

20

ESG Performance Data


20



## ESG Performance Data Table

We assess the effectiveness of our sustainability activities by monitoring key performance indicators (KPI). The KPI below give an indication of our performance in environment, social, and governance (ESG) topics over the past five years. For more information, please refer to our [non-financial report](#).

This index is currently only available in English.

	2020	2019	2018	2017	2016
 <b>PATIENTS</b>					
Patients treated	346,553 ✓ <sup>1</sup>	345,096 ✓	333,331 ✓	320,960 ✓	308,471 ✓
Dialysis centers worldwide	4,092 ✓	3,994 ✓	3,928 ✓	3,752 ✓	3,624 ✓
Dialysis treatments (millions)	53.6 ✓	52.1 ✓	50.0 ✓	48.3 ✓	46.5 ✓
Share of dialysis product market (%)	35 ✓	36 ✓	35 ✓	35 ✓	34 ✓
Share of dialysis patients treated worldwide (%)	9 ✓	10 ✓	10 ✓	10 ✓	10 ✓
North America (%)	31 ✓	31 ✓	31 ✓	31 ✓	30 ✓
Europe, Middle East and Africa (%)	8 ✓	8 ✓	8 ✓	8 ✓	8 ✓
Asia-Pacific (%)	2 ✓	2 ✓	2 ✓	2 ✓	2 ✓
Latin America (%)	12 ✓	12 ✓	11 ✓	11 ✓	11 ✓

<sup>1</sup> Figures marked with an ✓ icon are included in the Annual Report, which has been subject to a third-party assessment.

	2020	2019	2018	2017	2016
<b>QUALITY OF CARE AND PATIENT SATISFACTION</b>					
Net Promoter Score	67 ✓	n/a <sup>2</sup>	n/a	n/a	n/a
Patients who would highly recommend our services to a friend (%)	75 ✓	n/a	n/a	n/a	n/a
Coverage rate of net promoter survey (%)	78 ✓	n/a	n/a	n/a	n/a
Survey response rate (%)	76 ✓	n/a	n/a	n/a	n/a
<b>PRODUCT QUALITY AND SAFETY</b>					
Number of production sites worldwide	44 ✓	45 ✓	42 ✓	41 ✓	37 ✓
Operations covered by quality management systems (%) <sup>3</sup>	98	n/a	n/a	n/a	n/a
Product improvements to dialysis machines	> 440 ✓	n/a	n/a	n/a	n/a
Audit score <sup>4</sup>	0.2 ✓	0.2 ✓	0.3	n/a	n/a
<b>INNOVATION</b>					
R&D expenditures (thousand €)	193,774 ✓	168,028 ✓	114,074 ✓	110,997 ✓	146,511 <sup>5</sup> ✓
R&D expenditures as a percentage of health care product revenue (%)	5 ✓	5 ✓	3 ✓	3	5 ✓
Property rights	11,223 ✓	10,658 ✓	9,152 ✓	8,396 ✓	7,748 ✓
Number of patent families	1,626 ✓	1,518 ✓	~1,340 ✓	1,253 ✓	1,163 ✓
New patent families produced	135 ✓	163 ✓	126 ✓	126 ✓	107 ✓

<sup>2</sup> n/a = figure unavailable.

<sup>3</sup> Includes ISO 9001/13485, Good Manufacturing Practice (GMP)/Current Good Manufacturing Practice (cGMP) and Medical Device Single Audit Program (MDSAP).

<sup>4</sup> The audit score measures our performance in certification audits and indicates the ratio of major and critical findings to the number of external audits.

<sup>5</sup> Due to the reclassification of expenses in the years 2017 and 2018, 2016 expenses are only comparable to a limited extent.

