



# ESG Performance Data 2025

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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 eight years (where possible).

For information on our sustainability performance, actions and targets, please refer to our [Sustainability Statement 2025](#).

### Explanations on presentation of the data:

- **Figures in italics** represent data from reporting periods prior until 2023. These metrics were not prepared in accordance with the European Sustainability Reporting Standards (ESRS), which were first applied in the 2024 Sustainability Statement, and different scopes or methodologies were applied.
- **Reporting scope and methodology:** Changes in reporting methodologies or scope for metrics are explained in corresponding footnotes.
- **Color coding of datapoints:**
  - **Black font:** audited (as part of the annual reports).
  - **Grey font: not** audited.
- **Rounding:** Due to rounding, some numbers may not sum up to the stated totals.
- **Language:** This index is available in English only.

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ENVIRONMENT	2025	2024	2023	2022	2021	2020	2019	2018
<b>Energy<sup>1</sup></b>								
Total energy consumption (in M MWh)	<b>3.0</b>	3.0	3.1	3.1	3.2	3.1		
Fossil energy consumption (in M MWh)	<b>2.3</b>	2.4	2.7	2.7	2.8	3.0		
Coal and coal products (in M MWh)	<b>0</b>	0	0	0	0	0		
Crude oil and petroleum products (in M MWh) <sup>2</sup>	<b>0.3</b>	0.3	0.4	0.4	0.4	0.4		
Natural gas (in M MWh) <sup>3</sup>	<b>1.4</b>	1.3	1.4	1.4	1.4	1.3		
Other fossil sources (in M MWh)	<b>0</b>	0	0		0	0		
Purchased or acquired electricity, heat, steam, and cooling from fossil sources (in M MWh) <sup>4</sup>	<b>0.7</b>	0.8	0.9	0.9	1.0	1.3		
Share of fossil sources in total energy consumption (in %)	<b>78</b>	81	86	86	89	98		
Consumption from nuclear sources (in M MWh) <sup>5</sup>	<b>0.1</b>	0.1	0.2	0.2	0.2	0.1		
Share of consumption from nuclear sources in total energy consumption (in %)	<b>3</b>	4	6	6	7	2		
Renewable energy consumption (in M MWh)	<b>0.5</b>	0.4	0.3	0.3	0.1	0		
Purchased or acquired electricity, heat, steam, and cooling from renewable sources (in M MWh) <sup>6</sup>	<b>0.5</b>	0.4	0.3	0.3	0.1	0		
Fuel consumption from renewable sources, including biomass (in M MWh)	<b>0</b>	0	0	0	0	0		

<sup>1</sup> For the reporting year 2025, the reporting boundary for energy consumption was expanded to include business operations in Japan, training centers in the U.S., and logistics centers. The deconsolidation of clinics in Latin America is also reflected.

<sup>2</sup> Including fleet fuel, stationary diesel, fuel oil, LPG, and propane.

<sup>3</sup> All data stated as lower heating value.

<sup>4</sup> Thereof 3% district heating (2025 share).

<sup>5</sup> Only from grid electricity consumption.

<sup>6</sup> Including vPPAs, Energy Attribute Certificates (EACs) and green tariffs.

ENVIRONMENT	2025	2024	2023	2022	2021	2020	2019	2018
Self-generated non-fuel renewable energy (in M MWh) <sup>7</sup>	<b>&lt;0.1</b>	<0.1	<0.1	0	0	0		
Share of renewable sources in total energy consumption (in %)	<b>18</b>	15	8	8	4	0		
Total energy production (in M MWh)	<b>0.1</b>	0.2	0.1	0.1	0.1	0.1		
Non-renewable energy production (in M MWh)	<b>0.1</b>	0.1	0.1	0.1	0.1	0.1		
Renewable energy production (in M MWh) <sup>8</sup>	<b>&lt;0.1</b>	<0.1	<0.1	0	0	0		
Energy consumption (in MWh / M € revenue)	<b>152.4</b>	153.2	158.7	162.1	181.1	171.7		
Energy consumption (in MWh / FTE)	<b>29.5</b>	28.6	27.5	26.2	26.0	24.5		
<b>Scope 1 GHG emissions<sup>9</sup></b>								
Gross scope 1 GHG emissions (in THOUS tCO <sub>2</sub> e) <sup>10</sup>	<b>365.2</b>	360.8	387.0	389.9	396.1	376.9		
Natural gas	<b>281.2</b>	272.5	280.2	281.9	288.0	267.6		
Other (incl. LPG, diesel, fuel oil, propane, petrol, fugitive emissions)	<b>84.0</b>	88.3	106.9	108.0	108.2	109.3		
Scope 1 GHG emissions from regulated emission trading schemes (in %)	<b>27</b>	26	25	25	25	25		
<b>Scope 2 GHG emissions<sup>9</sup></b>								
Gross location-based scope 2 GHG emissions (in THOUS tCO <sub>2</sub> e) <sup>11</sup>	<b>418.8</b>	450.6	470.8	472.8	511.1	541.7		
Gross market-based scope 2 GHG emissions (in THOUS tCO <sub>2</sub> e) <sup>12</sup>	<b>284.4</b>	326.6	405.3	404.3	468.7	538.8		
<b>Scope 3 GHG emissions<sup>13</sup></b>								

