

# Shaping the future

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EMPLOYEES

#teamplayer



PATIENTS

#byyourside



24

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COMPLIANCE

#actingethically



ENVIRONMENT

#becomingbetter



45



The photos in the 2022 Sustainability Report show employees from the Department for Anesthesia and Perioperative Medicine at the Helios hospital in Berlin-Buch. In the hospital's more than 20 operating rooms, our photographer Thomas Oberländer documented the commitment to ensuring that patients are free from pain and receive safe anesthesia. In 2022, Helios focused on the recycling anesthetic gases, which are harmful to the climate. You will find further information about this on page 41 of this report.

# Leveraging potential

As a healthcare company, our actions are focused on providing people with the best possible medical care and helping them to become, and stay, healthy. To achieve this, we not only need our extremely well-trained and motivated employees, but also a great deal of energy to operate our equipment and to run our hospitals and other facilities. Although reducing energy consumption has been a major focus in recent years and we have implemented a large number of measures in this respect, we had to intensify our efforts in the 2022 reporting period in order to make further improvements and use energy responsibly. The main reason for this was the energy crisis, which demonstrated clearly that we need to change the way we consume energy. The explosion in the price of heat and electricity presented an immense challenge to both companies and private households.

In response to this challenge, we worked hard to develop a Helios-wide energy-saving program. All Helios locations were and are required to leverage any remaining energy-saving potential using a "100-point" checklist that was implemented in the second half of 2022. Overall, these measures cut energy consumption in 2022 by 8 percent compared with 2021. This achievement is thanks to the efforts made by our hospitals.

” The Helios Sustainability Board serves as the central decision-making body for all sustainability-related projects and measures that are to be implemented across the company.



**Robert Möller**  
Chief Executive Officer, Helios Kliniken GmbH

Robert Möller, born in 1967, is Chief Executive Officer and Chief Medical Officer. Since February 2022, he has overseen Helios' strategic business development in Germany in conjunction with his colleagues in the company's management team. Within the management team, he is responsible for sustainability and corporate responsibility, medicine, research and science, hospital hygiene, data protection, and marketing and corporate communications.

Möller has been at Helios since 2014 and was the Executive Director at Helios Hansekllinikum Stralsund hospital until 2017. He took over the regional leadership of the former Central business region in 2019 before becoming Regional Director of the South business region in 2020. Robert Möller is a qualified banker, studied medicine and is a former internist. He has three children and lives in Hamburg.





Like so many other sustainability measures and projects, this program was also driven by our employees' ideas and commitment, not only in respect of the environment but also our other sustainability management focus areas: patients, employees, and compliance.

In order to systematize and institutionalize our efforts, we established a new sustainability organization in 2022. The Helios Sustainability Board serves as the central decision-making body for all sustainability-related projects and measures that are to be implemented across the company. The new organization also includes sustainability teams

” The ideas generated by our hospitals are our capital when it comes to strengthening the position of the healthcare market and Helios as a relevant stakeholder in achieving environmental and climate protection targets.

in the hospitals, which ensures that decisions are not only made centrally for implementation by the locations, but also through active dialog between the hospitals. Moreover, the Sustainability Board discusses successful initiatives at the individual hospitals and whether they can be rolled out to the company as a whole. This new organization has had a tangible effect on motivating employees' commitment to sustainability. The ideas generated by our hospitals are our capital when it comes to strengthening the position of the healthcare market and Helios as a relevant stakeholder in achieving environmental and climate protection targets.

In the years ahead, our work will be guided by the climate target set by our parent company, Fresenius, at the start of 2022: to achieve climate neutrality in 2040. Alongside the procurement of electricity, which we switched entirely to green electricity for the first time in 2022, the items on our checklist will result in further energy savings and a corresponding reduction in our greenhouse gas emissions in 2023 as well.

In 2023, we are aiming to pay greater attention to the other sustainability focus areas as well as energy. To this end, Helios started the year by analyzing the United Nations 17 Sustainable Development Goals (SDGs) to identify which of these Helios can contribute the most to and how they can be addressed by our sustainability strategy in the future as well. This project will remain our focus throughout this year.

I would like to offer my great thanks for their enormous dedication to all the employees who have contributed to this report and provided their expertise. On behalf of the management team, I would also like to thank our more than 76,000 employees for their outstanding work and commitment in 2022. Even in difficult times, they demonstrated the strength of our Helios team, and I think we can all be proud of this.

**Robert Möller**  
Chief Executive Officer,  
Helios Kliniken GmbH

# At a glance



## Company

- 87** hospitals
- 240** medical care centers
- 30,500** beds
- €7** billion in revenue
- 61** hospitals with a digital patient portal



## Employees

- 76,000** employees
- 5,587** people in apprenticeships,  
**4,103** pursuing nursing
- 34** company training centers
- 3,900** advanced training courses
- 31%** of management positions held by women



## Patients

- 5.5** million patients
- 337** clinical studies
- 96%** achievement of quality indicator targets
- 96%** satisfaction with hospital stay



## Environment

- 100%** of facilities have ISO 50001 certification
- 100%** green electricity from renewable energy sources
- 232** kWh energy consumption per m<sup>2</sup>
- 32** kg CO<sub>2</sub> per m<sup>2</sup> of net surface area



Our top key figures from all our fields of action offer an initial overview of the main developments during the reporting period. More detailed background information is provided on the following pages.

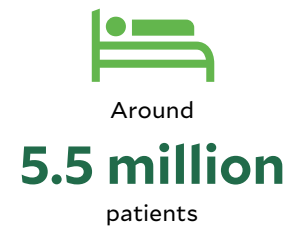


# Helios company profile

Since its foundation in 1994, Helios has grown into the leading private healthcare provider in Germany and Europe. Helios offers a full range of medical services at its 87 hospitals, some 240 medical care centers, 6 preventive medicine centers, and 21 occupational health centers in Germany. These facilities provide some 30,500 beds for patients. Helios treated approximately 5.5 million patients in 2022, 4.4 million of them on an outpatient basis. The company employs 76,255 people in Germany and generated around €7 billion in revenue in 2022.

The Spanish hospital group Quirónsalud has been part of Helios since 2016. It now operates 58 hospitals in Spain and South America, as well as more than 100 outpatient health centers and around 300 facilities for workplace health support services. Around 18.9 million patients are treated in these facilities each year, 17.8 million of them on an outpatient basis. Quirónsalud employs some 47,000 people and generated around €4.4 billion in revenue in 2022.

Both Helios and Quirónsalud have been operating with their own management under the umbrella of the holding company Helios Health since 2018. Helios Health ensures the transfer of knowledge between Germany and Spain, creates synergies between the two companies, and drives the international expansion of Helios. This sustainability report relates exclusively to Helios Germany. Our Spanish sister company Quirónsalud publishes its own annual [sustainability report](#). Helios has been part of the global Fresenius healthcare group since 2005. As Fresenius Helios, it forms the fourth Fresenius Group division alongside Fresenius Medical Care, Fresenius Kabi, and Fresenius Vamed.



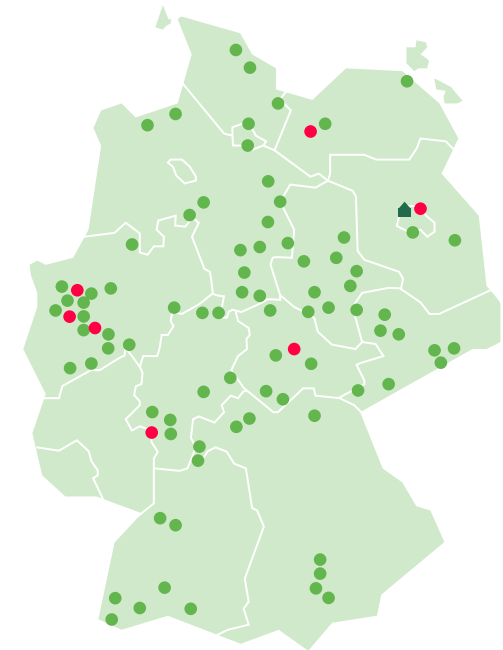
The Helios Germany management team consists of four members: Robert Möller, Chief Executive Officer (CEO) and Chief Medical Officer (CMO); Jörg Reschke, Chief Financial Officer (CFO); Enrico Jensch, Chief Operating Officer (COO); and Corinna Glenz, Chief Human Resources Officer (CHRO) and Group Labor Director. They make fundamental strategic decisions for the company. As at February 1, 2022, the four Regional Medical Directors were replaced by two Medical Consultants. In their capacity as staff functions, they report directly to the CEO. They advise the Helios and regional management teams on medical matters and support the hospital management teams, for instance on issues relating to personnel needs.

In each of our four regions – North, South, West, and East – a Regional Manager is responsible for managing and developing the hospitals and outpatient facilities. Each Medical Consultant is responsible for two regions. This decentralized structure has both organizational and commercial advantages.

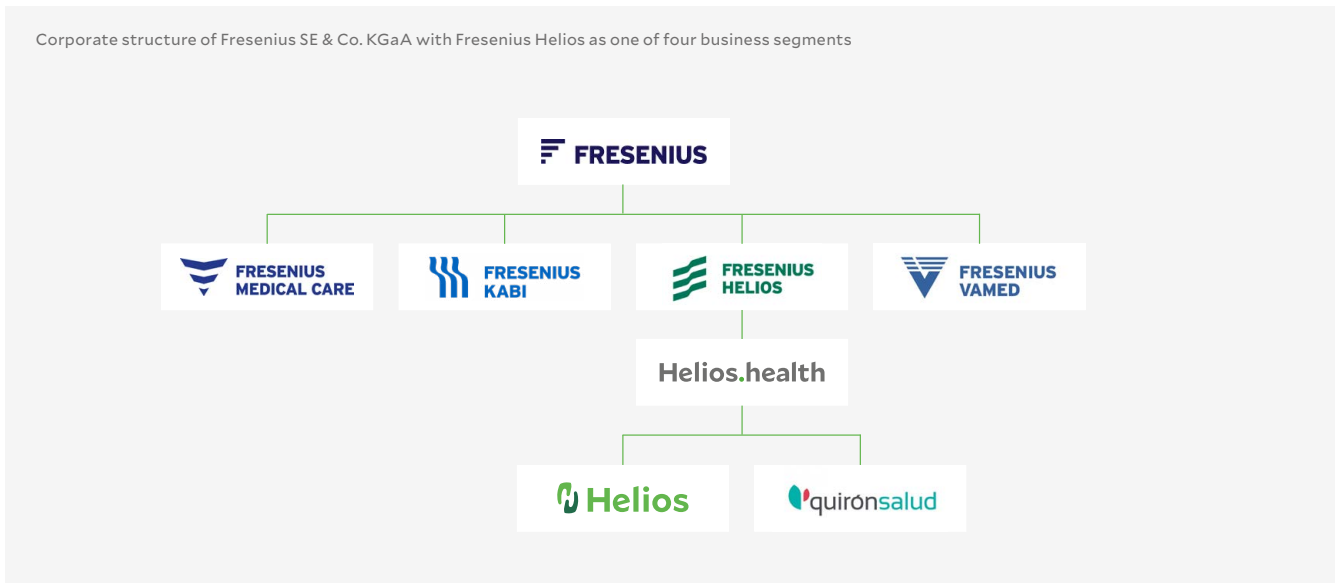
Corporate responsibility at the hospitals rests with their Executive Directors and the Regional Managers. The Regional Managers, Medical Consultants and Helios management team make up the extended Helios management team and contribute the regional perspectives of the hospitals to central corporate decision-making.

Helios employs 360 people in 19 Central Services at company headquarters in Berlin. They support the management team and the hospitals in both regional and overarching tasks, for example, in Human Resources, Legal, Purchasing, and Corporate Communications. The Supervisory Board of Fresenius SE & Co. KGaA acts as the governance body of Helios Germany.

Locations of Helios hospitals at a glance



- Company headquarters
- Hospitals
- Maximum care hospitals





# Sustainability at Helios

As a healthcare company with 350 healthcare facilities\* across Germany, we operate at the heart of society and bear responsibility for the health and well-being of a great many people every day. By seeking medical treatment at our facilities, our patients place a great deal of trust in us. We want to provide the best possible care for each and every one of them – from routine to complicated operations, through prevention to preparatory consultation and surgery, to inpatient and outpatient aftercare. In doing so, we are faced with the entrepreneurial challenge of wanting to meet the highest medical standards while at the same time operating successfully under increasingly regulated conditions.

To live up to these aspirations, we attach particular importance to ensuring the top quality of our medical treatment. Transparency, honesty, diligence, and expertise are central qualities in all areas. We openly address errors and work together to prevent them. We are constantly developing our medical and service performance to meet the needs of our patients better.

Transparency and a culture of continuous learning are the basis for our future viability because the pace of global megatrends such as digital transformation, urbanization, climate change, and demographic change continued to accelerate considerably in 2022. We are in the midst of a fundamental transformation of the healthcare market and we aim to influence that transformation actively. We observe trends and innovation and evaluate them critically. We create and implement useful new methods and technologies for day-to-day clinical practice.

Our future-oriented perspective, our curiosity, and our will to continuously improve are what drive us forward – with the goal of offering ever better medicine to ever more people. We want our patients to have a competent and trustworthy partner at their side when they choose Helios.

Our sustainability management and reporting are divided into four focus areas:

## **Caring for patients**

Top-quality medical care and our patients' safety are central to what we do, just as much as their subjective satisfaction with the care and service they receive. To ensure that outstanding care is provided now and in the future, we continually study current and impending changes in the healthcare market. We are also increasingly investing in digital solutions that complement our range of services.

\* 350 healthcare facilities, including occupational medicine services



**Empowering employees**

Every day, our employees make sure that our patients receive excellent medical care and thoughtful attention. They are the reason that Helios is the leading provider of inpatient and outpatient medical care in Germany. That is why we do everything in our power to offer our employees a job that they can identify with and that motivates them to develop both individually and within their teams.

**Protecting the environment**

Human health is closely linked to a healthy natural environment. Rigorous climate protection and species conservation therefore entail consistently protecting health, too. This is why we are paying close attention to what environmentally friendly, resource-saving hospital operations might look like in the future and why we are already implementing a large number of measures to protect our environment.

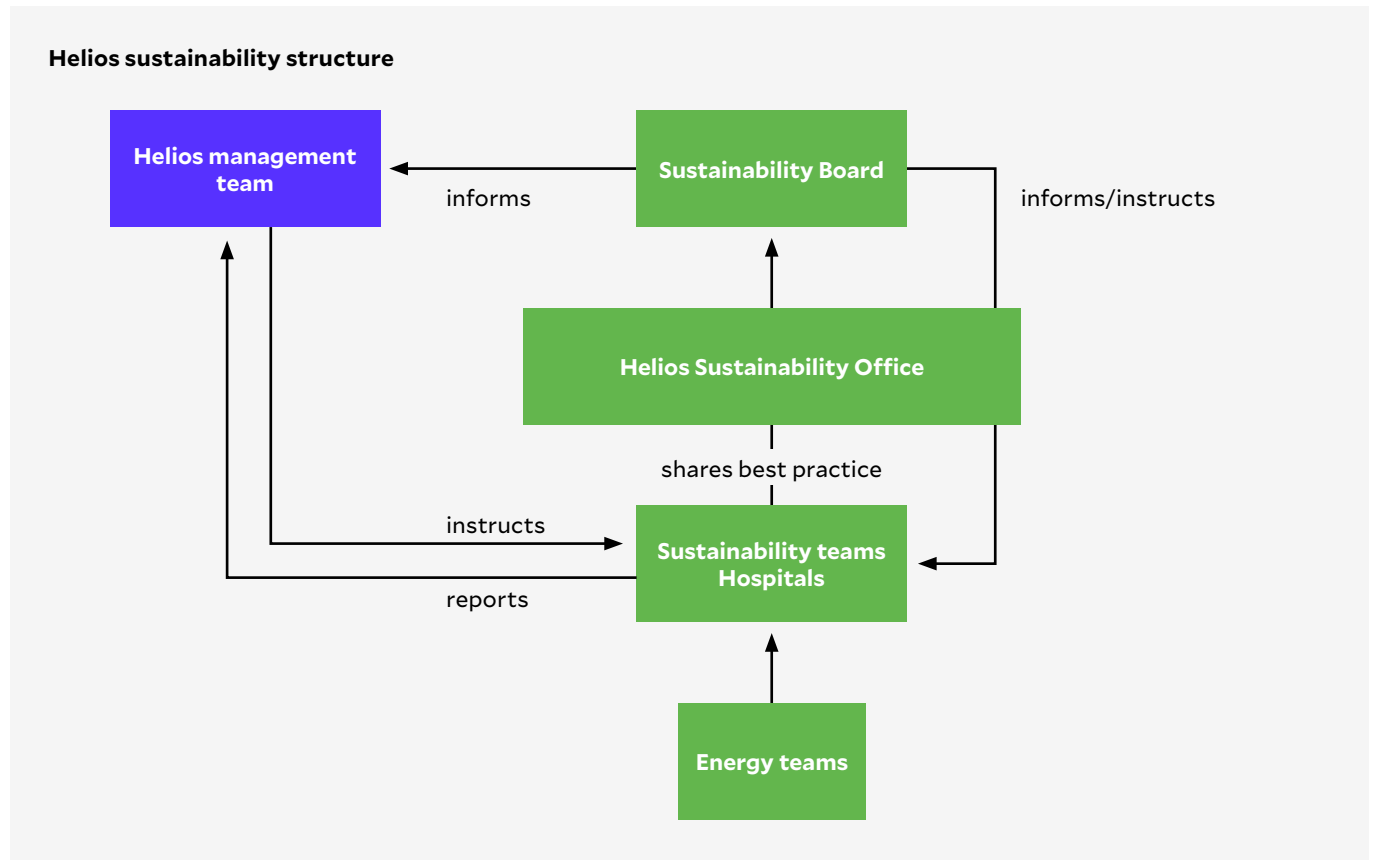
**Acting ethically**

As the operator of hospitals and medical care centers, we carry a great responsibility toward society. We are fully aware of this responsibility and consider ethical and legally compliant behavior to be a prerequisite for all our activities. Accordingly, we have established strict compliance rules and rigorously pursue any violations of them. We also attach great importance to acting independently and incorruptibly.