	2020	2019	2018	2017	2016
 <b>EMPLOYEES<sup>6</sup></b>					
Number of employees (headcount)	133,129 ✓	128,300 ✓	120,328 ✓	121,245 ✓	n/a
Number of employees (FTE)	125,364 ✓	120,659 ✓	112,658 ✓	114,000 ✓	109,319 ✓
<b>EMPLOYEES PER REGION</b>					
North America (%)	50 ✓	50 ✓	50 ✓	51 ✓	52 ✓
Latin America (%)	9 ✓	9 ✓	8 ✓	8 ✓	8 ✓
Europe, Middle East and Africa (incl. Germany) (%)	17 ✓	17 ✓	17 ✓	17 ✓	17 ✓
Germany (%)	6 ✓	6 ✓	6 ✓	5 ✓	5 ✓
Asia-Pacific (%)	10 ✓	10 ✓	10 ✓	9 ✓	8 ✓
Corporate (%)	14 ✓	14 ✓	15 ✓	15 ✓	15 ✓
<b>EMPLOYEES PER FUNCTIONAL AREA</b>					
Production and services (%)	86 ✓	86 ✓	86 ✓	87 ✓	87 ✓
Administration (%)	10 ✓	10 ✓	10 ✓	9 ✓	9 ✓
Sales and marketing (%)	3 ✓	3 ✓	3 ✓	3 ✓	3 ✓
Research and development (%)	1 ✓	1 ✓	1 ✓	1 ✓	1 ✓
<b>INCLUSION AND DIVERSITY</b>					
Average age (years)	42 ✓	41 ✓	41 ✓	42 ✓	n/a
Employees under 30 years (%)	17 ✓	18 ✓	16 ✓	18 ✓	n/a
Employees between 30 and 50 years (%)	58 ✓	56 ✓	57 ✓	56 ✓	n/a

<sup>6</sup> 2016 employee numbers are based on full-time equivalents. From 2017 onwards, employee numbers are based on headcount.

	2020	2019	2018	2017	2016
Employees over 50 years (%)	25 ✓	26 ✓	27 ✓	26 ✓	n/a
Female employees in entire company (%)	69 ✓	69 ✓	69 ✓	69 ✓	69 ✓
Female employees in North America (%)	71	72 ✓	72 ✓	70 ✓	n/a
Female employees in Europe, Middle East and Africa (%)	66	66 ✓	67 ✓	67 ✓	n/a
Female employees in Latin America (%)	66	65 ✓	67 ✓	68 ✓	n/a
Female employees in Asia-Pacific (%)	65	64 ✓	65 ✓	65 ✓	n/a
Management Board members between 30 and 50 years (%)	12.5	14.3	14.3	28.6	28.6
Management Board members over 50 years (%)	87.5	85.7	85.7	71.4	71.4
Share of women in the Management Board (%)	25 ✓	29 ✓	14 ✓	0 ✓	0 ✓
Supervisory Board members between 30 and 50 years (%)	0	16.7	0	16.7	16.7
Supervisory Board members over 50 years (%)	100	83.3	100	83.3	83.3
Share of women in the Supervisory Board (%)	33 ✓	33 ✓	33 ✓	33 ✓	33 ✓
Women at first management level (%)	22 ✓	23 ✓	21 ✓	19 ✓	19 ✓
Women at second management level (%)	31 ✓	30 ✓	27 ✓	28 ✓	25 ✓
Female Long-Term Incentive Plan (LTIP) participants (%)	34 ✓	34 ✓	33 ✓	33 ✓	33 ✓
Non-Germans within the Management Board (%)	75	71	71	86	71
Non-German leaders within LTIP population (%)	85 ✓	86 ✓	n/a	n/a	n/a
<b>EMPLOYMENT CONTRACTS AND EMPLOYMENT TYPES</b>					
Permanent contracts (%)	96	n/a	n/a	n/a	n/a
Permanent contracts for women (%)	70	n/a	n/a	n/a	n/a
Temporary contracts (%)	4	n/a	n/a	n/a	n/a
Temporary contracts for women (%)	67	n/a	n/a	n/a	n/a

	2020	2019	2018	2017	2016
Full-time contracts (%) <sup>7</sup>	94	n/a	n/a	n/a	n/a
Full-time contracts for women (%)	68	n/a	n/a	n/a	n/a
Part-time contracts (%) <sup>8</sup>	6	n/a	n/a	n/a	n/a
Part-time contracts for women (%)	78	n/a	n/a	n/a	n/a
<b>HR BUDGET, STAFF COSTS, COMPENSATION</b>					
HR budget as percentage of overall revenue (%)	1.04	n/a	n/a	n/a	n/a
Staff costs (million €)	7,067 ✓	6,799 ✓	6,440 ✓	6,900 ✓	6,291 ✓
Percentage of staff costs of revenue (%)	40 ✓	39 ✓	39 ✓	39 ✓	38 ✓
Average staff costs per FTE (€)	56,770 ✓	56,740 ✓	57,129 ✓	61,287 ✓	58,596 ✓
Average employee compensation (€) <sup>9</sup>	45,897	45,158	44,605	47,336	45,197
<b>TALENT MANAGEMENT</b>					
Total turnover rate (%)	17	n/a	n/a	n/a	n/a
Women (%)	69	n/a	n/a	n/a	n/a
Men (%)	31	n/a	n/a	n/a	n/a
Employees under 30 years (%)	33	n/a	n/a	n/a	n/a
Employees between 30 and 50 years (%)	49	n/a	n/a	n/a	n/a
Employees over 50 years (%)	19	n/a	n/a	n/a	n/a
Voluntary turnover rate (%)	11.9 ✓	14.3 ✓	13.2 ✓	12.2 ✓	n/a
Women (%)	69	n/a	n/a	n/a	n/a
Men (%)	31	n/a	n/a	n/a	n/a
Employees under 30 years (%)	34	n/a	n/a	n/a	n/a

<sup>7</sup> Excludes per diems.