<sup>7</sup> From solar.

<sup>8</sup> We generate electricity from onsite solar systems at three manufacturing sites as well as at 24 of our dialysis clinics.

<sup>9</sup> Emissions are disclosed as 1,000 tons of CO<sub>2</sub> equivalents (THOUS tCO<sub>2</sub>e).

<sup>10</sup> Scope 1 emission factors are applied from the Department for Environment, Food & Rural Affairs (DEFRA).

<sup>11</sup> Scope 2 location-based emission factors are utilized from the International Energy Agency (IEA).

<sup>12</sup> 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 residual mix factors only cover CO<sub>2</sub>.

<sup>13</sup> Scope 3 GHG emissions were reported for the first time in 2023. Starting 2024, emission data was calculated using updated methodologies.

ENVIRONMENT	2025	2024	2023	2022	2021	2020	2019	2018
Total gross indirect (scope 3) GHG emissions (in THOUS tCO <sub>2</sub> e)	<b>3,088.6</b>	3,047.1	3,083.7					
Purchased goods and services (3.1) <sup>14</sup>	<b>1,490.3</b>	1,461.8	1,428.2					
Capital goods (3.2) <sup>14</sup>	<b>44.8</b>	46.3	34.2					
Fuel and energy-related activities (3.3)	<b>134.5</b>	134.3	159.6					
Upstream transportation and distribution (3.4) <sup>14</sup>	<b>188.5</b>	194.3	170.5					
Waste generated in operations (3.5) <sup>15</sup>	<b>93.4</b>	96.9	89.9					
Business travel (3.6)	<b>23.6</b>	22.2	30.0					
Employee commuting (3.7)	<b>188.8</b>	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)	<b>872.7</b>	847.3	890.9					
End-of-life treatment of sold products (3.12)	<b>51.4</b>	51.5	78.9					
Downstream leased assets (3.13)				Not significant				
Franchises (3.14)				Not applicable to our business model				
Investments (3.15)				Not significant				
<b>Combined GHG emissions<sup>9</sup></b>								
Total scope 1 + 2 GHG emissions (location-based) (in THOUS tCO <sub>2</sub> e)	<b>784.0</b>	811.4	857.9	862.7	907.2	918.6		
Total scope 1 + 2 GHG emissions (market-based) (in THOUS tCO <sub>2</sub> e)	<b>649.6</b>	687.4	792.4	794.3	864.9	915.7		

<sup>14</sup> The spend-based scope 3 emissions for 2024 relating to categories 3.1, 3.2, and 3.4 were subsequently adjusted due to the reclassification of individual suppliers in the procurement system.

<sup>15</sup> The waste calculation methodology for category 3.5 was changed to a volume-based approach (previously spend-based approach). Emissions for 2024 have been adjusted.