**Anchored at all levels: a new sustainability management structure**

The CEO of Helios Germany, Robert Möller, is responsible for sustainability. He is supported in implementing sustainable concepts by the newly established Helios Sustainability

Board and the Helios Sustainability Office. At the same time, the two-person Helios Sustainability Office works closely with the sustainability team at Fresenius SE.



In 2022, Helios established a new sustainability management structure. This consists of the Helios Sustainability Board, which has been meeting monthly since August 2022 to discuss and decide on current issues and projects relating to sustainability. The permanent members of the Board are the Helios management team, the Helios Sustainability Office, a Medical Consultant, and experts from the Central Services Procurement and Logistics, Compliance, and Hygiene as well as the Infrastructure Business Unit. The new structure also introduced sustainability teams at hospital level, which are responsible for anchoring sustainability in each hospital's operations. They support the implementation of decisions taken by the Board, drive activities at each hospital, and share successful projects within the network to ensure their broad accessibility. Representatives of these sustainability teams meet online every two months to discuss their activities.

Each hospital has an interdisciplinary energy team, which is responsible for energy management, for ensuring certification to ISO 50001, and for preparing binding energy reports for their hospital. A steering group overseen by a member of the Helios management team has been established for each of the four sustainability management focus areas at Helios (patients, employees, the environment, and compliance) and is responsible for developing and reporting the relevant topics. In addition, key topics for sustainability management at Helios come from the Fresenius Sustainability Board.

Established in 2020, this board provides a framework for the exchange of information between the sustainability managers of all Fresenius business segments. They meet every second month to discuss their activities and measures and to coordinate company-wide sustainability procedures. Since 2019, the Fresenius Human Rights Council has been discussing human rights issues on a quarterly basis, addressing current topics and new national and EU regulations such as the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG; [see also the “Compliance” chapter starting on page 45](#)). In addition to these bodies, employees can also get involved by submitting suggestions via an e-mail address set up for this purpose.

#### Sustainability organization at Fresenius

Sustainability at Fresenius is the responsibility of the CEO of Fresenius Management SE, which is the general partner of Fresenius SE & Co. KGaA. The Group Management Board is regularly informed about sustainability issues by the Investor Relations & Sustainability department of Fresenius SE & Co. KGaA. The Management Board and Supervisory Board review the progress and the results of sustainability management; the Supervisory Board as a whole is responsible for monitoring the sustainability performance of Fresenius. During the reporting period, the Supervisory Board of Fresenius SE & Co. KGaA performed the tasks it has been allocated in accordance with the provisions of the law, the articles of association, and the rules of procedure. It regularly advised the Management Board of the general partner, Fresenius Management SE, regarding the management

of the Company and supervised the management in accordance with its Supervisory Board responsibilities. You can find further information about the Fresenius sustainability organization, the involvement of stakeholders, and the operational implementation of sustainability guidelines and standards at Fresenius in the [Group Non-Financial Report 2022 for Fresenius](#).



## Helios starts with analyzing the Sustainable Development Goals

At the start of 2023, Helios held a two-day workshop on the 17 United Nations Sustainable Development Goals (SDGs). The aim was to discuss these goals internally in order to understand which of them Helios can contribute the most to and how they can be addressed by the company's sustainability strategy. Representatives of the management team, the hospitals and Central Services analyzed and prioritized the goals in a moderated process. The objective for 2023 is to develop a sustainability management road-map aligned with the prioritized SDGs. Helios has identified five focus SDGs.

## Sustainability as a nonfinancial performance target

In May 2021, the Fresenius Annual General Meeting approved a new compensation system for the members of the Management Board of Fresenius Management SE. In the context of short-term variable compensation, ESG (Environmental, Social, and Governance) targets have an influence on compensation in this system, with a weighting of 15 percent. The focus of the ESG targets is on the six key sustainability topics identified by Fresenius in the materiality analysis: quality/patient well-being, innovation and digital transformation, employees and diversity, environment, and compliance and integrity. In 2021 and 2022, with the identification of key performance indicators (KPIs) and the definition of comprehensive management concepts, the company created a basis to make the sustainability performance of the four business segments measurable. The identified KPIs are intended to facilitate target setting and measurement in the long term and a selection of these also to be incorporated into the variable compensation of the company's executives. From 2023, quantitative ESG KPIs will be included in the short-term incentive (STI) of the Management Board, covering the key sustainability topics of quality/patient well-being and employees. For the long-term incentive (LTI), the integration of a reduction target for CO<sub>2</sub>e emissions is planned. In the reporting period, the members of the Management Board achieved the ESG targets.

## Valuable stakeholder dialog

Our core business is shaped by the varied expectations of our diverse stakeholders. The following stakeholder groups communicate their interests and expectations to us:

- Patients
- Potential and current employees
- Business partners
- Policymakers
- Nongovernmental organizations
- Media
- Trade unions
- Competitors
- Investors
- Communal authorities

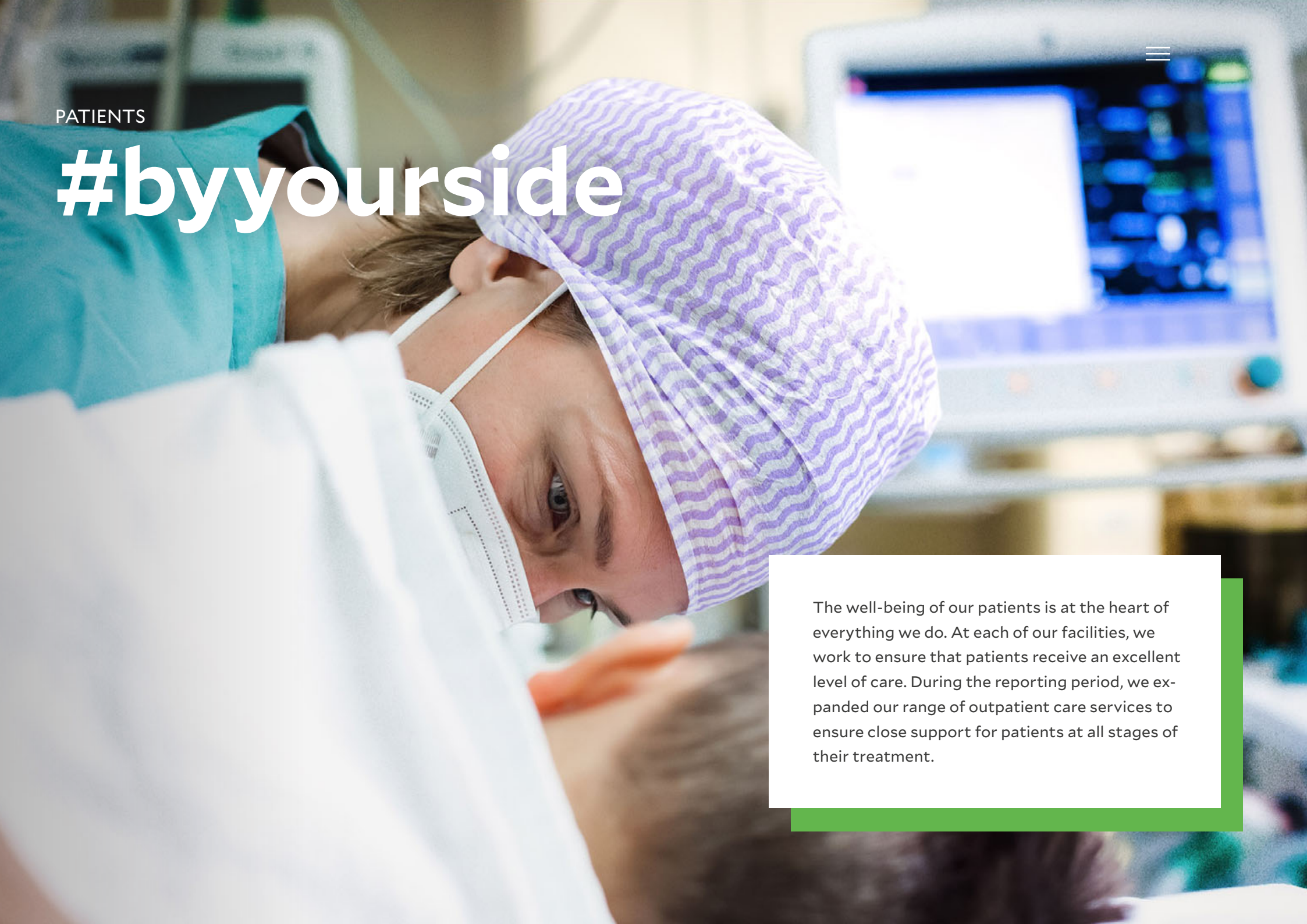
Our key stakeholders are our patients, who depend on receiving excellent medical care, and our current and potential employees, who expect an attractive workplace with a promising future and strong potential for development.

To better understand and respond to stakeholder requirements, we must engage in regular dialog with them. We already maintain extensive contact with our key stakeholders. For example, we carry out surveys with our patients to find out how satisfied they are with their treatment ([see also “Patients” chapter starting on page 12](#)). Moreover, we publish a quarterly [magazine](#) (German only) for our employees

and patients, and provide a [podcast series](#) (German only), a [YouTube channel](#) (German only), and the [Wissenshäppchen](#) (“Knowledge bites”) website (German only), where our medical experts share their knowledge with interested parties. We maintain ongoing contact with our employees through our intranet. Feedback from our stakeholders, dialog with experts from our hospitals, and discussions on the Fresenius Sustainability Board help us prioritize sustainability issues further and enable us to gradually incorporate these issues into our business activities.

## Reporting on the EU Taxonomy

For the fiscal year 2021, we reported for the first time on the EU Taxonomy eligibility of our economic activities for the environmental objectives of climate change mitigation and adaptation. For the fiscal year 2022, we have supplemented the mandatory reporting on the application and results of the conformity criteria (Alignment). This is conducted in accordance with the mandatory disclosures required by Article 8 of Regulation (EU) 2020/852 of June 18, 2020, on establishing a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy Regulation) and the delegated acts adopted for this purpose. Further information is provided in the [Fresenius Group Non-Financial Report 2022](#).



PATIENTS

# #byyourside

The well-being of our patients is at the heart of everything we do. At each of our facilities, we work to ensure that patients receive an excellent level of care. During the reporting period, we expanded our range of outpatient care services to ensure close support for patients at all stages of their treatment.



## Providing all levels of care

Helios offers the full spectrum of medical treatment at its hospitals, from preventive medicine, through all levels of care, to complex procedures such as transplants. It offers a total of 30,492 beds for this purpose nationwide, 29,786 of which are for acute care and 566 for rehabilitation. Helios hospitals treated a total of some 5.5 million people in 2022 (2021: 5.4 million), an increase of 1.2 percent over the prior year. Of this total, 1.1 million patients were treated as in-patients and 4.4 million (2021: 4.0 million) as outpatients. During the reporting period, we successively reduced the number of intensive care and artificial respiration beds at our hospitals to pre-pandemic levels.

## Outpatient medicine at Helios

Since 2022, the Helios Outpatient Medicine Business Unit has been operating under the Helios Ambulant (Helios Outpatient) brand in order to develop a uniform presence and visibility in public and within Helios itself. Across Germany, Helios Ambulant employs a total of 3,000 people in around 230 medical care centers. With around 600 doctors, Helios Ambulant is the largest provider of outpatient medicine in Germany. The business unit reports to our COO, Enrico Jensch.

By strengthening the business unit in 2022, Helios responded to the trend for outpatient treatment and multidisciplinary care. Today, a growing number of clinical procedures can be provided by doctors at their offices without the need for a hospital stay.

The spectrum of services offered extends from general medical care, through a large range of specialist medical services and radiological diagnostics, to outpatient operating centers. The business unit aims to establish and operate outpatient treatment centers, which consolidate a range of high-quality healthcare services at a single site. Helios is prioritizing multidisciplinary healthcare provision and is expressly fostering collaboration between outpatient doctors and their hospital-based colleagues. In this way, patients can avoid duplicate examinations and have convenient access to both outpatient and hospital-based healthcare services. Helios not only operates medical care centers close to its hospitals. In rural areas that are not served by a Helios hospital, the company is acquiring medical care centers to ensure that people have access to reliable healthcare close to their homes.

## Informed patients

Our ambition is to provide the best possible care to patients, which is why we deliver medical treatments that meet our high quality and safety standards. To ensure patient safety and well-being, it is important that we describe our services transparently and that our healthcare facilities provide our patients and their families with all relevant and necessary information. Our communication channels include patient academies at our hospitals, the company's and hospitals' websites, our Helios magazine, and our social media channels.



**3,000 people**  
work in **outpatient facilities.**



## In focus: ensuring medical quality

Since its founding, Helios has focused on providing measurably high medical quality. To ensure that this is achieved consistently, we have established a quality management system that is controlled primarily by our Central Service for Medicine together with other responsible persons.

Since 2022, two Medical Consultants have held the responsibility for all medical matters at the company. They report directly to the CEO/CMO of Helios and advise the Helios and regional management teams on all medical matters. They also support hospital management teams on the appointment of Chief Physicians.

In the reporting period, Helios also established a Quality Management Steering Group consisting of the Helios CEO, who is also the CMO, the two Medical Consultants, the Patient Safety Officer (PSO), the Central Service Medicine, and the head of the Nursing expert group. The Steering Group has the task of coordinating central medical quality management processes and patient safety measures on a quarterly basis. Also on a quarterly basis, the hospitals' medical management teams and the Medical Consultants assess all reportable indicators. If a hospital reports unusual values for quality indicators or patient safety cases, it is required to report to the Steering Group, which defines measures for implementation within a one-year period. Such measures

may be, for example, peer reviews at the hospital level or, if necessary, quality management measures across a number of locations.

Helios has a total of 30 expert groups and their senior physicians meet twice each year. They ensure that all hospitals are up-to-date on research in their respective areas of medical specialization and that treatment processes are used correctly. They have both an inward and an outward perspective, discussing the results of clinical studies and making changes to treatment processes on this basis. They also discuss and decide on the introduction of standard processes, the selection of medical products, rational innovations, and campaigns.

In 2008, Helios joined with eight other hospital operators to establish the [Initiative Qualitätsmedizin](#) (IQM; Quality Medicine Initiative). The objective was and is to improve the quality and comparability of hospital treatment by applying the principle of measurement, publication, and analysis. IQM has since become the largest voluntary quality initiative in the German healthcare sector. Municipal, nonprofit church-owned, private, and university hospital operators use IQM as a platform for dialog and sharing best practice. Under the IQM umbrella, around 500 hospitals in Germany and Switzerland now use the quality management system originally developed by Helios.

The Helios quality management system is built on three methods:



### Measuring quality

The basis for our quality management system is an evaluation of processes and patient treatment outcomes. Every step of a patient's treatment in the hospital is precisely documented for subsequent billing to health insurance companies. We use this routine data to measure the quality of our services. It shows, for example, whether a patient's recovery has taken longer than expected or complications or death have occurred. On this basis, we can deduce whether treatment proceeded normally or whether potential mistakes were made.

We also use our routine data to measure the German Inpatient Quality Indicators (G-IQI) as defined by the IQM. There are more than 380 of these indicators with information on over 60 important medical conditions and treatments. In addition, we collect data for more than 1,000 other quality indicators at Helios. We have selected 47 (2021: 47) key indicators from the G-IQIs for the strategic management of our medical quality. Specific targets have been defined for these indicators and we review our achievement of them annually. In the 2022 reporting period, we met the targets for 45 (2021: 43) indicators, which corresponds to a proportion of 96 percent (2021: 91 percent).



### Analyzing and publicizing quality

To continuously improve and avoid repeating mistakes, we publish our [quality results](#) (German only) on our corporate website and on the websites of our hospitals. The data provide visibility about how a given hospital compares with the national average, with other Helios hospitals, and with IQM member hospitals. In addition, each hospital and each department receives a monthly report on its medical treatment outcomes so that trends can be identified in their early stages and, if necessary, more detailed analyses can be initiated.



### Improving quality

If our hospitals fail to meet certain quality targets or if other irregularities become apparent, we carry out a detailed analysis of the treatments and processes in question and make the best use of any potential for improvement. The focus is on specific audit processes in the medical and nursing areas, known as the peer review process in which cases are discussed by expert peers. In a peer review, specially trained doctors from our hospitals and from the IQM network cooperate to investigate statistical anomalies. Findings are translated into concrete recommendations for action by the hospital with the goal of further improving treatment quality and patient safety. We performed eleven peer reviews in 2022 (2021: seven).

