful collaboration. Empowering responsibility.
- **We act today for a better tomorrow** – Over 100 years of heritage. Mindful of future needs and resources.

SUPPORT FOR CORRECT ACTION AND REPORTING SYSTEMS

In addition to our mandatory training courses, our employees can take advantage of various **offers** to generate stronger compliance awareness. You can receive comprehensive information from sources such as the thematic pages on the intranet, a podcast, or in a telephone consultation (anonymously, if necessary). Contact persons throughout the Group are ready to support you on issues of conduct.

Furthermore, we continuously emphasize to our employees, customers, suppliers, and partners how important their own behavior and the conduct of other people is. If they suspect misconduct in the Fresenius environment, e.g. violations against laws, regulations, or internal guidelines, they can report the potential compliance incident on **various channels**, for example:

- to their line managers,
- to the responsible compliance process owners,
- to specially established email addresses, but also
- by telephone in various languages via a local telephone number in 112 countries (anonymously, if necessary), or
- online (anonymously, if necessary).

Our responsible employees treat incoming reports as confidential to protect the reporting persons. We take all potential compliance violations seriously. An initial assessment focuses on the plausibility and possible severity level of potential violations.

Governance

Once we have completed an investigation, we use the results of internal controls and reports to review our business processes. Where necessary, we introduce corrective or improvement measures which are intended to prevent similar misconduct in the future.

RESPECT FOR HUMAN RIGHTS

As a healthcare group with global operations, we regard respect for human rights as an integral component of our responsibility. Medical care for patients and the well-being of our more than 190,000 employees are among the most important engagement areas of our human rights due diligence.

We are aware that our commitment to human rights also extends beyond our own company operations and our core business. We take human rights aspects into account when selecting and cooperating with our **suppliers and business partners**. Among other requirements, we expect them to make a commitment to complying with the topics defined in our [Human Rights Statement](#). We specify and communicate these expectations in our [Code of Conduct for Business Partners](#).

We are working on increasing the transparency of our supply chains. The knowledge gained by doing so helps us to ensure secure supplies while addressing human rights risks in the procurement of important raw materials and supplies. In the Fresenius Group, we maintained business relationships with more than 58,000 suppliers in 2023.

We conduct **risk-based business partner reviews** before entering into new business relationships. If high risks are identified on the basis of risk analysis results or in the course of the business partner due diligence checks, we contact the supplier and evaluate the situation in more detail using further questionnaires on a risk-based approach.

Based on results of the risk analyses, we initiate preventive measures where necessary. If we become aware of a human rights violation in our own business area or in our supply chain, the goal is to take remediation action and avoid a future violation.

Governance

PROGRAM FOR THE RESPECT OF HUMAN RIGHTS

Our human rights program is based on international standards, e.g. the [United Nations \(UN\) Universal Declaration of Human Rights](#), the [International Labour Organization \(ILO\) Declaration on Fundamental Principles and Rights at work](#), the [OECD Due Diligence Guidance for Responsible Business Conduct](#) and the [United Nations Guiding Principles on Business and Human Rights](#) (UNGP).

Our program establishes preventive measures to help the Fresenius Group to identify and address human rights risks in its business processes, and to include human rights risks in our Group-wide risk management.

THE FIVE BLOCKS OF OUR HUMAN RIGHTS PROGRAM



**PROTECTING SENSITIVE DATA:
GROUP-WIDE DATA PROTECTION CONCEPT**

Networked data and globalized corporate activities open up crucial opportunities for high-quality and future-proof patient care. At the same time, the highly digitalized work within the Fresenius Group requires particularly careful handling of personal data and sensitive medical data. For this reason, we maintain data protection organizations that are consistent with the respective organizational and business structure, and ensure the comprehensive protection of personal data. We are well positioned in the area of data protection with a secure IT infrastructure, clearly regulated data processing procedures, and comprehensive awareness of all employees – and we are working continuously to make further improvements.

GLOSSARY

Glossary

GLOSSARY

A

ABSOLUTE SCOPE 1 AND SCOPE 2 EMISSIONS

Absolute Scope 1 and Scope 2 emissions refer to the actual total amount of greenhouse gas emissions released. In contrast to relative emissions, these are correlated to a unit, e. g. emissions per manufactured product.

AI-SUPPORTED ANALYSIS TOOLS

AI-supported analysis tools are software applications that use artificial intelligence (AI) and machine learning to analyze large amounts of data, identify patterns in the data, and support decision-making processes. These tools can process complex data from a variety of sources, including texts, images, and videos. They are being used in a growing number of healthcare settings to help make informed decisions quickly and efficiently.

