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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.

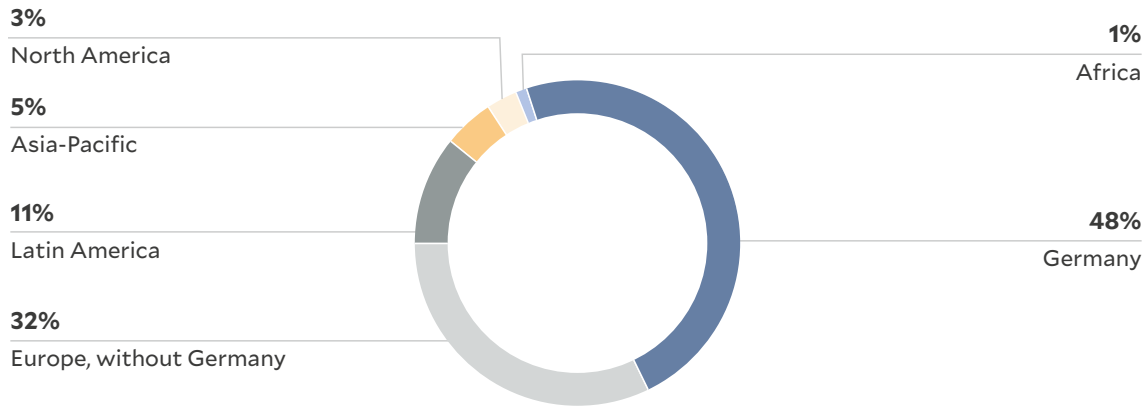
A TOTAL OF

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.

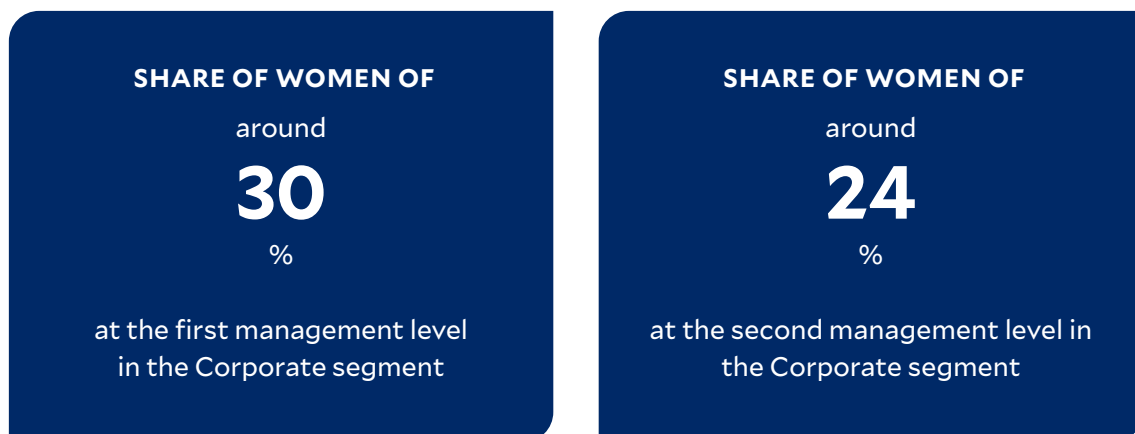
Diversity & equal opportunities

FOR DIVERSE MANAGEMENT LEVELS: WOMEN IN MANAGEMENT POSITIONS

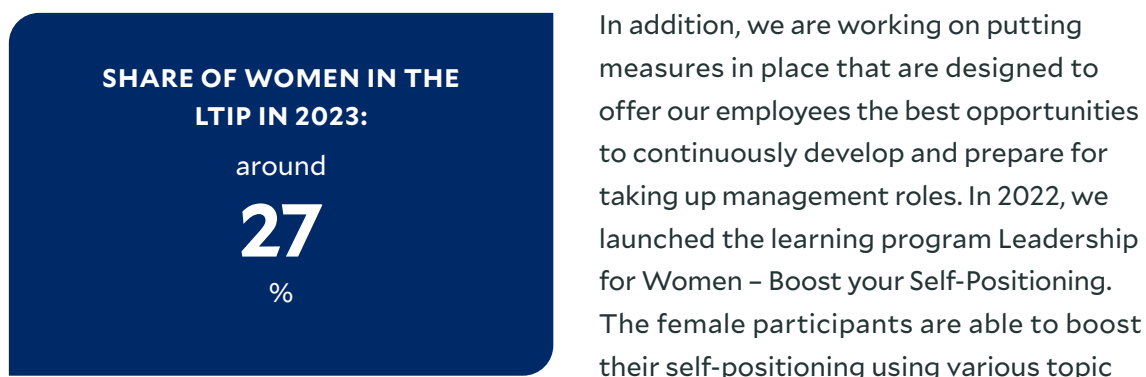
The promotion of women in management positions is an important concern for us. We are well aware that women are still underrepresented in leadership positions within the healthcare sector, and throughout society at large. We are convinced that a well-balanced gender distribution at management levels 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.



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.