## OUR QUALITY RESULTS

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

### Healthcare and the coronavirus

In 2022 as well, measures applied at Helios healthcare facilities and hospitals in respect of the coronavirus were continued in close coordination. The company's and hospitals' crisis teams work closely with the hospitals' task forces and the central and local hospital hygiene teams. Since June 2021, the capacity of our hospitals in Germany has been reported transparently on the website, together with other intensive care indicators. The use of social media to provide information about COVID-19 proved to be sound. Helios used bulletins, internal e-mails, the company intranet, and social media to provide regular information about the pandemic, testing, and vaccinations.

### Ensuring patient safety

The safety of our patients is our top priority. This is why the responsibility for this issue is invested directly in our Chief Medical Officer. In addition, we have established the role of Patient Safety Officer. Both are supported by the Central Services and the medical expert groups. Helios is a member of the Aktionsbündnis Patientensicherheit (APS, German Coalition for Patient Safety) and incorporates this network's recommended actions as part of clinical risk management.

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

### PATIENT SAFETY INDICATOR SET

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

Our Group Incident Response Policy requires all Helios hospitals to record these indicators systematically and report them to a central location. We have published figures for selected indicators on our website each year since 2019. This demonstrates our commitment to creating the greatest possible transparency in dealing with adverse incidents and treatment errors. In 2022, 54 (2021: 84) events were recorded for eight selected patient safety indicators (German only). The results can be viewed on [our website](#). Further information about patient safety at Helios is provided in the ["Key figures" chapter starting on page 53](#).

## Structured error management

To err is human – but we believe it is critical that we respond transparently when this happens. To prevent errors, we have been using mandatory checklists for all surgeries since 2009 with the goal of minimizing potential risks for patients before, during, and after operations. Moreover, for each confirmed treatment error, the measures taken are requested from the hospital in question and analyzed centrally. At morbidity and mortality conferences, cases with potential for improvement are discussed jointly by the treatment team and measures for improvement are defined. We record critical events and near misses centrally, uniformly, and anonymously via our critical incident reporting system (CIRS). This is anonymous, can be accessed in all areas of a hospital, and serves primarily to protect both our patients and employees. The information recorded in the CIRS may reveal potential errors in processes and workflows, which can be used as the basis for improvement measures. In 2022, a total of 736 (2021: 576) incidents were reported and were evaluated decentrally in the individual hospitals.

At 827, the number of alleged medical errors in 2022 was down from the prior year (2021: 768\*). An average of 0.8 (2021: 0.8) per 1,000 patients made a (justified or unjustified) medical error claim against Helios in 2022. These allegations encompass, to varying degrees, all specializations and stages of treatment, including preoperative information, diagnostics, surgery, therapy, and aftercare. Accordingly, we have again achieved our goal of ensuring that medical error claims do not exceed one per 1,000 full inpatient treatments.

About one-fourth of medical error claims are resolved by the expert commissions and arbitration boards at the medical associations, which report publicly on this topic every year. This procedure, which is voluntary for doctors and patients, allows the collection of comparative data. Over the past three years, an average medical error rate of around 29.5 percent for Germany as a whole was reported to the medical associations. Helios' rate in 2022 was 31 percent, which is comparable with the average rate. All other cases were resolved directly with the claimants, in court, or with the involvement of the health insurance companies (through the Medizinischer Dienst der Krankenversicherung (MDK, Health Insurance Medical Service). Comparative data for these cases are unavailable or cannot be presented.

In line with our transparent approach to error management, Helios processes and settles its liability cases directly as far as this is possible rather than handing them over to an insurer. Consequently, Helios analyzes these cases very closely. In 2021, we also introduced a tool to automatically request preventive measures. If there is a confirmed treatment error, an alert is sent to the hospital management. This triggers the requirement to report and verify a preventive measure. The measure is reviewed by the PSOs, who may contact the hospital if they see a need for further improvement.



## Safety at a glance: safety inspections at our hospitals

One-day safety inspections are conducted on a quarterly basis at selected Helios hospitals to check compliance with the company rules and legal requirements that are relevant to patient safety. The hospitals are selected on the basis of the indicators such as patient safety indicators, the number of liability insurance claims or liability-relevant incidents, and indications of deficits in complying with safety rules. The inspections take in operating rooms (including recovery rooms), the emergency department, the obstetrics department or intensive care unit, and one peripheral ward. A standardized catalog of requirements is used to review safety-relevant work procedures in particular. Following the inspection, a report is produced and actions are defined in conjunction with the hospital management if any requirements are not fully satisfied.

\*Full records are not available for prior-year claims involving recently acquired hospitals (Malteser, DRK Kassel).

In 2022, this tool was expanded to include regular reporting in order to foster the continuous processing of these cases. The hospitals also have access to a type of digital dashboard providing an overview of those cases where preventive measures are still pending.

## Strict hygiene standards

To prevent infections within a clinic, strict compliance with hospital hygiene standards is essential. For this purpose, we have established our own Group Hygiene Policy, which is based on the recommendations of the Robert Koch Institute (RKI). It includes specific instructions for many diagnostic, nursing, and therapeutic processes at our hospitals and medical care centers. Employees receive regular training on hygiene requirements from the local hospital hygienists and hygiene specialists. Internal compliance reviews take place as part of regular inspections.

We are the only hospital operator in Germany to publish half-yearly data on how frequently multiresistant pathogens and other significant pathogens appear in our hospitals. The data also show how many patients brought the respective pathogen into the hospital and how many acquired it during their stay. We use this information internally so that we can act quickly in the event of anomalies, identify the causes, and initiate improvements. Due to the effects of the COVID-19 pandemic, reporting for 2022 was delayed until the first half of 2023.

## HOSPITAL-ACQUIRED PATHOGEN FIGURES

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

## Antibiotic Stewardship (ABS): innovative antibiotic management

In order to communicate knowledge about how to treat multiresistant pathogens with antibiotics correctly, the Infectious Diseases and Antibiotic Stewardship expert group developed a program for managing and reporting on antibiotics in 2019. This is now in use at all Helios hospitals. The program aims to use shared and widely communicated knowledge in combating the growing resistance to antibiotics. Employees across the Group receive training on antibiotic treatment in special courses. Departments that maintain beds have trained antibiotics advisors that raise awareness about antibiotics and act as a first point of contact if questions arise. The antibiotics advisors take part in a learning program consisting of an e-learning tool and online training courses.

In 2022, the first part of the Helios development program for training ABS experts was certified by the Berlin Medical Association. 60 employees received training. During the reporting period, Helios launched its “Wissenshäppchen” (“Knowledge bites”) modules on ABS and infectious diseases. These can be accessed via the company’s intranet and website. In 2023, the second part of the training program is to be certified and implemented at Helios.



## Training for an emergency

Helios operates three simulation and emergency academies in Erfurt, Krefeld, and Hildesheim to provide training in operating procedures, crisis scenarios, and team situations in the operating room. In addition, training is also performed at the hospitals themselves. The relevant Helios expert groups decide on the content and the number of participants in compulsory training in emergency medicine, anesthesia, intensive care, and obstetrics. Simulation training gives employees the ideal opportunity to apply and improve their theoretical knowledge and practical skills. Moreover, this audio- and video-assisted training format with detailed feedback discussions is the perfect way to train team communication, for example, in critical operating room situations.

Since 2022, knowledge development has been tracked through peer reviews, where staff with special expertise exchange their knowledge and work experiences and improve by comparing their expertise with one another.

### ANTIBIOTIC STEWARDSHIP AT HELIOS

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

## Regular patient satisfaction surveys

We aim to ensure that our patients are not just healthy, but also satisfied when they leave our hospitals. Their honest feedback during and after treatment is therefore particularly important to us. On this basis, we can respond quickly to their individual perceptions during their stay at our hospitals and improve care quality in the long term.

To systematically record feedback, we developed the Helios Service Monitor, which we use at all Helios hospitals. Employees at the hospitals survey our inpatients once a week about their overall satisfaction. If the inpatient is dissatisfied, the relevant staff from the area in question, such as housekeeping, nursing or the medical team, can be called in at the request of the patient concerned to clarify possible problems in a one-on-one conversation. Our goal is to respond to patient feedback within 24 hours. The data are then processed anonymously in the Helios Service Monitor.

Each hospital can view its current daily, weekly, or monthly results. In addition, we evaluate the results of all Helios hospitals centrally once a month to establish a bigger picture regarding satisfaction and to identify areas of criticism. Some hospitals also publish their patient surveys on their [hospital website](#) (German only).

In 2022, 739,660 patients in Germany were canvassed for their opinion. This figure equates to 70 percent of the inpatients we treated. Of those surveyed, 96 percent (2021: 96 percent) said they were satisfied with their current hospital stay. Typical points of criticism involved, for example, food service and housekeeping as well as communication between individual professional groups or specialized departments. Statistical anomalies are reviewed by local hospital management, which decides measures for improvement.

# 96%

of patients surveyed were satisfied  
with their hospital stay.

## More digital transformation

The hospital market in Germany is developing dynamically. Digital patient records and telemedicine are enabling new communication channels as well as the faster transmission and interpretation of health data. As a hospital operator, we are seeking to leverage the potential of digital transformation to improve our patient care and service. In 2022 as well, the focus of our digital transformation activities was on expanding the use of electronic patient files.

Since the end of 2021, Helios Germany has been using the [DigitalRadar](#) (German only) to assess the degree of digitization at its hospitals. The DigitalRadar survey is mandatory for all hospitals receiving funding under the Krankenhauszukunftsgesetz (KHZG; Hospital Future Act). This law and the associating funding program aims to help hospitals invest in state-of-the-art emergency capacities, digitization and IT security. The degree of digitization in the hospitals was last assessed as at June 30, 2021; pursuant to the law, the next evaluation is planned as at June 30, 2023. According to the DigitalRadar findings, Helios has already achieved an above-average degree of digitization compared with the other 1,616 hospitals covered by the Hospital Future Act.

## The Helios patient portal

As a pioneer in the German healthcare market, Helios established a patient portal and associated digital patient records and introduced both at the first Helios hospitals in 2019. Through individual access via the hospitals' websites,



patients have the flexibility to view doctor’s letters and findings, for example. They are provided with essential elements of their own patient records and can then decide whether or not to share the information. Further medical data, for example on nursing documentation and medication, were to be made available in 2022.

At the end of 2022, the patient portal was available at 61 of our hospitals and can be accessed via each hospital’s website. In 2022, it had over 205,000 (2021: 130,000) registered users, with 700,000 (2021: 300,000) documents exchanged and almost 137,000 (2021: 85,000) appointments booked online.

Many of our hospitals use spot check monitors which, for example, upload vital signs such as high blood pressure directly to the electronic patient record. This not only makes processes more efficient, but also reduces the risk of transmission errors. At the end of 2022, there were 1,899 devices in 78 Helios hospitals.

### The electronic patient record

A digital patient record containing clinical correspondence, results, and all clinical imaging is available at almost every workstation at Helios hospitals, adding value for medical practitioners as well as for patients. Further medical data such as nursing documentation and medication became available in digital patient records in 2022.

Integrated software solutions at about half of Helios hospitals provide warnings about potential medication interactions, which boosts patient safety.

The legislated expansion of Germany’s nationwide telematics infrastructure, into which electronic patient records are to be integrated, focuses on improved care quality and efficiency in care and administration processes. The aim behind this is to modernize the technical infrastructure in German healthcare by 2025. The electronic medication management functionality, which is planned as part of the telematics infrastructure, will make it possible for electronic prescriptions to be sent digitally to participants outside the hospital, such as doctor’s offices or pharmacies. Patients decide themselves whether their information is shared.



**Digital patient files** are accessible at almost every workplace in Helios hospitals.

### Facility-specific data protection

Our Central Service Data Protection is responsible for the ongoing enhancement of our data protection management system. The head of the department reports directly to our CEO. A team of 112 employees ensures an adequate level of data protection at our facilities. They conduct regular risk analyses and audits, check and document new processing activities, and train our employees, among other things.

If, for example, employees or patients see indications of a potential violation of data protection regulations, they can contact the data protection officer of the relevant Helios facility directly. We take every indication of a potential violation very seriously. We clarify the facts as quickly as we can, initiate any required measures without delay, and adjust our corporate processes accordingly if necessary. In cases involving Article 33 of the General Data Protection Regulation (GDPR), we inform the competent supervisory authority. If a situation covered by Article 34 GDPR arises, the affected parties are informed in accordance with statutory requirements. The Helios Kliniken Group recorded a total of 115 (2021: 92) notifiable incidents pursuant to Article 33 of the GDPR during the reporting period.

Helios reinforced a variety of instruments in its data protection management system in 2022. For example, new business unit-specific training material was developed. In 2022, work in the data protection area focused on the further development of the Helios Safe Medical Data Platform (HeSaMeDa).



**112 employees** at Helios help fulfill its **data protection requirements**.

## Strengthened information security

The safety of our patients is also heavily dependent on information security. For this reason, Helios established an Information Security department, which became part of the Central Service Compliance in 2022. It supports and advises Helios management on implementing and maintaining an information security management system (ISMS). In 2020, Helios adopted a policy with the main objectives of patient safety and treatment effectiveness.

Helios is thereby complying with a new law on the protection of electronic patient data, which must be verifiably implemented in all hospitals in Germany as at January 2022. The Helios ISMS is aligned with international standards such as ISO/IEC 27001 and is based, among other things, on Germany's industry-specific security standard for hospital healthcare, which was developed by the German Hospital Federation to help hospitals meet legal requirements.

## Scientific studies at Helios

Each year, numerous national and international studies are conducted in our hospitals. Before a clinical research project takes place at a Helios clinic, we ensure that scientific, ethical, and legal requirements are met to protect the participating patients. Helios itself provides targeted support for employee research projects that are expected to have substantial benefits for patients, in accordance with the applicable Helios Group Research Policy. Publicly funded research projects are also conducted at our hospitals. Funding for these may come from, for example, the innovation fund of the Gemeinsamer Bundesausschuss (G-BA, Federal Joint Committee), from the Federal Ministry of Education and Research (BMBF), or from ministries in the individual federal states. Most of the projects focus on the development of new forms of healthcare provision and courses of medical treatment – known as treatment pathways. Collaborative research projects with manufacturers concentrate on testing new technologies in clinical settings to assess their benefits. Helios also works with the RKI to provide data on severe

acute respiratory infections (ICOSARI) and thus monitor the occurrence of influenza and COVID-19 viruses in hospitals.

At the end of 2021, Helios and the international holding company, Helios Health, consolidated all research-relevant activities in the newly established Helios Health Institute (HHI), which is a separate subsidiary. In 2022, the HHI became the central point of contact for all employees of Helios hospitals and its subsidiaries who want to conduct research. The Institute validates the study design to ensure compliance with all regulatory requirements for research. The applicable Helios Group Research Policy stipulates that every research project, including all necessary documents, must first be submitted to the HHI for review in order to protect Helios' patients. The HHI reviews research projects with regard to regulatory and content-related methodological requirements, performs a legal review of project contracts, and advises on data protection. This enables clinics to ensure that scientific, ethical, and legal requirements are met and that the project complies with applicable guidelines and quality standards. All researchers are required to provide evidence of their qualification to conduct clinical studies and to comply with the provisions of the Helios Group Research Policy. In self-initiated studies, full responsibility lies with the persons conducting the study.

In 2022, a total of 337 (2021: 410) studies were reviewed for Helios, most of which had the goal of improving treatment options for patients. The decline in the number of studies was attributable to an internal process modification that enables certain studies (mainly doctoral theses) to be handled by the hospitals themselves in accordance with a standard operating procedure (SOP) and, since 2022, without any central review. Moreover, the effects of the pandemic have delayed patient recruitment. On the basis of data analyses during the pandemic, Helios published key findings on the impact of COVID-19 on the reality of healthcare. Since 2020, Helios has conducted around 90 studies in connection with COVID-19 at its hospitals.



Helios performed a total of **337 studies** at its hospitals in 2022.

**2022 studies by disease**

	<b>Number</b>
Cardiovascular	64
Neurology/psychology	7
Oncology*/Hematology	146
COVID-19	11
Orthopedics/spinal surgery	17
Anesthesia/pain	5
Other diseases	87
<b>Total</b>	<b>337</b>

**2022 studies by initiator**

	<b>Number</b>
Helios as initiator	58
Participation in university-led studies, publicly funded**	100
Participation in university-led or publicly funded studies with industry support; trial drugs typically provided***	54
Industry-sponsored studies****	125
<b>Total</b>	<b>337</b>

**Sex- and gender-specific medicine and research**

At Helios, we pursue increasingly gender-specific approaches for diagnosis and treatment. Gender-specific medicine involves researching and treating diseases in a way that takes account of biological differences such as a body’s chromosomes, sexual characteristics, and hormone levels. Also considered are environmental conditions and social aspects such as education, culture, and social circumstances, which impact human health. These factors can produce differences in the symptoms and progression of diseases as well as in the effectiveness of medications. For a long time, these differences received little or no attention in medical research and practice. Helios wishes to promote gender-responsive medicine and research so that our patients can receive the best treatment possible.

In 2021, Helios Germany performed a study of gender- and age-specific effects of the COVID-19 vaccines. In addition, multiple studies looked at gender-specific differences in disease progression among COVID-19 patients. Other studies examined different infectious diseases and the differing diagnoses of them between men and women.

\* Cancer includes all organ cancers and hematologic (blood) cancers.

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

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

\*\*\*\* The majority of these studies are supported by the pharmaceutical industry; less than 20 percent of the sponsors are medical device manufacturers.

2023 will see the publication of a study that investigated differences in the colonization with multiresistant pathogens among men and women of different ages.

