



ESG Performance Data 2024

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We monitor the effectiveness of our sustainability activities across environmental, social, and governance (ESG) topics. This table provides an overview of the development of the metrics over the past seven years (as applicable).

For information on our sustainability performance, actions and targets, please refer to our [Sustainability Statement](#).

Explanations on presentation of the data:

Metrics in italics: In our 2024 Sustainability Statement, we applied the European Sustainability Reporting Standards for the first time. To adhere to the requirements, we adjusted the reporting scope and applied new definitions for various metrics. These metrics are stated in italics. This applies to metrics from 2024 and 2023, and in several cases, also to 2020 as baseline for environmental metrics. In these cases, the data is not fully comparable to data from previous years. Please see the Sustainability Statement for details on changes in reporting.

Color code of datapoints: Datapoints disclosed in the Management Report of the Annual Report, incl. the Sustainability Statement, Financial Statements, and Compensation Report are audited and indicated by using black font. Datapoints in grey font are not audited.

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ENVIRONMENT	2024	2023	2022	2021	2020	2019	2018
Energy							
Total energy consumption (M MWh)	3.0	3.1	2.6	2.6	2.5	2.4	2.4
Fossil energy consumption (M MWh)	2.4	2.7					
Coal and coal products (M MWh)	0	0					
Crude oil and petroleum products (M MWh)	0.3	0.4					
Natural gas (M MWh)	1.3	1.4	1.2	1.2	1.1	1.1	1.1
Other fossil sources (M MWh)	0	0					
Purchased or acquired electricity, heat, steam, and cooling from fossil sources (M MWh)	0.8	0.9					
Share of fossil sources in total energy consumption (%)	81	86					
Consumption from nuclear sources (M MWh)	0.1	0.2					
Share of consumption from nuclear sources in total energy consumption (%)	4	6					
Renewable energy consumption (M MWh)	0.4	0.3					
Purchased or acquired electricity, heat, steam, and cooling from renewable sources (M MWh)	0.4	0.3					
Fuel consumption from renewable sources, including biomass (M MWh)	0	0					
Self-generated non-fuel renewable energy (M MWh)	<0.1	<0.1					
Share of renewable sources in total energy consumption (%)	15	8	19	22	21	20	18
Total energy production (M MWh)	0.2	0.1					
Non-renewable energy production (M MWh)	0.1	0.1					

ENVIRONMENT	2024	2023	2022	2021	2020	2019	2018
Renewable energy production (M MWh)	<0.1	<0.1					
Energy consumption (MWh) / € 1 million revenue	153.2	158.7	133.5	148.2	139.7	139.0	143.8
Energy consumption (MWh) / FTE	28.6	27.5	21.5	21.3	19.9	20.1	21.1
Scope 1 GHG Emissions¹							
Gross Scope 1 GHG emissions (THOUS tCO ₂ eq) 2,3	360.8	387.0			376.9		
Natural gas	272.5	280.2					
Other (incl. LPG, Diesel, Fuel Oil, Propane, Petrol, Fugitive Emissions)	88.3	106.9					
Scope 1 GHG emissions from regulated emission trading schemes (%)	26	25			25		
Scope 2 GHG Emissions¹							
Gross location-based Scope 2 GHG emissions (THOUS tCO ₂ eq) ^{4,5}	450.6	470.8			541.7		
Gross market-based Scope 2 GHG emissions (THOUS tCO ₂ eq) ^{6,7}	326.6	405.3			538.8		
Scope 3 GHG Emissions^{1,8}							
Total Gross indirect (Scope 3) GHG emissions (THOUS tCO ₂ eq)	2,993.4	3,083.7					
Purchased goods and services (3.1)	1,386.0	1,428.2					
Capital goods (3.2)	45.9	34.2					
Fuel and energy-related activities (3.3)	134.3	159.6					

¹ Emissions are disclosed as 1,000 tons of CO₂ equivalents (THOUS tCO₂eq).

² Scope 1 emission factors are applied from the Department for Environment, Food & Rural Affairs (DEFRA).

³ Data for 2021 and 2022 has not been restated and is provide here for reference: 2022: 258.4 | 2021: 262.6

⁴ Scope 2 location-based emission factors are utilized from the International Energy Agency (IEA). The emission factors are extracted from our energy reporting tool, Resource Advisor.