ENVIRONMENT	2025	2024	2023	2022	2021	2020	2019	2018
Total scope 1, 2, & 3 GHG emissions (location-based) (in THOUS tCO <sub>2</sub> e)	<b>3,872.6</b>	3,858.5	3,941.6					
Total scope 1, 2, & 3 GHG emissions (market-based) (in THOUS tCO <sub>2</sub> e)	<b>3,738.2</b>	3,734.6	3,876.1					
Scope 1 + scope 2 GHG emissions (market-based) (in tCO <sub>2</sub> e / M € revenue) <sup>16</sup>	<b>33.1</b>	35.6	40.7	40.9	49.1	51.3		
Scope 1 + scope 2 GHG emissions (market-based) (in tCO <sub>2</sub> e / FTE)	<b>6.4</b>	6.6	7.1	6.6	7.0	7.3		
<b>Resource use and circular economy</b>								
Total waste (in metric tons) <sup>17</sup>	<b>185,315</b>	199,407	183,050					
Hazardous waste (in metric tons)	<b>49,383</b>	47,800	53,154					
Non-hazardous waste (in metric tons) <sup>17</sup>	<b>135,932</b>	151,607	129,896					
Total recycled waste (in metric tons)	<b>56,646</b>	60,722						
Total non-recycled waste (in metric tons)	<b>128,669</b>	138,685						
Share non-recycled waste (in %)	<b>69</b>	70						
Sold resource-friendly dialysis machines (in %) <sup>18</sup>	<b>42</b>	43	42	38	44	48	48	22
<b>Water</b>								
Water withdrawal (in M m <sup>3</sup> ) <sup>19,20</sup>	<b>34.8</b>	35.2	36.8	40.5	41.4	41.7	43.2	42.1
Municipal water (in M m <sup>3</sup> )	<b>34.5</b>	34.9	36.4	40.1	41.0	41.2	42.7	41.6
Ground water (in M m <sup>3</sup> )	<b>0.3</b>	0.3	0.4	0.4	0.5	0.5	0.5	0.5
Water withdrawal (in M m <sup>3</sup> ) in extreme/high water risk/stress areas <sup>21</sup>	<b>7.1</b>	7.4	3.8	4.0				

<sup>16</sup> Market-based scope 2 electricity emissions.

<sup>17</sup> Total and non-hazardous waste figures for 2024 have been adjusted to align with revised 2025 methodology.

<sup>18</sup> 2018 – 2020 figures refer to produced resource-friendly dialysis machines.

<sup>19</sup> 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.

<sup>20</sup> 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.

<sup>21</sup> Based on our updated 2025 water stress assessment with WRI Aqueduct Water Risk Atlas.

<b>ENVIRONMENT</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Water withdrawal (in m <sup>3</sup> / M € revenue)	<b>1,773</b>	1,819	1,888	2,089	2,351	2,334	2,470	2,542
Water withdrawal (in m <sup>3</sup> / FTE)	<b>343</b>	340	327	337	337	333	358	373
Water consumption (in M m <sup>3</sup> ) <sup>22</sup>	<b>2.8</b>	2.7						
Water consumption in extreme/high water risk/stress areas (in M m <sup>3</sup> ) <sup>23</sup>	<b>0.5</b>	0.4	3.8	4.0				
Water consumption (per M € revenue)	<b>143</b>	142						
Water reuse/recycle (M m <sup>3</sup> ) <sup>24,25, 26</sup>	<b>106.9</b>	103.6						
Water discharge (M m <sup>3</sup> )	<b>32.0</b>	32.4						
<b>Certifications<sup>27</sup></b>								
Production sites covered by a certified environmental management system (in %)	<b>29</b>	27	25	25	25	23	20	20
Production sites with ISO 14001 certification (in %)	<b>29</b>	27	25	25	25	23	20	20
Production sites with ISO 50001 certification (in %)	<b>9</b>	8	5	5	5	5	5	5
Production sites certified with ISO 9001/13485	<b>79</b>	75	75	77	74	68		
Production sites certified with GMP/cGMP	<b>42</b>	36	44	46	49	55		
Production sites certified with MDSAP <sup>28</sup>	<b>36</b>	25	28	29	29	32		

<sup>22</sup> 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.

<sup>23</sup> 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.

<sup>24</sup> Water reuse numbers are based on an extrapolation method which incorporates real data, Water reuse numbers are extrapolated on reverse osmosis system information available.

<sup>25</sup> 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.

<sup>26</sup> 2024 data has been adjusted due to changes in methodology applied in 2025.

<sup>27</sup> 2024 data have been adjusted to include information from additional production sites.

<sup>28</sup> MDSAP refers to the Medical Device Single Audit Program.