## Social responsibility in medicine: value-based healthcare

In recent years, healthcare providers, supervisory bodies, and insurance companies worldwide have been seeking ways to improve treatment outcomes for patients and reduce healthcare costs at the same time. This benefit- and outcome-oriented concept is known as value-based healthcare. As a scientific approach, it confirms Helios' strategy of specifically establishing regional healthcare clusters and an interdisciplinary dialog among experts that can be accessed by all the hospitals in our network.

### Integrated healthcare at Helios

Healthcare costs of €474 billion in 2021 accounted for 13.2 percent of Germany's gross domestic product. According to the country's Federal Statistical Office, healthcare spending per head was €5,699. Due to demographic change and other social and technical developments, this figure is very likely to continue increasing in the years ahead. This has given rise to the question of how human health can remain affordable in

the long term. As a healthcare company, we are committed to working strategically to counter the increase in costs and thus enhance the value of the care provided. We are using a range of instruments to achieve this.

We are convinced that creating clusters of healthcare facilities can increase the quality of healthcare provision and reduce costs. Through the acquisitions we have made in recent years, we have pursued the same approach toward our hospitals. The aim is to create networks of special treatment offerings at individual hospitals, for example, in oncology or the treatment of stroke, and to improve quality by means of joint cluster conferences, for example. As a result, high-cost and personnel-intensive treatments may be offered within a hospital cluster but not at every hospital.

### Instruments for better and less expensive healthcare

A further strategic business development instrument is the centralization of complex medical services, which was introduced in 2018. As a result, services can be concentrated at just a few hospitals where the number of treatments is verifiably important to the health outcomes. The degree of centralization at the Helios hospitals goes beyond the minimum requirements stipulated by the Federal Joint Committee, which is the highest instance of self-governance in the German healthcare sector.

Helios concentrates on projects in which multidisciplinary teams are deployed following surgical interventions to help patients recover faster and better. One of these projects is the Ortho-Campus model, which brings strengthens the links between surgery and rehabilitation. Other examples are ERAS (enhanced recovery after surgery) initiatives and the certification of endoprosthesis centers in accordance with ENDO-Clinic standards.

### CUBE: the digital hospital

The main challenge in the future provision of healthcare in Germany and elsewhere is to ensure access for people in areas with poor infrastructure. One way of addressing this challenge is to create financial incentives to attract doctors to these areas. However, this is very costly. A more cost-effective approach is CUBE, Helios' digital hospital, which was launched at Leipzig Heart Center in May 2022. This flexible entity offers digital options, telemedicine, and in-person treatment, linking people who previously had inadequate access to medical care with qualified experts at a different location. CUBE enables diagnostic procedures such as X-rays, ultrasound scans, and blood and eye pressure measurement. Experts supervise patients in performing the necessary medical examinations themselves. Little technical infrastructure investment is needed at the patient's location. Further information can be found [online](#).

**Ambition and targets**

At an early stage, Helios Germany began measuring the quality of its own services and publicizing this information. The starting point for this was the quality assurance process based on routine data, which, in 2008, gave rise to the establishment of the IQM (see also the section on [ensuring medical quality starting on page 14](#)) involving a number of countries and hospital operators.

Evidence-based high-quality medicine can be improved in many ways for everyone and subsequent costs can be avoided by quality assurance measures including routine data, the creation of clusters, centralization, the promotion of science, integrated care, patient-reported outcome measurements (PROMs), and digitization. In this way, we are helping people to lead healthier lives, at the same time contributing to reducing healthcare expenditure.



EMPLOYEES

# #teamplayer



As a team, we are strong – which is why we are committed to a respectful collaboration of equals and focus on our employees' further development. Helios Puls, our employee survey, reveals where we are on the right track and where there is still a need for improvement.

## Responsible human resource management

It is thanks to our employees that we have been a growing, medically and economically successful hospital company for almost 30 years now. Nonetheless, we face enormous challenges in human resources. Here, we are focusing on the following fields of action: the training and development of our own qualified employees, the recruitment of specialists, and the search for new employees on the international labor market. In respect of the latter, Helios Germany is also participating in a German government recruitment campaign.

Our company's aim is to offer our employees jobs that give them personal responsibility and many opportunities for further development. In this way, we are seeking to create jobs and offerings that make us an attractive employer for potential candidates. We want to attract talented individuals, ensure their loyalty, and involve them in our company. To achieve this, we must continue to strengthen and expand our position as an attractive employer in a difficult labor market environment.

Our Central Service Human Resource Management and Collective Bargaining, for example, shapes the working conditions set out in collective agreements through collective negotiations with trade unions and sets the guidelines for human resource management at Helios. It also works to improve services for our employees. In conjunction with our Central Service Personnel Recruitment and Development, it draws up overarching strategies for personnel development within the company. In addition, the departments coordinate company-wide activities and support our regions in human resource matters. Regional human resource managers provide specialized support for human resource management at a regional level. They act as the interface between company headquarters and the hospitals, where operational HR departments, in turn, oversee the employees.

In light of the challenges associated with recruiting new employees, personnel marketing has gained importance. HR Marketing works at the interface of marketing, HR management, and recruitment to develop relevant offerings for potential new colleagues along their employee journey.

### Employees

**76,255**  
in total

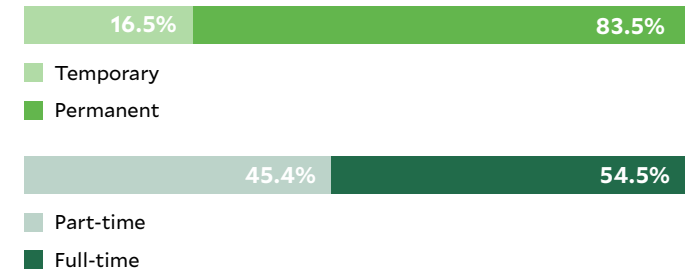


**76%**  
women



**24%**  
men

### Type of contract and employment relationship



## Stable employment, flexible and mobile working models

As at December 31, 2022, Helios employed a total of 76,255 (2021: 75,306) people, 76 percent of whom were women and 24 percent men. Of our total workforce, 83.5 percent have permanent contracts and 16.5 percent have temporary contracts. Both residents in training and apprentices are employed on temporary contracts until the end of their training. We also engage employees on temporary contracts to meet short-term staffing needs and cover the absences of permanent staff. We have a nearly equal balance of full-time and part-time staff, with 54.5 percent of our employees counting as the former and 45.4 percent as the latter. In addition to our permanent workforce, we employed agency staff during the reporting period in order to compensate for temporary shortfalls in nursing staff and doctors and avoid the closure of any wards due to staff shortages.

For 83 percent of our workforce, working conditions are governed by collective agreements. Our Helios [Group collective agreement](#) (German only), which was first concluded in 2006 and has been continuously refined since then, is applied at 34 of our hospitals. A company-specific collective agreement applies at a further 37 hospitals, while the collective agreement for the public sector (TVöD) applies at eleven locations. A further seven Helios hospitals are guided by the employment contract guidelines of Caritas Germany.

All of the collective agreements ensure equal pay irrespective of gender. We pay market rates to those employees not covered by collective agreements.

Since January 2020, our nursing staff covered by the Group collective agreement have received a monthly nursing allowance of up to €300, staggered according to qualification level, as part of the agreements reached with the ver.di trade union during the collective bargaining process. More detailed information about our employees can be found in the [“Key figures” chapter starting on page 56](#).

Helios Germany has the goal of developing new working time models for doctors in particular, as well as for nursing and administration staff. The feasibility of flexible and mobile working models depends to a large extent on operational requirements and the individual situation at each hospital. In recent years, mobile working models have been developed and introduced for administrative employees. For example, the [FlexWork Policy](#) (German only) has been applied at Helios' headquarters in Berlin since 2021. In this context, fixed workplaces were eliminated and employees have the opportunity to book a flexible workplace in the headquarters building online.

In 2022, workshops were held for doctors and nursing staff at the hospitals with a view to developing new working time models. These workshops were conducted in collaboration with an external consultancy and looked at issues such as shift working versus standby duty, especially for doctors.

The goal was to make work schedules more attractive and improve the planning reliability of employees' working time. The workshop findings were shared with all hospital managers and human resource managers at information events. Each hospital will decide which models to implement so that the hospitals' individual needs can be respected. Moreover, working time models are subject to local codetermination.

## Digitizing HR management

Digital transformation lets us standardize and simplify many tasks within human resource management. Helios has been digitizing processes step by step for several years now – from payroll through recruiting to personnel management. Since 2018, we have been using uniform software (LOGA) for payroll accounting across the company. At the end of 2022, 90 percent of our hospitals' personnel files were digitized. We will start digitizing the personnel files for our outpatient centers in 2023. We are also introducing a uniform digital duty roster system (ATOSS Staff Efficiency Suite, ASES) at all our hospitals, which will significantly improve our planning and reporting capabilities.

## High training figures

Excellent patient care thrives on well-trained staff and young people who contribute new ideas to actively shape their working day. In 2022, 5,587 (2021: 5,554) people completed an apprenticeship program at Helios, either at one of our 36 company-owned training centers or as part of collaborations with external training partners.

# 5,587

people completed an apprenticeship at Helios in 2022.

Of our nearly 5,600 apprentices, 4,103 (2021: 4,217) were pursuing nursing during the reporting period. In terms of all our nursing apprentices, we offered employment to 85 percent (2021: 86 percent) of our program graduates during the reporting period. In addition, Helios had a total of 985 (2021: 874) medical students in clinical traineeships as well as 971 (2021: 916) medical students in clinical internships and 4,357 (2021: 4,195) physicians in residencies. Further data on our apprentices are provided in the [“Key figures” chapter starting on page 58](#).

### TRAINING AT HELIOS

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

## Trainee program: fostering talent

Helios offers traineeships in hospital management, medical technology, nursing management, human resource management, procurement, IT, technical management, finance, and corporate controlling. Over a span of two years, university graduates get to know hospitals in various regions, taking in basic, standard and maximum care. They go through assignments in medical and nonmedical departments – from patient care to hospital management. Our trainees acquire additional knowledge by participating in a modular seminar program covering both social and specialist skills. The goal of our program is for trainees to learn about the operational and strategic management of a hospital or specialized department. Helios had a total of 33 (2021: 35) trainees in this program in 2022.

To fill nursing director and hospital management vacancies more independently of the general labor market, Helios offers development programs for assistant nursing directors as well as assistants for hospital management.



## 5,587

apprentices

## 4,357

physicians in residencies

## 971

medical students in clinical internships

## 985

medical students in clinical traineeships

## 33

trainees

## Systematic recruiting

Competition for nursing staff is strong, especially in metropolitan areas. In these areas it is more difficult to fill positions that require specialized training, e.g., in intensive care or neonatology. The reverse is the case for doctors, with it often being more difficult to fill vacancies at smaller hospitals in more rural areas. The larger a hospital and the more varied the training opportunities, the easier it is for us to hire doctors there.

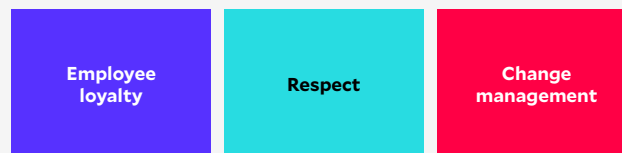
Helios has developed a variety of instruments to counter the shortage of skilled staff. In the medical field, for example, we are building up structured talent pools for the position of chief physician. In nursing, we were able to recruit approximately 3,100 new nurses during the reporting period. The national nursing recruitment campaign [#EchtesLeben](#) (“real life”, German only), which we launched back in 2021, helped with this. This campaign has been designed to serve as long-term, external employer branding for a specific target audience and was continued in 2022 with the addition of new campaign motifs and a new target group approach. During the reporting period, 15.1 percent (2021: 12.7 percent) of our employees were new hires. Further data on our new hires are provided in the [“Key figures” chapter on page 57](#).



## Consulting our employees: Helios Puls

In summer 2022, we conducted a company-wide employee survey named “Helios Puls” with the aim of obtaining a snapshot of the workplace sentiment and corporate culture at Helios. A total of 14,431 employees took part in the survey, a response rate of 21 percent. The findings could therefore be considered representative at the Group level. The questions addressed twelve different dimensions. The highest scores were recorded for the dimensions of line manager, feedback, and tasks and processes. Questions concerning respect, employee loyalty, and change management and collaboration scored the lowest. The results of the survey were communicated internally. Since the start of 2023, the Helios management team has been working with employees in focus groups to discuss the Helios Puls findings and develop ideas for improvements.

### Helios focus issues



**14,431 employees** participated in the company’s **“Helios Puls” employee survey** in 2022.

## International nurses: great integration and team diversity

In addition to training its own staff and recruiting skilled workers in Germany, Helios also recruits skilled nurses from the international labor market. Since 2019, we have employed a total of 2,500 nurses from abroad. Helios does not recruit from countries that are themselves struggling with nurse shortages according to the World Health Organization (WHO). When choosing countries to recruit from, it is important for us that the local professional qualifications can be recognized in Germany.

The integration process for international employees begins even before they arrive in Germany. For example, they have access to the Helios “Lernbar” (learning bar) from across the world. A “Welcome to Germany and Helios” course there lets our new employees prepare for work-specific issues such as hygiene, working conditions, and medical standards. Once



they arrive in Germany, we support and assist our future employees with language training and targeted onboarding concepts.

Back in 2020, Helios started training selected employees as integration managers who provide support for the many aspects of arriving in a new country, integrating into a new work environment, and dealing with authorities and other situations. The goal is to ensure not only the professional and linguistic integration of our international employees, but also their social and cultural integration. This is reinforced and complemented by local initiatives and contact partners at each hospital to establish a strong bond with our international employees and build teamwork at the hospitals. The integration managers are supported by mentors or learning buddies. In the 2022 reporting period, a total of 72 integration managers completed their training at Helios. Moreover, as a means of fostering greater cultural openness and understanding within the teams, 27 employees were trained as cultural ambassadors in 2022.

#### OUR OFFERING FOR INTERNATIONAL NURSES

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

## Strengthening loyalty from the start – reducing turnover

To reduce early staff turnover among our employees, we standardized the induction process for new employees in 2020 and further developed and digitalized onboarding for managers. Since 2021, our hospitals have been using new onboarding processes that include things like structured induction concepts and feedback meetings during an employee's probation period. Annual feedback meetings between employees and their supervisors have been offered as standard at Helios for many years now. The rate\* of employee terminations in 2022 was 8.0 percent, which is slightly up on the previous year (2021: 6.8 percent). Our employees in 2022 had worked at Helios for an average of 10.1 years (2021: 10.3 years).

Helios has established numerous initiatives to boost employee loyalty. These include the Helios Corporate Benefit Program, which offers exclusive discounts and deals with cooperating partners as well as a diverse range of sport and nutrition courses. In addition, our employees receive the Helios

PlusCard, a supplementary private hospital insurance policy for Helios employees. We support our employees in caring for their relatives by providing them with the expertise of a contractual partner. In 2022, Helios concluded a master agreement with Jobrad for the provision of e-bikes. Some hospitals also offer their employees passes for public transit systems.



Employees work at Helios for about **ten years** on average.

\* The calculation of voluntary employee resignations was compared and harmonized with that for other Fresenius entities. We now exclude termination contracts without severance pay. Employee termination rate based on the new calculation (excluding termination contracts without severance pay): 2020: 6.0%, 2021: 6.8% and 2022: 8.0%



OUR VISION

# Giving people's lives value. For a lifetime.

## Our vision and mission

Our vision is: "Giving people's lives value. For a lifetime." In our mission, we describe how we aim to achieve this. The important thing is that we work together to design our vision and mission and practice them on a day-to-day basis. Helios laid the foundation for its vision and mission back in 2019 when more than 600 employees attended five regional workshops to discuss beliefs, attitude, and identity. The results were recorded systematically, consolidated, and prioritized. Working with the management team, this information was used to develop a vision, a mission, and six guiding principles that give substance to the project and reflect Helios' strengths. In 2022, seven workshops were held with managers across Germany to revitalize the vision and mission and develop them further. The guiding principles are being implemented in a large number of projects at the hospital locations and more than 100 ambassadors are communicating the vision and mission throughout the company.



### Our vision:

Giving people's lives value.  
For a lifetime.

### Our mission:

We achieve top quality through professionalism and close collaboration. That is why we stay in constant contact with our network and rigorously develop our expertise. Together, we provide the very best solutions for our patients. With our combined strengths and expertise, we offer fully comprehensive care for every life situation.

## OUR VISION AND MISSION

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

## Professional development

The demand for qualified staff has increased especially in nursing. Helios aims to cover a large proportion of its nursing staff needs through its own training activities at 34 company training centers or through collaborations with external training partners. We also consider it essential to provide further development and qualification options for

our employees, both to ensure the continued high quality of our healthcare and to offer our employees ongoing perspectives and career opportunities. To this end, we provide a wide range of further training options, many of which are planned and implemented on a regional basis and coordinated by the Helios Academy. Hospitals are expected to reinvest up to 0.4 percent of their annual revenue in the training and professional development of their employees each year. In 2022, the actual amount reinvested by our hospitals in continuing education and professional development averaged 0.31 percent (2021: 0.31 percent). The ongoing pandemic resulted in a large number of in-person courses being switched to e-learning courses in 2022, which reduced costs. Our company-wide "Patient-Centered Communication" training program is another building block in our continuing education offering. In this course, our employees learn how to deal with patients, family members, and their colleagues in a more stress-free and compassionate manner, even in tense situations or during stressful times at work. The seminars are run by instructors whom we train ourselves. Approximately 2,336 employees participated in the training in 2022.



Approximately **3,900 professional development seminars** were offered in 2022.