⁵ Data for 2021 and 2022 has not been restated and is provide here for reference: 2022: 472.9 | 2021: 502.9.

⁶ Scope 2 market-based emission factors are utilized from US Residual Mix (Green-e Energy Emissions Rates), RE-DISS Residual European Mix, and the International Energy Agency (IEA). The emission factors are extracted from our energy reporting tool, Resource Advisor. The residual mix factors only show CO₂.

⁷ Data for 2021 and 2022 has not been restated and is provide here for reference: 2022: 401.1 | 2021: 474.4.

⁸ Scope 3 GHG emissions were reported for the first time in 2023. 2024 emission data was calculated using updated methodologies.

ENVIRONMENT	2024	2023	2022	2021	2020	2019	2018
Upstream transportation and distribution (3.4)	147.8	170.5					
Waste generated in operations (3.5)	155.7	89.9					
Business travel (3.6)	32.5	30.0					
Employee commuting (3.7)	192.4	201.5					
Upstream leased assets (3.8)			Included in Scope 1 and 2				
Downstream transportation and distribution (3.9)			Not significant				
Processing of sold products (3.10)			Not applicable to our business model				
Use of sold products (3.11)	847.3	890.9					
End-of-life treatment of sold products (3.12)	51.5	78.9					
Downstream leased assets (3.13)			Not applicable to our business model				
Franchises (3.14)			Not applicable to our business model				
Investments (3.15)			Not significant				
Combined GHG Emissions¹							
Total Scope 1 + 2 GHG emissions (location-based) (THOUS tCO ₂ eq) ⁹	811.4	857.9			918.6		
Total Scope 1 + 2 GHG emissions (market-based) (THOUS tCO ₂ eq) ¹⁰	687.4	792.4			915.7		
Total Scope 1, 2, & 3 GHG emissions (location-based) (THOUS tCO ₂ eq)	3,804.8	3,941.6					
Total Scope 1, 2, & 3 GHG emissions (market-based) (THOUS tCO ₂ eq)	3,680.8	3,876.1					

⁹ Data for 2021 and 2022 has not been restated and is provide here for reference: 2022: 731.3 | 2021: 765.5.

¹⁰ Data for 2021 and 2022 has not been restated and is provide here for reference: 2022: 659.5 | 2021: 737.0.

ENVIRONMENT	2024	2023	2022	2021	2020	2019	2018
Scope 1 + Scope 2 GHG emissions (market-based) (tCO ₂ eq) / € 1 million revenue ¹¹	35.6	40.7					
Scope 1 + Scope 2 GHG emissions (market-based) (tCO ₂ eq) / FTE	6.6	7.1					
Resource Use							
Total waste (metric tons)	199,407	183,050					
Hazardous (metric tons) ¹²	47,800	53,154					
Non-hazardous (metric tons)	151,607	129,896					
Total recycled waste	60,722						
Total non-recycled waste	138,685						
Share non-recycled waste (%)	70						
Sold resource-friendly dialysis machines (%) ¹³	43	42	38	44	48	48	22
Water							
Water withdrawal (M m ₃) ^{14,15}	35.2	36.8	40.5	41.4	41.7	43.2	42.1
Municipal water (M m ₃)	34.9	36.4	40.1	41.0	41.2	42.7	41.6
Ground water (M m ₃)	0.3	0.4	0.4	0.5	0.5	0.5	0.5
Water withdrawal (M m ₃) in extreme/high water risk/stress areas ¹⁶	7.4	3.8	4.0				
Water withdrawal (m ₃) (per M € revenue)	1,819	1,888	2,089	2,351	2,334	2,470	2,542
Water withdrawal (m ₃) / FTE	340	327	337	337	333	358	373

¹¹ Market-based Scope 2 electricity emissions.

¹² No radioactive waste was generated.

¹³ 2018 – 2020 figures refer to produced resource-friendly dialysis machines.

¹⁴ Water withdrawal data are part of our environmental data collection process and are based on meter readings and invoices. Water withdrawal figures also include estimations.

¹⁵ Water is primarily sourced from municipal supplies in accordance with local water quality standards and is regularly tested to ensure water quality meets operational and safety requirements.

¹⁶ Based on our 2023 water stress assessment with WRI Aqueduct Water Risk Atlas.