AUDIT & INSPECTION SCORE

The Audit & Inspection Score at Fresenius Kabi is based on the number of critical and serious non-conformances from regulatory GMP inspections and the number of serious non-conformances from TÜV ISO 9001 audits in relation to the total number of inspections and audits performed. The score shows how many deviations were identified on average during the inspections and audits considered.

B

BIOSIMILARS

Biosimilars are biological drugs that are manufactured to have similar biological properties to already approved reference products. They are developed after patent protection for the reference product has expired. Biosimilars must undergo extensive testing and demonstrate similarity to the reference product in terms of efficacy, safety, and quality in order to be approved by regulatory authorities.

C

COMPOUNDING CENTERS

Compounding centers are specialized facilities that produce custom or individualized pharmaceutical products for patients who cannot be treated with standardized products. This allows us to respond to individual needs.

CORPORATE SEGMENT

The Corporate segment comprises the holding functions of Fresenius SE & Co. KGaA and Fresenius Digital Technology GmbH, which provides information technology services.

E

EPIDEMIOLOGY

Epidemiology is a branch of medicine and public health concerned with the study of disease outbreaks, their spread, and their causes in populations. Patterns of disease and health in specific populations are analyzed to identify risk factors and develop interventions to prevent and control diseases.

G

GENERICS

Generics are medicines produced after patent protection expires that contain the same active ingredient as the original medicine. They must meet the same stringent safety and quality requirements as the original medicine, and are often cost-effective alternatives, providing wider access to vital medicines.

M

MASS BALANCE APPROACH

The mass balance approach is a method used by companies to assess and improve the sustainability of their production processes. This approach compares the amount of materials, energy, or other resources that go into a process with the amount that comes out as product, waste, or emissions at the end of the process. This allows companies to optimize their use of resources, reduce waste, and minimize environmental impact while increasing operational efficiency.

Glossary

GLOSSARY

**P PARENTERAL INFUSION SOLUTIONS/
NUTRITION**

Parenteral infusion solutions allow the supply of nutrients directly into the bloodstream of the patient (intravenously). This is necessary if the condition of a patient does not allow them to absorb and metabolize essential nutrients orally or as sip and tube feed in a sufficient quantity.

R RISK DOMAINS

Cybersecurity risk domains are specific areas within a company that are vulnerable to security breaches, data loss, or other cyber risks. These domains can represent different aspects of IT infrastructure, networks, applications, end devices, or employee behavior. By identifying and analyzing risk domains, we can better understand potential threats to our cybersecurity and take targeted actions to mitigate the risks, such as providing targeted employee training or conducting regular assessments of our IT infrastructure.

S SCOPE 1, SCOPE 2, SCOPE 3

The **GHG Protocol Corporate Standard** divides a company's greenhouse gas emissions into three scopes. Scope 1 emissions are direct emissions from sources owned or controlled by the company. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not in Scope 2) that arise in the reporting company's value chain, including upstream and downstream emissions.

**SPENT CULTURES
(BIOLOGICAL WASTE)**

Spent cultures are biological materials required for product manufacture and laboratory analysis of pharmaceuticals. On completion of the manufacturing process, it is often necessary to apply specific disposal procedures due to the biological composition and potential environmental impact.

**STEM (STUDENTS, GRADUATES AND
TALENTS)**

STEM stands for mathematics, computing, science, and technology. The term refers to a wide range of studies and careers that involve these disciplines.

T TRACK-AND-TRACE SYSTEMS

Track-and-trace systems are software solutions that enable a product to be tracked along the entire supply chain, from production to delivery to the end consumer. They are used for several purposes, such as the increase of counterfeit protection of products or in inventory management. Various technologies such as barcodes RFID (radio frequency identification), so-called smart labels, are used. Fresenius Kabi in the us, for example, uses smart labels for some of its pharmaceuticals. They enable hospitals to manage their inventory automatically.

W WATER RISKS

Water risks are the potential hazards associated with the availability, quality, and use of water for our operations. These risks can arise from water shortage, water pollution, or regulatory restrictions. Water risk analysis enables us to identify and assess risks, and take appropriate measures to maintain our operations, and meet our social and environmental responsibilities.

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Fresenius SE & Co. KGaA

Group ESG

Else-Kröner-Str. 1

61352 Bad Homburg v.d.H.

Germany

sustainability@fresenius.com

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