## PATIENT-CENTERED COMMUNICATION

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

## Mobile learning: expanding e-learning

The digitalization of training and development has accelerated greatly over the past three years, and we are making increasing use of digital formats in all areas. This applies both to the organization of learning content via the Helios Knowledge Account – a digital education management system

– and to the implementation of learning scenarios with e-learning and online seminars. Over the course of 2022, we registered a total of 90,952 log-ins on the Helios “Lernbar” learning management platform, with a peak of about 1,250 (2021: 1,100) learners active on the platform at any one time.

The trend toward digital learning is also continuing for mandatory instruction sessions. In addition to basic instruction on occupational safety and health, fire safety, data protection, and basic hygiene which is offered digitally throughout Helios, an increasing number of Helios companies are also taking the opportunity to offer further subject-specific e-learning content, for example on topics like information security or basic life support. In order to assess our training and development measures, our managers are required to conduct a development meeting with each of their employees at least once a year. We also analyze the effectiveness of the digital offerings for our employees, looking at usage statistics and conducting qualitative evaluations.

Strong demand for e-learning has led us to provide new digital tools for our instructors. For example, we introduced authoring software at our training centers in 2021 to let instructors create digital learning modules themselves. We also use a large number of digital learning modules in our specialization training for our nursing staff.

To enable continuous knowledge management in addition to the training courses, the Helios central library provides

access to some 30,000 e-books and more than 1,300 different journals. In addition, all employees have access to the UpToDate, PubMed, Anvil, and Rote Liste databases.

Each year, all employees are able to undertake online training relating to two Helios knowledge goals. Two new knowledge goals are defined on an annual basis. Suggestions may be submitted by the medical teams, the Helios expert groups, the nursing staff, the Central Services, or other areas of the company. The extended Helios management team decides which knowledge goals will be addressed the following year. In 2022, pain therapy and customer-centric conduct were defined as the knowledge goals.



About 90 **e-learning seminars** are available via the **Helios “Lernbar”**.

## Strengthening leadership competencies

Since 2013, we have published a Code of Conduct for managers which outlines precisely what we understand by constructive leadership. In 2020, we also established a new Leadership Guiding Principle as part of our vision and mission statement. Both the Guiding Principle and the Code of Conduct define, for example, that managers in their role model functions practice honest, transparent, and reliable social interaction. This also means explaining decisions, dealing openly with and learning from errors, and resolving conflicts constructively.

Managers have a high level of responsibility for issues related to their disciplines as well as for unrelated topics. With the Helios Academy for Executives implemented in 2021, we are seeking to support this target group in their work by offering orientation and expanding competencies as necessary. The focus is on the three areas of corporate culture, leadership culture, and specialized expertise. The programs offered through the Helios Academy for Executives are designed to be modular. In online courses, seminars, workshops, and other events, our managers are provided with basic information about processes and committees at Helios and are given updates on legal issues. In addition, a number of seminar modules lets participants reflect on and expand their leadership skills. Through the Academy, we also offer a

range of digital courses for specific job categories to expand professional knowledge for specific occupational groups. In 2022, Helios additionally developed a management training program for nonmanagers aimed at identifying potential managers for the future. The human resource managers and management teams at the hospitals are invited to propose employees to participate in this program with the aim of strengthening the internal development of future managers and identifying and retaining the company's talents.

## A family-friendly work environment

For employees who work shifts and have a changing schedule, it is often a major challenge to balance work with family life and childcare. For this reason, Helios has promoted work-life balance for many years. Employees often struggle with a lack of options for childcare during their working hours. In order to support these employees, we offer childcare at 35 of our locations throughout Germany. This range of services includes day care at hospitals, kindergarten places, 24-hour childcare centers at hospitals, company childcare centers, and, at several hospitals, childcare during school vacations. A total of 622 (2021: 623) children of our employees were cared for on our premises or at the premises of a collaboration partner during the reporting period.

Additionally, we promote work-life balance with personalized models for working hours, workload, and job sharing. At the same time, we ensure that our patients receive seamless care. In 2022, a total of 5,040 (2021: 4,127) of our employees exercised their legal right to parental leave, 4,386 of whom were women and 654 men. We agreed on a monthly childcare allowance of up to €150 in our Group-specific collective agreement back in 2007. Employees can claim it if they wish to return from parental leave earlier. Employees can also attend training courses during their parental leave to keep up to date with the latest developments in their field for when they return to work.

## Diversity and equal opportunities

As a responsible employer, we are committed to preventing discrimination and ensuring equal opportunities and inclusion. No one may be discriminated against on the basis of skin color, ancestry, political views, faith, age, gender, ethnicity, nationality, cultural background, sexual orientation, physical condition, appearance, or other personal characteristics. This applies equally to employees, business partners, and patients. We work in an atmosphere of mutual respect. Our dealings with each other are open, fair, and appreciative. We do not tolerate insults, humiliation, or harassment in our daily work, neither internally nor externally.

If incidents of discrimination occur, they are dealt with by the relevant hospital management together with the human resource managers and, depending on the severity of the case, passed on to the regional or central offices. As a rule, a case-specific crisis team consisting of hospital management, human resource managers, a lawyer and, if necessary, other responsible persons from the region and headquarters, discuss how to proceed if a discrimination incident occurs. Our [Helios Compliance Code](#) (German only) stipulates that all employees must be able to report any misconduct they observe. This is important in protecting Helios and its continued existence. The reports help us to react to and remedy any misconduct in the interests of everyone. The primary point of contact for such reports is an employee's line manager, although any other manager may also be contacted. The Helios ombudsperson, whose contact details can be found on the company intranet, is a neutral and independent instance for employees to contact. The ombudsperson receives reports of irregularities or possible unlawful conduct and also advises employees, compliance officers, and the Helios management team about associated issues. They are responsible for communicating with whistleblowers until the matter is concluded. The ombudsperson can be contacted free of charge and on a voluntary basis.

The Helios Chief Human Resources Officer has overall responsibility for diversity, while the hospital management teams are responsible for implementing diversity concepts. In 2021, Helios Germany signed the Diversity Charter – for diversity in the world of work, which is managed by the employer initiative Charta der Vielfalt e. V. At the same time, a dedicated diversity working group was set up to address strategic development and implement overarching measures. Moreover, in 2022, Helios established a Diversity Network as a platform for representatives from hospitals which are seeking to address diversity and manage associated projects. At its regular meetings, the Network discusses focus topics and projects relating to the various dimensions of diversity. These include establishing diversity as a subject at all our training centers, preparing regular network meetings, and focusing on specific key topics. In 2023, activities will concentrate on the diversity dimensions of religion and age and on workplace design aligned with employees' life phases. Information, internal and external networks, and best-practice examples are provided transparently for employees on the Helios intranet. Good working conditions in diverse teams with equal opportunities and prospects for the future help us make our employees enthusiastic about Helios and boost their loyalty to us over the long term. Openness, tolerance, fairness, and a willingness to try out new methods are critical success factors in today's working world. We plan to keep promoting and supporting this within our teams.

For many years now, Helios has pursued the goal of increasing the proportion of women in management positions – irrespective of statutory requirements. In 2022, a total of 31 percent (2021: 31 percent) of our management positions were held by women. Collective and local agreements ensure the equality of pay, irrespective of gender, and define that the same benefits shall be available to all employees.



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

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



## Safe and healthy working

We believe it is our duty to provide our employees with a safe and healthy work environment. We aim to consistently reduce hazards at our hospitals as well as local near misses, minor accidents, and workplace accidents.

The Occupational Safety Business Unit is assigned to Representation and Environmental Management within the Infrastructure Business Unit. In 2022, the Occupational Healthcare Business Unit provided occupational healthcare to 66 of our 87 hospitals. The remaining sites were served by external occupational physicians who coordinate with each other continuously and across departments and develop improvement processes. Going forward, Helios will establish a separate entity to handle occupational safety, fire safety, waste management, and hazardous materials for all Helios hospitals and their subsidiaries. In addition, the Helios Occupational Healthcare Business Unit has a department for occupational and organizational psychology, which provided psychological risk assessments and support for crisis intervention at 13 facilities during the reporting period. We have also been offering our occupational healthcare expertise to external clients since 2019.

Each hospital cooperates with the responsible accident insurance provider. The members of our hospitals' occupational safety committees monitor occupational safety and workplace health promotion. These committees meet on a quarterly basis. Moreover, experts and managers come together in special steering committees at the hospitals to deal with specific matters such as workplace health

support services. Established processes also exist for managing workplace reintegration. Employees who have been absent from work for a prolonged period are supported by experts from various departments with the goal of reestablishing their capacity to work in line with their individual capabilities.

The hospitals have performed risk assessments for each workplace and maintain a hazardous substance register. Reviews are performed every two years and, if necessary, on an ad hoc basis, to check that the risk assessments are still up-to-date. As a preventive measure, Helios Germany also carries out occupational safety inspections of hospital departments in respect of potential hazards that are identified by, for example, accident reports or reports from employees and then assessed.

### HELIOS OCCUPATIONAL HEALTHCARE

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

We regularly conduct workplace risk assessments in order to identify the risks of incidents such as sharps injuries. These assessments comprise the central occupational safety documentation. They are produced by the responsible managers with support from the local safety expert. Updates are supplemented by specialized departments, and possible deficits are brought to the attention of the responsible departments and eliminated in cooperation with the occupational safety specialist.

To prevent hazards, measures are taken according to the S-T-O-P principle (substitution, technical, organizational, and personal measures). These include, for example, catheter needles with safety guards, vaccinations, and instruction sessions. Helios also reviews the implementation and effectiveness of the S-T-O-P principle. Its approach corresponds to a classic PDCA cycle (plan, do, check, act) for continuous improvement. Specialized employees on steering committees, such as those for psychiatric risk assessments, work together with managers to develop cross-departmental measures. We take a similar approach to workplace health support and occupational rehabilitation services. Internal experts check whether all health protection requirements are being met. Furthermore, external checks are conducted by various accident insurance providers such as Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege, the Unfallkassen, and various industry-specific employer's liability insurers including BGN and BG Bau. Internal checks are performed by Fresenius, our parent company, through internal audits.

Stringent hygiene requirements are key to protecting our medical personnel. However, the relevant measures can lead to additional stress on the skin. To counteract this, we educate our employees, provide support regarding the proper use of disinfectants, and carefully select care products for skin protection. In addition, we provide company-wide skin protection plans for various activities that are created centrally in coordination between the Hygiene, Occupational Healthcare, and Occupational Safety and Health

departments. We believe it is essential that we use the correct personal protective equipment (PPE). Helios' internal occupational safety and health experts support and advise our employees on PPE.

Helios established online training and a modular training system for our fire wardens in 2020. The legal conditions established by the regulations of the employers' liability insurance associations are the basis for this training, a key component of which is the practical usage of hand-held fire extinguishers for initial attempts at extinguishing developing fires. Simultaneously, we evaluated and optimized the current fire safety measures at each individual hospital. Current fire safety measures are recorded and assessed using an established Helios fire safety register. This assessment is updated each year and is an important potential risk minimization instrument in the discussions between the Central Service Insurance and the company's building insurers. Fresenius Internal Audit also conducts regular audits in this respect and the findings are used in the continuous improvement process (CIP).

Local accident figures are evaluated at each meeting of the occupational safety committee. Based on this, Helios takes measures to prevent workplace accidents and to reduce lost time associated with these. Prior to introducing a system for

the central recording of work and commute-related accidents at all Helios hospitals, a pilot phase was conducted in 2022. As a result, the lost time injury frequency rate (LTIFR) is to be introduced as an indicator from 2023 and will be used to steer the company's safety culture. The aim of recording and evaluating this information is to reduce accidents and to identify and rectify deficits.

## Workplace health promotion

We not only want to protect the health of our employees, but also actively promote it. This is why we offer our employees services for workplace health promotion which are provided at Helios' individual locations. They include in-house gyms, back exercise courses, and team events such as company fun runs. The programs also cover topics such as healthy eating, relaxation techniques, and healthy sleep. The Helios PlusCard, a supplementary private hospital insurance policy, is also part of the workplace health support services.

### WORKPLACE HEALTH SUPPORT

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



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



ENVIRONMENT

# #becomingbetter

As a healthcare company, Helios recognizes its responsibility to protect the natural world and make prudent use of its resources because healthy people need a healthy environment. Our aim is to avoid any negative impact on the environment and human health. To this end, we identify and evaluate potential risks and take the necessary measures to protect the environment.

## Our management systems

Our goal is to continuously reduce the potential environmental impact arising from our hospital operations. To this end, we primarily manage our energy consumption, raise awareness among our employees, and establish environmental protection measures.

In 2019, we began the company-wide implementation of an integrated environmental and energy management system. One year later, we were successful in having the energy management system of all Helios hospitals and medical care centers certified according to ISO 50001. In 2022, Helios' certification was confirmed in a follow-up audit. Recertification in accordance with ISO 50001 is planned in 2023.

Helios is also planning to introduce an ISO 14001-compliant environmental management system in Germany. ISO conformity will be achieved at all Helios Kliniken GmbH facilities through matrix certification over the coming years. These two standards form the basis for our environmental and energy management activities. To this end, specific additional measures are being implemented throughout the Group as well as at the sites, breathing life into our management systems.

Environmental and energy management is supervised by the Infrastructure Business Unit, which reports directly to the Chief Operating Officer (COO). The unit develops recommendations for action and guidelines for Helios' facilities, which are then applied locally. It also coordinates the

collection of environmental data for all Helios hospitals. The hospitals are independently responsible for the operational implementation of environmental protection measures.

### OUR MANAGEMENT SYSTEM

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

## Helios Sustainability Board steers our environmental activities

In July 2022, Helios Germany established the Helios Sustainability Board to steer its environmental activities. The Board meets on a monthly basis. It is headed by the Helios Sustainability Office and consists of the Helios Germany management team and the heads of relevant Central Services such as Procurement and Logistics, Compliance, and Hygiene, as well as of the Infrastructure Business Unit. Depending on the topics being discussed by the Sustainability Board, it may also include nonstanding members: the heads of the Central Services Risk Management, Pharmacy, Medical Technology, Occupational Safety, Human Resources, IT, and Data Protection. The Board is responsible for all topics in connection with environmental and energy management, for example, ensuring compliance with and monitoring climate targets and ISO 50001 certification. It is also responsible for assessing employee suggestions relating to sustainability, managing cross-company sustainability projects, and discussing new technologies like those to reduce CO<sub>2</sub> emissions.

In 2022, the hospital managers established sustainability teams to discuss sustainability issues at the level of the individual hospitals. These teams are also responsible for implementing the decisions taken by the Sustainability Board at the hospitals. The energy teams integrated into the sustainability teams have special responsibility for implementing the energy management system in accordance with ISO 50001. Further information about the Helios Sustainability Board is given on [page 4](#).

## Controlled energy consumption

We consider it particularly important to operate all Helios facilities in a future-oriented manner. This includes constantly monitoring our energy consumption. In 2013, Helios developed a comprehensive energy benchmark system and we have been recording all energy data systematically since 2014. This enables our energy working group to compare hospital consumption data, initiate targeted improvement measures, and share best practices from individual hospitals in the Helios network. To improve the available data for electricity consumption and meet the requirements of Germany's Renewable Energies Act (EEG), Helios rolled out a central energy procurement and management system together with an energy consumption metering and delimitation plan in 2021.

Corresponding meter technology measures the total electricity usage at all hospital locations and separates Helios' own consumption from consumption by third parties, such as the hospital areas leased out by florists or bookstores. Our systems and concepts enable us to initiate targeted improvement measures and share best practice from individual hospitals across the Group.

HKG Energiedienstleistungen GmbH, Helios' own energy supplier and service provider, is responsible for implementing energy projects at Helios and procuring energy.

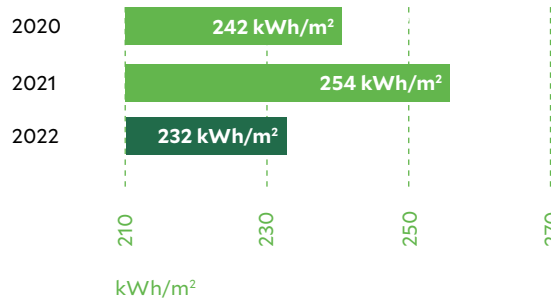
In the reporting period, we procured 802,028 (2021: 862,808) megawatt hours (MWh) of energy (see the "Key figures" chapter starting on page 61). We will increase the percentage of renewable energies further in the future, for example by installing solar panels to generate our own electricity at our locations. Since 2022, we have procured 100 percent green electricity from certified renewable energy sources. This green electricity is either certified by TÜV SÜD (generation 00) or in accordance with the criteria developed by Klimainvest Green Concepts GmbH; alternatively, it comes from certified existing Scandinavian hydroelectric power plants.

Of our total electricity consumption, approximately 77 percent is purchased from external suppliers and 23 percent is from owned generation. A high percentage of owned generation contributes to ensuring a secure and uninterrupted supply of energy to our hospitals. We intend to raise the owned generation rate by building more combined heat-and-power and photovoltaic systems. We are also considering the

technological possibility of converting our combined heat-and-power systems to nonfossil fuels.

We determine the relative energy consumption of each hospital to enable a better comparison. In 2022, the average energy consumption per planned bed was 26,424 kWh (2021: 28,301 kWh). In the reporting period, energy consumption per square meter of space used totaled 232 kWh/m<sup>2</sup>, which represented a year-on-year decrease (2021: 254 kWh/m<sup>2</sup>).