ENVIRONMENT	2024	2023	2022	2021	2020	2019	2018
Water consumption (M m ³) ¹⁷	2.7						
Water consumption in extreme/high water risk/stress areas (M m ³) ¹⁸	0.4	3.8	4.0				
Water consumption (per M € revenue)	142						
Water reuse/recycle (M m ³) ^{19,20}	95.1						
Water discharge (M m ³)	32.4						
Certifications							
Production sites covered by a certified environmental management system (%)	27	25	25	25	23	20	20
Production sites with ISO 14001 certification (%) ²¹	27	25	25	25	23	20	20
Production sites with ISO 50001 certification (%) ²¹	8	5	5	5	5	5	5
Production sites certified with ISO 9001/13485	73	75	77	74	68		
Production sites certified with GMP/cGMP	39	44	46	49	55		
Production sites certified with MDSAP ²²	27	28	29	29	32		
Taxonomy Revenue							
Proportion of Taxonomy-aligned revenue (%)	1.6	0	0				
Proportion of Taxonomy-eligible, but not aligned revenue (%)	-	1.5	0	0			

¹⁷ Water consumption for production sites: Water withdrawal – water discharge = water consumption | Water consumption applies only to production sites. In our clinics, we have determined that water in = water out.

¹⁸ Location-based assessment based on an external tool that incorporates water risk/stress to receive a high-level overview of sites that may be affected.

¹⁹ Water reuse numbers are based on an extrapolation method which incorporates real data, Water reuse numbers are extrapolated on reverse osmosis system information available.

²⁰ Some water is reused/recycled multiple times, as it runs in closed loops (e.g. for cooling and heating). Therefore, the value of the reused/recycled water can exceed 100% of the actual water withdrawal.

²¹ Applies to production sites in the environmental reporting scope.

²² MDSAP refers to the Medical Device Single Audit Program.

ENVIRONMENT	2024	2023	2022	2021	2020	2019	2018
Medicinal products	-	1.5	0	0			
Proportion of Taxonomy non-eligible revenue	98.4	98.5	100	100			
Taxonomy Capex							
Proportion of Taxonomy-aligned Capex (%)	0.9	0	0				
Proportion of Taxonomy-eligible, but not aligned Capex (%)	0.1	0.4	0.2	0.1			
Medicinal products	-	0.1					
Energy efficiency equipment	0.1	0.0	0.1	0.0			
Energy performance devices	-	0.3	0.1	0.1			
Renewable energy technologies	-	0.0	0.0	0.0			
Proportion of Taxonomy non-eligible Capex	99.0	99.6	99.8	99.9			
Taxonomy Opex							
Proportion of Taxonomy-aligned Opex (%)	2.9	0	0				
Proportion of Taxonomy-eligible, but not aligned Opex (%)	0.1	2.3	0.2	0.1			
Medicinal products	-	2.2					
Energy efficiency equipment	0.1	0.1	0.1	0.1			
Charging stations for electric vehicles	-	0.0	0.1	0.0			
Energy performance devices	-	0.0	0.1	0.0			
Proportion of Taxonomy non-eligible Opex	97.0	97.7	99.8	99.9			

SOCIAL PATIENTS	2024	2023	2022	2021	2020	2019	2018
Patients and Treatments							
Number of patients treated	299,352	332,548	344,687	345,425	346,553	345,096	333,331
Number of dialysis clinics worldwide	3,675	3,925	4,116	4,171	4,092	3,994	3,928
Number of dialysis treatments (in million)		51.7	52.3	52.9	53.6	52.1	50.0
Share of dialysis product market (%)	35	35	35	36	36	36	35
Share of dialysis patients treated worldwide (%)	7	8	9	9	9	10	10
U.S. (%)	37	37					
International (%)	3	4					
Number of home therapy provided to patients ²³	31,332	31,258	30,888	> 54,000	> 44,000		
Home therapy provided to patients (%)	10	9	14				
Treatment in home setting: US (%)	16	16	15				
Quality of Care and Patient Satisfaction							
Patient Net Promoter Score ²⁴	72	72	71	71	67		
Patients who would highly recommend our services (%) ²⁵	78	78	78	78	75		
Coverage rate of patient experience survey (%) ²⁶	92	91	92	91	78		
Response rate of patient experience survey (%) ²⁷	74	74	69	75	76		
Global hospitalization rate per patient in days ²⁸	9.6	10.6	10.6	10.7			

²³ Starting 2022, global home patient data is presented applying an adjusted calculation methodology.