<sup>8</sup> Excludes per diems.

<sup>9</sup> Calculated as total wages and salaries divided by the number of FTE.

	2020	2019	2018	2017	2016
Employees between 30 and 50 years (%)	48	n/a	n/a	n/a	n/a
Employees over 50 years (%)	18	n/a	n/a	n/a	n/a
Involuntary turnover rate (%)	5	n/a	n/a	n/a	n/a
Women (%)	68	n/a	n/a	n/a	n/a
Men (%)	32	n/a	n/a	n/a	n/a
Employees under 30 years (%)	28	n/a	n/a	n/a	n/a
Employees between 30 and 50 years (%)	52	n/a	n/a	n/a	n/a
Employees over 50 years (%)	20	n/a	n/a	n/a	n/a
External hire rate (%)	23.1 ✓	24.7 ✓	21.7 ✓	n/a	n/a
Women (%)	69	n/a	n/a	n/a	n/a
Men (%)	31	n/a	n/a	n/a	n/a
Employees under 30 years (%)	41	n/a	n/a	n/a	n/a
Employees between 30 and 50 years (%)	49	n/a	n/a	n/a	n/a
Employees over 50 years (%)	10	n/a	n/a	n/a	n/a
Average service length (years)	7.3 ✓	6.8 ✓	7.1 ✓	7.0 ✓	n/a
Women (%)	7.3	n/a	n/a	n/a	n/a
Men (%)	7.3	n/a	n/a	n/a	n/a
Employees under 30 years (%)	2.3	n/a	n/a	n/a	n/a
Employees between 30 and 50 years (%)	6.5	n/a	n/a	n/a	n/a
Employees over 50 years (%)	12.3	n/a	n/a	n/a	n/a
<b>EMPLOYEE ENGAGEMENT</b>					
Engagement score (%)	64 ✓	56 ✓	n/a	n/a	n/a
Women (%)	65	56	n/a	n/a	n/a

	2020	2019	2018	2017	2016
Men (%)	62	54	n/a	n/a	n/a
Participation rate (%)	36 <sup>10</sup> ✓	68 ✓	n/a	n/a	n/a
<b>SUPERVISORY BOARD</b>					
Independent Supervisory Board members	5 ✓	5 ✓	4 ✓	4 ✓	4 ✓
Participation rate in Supervisory Board meetings (%)	100 ✓	97.6 ✓	96.4	97.6	97.6
<b>OCCUPATIONAL HEALTH AND SAFETY</b>					
Total OSHA recordable incident rate <sup>11</sup>	n/a <sup>12</sup>	4.50	4.35	4.67	5.21
Total OSHA lost time incident rate <sup>13</sup>	n/a <sup>14</sup>	1.22	1.07	1.26	0.98
 <b>ENVIRONMENT</b>					
Production sites covered by a certified environmental management system (%)	24	n/a	n/a	n/a	n/a
Production sites with ISO 14001 certification (%) <sup>15</sup>	24	20	20	n/a	n/a
Production sites with ISO 50001 certification (%) <sup>16</sup>	5	5	5	n/a	n/a
Produced resource-friendly dialysis machines (%)	47.9	47.6	22.3	25.2	n/a
Conducted product life cycle assessments (%) <sup>17</sup>	40	28	25	23	20
<b>WATER CONSUMPTION</b>					

<sup>10</sup> Pulse survey with representative sample of 16,000 employees.

<sup>11</sup> The Occupational Safety and Health Administration (OSHA) recordable incident rate is calculated as follows: number of OSHA recordable injuries and illnesses x 200,000 / employee total hours worked. The number applies to the North America region.

<sup>12</sup> 2020 data are in the process of being calculated and will be available later in the year.

<sup>13</sup> The OSHA lost time incident rate is calculated as follows: number of OSHA lost time injuries and illnesses x 200,000 / employee total hours worked. The number applies to the North America region.