**Energy consumption per square meter and year**



In addition to controlled energy consumption, it is also critically important that we have a consistently stable energy supply so that we can provide the optimal treatment for our patients at all times. Each Helios hospital has a backup power system to ensure this energy supply. It guarantees that a backup power supply can be provided for the key energy consumers at the hospitals in just a few seconds if the power grid fails.

## Lower energy consumption and improved energy efficiency

A large amount of energy is needed to operate a healthcare facility. In response to the energy crisis during the reporting period, Helios has set itself the ambitious target of reducing total energy consumption in 2023 by 20 percent compared with 2021. We laid the groundwork for this in 2022 and have continued to expand existing measures including, for example, a "100-point" checklist to enable hospitals to leverage their energy-saving potential. The checklist contains measures such as the analysis and optimization of heating and ventilation systems in buildings. Implementation of the checklist is monitored by way of regular updates between a task force of the Infrastructure Business Unit and the hospital energy teams. This Group-wide dialog facilitates the sharing of best practices and the discussion of site-specific experience.



**"100-point" checklist**  
for hospitals to identify **energy-saving potential**





## Patientin: Erde Wir helfen!

### Patient Earth campaign

Helios launched its Patient Earth environmental campaign in 2022 as a starting point for communicating the company's climate target. The goal is to raise employee awareness for environmental and climate protection and motivate them to contribute to achieving this target by implementing simple measures at the workplace. To this end, we have published a booklet providing ideas and tips for environmentally responsible behavior, with the focus on the following fields of action: energy, mobility, nutrition, and water. The booklet is available [online](#) (German only).

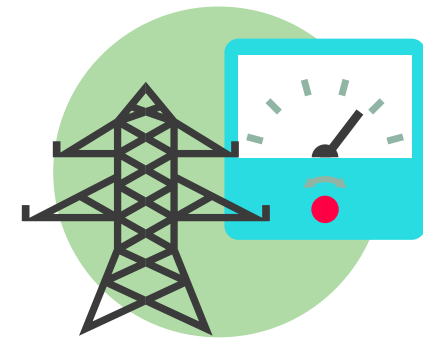
Alongside user behavior, the structural condition of our healthcare facilities has a direct impact on their energy consumption. Helios continuously invests in new buildings and modernizations that meet current energy standards as well as the relevant regulatory requirements. Existing ventilation and cooling systems have been optimized in line with site-specific requirements and air quality measurements are conducted at various sites to ensure the appropriate control of the systems. For example, ventilation systems are switched on and off on the basis of the values measured for ambient air temperature and CO<sub>2</sub> content. We are currently testing appropriate control systems for waste air extraction in our kitchens.

We have installed a total of 82 combined heat-and-power systems at 52 of our 87 Helios sites. Their particularly efficient use of fuel has enabled us to reduce our energy consumption. Our combined heat-and-power systems also mean that we can currently meet approximately 23 percent of our electricity requirements through owned generation. We installed two further combined heat-and-power systems at two sites in 2022.

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

\* Including gas microturbines

regularly monitors and evaluates the impacts on energy efficiency in a process that is governed by ISO 50001. Alongside the centrally managed energy efficiency projects, individual Helios hospitals are implementing site-specific measures to improve their energy and environmental performance.



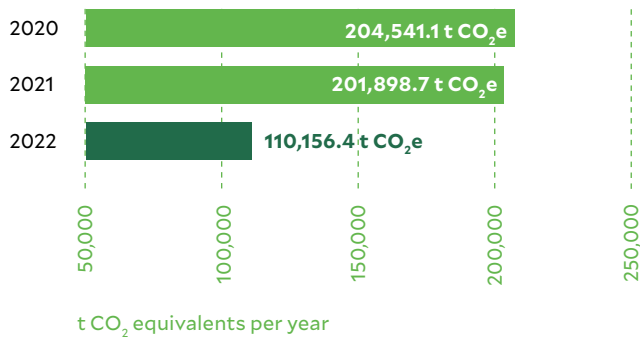
**Combined heat-and-power systems** have been installed at **over 55 percent** of Helios sites.

### Reducing emissions

The majority of our emissions stem from our energy consumption. In 2022, the operation of our hospitals produced 110,156 (2021: 201,899) metric tons of CO<sub>2</sub> emissions, which is equivalent to 15.7 (2021: 30.0) metric tons of CO<sub>2</sub> per €1 million of revenue. By switching to green electricity in 2022, Helios succeeded in reducing CO<sub>2</sub> emissions (Scope 1 and 2) by around 45 percent. Helios is thus making excellent progress toward achieving its climate target of cutting the company's CO<sub>2</sub> emissions by 50 percent by 2030 compared with 2021.

The procurement of green electricity has enabled Helios to cut Scope 2 CO<sub>2</sub> emissions by 80 percent, which is equivalent to around 80,000 metric tons of CO<sub>2</sub>. Approximately 82 percent of our emissions are generated from the operation of our pellet, fuel oil, and natural gas boilers as well as our combined heat-and-power systems, and backup power systems (Scope 1). The remaining 18 percent is accounted for by the use of district heating (Scope 2). As a result of the switch to green electricity in 2022, there were no further eligible emissions. More detailed information can be found in the [“Key figures” chapter starting on page 61](#).

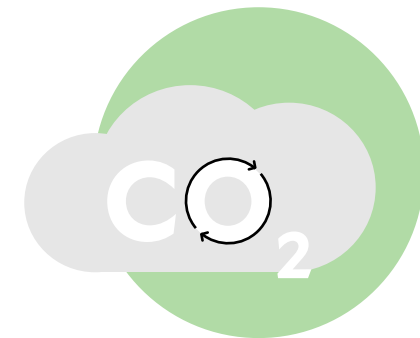
**Scope 1 and 2 greenhouse gas emissions**



We avoid emissions largely through our energy efficiency measures. Thanks to the electricity generated by our own gas-fired combined heat-and-power systems, we have cut annual CO<sub>2</sub> emissions by around 1,000 metric tons compared with the emissions produced by the German electricity industry (2021: 350 g CO<sub>2</sub>/kWh).

In February 2022, Fresenius announced its aim to be climate-neutral by 2040. This target applies to the direct and indirect CO<sub>2</sub> emissions (Scope 1 and 2) of all Fresenius business segments, including Helios, and corresponds to the Paris Agreement goal of limiting global warming to 1.5°C more than the temperature at the start of industrialization. By 2030, Fresenius intends to reduce its Scope 1 and 2 emissions by 50 percent. For Helios, this climate target means reducing our CO<sub>2</sub> emissions by around 100,000 metric tons by 2030 and achieving climate neutrality by 2040. Our goal is to minimize the operational carbon footprint of our hospitals while maintaining the same functional standards. This also involves adapting to changing external influences. For example, we can expect that in the future we will need increased energy to cool our hospitals. Even today, the annual demand for cooling at maximum care hospitals is higher than their demand for heating. We are working on intelligent systems to improve energy efficiency in our hospitals so that we can achieve our carbon emissions target.

In addition, Helios is continuing its efforts to measure and evaluate Scope 3 emissions, and began developing a system for this in 2021. We are focusing especially on the following Scope 3 categories: purchased goods and services, energy-related activities, transportation and distribution, and waste generated in operations. Other emission sources will be added in the years ahead. In order to promote electromobility, Helios introduced guidelines for the creation by service providers of a charging infrastructure for electric vehicles and e-bikes.



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



## Recycling anesthetic gases

In 2022, Helios also examined emissions other than those from “typical” sources. Not everyone knows that the anesthetic gases used in operating rooms are released to the atmosphere via the exhaust air system and are more harmful to the climate than carbon dioxide. On average, anesthetic gases account for around 35 percent of a hospital’s total greenhouse gas emissions so recycling these gases is a major lever. Helios’ Anesthesia expert group is addressing this topic. In line with a decision taken by the Helios Sustainability Board in November 2022, a pilot project to recycle anesthetic gases started at the Helios hospitals in Schwelm and Bad Saarow with the aim of dramatically reducing the release of these gases into the atmosphere through the use of activated carbon filters. The gases absorbed by these filters and the activated carbon are extracted and are then available as pure raw materials for reuse.

## Clean water

Global water consumption is increasing and water shortages are a problem in a growing number of the world’s regions. As a hospital operator, water is one of the most important resources for us, too. That is why we make responsible use of this resource wherever we can. However, the water used in healthcare facilities is subject to a large number of stringent legal requirements. Water management at our hospitals is primarily focused on ensuring the uninterrupted supply of water of consistently high quality and free from microbial contamination.

Due to the strict water quality requirements, water is not recycled and gray water (treated water from showers or sinks) is not used at Helios. Rainwater is only permitted for use in areas that are not critical for patient safety. Water management is closely connected to hygiene management to ensure that patients, employees, and other people are not at risk at any time.

Reliable compliance with Germany’s Ordinance on the Quality of Water Intended for Human Consumption (TrinkwV) is a top priority at Helios so that water quality and hygiene are maintained. Statutory requirements placed on drinking water quality in hospitals are stricter than the requirements of the TrinkwV ordinance. The Central Service Hospital Hygiene and the Infrastructure Business Unit, including the cleaning department, deal with issues relating to water quality.

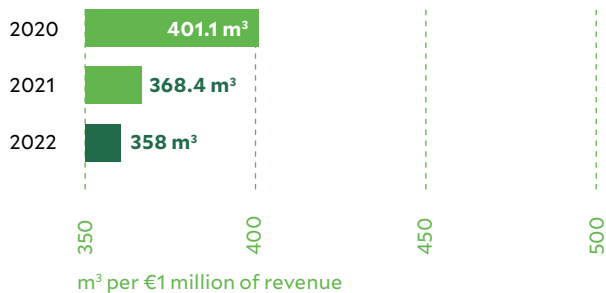
We have developed our own action guidelines and specifications that expand on the statutory requirements. They define hospital-specific processes and other internal Helios requirements in relation to water quality. These processes and requirements must be followed at all facilities. For example, since 2018, a Group-wide flushing plan has prevented water from remaining in the pipes for too long, which could otherwise lead to contamination. The plan stipulates that all water pipes be flushed out after no more than 72 hours. This task is performed by our cleaning staff and operational services and has allowed us to keep the number of water-based findings in our standard reviews at a low level.

If water from the public supply system is contaminated, we have our own treatment systems and additional water treatment modules that enable us to provide sterile drinking water. All our hospitals have emergency plans for dealing with any supply shortages, thus safeguarding the provision of healthcare to our patients.

In 2022, we consumed approximately 2.511 million cubic meters of water (2021: 2.481 million cubic meters). Measured by revenue, water consumption was approximately 368 cubic meters (2021: 368 cubic meters) per €1 million of revenue. Nearly 100 percent of the water consumed was provided by public utilities, which was due to the special hygiene guidelines and strict water quality specifications for healthcare facilities.

We are also required to meet strict regional and local legal requirements for the discharge of wastewater. Our compliance with them is reviewed by the responsible wastewater disposal agencies. Deviations from legal limits are reported directly to the hospital concerned and forwarded to all responsible persons in the company through established reporting chains. If negative findings are made, we check whether technical improvements, process modification, or additional training can ensure that the requirements are met in the future.

**Water consumption**



**Using rainwater for toilet flushing at Helios ENDO Klinik**

Helios ENDO Klinik in Hamburg is Europe’s largest specialty hospital for endoprosthesis, sports orthopedics, and spinal surgery. Its climate and environmental protection measures include cutting the use of drinking water, which has been replaced with rainwater for toilet flushing. This has been made possible by a clever rainwater system consisting of pumps and cisterns. The rainwater is captured in gutters and transported via interior downpipes to cisterns for use in toilet flushing. The rainwater circuit is separate from the drinking water circuit to prevent any contact. Drinking water is automatically added via solenoid valves if the cisterns are empty.

**Natural resource protection**

**Material flows and the circular economy**

The healthcare sector consumes a great deal of resources in addition to energy and water so its contribution to the sustainable protection of natural resources is very important.

As a rule, the raw materials used by the healthcare sector have been processed into manufactured products. This means that the main way for the sector to reduce its consumption of natural resources is to manage the use of these products efficiently. Sustainability and cost-efficiency must go hand in hand if improving a hospital's efficient use of resources results in cost savings at the same time.

In many areas of its hospital operations, Helios has already optimized processes to ensure the efficient use of products and materials. For example, the materials prepared for surgical interventions have been reduced to a systematically planned and justified minimum in order to avoid wastefulness and unnecessary waste.

In other areas of the hospitals, it is not possible to easily reduce the use of materials because of legal and hygiene requirements. Here, the priority is on ensuring patient and employee safety. In some cases, preserving resources by replacing disposable products with reusable products runs contrary to regulatory provisions.

Moreover, there are often no alternative products on the market or they are not available in the quantities Helios requires on account of its size. A 2022 analysis by the Central Service Procurement and Logistics revealed that legal and hygiene requirements prevent Helios from replacing five of the ten most commonly purchased disposable products. The reusable alternatives for the other five products proved to be impracticable or the costs, such as those that would be caused by changing existing processes, are too high and not economically feasible.

In preparation for the entry into force in 2023 of the EU regulation requiring caterers, delivery services, and restaurants to supply food in reusable containers, Helios developed a reusable system concept in 2022 that will be rolled out to all the cafeterias it operates in 2023. The reusable containers are supplied by Relevo and can be borrowed by hospital visitors and employees via an app. Following a transition period, an environmental charge will be levied on disposable tableware from the middle of 2023 in order to promote the reusable alternative.

### **Supplier Code of Conduct**

Our Supplier Code of Conduct, which is binding on our business partners, already includes environmental provisions. For example, our business partners are required to comply with the respective national environmental laws, regulations, and standards. They must hold the necessary environmental permits and licenses, and comply with all applicable reporting

requirements. In addition, our business partners are required to make sparing use of natural resources such as water and energy and to minimize environmental pollution and hazards, especially wastewater, waste, toxic substances, chemicals, and air pollution, which may have a negative impact on people and the environment. A further aim of the Supplier Code of Conduct is to ensure compliance with national animal protection standards and to increase protection standards in animal farming. In addition, animal testing should be reduced to a minimum and substituted with alternative methods wherever possible, unless otherwise required by law. Further information about our Supplier Code of Conduct can be found in the [“Compliance” chapter](#) and [online](#) (German only).

### **Waste avoidance and disposal**

We can only manage resources sustainably if we make efficient use of the raw materials that are available to us. This includes dealing with waste responsibly because it contains valuable materials that can be reused in production. Through systematic waste management, we aim to reduce our material consumption and minimize the amount of waste we generate. At Helios, we see waste management as a process. It starts by preventing waste through our procurement processes and extends to consistent recycling or environmentally friendly disposal.

We must abide by strict hygiene requirements in our hospital operations at all times. Medical instruments and supplies are cleaned, sterilized, and packaged separately to enable reuse. In addition, various disposable medical products are used. This generates waste and requires safeguards to ensure that this waste is disposed of professionally and safely. Requirements for environmental protection, occupational safety and health, infection control, and hospital hygiene must be considered in this context. These range from the selection of suitable disposal containers and cleaning and sterilization procedures to the occupational safety and health of our employees when they dispose of hazardous waste, for example infectious waste. By way of clear internal regulations and comprehensive controls, we ensure compliance with requirements at all times. Moreover, various projects for more sustainable recovery by disposal companies are planned in 2023.

In 2022, we produced a total of approximately 19,466.7 metric tons (2021: 18,671.9 metric tons) of waste. Measured by revenue, this was equivalent to 2.8 metric tons (2021: 2.8 metric tons) per €1 million. Around 97.7 percent of the total was classified as nonhazardous, including, for example, wound dressings, casts, disposable clothing, and household-type waste.

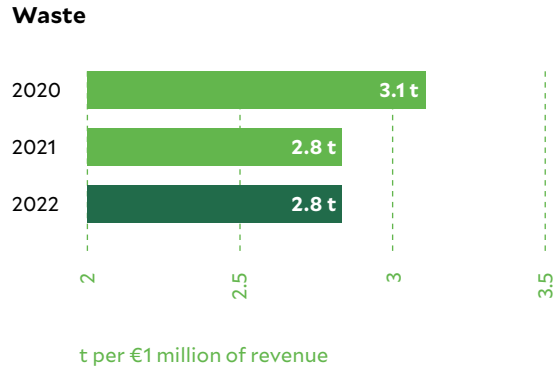
The remaining amount consists of waste that is a risk to people's health and the environment, including, for example, infectious waste, hazardous chemicals, and critical medicines. Special methods and procedures are prescribed by law for handling this waste to ensure its safe disposal.





We consolidate the different types of waste and forward it to waste management companies. More detailed information about the waste we generate can be found in the [“Key figures” chapter starting on page 61](#).

The way waste is disposed of in Germany is strictly regulated by not only the country’s Circular Economy Act (KrWG), but also the states, counties, and municipalities in which our facilities are located. Specially trained employees at our hospitals are responsible for compliance with the relevant requirements. We recorded and analyzed the various methods for disposing of our waste centrally during the 2022 reporting period. The goal is to better understand the route taken by our waste from generation to recycling and, in the future, to visualize the information thus obtained in the form of a recycling rate, for example.





COMPLIANCE

# #actingethically

Responsible and ethical business practice is the foundation of the compliance culture that we apply in our operations. To ensure this, we have optimized our risk management tool and, following the entry into force of the German Act on Corporate Due Diligence Obligations in Supply Chains, strengthened our focus on human rights.