²⁴ The Net Promoter Score (NPS) is measured through our patient experience survey, where we ask: "On a scale of 0 (highly unlikely) to 10 (highly likely), how likely are you to recommend Fresenius Medical Care to others for dialysis treatment?" Patients who respond with 9 or 10 are considered "promoters", while those responding between 0 and 6 are considered "detractors". The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters, resulting in a score ranging from -100 to 100. Each country is required to survey patients at least once every two years, with some opting for an annual survey and others following an every-other-year schedule. The overall NPS is derived by aggregating the most recent survey results from each country.

²⁵ "Patients who would highly recommend our services" refers to the percentage of patients classified as "promoters" in the Net Promoter Score (NPS) question – those who rated their likelihood to recommend our services as 9 or 10.

²⁶ The coverage rate represents the percentage of patients eligible for the survey relative to the total FME patient population.

²⁷ The response rate is the percentage of surveyed patients who participated and answered at least the NPS question, compared to the total eligible patient population.

²⁸ The global hospitalization rate reflects the average length of hospital care (in days) per patient. In 2024, we further harmonized the U.S. component of the methodology.

SOCIAL PATIENTS	2024	2023	2022	2021	2020	2019	2018
Global Quality Index score (%) ²⁹	81	81	81				
Product Quality and Safety							
Number of production sites worldwide	39	40	42	42	44	45	42
Operations covered by quality management systems (%) ³⁰	100	95	98	98	98		
Audit score ³¹	0.1	0.4	0.3	0.1	0.2	0.2	0.3
Certification audits performed at our production sites ³²	59	~60	50	> 50	> 60		
Recalls of drugs and devices in the form of removals, corrections, or alerts in the U.S.	10	7					
Recalls of medical devices in non-U.S. markets	6	3					
Recalls of medicinal products in non-U.S. markets	1	0					
Innovation							
R&D expenditures (million €)	183	232	228.6	220.8	193.8	168.0	114.1
R&D expenditures as a percentage of health care product revenue (%)	4	6	6	6	5	5	3
Number of scientific publications	165	176					
Number of patents	9,529	9,537	10,086	10,048	11,223	10,658	9,152
Number of patent families	1,586	1,594	1,599	1,622	1,626	1,518	~1,340
Number of new patent families produced	54	60	53	103	135	163	126

²⁹ The Global Quality Index is composed of three equally weighted quality indicators: dialysis effectiveness, anemia management, and vascular access. Each indicator is expressed as a percentage, ranging from 0 and 100, representing the proportion of dialyzed patients meeting specific quality criteria. The Global Quality Index is calculated as the average of these three indicators.

³⁰ Includes ISO 9001/13485, Good Manufacturing Practice (GMP)/Current Good Manufacturing Practice (cGMP), and Medical Device Single Audit Program (MDSAP).

³¹ The audit score measures our performance in certification audits and indicates the ratio of major and critical findings to the number of external audits.

³² Audit data, including region, production sites, and findings, are extracted from the database and consolidated at the global level for the financial year.

SOCIAL PATIENTS	2024	2023	2022	2021	2020	2019	2018
Ongoing clinical trials ^{33,34}	22						
Completed clinical trials ³⁵	2	3					

³³ Clinical trials refer to company-initiated studies.

³⁴ The number of clinical trials per fiscal year includes all global company-initiated studies that have been internally approved and are in the preparation, clinical or evaluation ph.

³⁵ The number of completed clinical trials per fiscal year includes all global company-initiated studies that have been completed with the final study report available or prematurely terminated.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
Employee Overview							
Number of employees (headcount)	111,513	119,845	128,044	130,251	133,129	128,300	120,328
Global employee headcount (including non-guaranteed hours employees)	117,150						
Number of employees (FTE) ^{36,37}	103,594	112,382	120,216	122,909	125,364	120,659	112,658
Employees per Region³⁸							
North America (%)	62	56	48	48	50	50	50
Latin America (%)	3	7	9	9	9	9	8
Europe, Middle East and Africa (incl. Germany) (%)	23	24	17	17	17	17	17
Germany (%)	7	6	6	6	6	6	6
Asia-Pacific (%)	12	13	11	11	10	10	10
Employees per Segment							
Care Delivery (%)	72	74					
Care Enablement (%)	22	23					
Global Medical Office (%)	<1	<1					
Global Functions and Administration (%)	6	3					
Employee Characteristics³⁹							
Average age (years)	44	43	44	42	42	41	41
Employees under 30 years (%)	14	14	15	16	17	18	16

³⁶ 2024 Global headcount includes >3,300 employees in the employment status "On leave" with an FTE of zero.