<b>SOCIAL   PATIENTS</b>	<b>2025</b>	2024	2023	2022	2021	2020	2019	2018
<b>Patients and treatments</b>								
Number of patients treated	<b>291,902</b>	299,352	332,548	344,687	345,425	346,553	345,096	333,331
Number of dialysis clinics worldwide	<b>3,601</b>	3,675	3,925	4,116	4,171	4,092	3,994	3,928
Number of dialysis treatments (in million)	<b>44.7</b>	47.6	51.7	52.3	52.9	53.6	52.1	50.0
Share of dialysis product market (in %)	<b>35</b>	35	35	35	36	36	36	35
Share of dialysis patients treated worldwide (in %)	<b>7</b>	7	8	9	9	9	10	10
U.S. (in %)	<b>37</b>	37	37					
International (in %)	<b>2</b>	3	4					
Number of patients receiving treatment at home <sup>29</sup>	<b>30,973</b>	31,332	31,258	30,888	>54,000	>44,000		
Share of patients receiving treatment at home globally (in %) <sup>30</sup>	<b>11</b>	10	9	14				
Share of patients receiving treatment at home in the U.S. (in %)	<b>16</b>	16	16	15				
<b>Quality of care and patient satisfaction</b>								
Patient Net Promoter Score <sup>31</sup>	<b>73</b>	72	72	71	71	67		
Patients who would highly recommend our services (in %) <sup>32</sup>	<b>79</b>	78	78	78	78	75		
Coverage rate of patient experience survey (in %) <sup>33</sup>	<b>88</b>	92	91	92	91	78		
Response rate of patient experience survey (in %) <sup>34</sup>	<b>71</b>	74	74	69	75	76		

<sup>29</sup> Starting 2022, global home patient data is presented applying an adjusted calculation methodology.

<sup>30</sup> Home treatment is calculated based on the number of treatments administered to people dialyzing at home, including those on peritoneal dialysis (PD) and home hemodialysis (Home HD).

<sup>31</sup> 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.

<sup>32</sup> "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.

<sup>33</sup> The coverage rate represents the percentage of patients eligible for the survey relative to the total FME patient population.

<sup>34</sup> 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.

SOCIAL   PATIENTS	2025	2024	2023	2022	2021	2020	2019	2018
Global hospitalization rate per patient in days <sup>35</sup>	9.6	9.6	10.6	10.6	10.7			
Global Quality Index score (in %) <sup>36</sup>	80	81	81	81				
<b>Product quality and safety</b>								
Number of production sites worldwide	35	39	40	42	42	44	45	42
Operations covered by quality management systems (in %) <sup>37</sup>	100	100	95	98	98	98		
Audit score <sup>38</sup>	0.2	0.1	0.4	0.3	0.1	0.2	0.2	0.3
Certification audits performed at our production sites	54	59	~60	50	>50	>60		
Recalls of drugs and devices in the form of removals, corrections, or alerts in the U.S.	5	10	7					
Recalls of medical devices in non-U.S. markets	5	6	3					
Recalls of medicinal products in non-U.S. markets	1	1	0					
<b>Innovation</b>								
R&D expenditures (in million €)	158	183	232	228.6	220.8	193.8	168.0	114.1
R&D expenditures as a percentage of health care product revenue (in %)	4	4	6	6	6	5	5	3
Number of scientific publications	190	165	176					
Number of patents	7,890	9,529	9,537	10,086	10,048	11,223	10,658	9,152
Number of patent families	1,498	1,586	1,594	1,599	1,622	1,626	1,518	~1,340

<sup>35</sup> 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.

<sup>36</sup> 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.

<sup>37</sup> Includes ISO 9001/13485, Good Manufacturing Practice (GMP)/Current Good Manufacturing Practice (cGMP), and Medical Device Single Audit Program (MDSAP).

<sup>38</sup> The audit score measures our performance in certification audits and indicates the ratio of major and critical findings to the number of external audits.

SOCIAL   PATIENTS	2025	2024	2023	2022	2021	2020	2019	2018
Number of new patent families produced	67	54	60	53	103	135	163	126
Ongoing clinical trials <sup>39</sup>	20	22						
Completed clinical trials <sup>40</sup>	5	2	3					

<sup>39</sup> 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 phase.