## Acting conscientiously

Transparency and independence have been the key guiding values of our corporate actions since Helios started in 1994. We practice transparency as regards all types of business collaboration and always make decisions about procurement independently of existing business relationships. This is essential in order for us to identify any high-risk collaboration or conflicts of interest and make independent decisions. We pride ourselves on our clear approach to procuring pharmaceutical products and medical devices. We were pioneers in this and set ourselves strict anticorruption rules far back in the early stages of our Group's 29-year history. These include a prohibition on financial support and sponsorship from industry without the provision of any return.

We have a compliance management system to ensure that we adhere to these rules across the company.

This system includes comprehensive risk recording, analysis, and evaluation, guidelines and processes, regular training, and continuous advisory support. We perform internal controls to identify possible compliance violations and ensure compliant conduct. Responsibility for their implementation rests with the Central Compliance Officer, who reports directly to the company's management team. The local management of the individual Helios hospitals is responsible for ensuring compliance on site.

Our Anticorruption Policy is updated regularly and adapted to current requirements and to reflect experience in its implementation.

Integrity at Helios is based on three pillars:

- › **Prevention:** Analyze and evaluate compliance risks, establish structures and processes, and develop and implement risk minimization measures
- › **Detection:** Monitor adherence to and effectiveness of compliance regulations and provide a violation reporting system
- › **Response:** Deal with violations consistently and continuously enhance the compliance system

## Transparency in practice

These focuses have been laid out in our Compliance Code since 2017. It covers topics such as medical ethics, billing for medical services, patient safety, data protection, conflicts of interest, and more. The Compliance Code is an element of employment contracts at Helios and can be accessed [online](#) (German only) by all employees and other interested parties. The code is complemented by 34 specific Group-wide policies which are aimed at certain groups of employees or related to certain topics. They include, for example, the mandatory use of operating room checklists and the Helios Group Transparency Policy, which defines our collaboration with external partners and how we deal with conflicts of interest. The Group Transparency Policy was introduced in 2001 and has been continuously developed since that time.

### OUR COMPLIANCE CULTURE

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

All Helios employees at the management level are obliged to disclose any professionally relevant conflicts of interest in a transparency declaration on the Helios intranet. This personal declaration includes information about any interests they may hold in the development of medical products or any other involvement in the pharmaceutical or medical device industries. In this way, our managers set a clear example for our employees. The declaration also strengthens the credibility of Helios as an objective and independent partner.

The senior physicians in the various medical specialties at all Helios hospitals each form an expert group. The 30 medical expert groups ensure that their expertise in their disciplines is firmly established within all hospitals and represent their respective medical fields both internally and externally. They advise and decide on the introduction of useful innovations and standardized processes as well as on campaigns and medical devices. The heads of the expert groups also provide support when appointing new chief physicians. The medical expert groups are each led by an expert group leader, a Medical Consultant, and a member of the extended management team. They meet twice a year. In the course of these meetings, we regularly check whether the expert group members

have submitted a transparency declaration. During the reporting period, Helios planned and implemented a range of compliance initiatives aimed at driving further improvements and reacting to new regulatory requirements. For example, Fresenius updated its compliance case management guidelines. These and other Fresenius policies and standards can be accessed [online](#).

Helios has been a corporate member of Transparency International Deutschland e. V. since 2008. In the context of this membership, our Chief Compliance Officer submits a statement of commitment every three years, most recently in 2021. This visibly demonstrates the commitment of the company's management and all supervisory bodies to the company's Anticorruption Policy and to the exemplary behavior of managers. It also shows how they address conflicts of interest and dilemmas.

## Risk management and internal controls

We have been systematically recording and assessing compliance risks as part of our risk management since 2016. In this context, we consider any risks of a possible breach of statutory provisions, internal guidelines, or our voluntary commitments that might result in financial, reputational, or ethical harm for our company or employees. The risks are

recorded using special IT tools. We made further enhancements to the risk management tool during the reporting period in order to satisfy new regulatory requirements. For example, new mandatory fields were added for reporting and updating risk mitigation measures.

In 2021, the risk management system was revised and aligned with recognized external standards, mainly the internationally recognized COSO Enterprise Risk Management framework. Uniform half-yearly risk reporting was introduced in 2022. This involves the reporting and assessment of individual risks in twelve central compliance risk subgroups: bribery and corruption, fraud and misappropriation of assets, antitrust violations, money laundering/financing of terrorism, trade restrictions, insider trading/market manipulation, compliance culture, compliance violations, reprisals, corporate governance, human rights abuses, and environmental and health protection. Risk assessment also covers other key risks outside the area of compliance, such as information security, environmental protection and occupational safety, quality assurance, and the protection of intellectual property.

Like all segments of the Fresenius Group, Helios began the roll-out of a comprehensive internal control system (ICS) in 2021 that is the responsibility of the Central Service Compliance. The ICS involves the transparent documentation of all relevant processes and controls and envisages regular

reviews of these controls in order to identify improvements and ensure that systems are effective across the Group. In 2022, central testing was performed for the first time on the processes and controls documented by six Central Services. The results have also aided the development of a Helios-wide test process that will be continued in a structured manner in 2023.



**34** specific, company-wide  
**Group policies** complement our  
**Compliance Code.**

### Helios risk analysis 2022

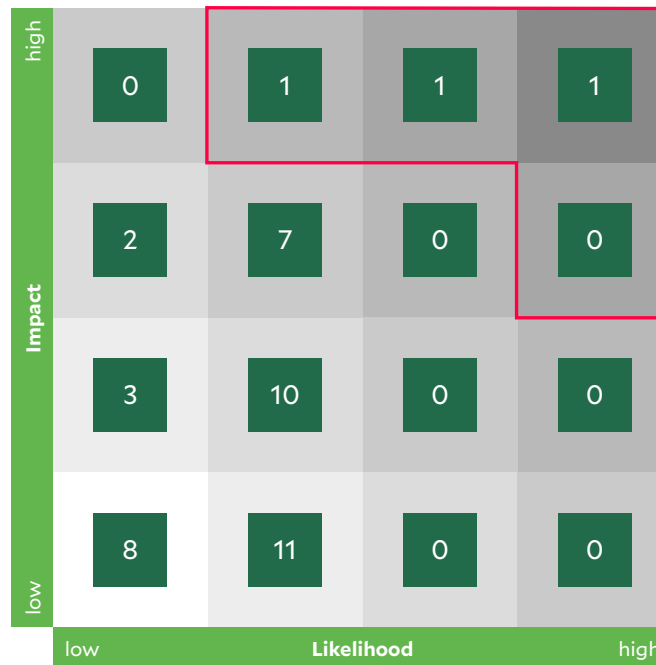
The second risk report for the 2022 fiscal year describes 44 active risks. As well as the aforementioned compliance and other risks, the risk analysis also covers key strategic risks resulting from, for example, legislative changes that may directly impact our business operations. Helios defines risks resulting from general cost increases and planned regulatory reforms in the healthcare system as high risks. Medium risks are issues in areas of our day-to-day operations such as patient safety, cybersecurity, and supply chain risks. Core compliance risks such as fraud and corruption are found at the lower end of our risk overview because of the technical and organizational measures in place to prevent the occurrence of these risks and the fact that the company has paid great attention to these issues for many years.

The half-yearly Helios risk report provides the Helios management team with an overview of the company's current potential risk situation. In their day-to-day operations, each of the relevant departments and Central Services is responsible for implementing measures to counteract or prevent the occurrence of a risk.

### Raising employee awareness

In order to successfully implement our compliance management system, it is essential for all employees to know and be able to apply our rules. For this reason, all new employees attend an introductory training session that raises their awareness of compliance and anticorruption rules. This training is organized by Helios itself. Compliance training is also a fixed aspect of our central onboarding events for new managers,

**Risk analysis results: 44 active risks\***



\* High risks are outlined in red.

which have been held in person again since 2022. We use various training formats including classroom training, live webinars, freely accessible video training, and conventional online training. In addition, new managers and employees in Procurement take part in central training sessions about the Group Transparency Policy.

Treatment errors  
 Cost increases  
 Changes in the structure of DRG rates

2: Catastrophes / internal & external incidents, changes in DRG rates;  
 7: Cybersecurity, shortage of qualified employees, trend for outpatient treatment, operational stoppages/pandemic, cash flow, supply chain, trend for outpatient treatment

3: Hospital market competition (2), contingent liabilities; 10: Cyber risks (5), data protection (1), tax risks (2), acquisition risks, pandemic risks (COVID)

8: Corruption risks (2), hygiene risks (2), medical quality (3), acquisition risks, fraud risks (1); 11: Supply chain (quality) (2), corruption risks (1), legal risks (2), IT risks (2), fraud risks (1), tax risks, hygiene risks, research and development risks

### Monitoring compliance

Compliance structures can only survive in the dynamic healthcare sector when they are continuously developed. This is why employees have the option of speaking with their regional points of contact for compliance at any time to share their ideas for improvement. In addition, a neutral ombudsperson is available if employees observe any potential misconduct. The ombudsperson advises whistleblowers – anonymously if desired – and forwards the reports to the relevant people.



Helios has introduced mechanisms based on the requirements of the UN Guiding Principles on Business and Human Rights (UNGPR) and the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG). In addition, Helios has made preparations to comply with the laws to implement the new EU directive on protecting whistleblowers. The Helios whistleblowing system is accessible to employees and third parties such as customers, suppliers, and other partners via the company's website.

There were four confirmed violations of relevant statutory regulations or our compliance rules in 2022.

If violations occur, we decide how to address them on a case-by-case basis. The proper management of cases is governed by the binding Helios Health Case Management Guideline that is applied across the company.

We see every report of misconduct as the basis for the possible optimization of our company's processes. After completion of an investigation, we use the results of internal controls and reports to review our business processes. Wherever necessary, we initiate corrective action and improvements aimed at avoiding similar misconduct in the future.

## Structured procurement

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

- Medical supplies
- Laboratory
- Pharmacy
- Medical technology
- Nonmedical supplies

In 2022, we spent approximately €1.7 billion on these categories in total. Of this, 97 percent was purchased from our suppliers' subsidiaries in Germany. Procurement at Helios covers the complete Helios supply chain and is therefore responsible for all relevant procurement processes for the categories listed above. A main aspect of the organizational structure for our procurement activities is a division of the workload, which leads to specializations. The technical responsibility (regional) and disciplinary responsibility (central) rests with the head of the Central Service Procurement and Logistics, with a direct reporting line to our Chief Financial Officer (CFO).

When it comes to the operational handling of the ordering processes from our 87 hospitals and the 18 post-acute care clinics of our sister company, Fresenius Vamed, support is provided by the regional procurement departments for products and by the central procurement service center for processes. In addition to these two areas, our 22 warehouse locations and one special warehouse play an important role in supplying materials to our hospitals.

## Clear procurement principles

Our successful collaboration with our business partners is based, among other things, on three central documents: the respective contractual agreements, the Helios purchasing concept, and the Helios Group Transparency Policy. Procurement at Helios also follows three key principles:

### **We rely on user judgment.**

The decision as to which products and services are to be procured is made by the responsible medical expert groups or departments (operational technology, catering, etc.). A professional procurement team with specific product and industry knowledge then negotiates with suppliers and contractors. This way, decision-making about products and the price negotiations are kept strictly separated.

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

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

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

Helios procurement teams evaluate strategically important suppliers according to standardized criteria and procedures every two years. The next supplier evaluation will be performed in 2023. In 2021, 204 suppliers with annual revenues of approximately €1.03 billion were evaluated. The criteria for the evaluation include, among other things, process

quality, the IT infrastructure, and the quality of the operational and strategic collaboration. In addition, our suppliers are assessed in respect of other ecological and social criteria as required by the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) from 2023 (see also ["Responsibility in our supply chain"](#)). The basis for this is the established Supplier Code of Conduct that Helios implemented as a component of each contract in 2021. Compliance with this Code of Conduct has been mandatory for our suppliers since 2022.

Invitations to tender that involve a procurement volume of more than €3 million ask about factors relating to legal requirements, such as the payment of statutory social insurance contributions and the minimum wage, environmental protection, human rights, animal protection, and labor standards.

If suppliers violate the Code of Conduct, Helios may impose conditions or sanctions.

### Helios Supplier Code of Conduct



The **Helios Supplier Code of Conduct** is a component of Helios' procurement contracts and has been binding on our suppliers since 2022.

## Responsibility in our supply chain

The German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) came into force in 2023. In order to satisfy the requirements of this law, Helios has implemented the approach to respecting human rights adopted by the Fresenius Group. The management teams of Helios Health, Helios Germany, and Fresenius monitor the Group-wide human rights program and clear responsibilities have been defined for operational implementation.

The Fresenius Group Human Rights Office works closely with the coordinating human rights function at Helios Health. In turn, this works closely with the relevant Central Services and the Helios Sustainability Office, which are responsible for the specific implementation of due diligence obligations in respect of human rights in their spheres of activity. The Central Services such as Human Resources and Procurement and Logistics provide their expertise for risk assessment and implement suitable risk management measures in their respective areas of responsibility.

We take a risk-based approach to identifying relevant focus points for risk analysis. In our risk analysis, we consider potential human rights risks on the basis of information specific to individual countries, industries, and business areas. We prioritize the risks based on an additional assessment of their severity, the reversibility of the violation, the probability of the risk occurring, and our contribution to its causes.

We are currently continuing to implement the risk analysis on both an annual and an ad hoc basis for our own business processes and for relevant business partners. In 2023, we will fully record the results of the risk analysis, which will be integrated into our human rights report for the first time in 2024 and updated regularly thereafter.

Helios has established an internal reporting unit as part of the Central Service Compliance to ensure the proper handling of any reports received. This unit is intended to enable the reporting of human rights and environmental risks and of violations of human rights and environmental obligations as a result of Helios' own business operations or caused by a direct business partner. Reports can be submitted by employees via their line managers or directly via the company's intranet. In addition, external whistleblowers may contact the reporting unit via e-mail at [compliance-report@helios-gesundheit.de](mailto:compliance-report@helios-gesundheit.de). This mailbox can only be accessed by Compliance, which reviews and processes these cases in accordance with the publicized procedure. A neutral ombudsperson is also available if employees observe any potential misconduct. This person collaborates closely with the Central Service Compliance and advises whistleblowers, anonymously if desired. The ombudsperson and their deputies can be contacted at [ombudsperson.helios@bakertilly.de](mailto:ombudsperson.helios@bakertilly.de). Further information can be found [online](#) (German only).

We expect our suppliers and business partners to comply with our ethical, social, environmental, and human rights standards, or with equivalent standards. To this end, they should introduce processes that are suitable for ensuring compliance with the applicable standards. The requirements we make of our direct suppliers, service providers, and other partners are defined in our Supplier Code of Conduct and in corresponding contractual clauses. In 2023, we will be working on a more extensive human rights clause that will become a binding element of our supplier relationships, also in 2023. If we suspect any violation of our Code of Conduct, we react accordingly. Depending on the severity of the misconduct, we undertake additional control measures such as reviews and require additional written confirmation from suppliers and business partners.

## Human rights

As Europe's leading provider of private healthcare services, we consider respect for human rights to be an integral aspect of our responsibility. We are committed to complying with regulatory requirements and satisfying society's expectations when it comes to due diligence in connection with human rights obligations. In this respect, our primary fields of action are the provision of medical care to our patients and the well-being of our employees. We are aware that respect for human rights extends beyond our company's own

activities and core business, which is why we also consider human rights aspects in selecting and collaborating with our suppliers and business partners.

Helios complies with the [Human Rights Statement of its parent company, Fresenius](#), which was first developed in 2018 and revised extensively in 2022. The statement is guided by the United Nations (UN) Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. It describes our commitment to supporting and fostering human rights and associated environmental aspects, which include prohibiting exploitative and illegal child labor or forced labor, preventing discrimination, promoting equal opportunities, and creating safe working conditions. The revised Declaration, to which Helios representatives also contributed, was published in January 2023 and implements the requirements of the German Act on Corporate Due Diligence Obligations in Supply Chains (“Lieferkettensorgfaltspflichtengesetz“, LkSG).

In 2020, our parent company, Fresenius, initiated a Group-wide methodology for human rights risk analysis to identify and prevent or mitigate human rights violations at an early stage and to then define further measures. To this end,

human rights risks were integrated into the Group-wide risk management system. In 2021, Helios began a human rights risk analysis to evaluate the potential risks of human rights violations in the supply chain, define issue clusters, and map out a risk landscape. During the reporting period, the human rights risk assessment methodology was refined and adapted to regulatory requirements such as the LkSG.

The results of this preventive evaluation were used for further risk-based planning of measures and for the targeted questioning and assessment of our suppliers in 2022 to increase the transparency of precautions for preventing human rights violations in relation to the focus issues.

Together with the Helios Sustainability Office, the Central Service Procurement and Logistics has been an active member of the Human Rights Council of our parent company, Fresenius, which was established in late 2019. The members of the council hold different positions within the Group and therefore represent the diverse perspectives on the subject. The council meets quarterly and is designed to promote dialog on current human rights issues across all business segments, to plan Group-wide initiatives, and to present new concepts. The Human Rights Council met four times in 2022.

## Information security

In the reporting period, responsibility for the Information Security department was transferred to the Central Service Compliance. Back in 2021, Compliance initiated projects to implement an internal control system (ICS) and to serve as an interface in consolidating a number of risk reports. Work is still ongoing on these projects. The goal is to produce a picture of all the company’s processes and controls and to provide a uniform understanding of the key risks to the company as a whole.

The aim of the Information Security department is to protect information of all types and origin, irrespective of whether and how this information is stored. Information security is an interface function that must be integrated into all the company’s processes and projects in which sensitive information is being processed.