³⁷ Global FTE is the sum of FTE for all active, regular, fixed-term, temporary employees.

³⁸ Starting from 2021, figures are calculated as total headcount numbers. For previous years, the figures are calculated as full-time equivalents (FTEs).

³⁹ Our sustainability efforts, including those on diversity, equity and inclusion, are designed to comply with any applicable laws, in particular anti-discrimination laws and other legal requirements of the various jurisdictions in which we operate. We are monitoring relevant legal developments, including early 2025 Executive Orders issued in the U.S., and will review our activities in relevant Company entities as appropriate to facilitate ongoing compliance with applicable laws, in particular anti-discrimination laws, and related risk mitigation efforts.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
Employees between 30 and 50 years (%)	54	55	55	58	58	56	57
Employees over 50 years (%)	32	31	30	26	25	26	27
Female managers (%) ⁴⁰	61	61	69	59			
Women at first management level (%) ⁴¹	31	24	26	27	22	23	21
Women at second management level (%) ⁴²	36	36	31	31	31	30	27
Female Long-Term Incentive Plan (LTIP) participants (%)	38	37	36	34	34	34	33
Female employees in entire company (%)	70	70	69	69	69	69	69
Female employees in North America (%)	73	72	77	72	71	72	72
Female employees in Europe, Middle East and Africa (%)	66	66	73	67	66	66	67
Female employees in Latin America (%)	64	68	66	67	66	65	67
Female employees in Asia-Pacific (%)	63	66	66	65	65	64	65
Female American Indian or Alaska Native employees (in the US) (%)	1	1					
Female Asian employees (in the US) (%)	13	12					
Female Black or African American (in the US) (%)	24	23					
Female Hispanic or Latino (in the US) (%)	14	14					
Female Native Hawaiian or Other Pacific Islander (in the US) (%)	1	1					
Female White (in the US) (%)	46	49					

⁴⁰ Managers are defined as employees with direct reports. 2022 figure refers to the US only. 2021 figure is as of March 31, 2021.

⁴¹ First management level includes all managers worldwide who directly report to a member of the Management Board and participate in the Long-Term Incentive Plan.

⁴² Second management level includes all managers worldwide who directly report to a manager in the first level below the Management Board and participate in the Long-Term Incentive Plan.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
Management Board members between 30 and 50 years (%)	17	20	0	12.5	12.5	14.3	14.3
Management Board members over 50 years (%)	83	80	100	87.5	87.5	85.7	85.7
Share of women in the Management Board (%)	33	40	40	25	25	29	14
Supervisory Board members between 30 and 50 years (%)	17	33	0	0	0	16.7	0
Supervisory Board members over 50 years (%)	83	67	100	100	100	83.3	100
Share of women in the Supervisory Board (%)	50	33	33	33	33	33	33
Non-Germans within the Management Board (%)	50	60	80	75	75	71	71
Non-German leaders within LTIP population (%)	89	88	87	86	85	86	
Ethnically diverse workforce (in the US) (%)	55	52	52	51			
Ethnically diverse managers (in the US) (%) ⁴³	34	32	31	31			
American Indian or Alaskan Native employees (in the US) (%)	1	1					
Asian employees (in the US) (%)	15	14					
Black or African American employees (in the US) (%)	22	20					
Hispanic or Latino employees (in the US) (%)	15	15					
Native Hawaiian or Other Pacific Islander employees (in the US) (%)	1	1					
White employees (in the US) (%)	45	48					
Employees with disability (in Germany) (%)	5.6	5.8	6.0	5.7	5.9	6.1	5.7