<sup>40</sup> 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	2025	2024	2023	2022	2021	2020	2019	2018
<b>Employee overview</b>								
Number of employees (headcount; excluding non-guaranteed hours employees)	<b>109,698</b>	111,513	119,845	128,044	130,251	133,129	128,300	120,328
Number of employees (headcount; including non-guaranteed hours employees)	<b>115,400</b>	117,150						
Number of employees (FTE) <sup>41</sup>	<b>101,350</b>	103,594	112,382	120,216	122,909	125,364	120,659	112,658
Number of non-employees	<b>4,574</b>							
<b>Employees per region<sup>42</sup></b>								
North America (in %)	<b>62</b>	62	56	48	48	50	50	50
Latin America (in %)	<b>1</b>	3	7	9	9	9	9	8
Europe, Middle East and Africa (incl. Germany) (in %)	<b>24</b>	23	24	17	17	17	17	17
Germany (in %)	<b>7</b>	7	6	6	6	6	6	6
Asia-Pacific (in %)	<b>13</b>	12	13	11	11	10	10	10
<b>Employees per segment</b>								
Care Delivery (in %)	<b>70</b>	72	74					
Value-Based Care (in %)	<b>&lt;1</b>							
Care Enablement (in %)	<b>23</b>	22	23					
Global corporate functions	<b>6</b>	6	3					
<b>Employee characteristics<sup>43</sup></b>								
Average age (in years)	<b>44</b>	44	43	44	42	42	41	41
Employees under 30 years (in %)	<b>15</b>	14	14	15	16	17	18	16

<sup>41</sup> Global FTE is the sum of FTE for all active, regular, fixed-term, temporary employees.

<sup>42</sup> Starting from 2021, figures are provided as "headcount". Until 2020, the figure is provided in full-time equivalents (FTE).

<sup>43</sup> Our sustainability efforts 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.

<b>SOCIAL   EMPLOYEES</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Employees between 30 and 50 years (in %)	<b>53</b>	54	55	55	58	58	56	57
Employees over 50 years (in %)	<b>33</b>	32	31	30	26	25	26	27
Female managers (in %) <sup>44</sup>	<b>62</b>	61	61	69	59			
Women at first management level (in %) <sup>45</sup>	<b>40</b>	31	24	26	27	22	23	21
Women at second management level (in %) <sup>46</sup>	<b>40</b>	36	36	31	31	31	30	27
Female Long-Term Incentive Plan (LTIP) participants (in %)	<b>41</b>	38	37	36	34	34	34	33
Female employees in entire company (in %)	<b>70</b>	70	70	69	69	69	69	69
Female employees in North America (in %)	<b>74</b>	73	72	77	72	71	72	72
Female employees in Europe, Middle East and Africa (in %)	<b>65</b>	66	66	73	67	66	66	67
Female employees in Latin America (in %)	<b>46</b>	64	68	66	67	66	65	67
Female employees in Asia-Pacific (in %)	<b>62</b>	63	66	66	65	65	64	65
Management Board members between 30 and 50 years (in %)	<b>17</b>	17	20	0	12.5	12.5	14.3	14.3
Management Board members over 50 years (in %)	<b>83</b>	83	80	100	87.5	87.5	85.7	85.7
Share of women in the Management Board (in %)	<b>33</b>	33	40	40	25	25	29	14
Supervisory Board members between 30 and 50 years (in %)	<b>17</b>	17	33	0	0	0	16.7	0
Supervisory Board members over 50 years (in %)	<b>83</b>	83	67	100	100	100	83.3	100
Share of women in the Supervisory Board (in %)	<b>50</b>	50	33	33	33	33	33	33

<sup>44</sup> Managers are defined as employees with direct reports. 2022 figure refers to the US only. 2021 figure is as of March 31, 2021.

<sup>45</sup> 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.

<sup>46</sup> 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.

<b>SOCIAL   EMPLOYEES</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Non-Germans within the Management Board (in %)	<b>50</b>	50	60	80	75	75	71	71
Non-German leaders within LTIP population (in %)	<b>89</b>	89	88	87	<b>86</b>	<b>85</b>	<b>86</b>	
Ethnically diverse workforce (in the US) (in %)	<b>56</b>	55	52	52	51			
Ethnically diverse managers (in the US) (in %) <sup>47</sup>	<b>34</b>	34	32	31	31			
Employees with disability (in %) <sup>48</sup>	<b>6.0</b>	5.6	5.8	6.0	5.7	5.9	6.1	5.7
<b>Employment contracts and employment types</b>								
Permanent contracts (in %)	<b>93</b>	93	100	97	96	96		
Out of which are for women (in %)	<b>69</b>	70	69	70	69	70		
Temporary contracts (in %)	<b>2</b>	2	>0	3	4	4		
Out of which are for women (in %)	<b>50</b>	52	75	69	68	67		
Non-guaranteed hours employees	<b>5</b>	5						
Out of which are for women (in %)	<b>81</b>	82						
Full-time contracts (in %) <sup>49</sup>	<b>87</b>	86	93	92	93	94		
Out of which are for women (in %)	<b>69</b>	69	69	69	69	68		
Part-time contracts (in %)	<b>13</b>	14	7	8	7	6		
Out of which are for women (in %)	<b>75</b>	76	79	78	76	78		
<b>Staff costs, compensation</b>								
Staff costs (in million €)	<b>7,651</b>	7,789	7,768	7,939	6,962	7,067	6,799	6,440
Percentage of staff costs of revenue (in %)	<b>39</b>	40	40	41	40	40	39	39