Here, too, high priority is given to risk management. For this reason, integration into a closely related management unit was an important step in the further development of both Compliance and Information Security, ensuring the independence of information technology, operating technology, medical technology, and data protection. Moreover, the interface function will ensure regular consultation with the relevant departments.



# Key figures

Transparently presenting our key figures through a multiyear comparison provides detailed insights into our sustainability performance. It acts as the basis for future decision-making, too.



## Helios Company Profile

### Revenue and profit

	2022	2021	2020
Revenue	€7,021 million	€6,733 million	€6,340 million
EBIT	€623 million	€603 million	€602 million
EBIT margin	8.9%	9.0%	9.5%

#### Note:

- > The totals in the tables may vary slightly due to rounding.

### Capital

	2022	2021	2020
Total capital	€8,369 million	€8,405 million	€7,940 million
Borrowed capital	€1,877 million	€1,797 million	€1,441 million
Equity	€6,762 million	€6,608 million	€6,499 million
Equity ratio	80.80%	78.62%	81.85%

### Government funding

	2022	2021	2020
Funding used for investments in fixed assets	€59 million	€99 million	€97 million

### Pension provisions

	2022	2021	2020
Pension provisions as at December 31 in the calendar year	€64 million	€86 million	€90 million

## Patients

### G-IQIs\*

	2022	2021	2020
G-IQI targets	47	47	45
G-IQI targets achieved	45	43	40
Percentage G-IQI target achievement	96	91	89
Peer reviews	11	7	8

\* German Inpatient Quality Indicators

### Note:

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

### Medical malpractice claims

	2022	2021	2020
<b>Total medical malpractice claims*</b>	<b>827</b>	<b>768</b>	<b>958</b>
Medical malpractice claims per 1,000 inpatients	0.8	0.8	0.9
Proceedings through medical associations**	134	201	272
Of which confirmed medical errors	33	58	97
Error rate	24.6%	28.9%	35.7%

\* Relates only to acute hospitals; includes primary insurers from 2022.

\*\* The data also refer to processes not handled by Helios for contractual reasons; incomplete.

### Selected patient safety indicators\*

	2022	2021	2020
<b>Total events</b>	<b>54</b>	<b>84</b>	<b>105</b>
Procedure/wrong-side surgery/incorrect surgery	16	14	16
Foreign objects unintentionally left in a body	8	13	19
Medication errors (death/intensive care)	2	6	18
Intraoperative awareness	0	1	2
Burn/chemical burn	3	11	12
Fall (death/intensive care)	12	17	7
Suicide/suicide attempt (death/intensive care)	9	14	22
Diagnostic error/misdiagnosis (emergency department/outpatient clinic/death/intensive care)	4	8	9

\* Relates only to acute hospitals.

## Employees

### Number of employees\*

	2022		2021		2020	
	NUMBER	%	NUMBER	%	NUMBER	%
<b>Total</b>	76,255	100.0	75,306	100.0	73,612	100.0
Women	57,552	75.5	57,310	76.1	56,049	76.1
Men	18,703**	24.5	17,996	23.9	17,563	23.9

\* As at December 31, 2022; excludes students on rotations or in their practical year, federal volunteer service/social gap year volunteers, and staffing agency workers. Helios Germany does not employ people outside Germany. Helios only engages staffing agency workers in exceptional cases to fill unexpected staff shortages temporarily. Data about staffing agency workers are not collected systematically.

\*\* Includes one gender-diverse person.

#### Note:

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

### Contract\*

	2022	2021	2020
<b>Permanent</b>	83.5%	82.9%	82.5%
Of whom women	76.7%	77.3%	77.4%
Of whom men	23.3%	22.7%	22.6%
<b>Temporary**</b>	16.5%	17.1%	17.5%
Of whom women	69.4%	70.3%	70.2%
Of whom men	30.6%	29.7%	29.8%

\* As at December 31, 2022.

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

### Employment relationship\*

	2022	2021	2020
<b>Full-time</b>	54.5%	54.0%	54.8%
Of whom women	66.9%	67.7%	67.6%
Of whom men	33.1%	32.3%	32.4%
<b>Part-time models</b>	45.4%	45.9%	45.1%
Of whom women	85.8%	86.0%	86.4%
Of whom men	14.2%	14.0%	13.6%
<b>Other**</b>	0.1%	0.0%	0.1%

\* As at December 31, 2022.

\*\* “Other” includes employees who are paid on an hourly basis, for example.

**Average tenure\***

	2022	2021	2020
Average tenure in years	10.1	10.3	10.3

\* As at December 31, 2022.

**New hires\***

	2022	2021	2020
<b>As a percentage**</b>	<b>15.1</b>	<b>12.7</b>	<b>14.2***</b>
Of whom women	67.3%	68.4%	69.4%
Of whom men	32.7%	31.6%	30.6%
Of whom under 30	34.3%	34.0%	34.3%
Of whom 30 to 50	51.1%	52.1%	52.6%
Of whom over 50	14.6%	13.9%	13.1%

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

\*\* Calculated as the number of new hires\* in relation to the number of employees at the end of the year.

\*\*\* Analogous to the Fresenius Sustainability Report, including hires at Helios Health: 14.3% for 2020.

**Employee resignations\***

	2022	2021	2020
<b>As a percentage**</b>	<b>8.0</b>	<b>6.8</b>	<b>6.0</b>
Of whom women	72.2%	71.2%	72.3%
Of whom men	27.8%	28.8%	27.7%
Of whom under 30	30.2%	30.2%	28.9%
Of whom 30 to 50	53.8%	53.7%	55.1%
Of whom over 50	16.0%	16.1%	16.0%

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

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

**Parental leave rates**

	2022		2021		2020	
	NUMBER	%*	NUMBER	%*	NUMBER	%*
<b>Total</b>	5,040	6.6	4,865	6.5	4,662	6.3
Women	4,386	7.6	4,127	7.2	3,938	7.0
Men	654	3.5	738	4.1	724	4.1

\* Measured out of all employees in the respective category as at the end of the year (for example, 7.0% of female employees took parental leave during 2020).

**Apprentices and student employees\***

	2022	2021	2020
<b>Total apprentices</b>	5,587	5,554	5,274
Of whom in nursing	4,103	4,217	4,015
Total employees in training programs	6.43%	6.38%	6.18%
Apprentice nurse dropout rate during probation period	-.**	15%	12%
Medical students in clinical internships	971	916	916
Physicians in residencies	4357	4195	4479
Medical students in clinical traineeships	985	874	874

\* As at December 31 in the calendar year.

\*\* Last year, a change was made to the system for recording the number of apprentices. This is now performed regionally rather than centrally. The new recording system developed with the regions covers the entire cohort for an apprenticeship period, which is three years. The new system no longer records the drop-out rate for those who began their apprenticeship in the first or second half of 2022, but for the entire 2019-2022 apprenticeship period. In previous years, apprentice numbers were recorded at the end of the probation period in March of the following year. The current regional reports were also communicated to the sites in December. Therefore, there is no reliable figure for the drop-out rate in relation to the total number of apprentices as at December.

**Apprentice nurses hired after completion of training\***

	2022	2021	2020
Hire rate	85%	86%	78%
Participants in final exams	1,191***	934	886
Exams passed**	1,124***	875	-
Job offered by Helios	1,078***	862	791
Offer accepted	934***	740	647

\* The figures for all other training programs have not been collected centrally so far.

\*\* The number of exams passed can only be reported at the end of the following year because it may take up to a year for failed exams to be repeated.

\*\*\* Apprenticeship started in spring and fall 2019.



**Training and professional development**

	2022	2021	2020
Percentage of annual revenue reinvested in professional development*	0.31%	0.31%	0.29%
Number of events	3,900	3,300	2,989
Number of registrations	46,210	26,500	26,781

\* Based on data from hospitals.

**Women in management positions**

	2022	2021	2020
<b>Total*</b>	31%	31%	31%
Medical Director or Chief Physician	13%	12%	12%
Assistant Medical Director or Head of Department	35%	35%	35%
Nursing Director	54%	57%	57%
Executive Hospital Director	33%	29%	36%
Company and regional management teams	0	33%	21%
Head of Central Services	44%	44%	45%
Regional Manager	50%	46%	38%

\* Number of employees in the listed job categories in relation to total staff in these categories as at December 31, 2022.

**Age mix\***

	2022	2021	2020
<b>Average age</b>	42.2	42.2	42.2
Under 30	20%	20%	20%
30 to 50	47%	47%	48%
Over 50	33%	33%	32%

\* As at December 31, 2022.

**Age mix in management positions**

	UNDER 30	30 TO 50	OVER 50
<b>Total*</b>	0.1%	52.0%	48.0%
Medical Directors and Chief Physicians	0%	23.5%	76.5%
Assistant Medical Directors and Heads of Department	0%	58.8%	41.1%
Nursing Directors	2.5%	51.9%	45.6%
Executive Hospital Director	0%	79.6%	20.4%
Company and regional management teams	0%	50.0%	50.0%
Head of Central Services	0%	44.4%	55.6%
Regional Manager	0%	53.7%	46.3%

\* Number of employees in the listed job categories in relation to total staff in these categories as at December 31, 2022.

**All Helios employees by job type and gender\***

	TOTAL	WOMEN	MEN
Medical staff	16.1%	44.4%	55.6%
Nursing staff**	42.1%	84.1%	15.9%
Medical technicians**	13.0%	87.5%	12.5%
Functional service staff**	11.0%	83.9%	16.1%
Hospital domestic services staff	1.2%	93.7%	6.3%
Technical staff**	0.1%	18.9%	81.1%
Operational and supply services staff**	8.8%	66.9%	33.1%
Administration staff**	6.8%	68.8%	31.2%
Special services staff	0.3%	54.0%	46.0%
Training center staff	0.7%	76.4%	23.6%
Other	0.1%	62.5%	37.5%

\* As at December 31, 2022.

\*\* Apprentices are included under the relevant job category and are not listed separately.

## Environment

### Energy consumption by source

	2022		2021		2020	
	MWh	%	MWh	%	MWh	%
Total energy consumption*	802,027.75	100.0	862,807.47	100.0	802,292.4	100.0
Of which external sources	802,027.75	100	862,807.47	100	802,292.4	100
Nonrenewable energies (external sources)	799,761.10	99.7	847,954.73	98.3	787,759.0	98.2
a) Natural gas	441,064.22	55	470,877.48	54.6	427,803.8	54.3
b) Fuel oil	3,053.87	0.4	3,213.85	0.4	7,222.7	0.9
c) Electricity	238,896.77	29.8	237,991.96	27.6	239,954.8	30.5
d) District heating	114,489.04	14.3	135,065.71	15.7	112,777.7	14.3
e) Emergency diesel power**	2,257.20	0.3	805.74	0.1	***	***
Renewable energies (external sources)	2,266.66	0.3	14,852.74	1.7	14,533.4	1.8
f) Pellets	2,266.66	0.3	14,852.74	1.7	14,533.4	100.0

\* Data for 2021 and 2020 were adjusted retroactively due to the duplicate recording of owned generation.

\*\* In 2020, the percentage values referred to the subgroups; since 2021, they have referred to total consumption.

\*\*\* Emergency diesel power was included in fuel oil in 2020 and 2019.

#### Note:

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

### Owned generation of energy\*

	2022	2021	2020
Owned combined heat-and-power generation	142,863.28	150,861.19	149,830.1

\* Owned generation of electricity and heating came from combined heat-and-power systems fueled by externally procured natural gas.

### Relative energy consumption in kilowatt hours

	2022	2021	2020
Energy consumption per hospital bed	26,424.2	28,300.83	26,794.0
Energy consumption per square meter	232.4	253.5	242.3
Energy consumption per €1 million of revenue	114,232.7	128,146.07	126,544.6
Energy consumption per full-time employee*	13,636.0	11,457.35**	14,040.1

\* Number of full-time employees 2020: 57,143; 2021: 57,830; 2022: 58,817

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

**Greenhouse gas emissions by energy source\***

	2022		2021		2020	
	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%**
Total	110,156.4	100.0	201,898.71	100.0	204,541.1	100.0
Scope 1	90,609.7	82.3	96,850.71	48.0	89,260.6	43.6
a) Natural gas	89,214.1	81.0	95,574.00	47.3	87,160.8	97.6
b) Fuel oil	1,371.8	1.2	1,051.98	0.5	1,875.3	2.1
c) Pellets	23.9	0.02	224.72	0.1	224.5	0.3
Scope 2	19,547.00	17.7	105,048.00	52.0	115,280.5	56.4
d) Electricity	0***	0	81,988.23	40.6	95,814.0	83.1
e) District heating	19,546.7	17.7	23,059.77	11.4	19,466.6	16.9

\* Emission factors: UK Government GHG Conversion Factors for Company Reporting; annual adjustment of carbon emission factors may result in fluctuation in the CO<sub>2</sub> equivalents. An increase in the figures shown therefore does not necessarily signify an increase in the carbon greenhouse gases emitted.

\*\* In 2020, the percentage values referred to the subgroups; since 2021, they have referred to total consumption.

\*\*\* In 2022, all hospitals were supplied with green electricity.

**Relative greenhouse gas emissions in metric tons per unit**

	2022	2021	2020
Greenhouse gas emissions per €1 million of revenue	15.7	30.0	31.3
Greenhouse gas emissions per full-time employee*	1.9	3.5**	3.6

\* Number of full-time employees 2020: 57,143; 2021: 57,830; 2022: 58,817

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

**Water consumption in thousands of cubic meters**

	2022		2021		2020	
	'000 m <sup>3</sup>	%	'000 m <sup>3</sup>	%	'000 m <sup>3</sup>	%
Total	2,510	100.0	2,481	100.0	2,543.2	100.0
a) Water from public utilities	2,503	99.4	2,443.3	98.5	2,536.3	99.7
b) Rainwater	5.6	0.6	35.9	1.4	5.8	0.2
c) Well water	1.9	< 0.1	1.5	< 0.1	1.1	< 0.1

**Relative water consumption in cubic meters per unit**

	2022	2021	2020
Water consumption per €1 million of revenue	357.6	368.4	401.1
Water consumption per full-time employee*	42.7	42.91***	44.5

\* Number of full-time employees 2020: 57,143; 2021: 57,830; 2022: 58,817

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

**Waste**

	2022		2021		2020	
	t	%	t	%	t	%*
<b>Total</b>	<b>19,466.7</b>	<b>100</b>	<b>18,671.9</b>	<b>100.0</b>	<b>19,900.2</b>	<b>100.0</b>
Hazardous waste	444.5	2.3	463.7	2.5	372.8	1.9
a) Infectious waste	392.5	2.0	413.6	2.2	323.7	86.8
b) Chemicals containing hazardous substances	7.2	0.0	10.4	0.1	10.2	2.7
c) Cytotoxic and cytostatic pharmaceuticals	44.8	0.2	39.7	0.2	38.9	10.4
d) Amalgam waste from dental care	0.0	0.0	0.0	0.0	0.0	0.0
Nonhazardous waste	19,022.2	97.7	18,208.19	97.5	19,527.4	98.1
e) Sharps (except a))	32.6	0.2	44.6	0.2	48.7	0.2
f) Body parts and organs (except a)	201.5	1.0	205.4	1.1	209.4	1.1
g) Hospital-specific waste for which collection and disposal are not subject to any special infection prevention requirements (e.g., wound dressings, casts, laundry, disposable clothing, diapers).	15,983.1	82.1	15,070.5	80.7	16,310.7	83.5
h) Chemicals, except those under b)	0.2	0.0	0.2	0.0	0.0	0.0
i) Pharmaceuticals, except those under c)	2.3	0.0	1.2	0.0	1.2	< 0.01
j) Household-type commercial waste	2,802.5	14.4	2,886.4	15.5	2,957.4	15.1

\* In 2020, the percentage values referred to the subgroups; since 2021, they have referred to total consumption.

**Relative waste in kilograms per unit**

	2022	2021	2020
Waste per €1 million of revenue	2,772.6	2,773.2	3,138.8
Waste per full-time employee*	331.0	322.9**	348.3

\* Number of full-time employees 2020: 57,143; 2021: 57,830; 2022: 58,817

\*\* Number of full-time employees 2020: 57,143; 2021: 57,830; 2022: 58,817. The value for 2021 was stated incorrectly in the 2021 Sustainability Report because it included incorrect data for full-time employees; it has been corrected accordingly.



# About this report

## Report profile

This publication for the 2022 reporting period is Helios' fourth annual sustainability report. It covers and adds to the content of the nonfinancial reporting of our parent company, Fresenius SE & Co. KGaA, and is intended to provide transparency about our sustainability performance. It gives our patients, employees, business partners, and other stakeholders an opportunity to learn about our successes, challenges, and goals on our journey toward becoming a sustainable hospital operator.

The reporting period covers the 2022 fiscal year. When choosing the sustainability-related subjects, we were guided by the 2022 materiality assessment of our parent company Fresenius and the reporting standards issued by the Global Reporting Initiative (GRI). The contents of the report were defined in internal consultation between the relevant departments and the management team.

The editorial deadline was May 31, 2023.

All of this report's contents refer exclusively to Helios Germany companies, unless otherwise specified.

The report has been published in German and English and is available for download on [our website](#).

## Editorial information

Gender-neutral language has been used throughout this report to ensure its legibility.



## GRI content index

The Helios Sustainability Report 2022 was written in orientation to the GRI (Global Reporting Initiative) standards.

The reporting period of the report is 01.01. - 31.12.2022.

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