⁴³ Managers are defined as employees with direct reports.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
Employment Contracts and Employment Types							
Permanent contracts (%)	95	100	97	96	96		
Out of which are for women (%)	69	69	70	69	70		
Temporary contracts (%)	> 0	> 0	3	4	4		
Out of which are for women (%)	80	75	69	68	67		
Non-guaranteed hours employees	5						
Out of which are for women (%)	82						
Full-time contracts (%) ⁴⁴	89	93	92	93	94		
Out of which are for women (%)	69	69	69	69	68		
Part-time contracts (%) ⁴¹	11	7	8	7	6		
Out of which are for women (%)	81	79	78	76	78		
HR Budget, Staff Costs, Compensation							
Staff costs (million €)	7,789	7,768	7,939	6,962	7,067	6,799	6,440
Percentage of staff costs of revenue (%)	40	40	41	40	40	39	39
Average staff costs per FTE (€)	73,652	67,302	64,975	56,262	56,770	56,740	57,129
Average employee compensation (€)	60,800	51,900	52,300	45,400	46,200	45,500	44,600
Gender pay gap ⁴⁵	14.3						
Annual total remuneration ratio ⁴⁶	75:1						
CEO pay ratio ⁴⁷	61:1	83:1	38:1	119:1	165:1		

⁴⁴ Includes non-guaranteed hour workers starting 2024.

⁴⁵ The pay gap is defined as the difference between the average pay levels of female and male employees, expressed as a percentage of the average pay level of male employees

⁴⁶ Calculated as highest paid individual to the median annual total remuneration for all employees.

⁴⁷ Calculated as CEO in office at year-end to average employees.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
Talent Management							
Total turnover rate (%) ⁴⁸	21.2	21.8	25.6	22	17		
Women (%)	72	72	71	69	69		
Men (%)	27	28	30	31	31		
Employees under 30 years (%)	25	25	29	33	33		
Employees between 30 and 50 years (%)	51	52	52	51	49		
Employees over 50 years (%)	24	23	18	16	19		
Voluntary turnover rate (%) ⁴⁹	15.9	16.9	19.9	16.5	11.9	14.3	13.2
Women (%)	74	73	71	69	69		
Men (%)	25	27	29	31	31		
Employees under 30 years (%)	26	26	31	34	34		
Employees between 30 and 50 years (%)	52	53	53	51	48		
Employees over 50 years (%)	22	21	16	15	18		
Involuntary turnover rate (%)	5.3	5	6	5	5		
Women (%)	66	67	66	67	68		
Men (%)	33	33	34	33	32		
Employees under 30 years (%)	20	21	26	28	28		
Employees between 30 and 50 years (%)	51	50	52	52	52		
Employees over 50 years (%)	29	29	22	20	20		
Total number of employees who exited	25,379						

⁴⁸ Total turnover rate calculation: The count of employees who exited the organization during the reporting year divided by the average headcount in the year (excluding employees who exited due to divestiture). Average headcount is calculated by adding the headcount on the last day of each month and dividing by 12.

⁴⁹ Voluntary turnover rate calculation: The count of employees who voluntarily exited the organization during the reporting year divided by the average headcount in the year. Average headcount is calculated by adding the headcount on the last day of each month and dividing by 12.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
External hire rate (%) ⁵⁰	21	20.6	26.0	23.7	23.1	24.7	21.7
Women (%)	73	74	72	67	69		
Men (%)	26	26	28	33	31		
Employees under 30 years (%)	37	34	36	36	41		
Employees between 30 and 50 years (%)	50	51	51	54	49		
Employees over 50 years (%)	13	15	13	10	10		
Average service length (years)	8.4	8.2	7.9	7.6	7.3	6.8	7.1
Women (years)	8.3	8.2	7.4	7.6	7.3		
Men (years)	8.8	8.6	7.7	7.8	7.3		
Employees under 30 years (years)	2.3	2.4	1.8	2.3	2.3		
Employees between 30 and 50 years (years)	7.0	7.1	6.6	6.9	6.5		
Employees over 50 years (years)	13.5	13.3	12.7	13.0	12.3		
Employee Engagement⁵¹							
Engagement score (%)	56	55	55	56	64	56	
Women (%)	55	55	56	56	65	56	
Men (%)	57	54	54	56	62	54	
Participation rate in employee engagement survey (%)	68	68	71	74	36	68	
Learning and Development							
Employees participating in training courses on digital learning platforms ⁵²	135,688	142,951					

⁵⁰ Hire rate calculation: The count of employees who joined the organization during the reporting year divided by the average headcount in the year. Average headcount is calculated by adding the headcount on the last day of each month and dividing by 12.