<sup>47</sup> Managers are defined as employees with direct reports.

<sup>48</sup> Until 2024, only the percentage of employees with disabilities in Germany was reported.

<sup>49</sup> Includes non-guaranteed hour workers starting 2024.

<b>SOCIAL   EMPLOYEES</b>	<b>2025</b>	2024	2023	2022	2021	2020	2019	2018
Average staff costs per FTE (in €)	<b>74,441</b>	73,652	67,302	64,975	56,262	56,770	56,740	57,129
Average employee compensation (in €)	<b>60,700</b>	60,800	51,900	52,300	45,400	46,200	45,500	44,600
Gender pay gap <sup>50</sup>	<b>16.1</b>	14.3						
Annual total remuneration ratio <sup>51</sup>	<b>79:1</b>	94:1						
CEO pay ratio <sup>52</sup>	<b>106:1</b>	61:1	83:1	38:1	119:1	165:1		
<b>Talent and employee management</b>								
Total turnover rate (in %) <sup>53</sup>	<b>20.7</b>	21.2	21.8	25.6	22	17		
Women (in %)	<b>72</b>	72	72	71	69	69		
Men (in %)	<b>28</b>	27	28	30	31	31		
Employees under 30 years (in %)	<b>27</b>	25	25	29	33	33		
Employees between 30 and 50 years (in %)	<b>50</b>	51	52	52	51	49		
Employees over 50 years (in %)	<b>23</b>	24	23	18	16	19		
Voluntary turnover rate (in %) <sup>54</sup>	<b>15.5</b>	15.9	16.9	19.9	16.5	11.9	14.3	13.2
Women (in %)	<b>75</b>	74	73	71	69	69		
Men (in %)	<b>24</b>	25	27	29	31	31		
Employees under 30 years (in %)	<b>28</b>	26	26	31	34	34		
Employees between 30 and 50 years (in %)	<b>50</b>	52	53	53	51	48		
Employees over 50 years (in %)	<b>22</b>	22	21	16	15	18		

<sup>50</sup> 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. The 2025 figure is based on improved data availability.

<sup>51</sup> Calculated as highest paid individual to the median annual total remuneration for all employees. Due to improved data availability in 2025, the 2024 ratio has been adjusted. In the Sustainability statement 2024 the ratio was stated as 1:75.

<sup>52</sup> Calculated as CEO in office at year-end to average employees.

<sup>53</sup> 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.

<sup>54</sup> 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	2025	2024	2023	2022	2021	2020	2019	2018
Involuntary turnover rate (in %)	5	5	5	6	5	5		
Women (in %)	62	66	67	66	67	68		
Men (in %)	38	33	33	34	33	32		
Employees under 30 years (in %)	22	20	21	26	28	28		
Employees between 30 and 50 years (in %)	51	51	50	52	52	52		
Employees over 50 years (in %)	27	29	29	22	20	20		
Total number of employees who exited the company	24,016	25,379						
External hire rate (in %)⁵⁵	21	21	20.6	26.0	23.7	23.1	24.7	21.7
Women (in %)	70	73	74	72	67	69		
Men (in %)	28	26	26	28	33	31		
Employees under 30 years (in %)	39	37	34	36	36	41		
Employees between 30 and 50 years (in %)	49	50	51	51	54	49		
Employees over 50 years (in %)	13	13	15	13	10	10		
Average service length (in years)	8.6	8.4	8.2	7.9	7.6	7.3	6.8	7.1
Women (in years)	8.6	8.3	8.2	7.4	7.6	7.3		
Men (in years)	9.0	8.8	8.6	7.7	7.8	7.3		
Employees under 30 years (in years)	2.3	2.3	2.4	1.8	2.3	2.3		
Employees between 30 and 50 years (in years)	7.2	7.0	7.1	6.6	6.9	6.5		
Employees over 50 years (in years)	14.0	13.5	13.3	12.7	13.0	12.3		

### Employee engagement<sup>56</sup>

<sup>55</sup> 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.