⁵¹ 2020 data refers to a pulse survey with around 16,000 responses.

⁵² Includes employees that exited during the year.

SOCIAL EMPLOYEES	2024	2023	2022	2021	2020	2019	2018
Average training hours per employee ⁵³	53	38	16	17			
Supervisory Board							
Number of independent Supervisory Board Members	4	6	5	5	5	5	4
Participation rate in Supervisory Board meetings (%)	100	98.3	98.1	98.8	100	97.6	96.4
Occupational Health and Safety							
Total Recordable Injury Frequency Rate (TRIFR) ⁵⁴	14.38	2,69	2.55	3.06	4.48	4.50	4.35
Lost Time Injury Frequency Rate (LTIFR) ⁵⁵	3.84	0.71	0.67	0.68	1.24	1.22	1.07
Employees covered by an occupational health and safety management system (%)	100	100					
Number of recordable work-related accidents (total recordable injury number)	2,709	2,641					
Number of work-related fatalities	0	0	0	0	0	0	

⁵³ Represents training recorded or completed online and classroom training recorded in our time management system.

⁵⁴ Starting 2024, defined as the total number of recordable work-related injuries per 1,000,000 hours worked (methodology aligned with ESRS S1-14, AR 89.) Until 2023, calculated as the number of OSHA recordable injuries and illnesses x 200,000 / employee total hours worked following the definition of the recordable incident rate by Occupational Safety and Health Administration (OSHA). 2018 and 2019 numbers only apply to the North America region, covering around 50% of our locations. 2020 and 2021 figures also include the production sites in our Latin America region. From 2022, our rates refer to the global scope, covering more than 95% of our locations.

⁵⁵ Starting 2024, defined as the total number of recordable work-related injuries per 1,000,000 hours worked (methodology aligned with ESRS S1-14, AR 89.) Until 2023, calculated as the number of OSHA lost time injuries and illnesses x 200,000 / employee total hours worked (following the definition of the lost time incident rate by OSHA). 2018 and 2019 numbers only apply to the North America region, covering around 50% of our locations. 2020 and 2021 figures also include the production sites in our Latin America region. From 2022, our rates refer to the global scope, covering more than 95% of our locations.

GOVERNANCE	2024	2023	2022	2021	2020	2019	2018
Training							
Number of participants in data privacy training ⁵⁶	>44,000	116,157	93,475	93,082	89,894		
Number of participants in Compliance training: Employees	80,302	114,157					
Number of participants in Compliance training: Management Board members	6	5					
Number of participants in Compliance training: Supervisory Board members	12	8					
Internal Audits							
Internal audits with a compliance focus (%) ⁵⁷	86	100	80	> 80			
Internal audits with a human rights focus (%)	75	54	30	> 20			
Business Ethics							
New third parties assessed for compliance risks	~21,700	~14,000	~21,000	~29,000	> 37,000	~ 20,000	
Reports received via various reporting channels	2,835	3,832	3,399	2,854	3,003	2,803	
Reports related to anti-corruption	10	73	57	52	52	98	
Reports related to human resources/workplace incl. human and labor rights	1,142	1,098	1,093	954	906	713	
Reports related to data protection	48	849	711	633	342	428	
Reports passed on to Compliance department	161	88	130	127	84	500	
Reports passed on to Legal department	16	19	16	20	15	18	
Reports passed on to patient care departments	1,130	1,491	1,160	963	1,090	739	
Reports passed on to HR department	1,117	1,104	1,074	942	945	752	

⁵⁶ 2024: We are in the process of transforming our annual security and privacy essentials training by creating a globally uniform, mandatory program, which we expect to implement by 2025. Due to the transition, in 2024, we trained 98% of our staff in Europe, the Middle East and Africa, Asia-Pacific, and Latin America (more than 44,000 participants).

⁵⁷ In 2024, the metric refers only to country audits.

GOVERNANCE	2024	2023	2022	2021	2020	2019	2018
Reports passed on to other departments	411	1,256	1,019	802	869	794	
Number of compliance investigations closed	132	88					