<sup>56</sup> Due to a change in service providers, the methodology and benchmark were adjusted. Previously published scores until 2023 are not comparable to scores starting 2024, and are thus no longer provided.

<b>SOCIAL   EMPLOYEES</b>	<b>2025</b>	2024	2023	2022	2021	2020	2019	2018
Global Employee Engagement Score (in %) <sup>57</sup>	<b>66</b>	63						
Women (in %)	<b>66</b>	63						
Men (in %)	<b>69</b>	66						
Participation rate in employee engagement survey (in %)	<b>75</b>	68	68	71	74	36	68	
<b>Learning and development</b>								
Average training hours per employee <sup>58</sup>	<b>64</b>	53	38	16	17			
Participation in regular performance and career development (in %) <sup>59</sup>	<b>72</b>							
<b>Occupational health and safety</b>								
Total Recordable Injury Frequency Rate (TRIFR) <sup>60</sup>	<b>12.98</b>	14.38	2.69	2.55	3.06	4.48	4.50	4.35
Lost Time Injury Frequency Rate (LTIFR) <sup>61</sup>	<b>3.81</b>	3.84	0.71	0.67	0.68	1.24	1.22	1.07
Employees covered by an occupational health and safety management system (in %)	<b>100</b>	100	100					
Number of recordable work-related accidents (total recordable injury number)	<b>2,576</b>	2,709	2,641					
Number of work-related fatalities	<b>0</b>	0	0	0	0	0	0	

<sup>57</sup> The Global Employee Engagement Score for 2024 has been adjusted to reflect updated reporting metrics.

<sup>58</sup> Represents training hours for the active employee population on December 31, 2025. It includes training hours recorded or completed in online learning and time management systems as well as documented classroom trainings.

<sup>59</sup> Based on the active employee population on December 31, 2025, excluding new hires after October 1 of the prior year; the participation rate increases to 86% when excluding employees not expected to participate.

<sup>60</sup> Starting 2024, defined as the total number of recordable work-related injuries per 1,000,000 hours worked.

<sup>61</sup> Starting 2024, defined as the total number of work-related lost time injuries per 1,000,000 hours worked.

GOVERNANCE	2025	2024	2023	2022	2021	2020	2019	2018
<b>Training</b>								
Number of participants in data privacy training <sup>62</sup>	>75,000	>44,000	116,157	93,475	93,082	89,894		
Number of participants in compliance training: employees	103,350	80,302	114,157					
Number of participants in compliance training: Management Board members	6	6	5					
Number of participants in compliance training: Supervisory Board members	4	12	8					
<b>Business ethics</b>								
New third parties assessed for compliance risks	~21,500	~21,700	~14,000	~21,000	~29,000	>37,000	~ 20,000	
Reports received via various reporting channels	3,303	2,835	3,832	3,399	2,854	3,003	2,803	
<b>related to:</b>								
Anti-corruption	12	10	73	57	52	52	98	
Human resources/workplace (incl. human and labor rights)	1,461	1,142	1,098	1,093	954	906	713	
Data protection	72	48	849	711	633	342	428	
<b>addressed by:</b>								
Compliance department	142	161	88	130	127	84	500	
Legal department	9	16	19	16	20	15	18	
Patient care departments	1,146	1,130	1,491	1,160	963	1,090	739	
HR department	1,542	1,117	1,104	1,074	942	945	752	
Other departments	364	411	1,256	1,019	802	869	794	
Number of compliance investigations closed	155	132	88					

<sup>62</sup> In 2024, the annual security and privacy trainings transitioned to a globally uniform program. Due to the transition, only staff in Europe, the Middle East and Africa, Asia-Pacific, and Latin America were trained.

GOVERNANCE	2025	2024	2023	2022	2021	2020	2019	2018
<b>Supervisory Board</b>								
Number of independent Supervisory Board Members	4	4	6	5	5	5	5	4
Participation rate in Supervisory Board meetings (in %)	99.2	100	98.3	98.1	98.8	100	97.6	96.4
Number of participants in compliance training: Management Board members	6	6	5					