<sup>14</sup> 2020 data are in the process of being calculated and will be available later in the year.

<sup>15</sup> Applies to manufacturing sites in the environmental reporting scope.

<sup>16</sup> Applies to manufacturing sites in the environmental reporting scope.

<sup>17</sup> The figure refers to Fresenius Medical Care's product portfolio. In the region Europe, Middle East and Africa, several screening life cycle assessments and/or comprehensive comparative life cycle assessments have been implemented. These assessments cover an increasing number of our products in major product groups.



	2020	2019	2018	2017	2016
Water (million m <sup>3</sup> )	41.7 ✓	43.2 ✓	42.1 ✓	35.7 <sup>18</sup> ✓	n/a
Municipal water (million m <sup>3</sup> )	41.2 ✓	42.7 ✓	41.6 ✓	-	n/a
Ground water (million m <sup>3</sup> )	0.5 ✓	0.5 ✓	0.5 ✓	-	n/a
Water consumption (m <sup>3</sup> ) / € 1 million revenue	2,334	2,470	2,542	2,006	n/a
Water consumption (m <sup>3</sup> ) / FTE	333	358	373	313	n/a
<b>ENERGY CONSUMPTION</b>					
Energy (million MWh)	2.5 ✓	2.4 ✓	2.4 ✓	2.8 <sup>19</sup> ✓	n/a
Electricity (million MWh)	1.3 ✓	1.3 ✓	1.3 ✓	-	n/a
Natural gas (million MWh)	1.1 ✓	1.1 ✓	1.1 ✓	-	n/a
Others (incl. fuel oil, diesel, liquid gas, district heating) (million MWh)	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓	-	n/a
Energy consumption (MWh) / € 1 million revenue	139.7	139.0	143.8	156.7	n/a
Energy consumption (MWh) / FTE	19.9	20.1	21.1	24.4	n/a
Renewables in energy consumption (%) <sup>20</sup>	21.1 ✓	20.4	18.4	17.0	n/a
<b>GREENHOUSE GAS (GHG) EMISSIONS</b>					
Scope 1 CO <sub>2</sub> equivalents (thousand tons)	242.2 ✓	227.3 ✓	218.7 ✓	325.7 <sup>21</sup> ✓	n/a
Natural gas (thousand tons)	228 ✓	224.6 ✓	215.6 ✓	-	n/a
Liquid gas (thousand tons)	13.6 ✓	2.2 ✓	2.3 ✓	-	n/a
Fuel oil (thousand tons)	0.3 ✓	0.3 ✓	0.5 ✓	-	n/a

<sup>18</sup> The 2017 figure of our water consumption is displayed as published in the 2017 non-financial report without a detailed breakdown of water sources.

<sup>19</sup> The 2017 figure of our energy consumption is displayed as published in the 2017 non-financial report without a detailed breakdown of energy sources.

<sup>20</sup> The share of renewables in energy consumption is entirely accounted for by renewables in electricity consumption. To calculate this, we used the country-specific average share of renewables in total electricity consumption.

<sup>21</sup> The 2017 figure of our GHG emissions is displayed as published in the 2017 non-financial report without a detailed breakdown of GHG emissions sources.

	2020	2019	2018	2017	2016
Diesel (thousand tons)	0.3 ✓	0.3 ✓	0.3 ✓	-	n/a
Scope 2 CO <sub>2</sub> equivalents (thousand tons)	527.2 ✓	547.2 ✓	557.2 ✓	529.8 <sup>22</sup> ✓	n/a
Electricity (thousand tons)	526.8 ✓	546.9 ✓	557.1 ✓	-	n/a
District heating (thousand tons)	0.4 ✓	0.3 ✓	0.2 ✓	-	n/a
GHG emissions (tons CO <sub>2</sub> equivalents) / € 1 million revenue	43.1	44.3	46.9	48.1	n/a
GHG emissions (tons CO <sub>2</sub> equivalents) / FTE	6.1	6.4	6.9	7.5	n/a



## BUSINESS INTEGRITY

New parties assessed for compliance risks	> 37,000 ✓	~ 20,000	n/a	n/a	n/a
Reports received via various reporting channels	3,003 ✓	2,803	n/a	n/a	n/a
Reports related to business integrity incl. anti-corruption	52 ✓	98 ✓	n/a	n/a	n/a
Reports related to data protection	342 ✓	428 ✓	n/a	n/a	n/a
Reports related to patient care and products	1,516 ✓	1,304 ✓	n/a	n/a	n/a
Reports related to human resources/workplace	906 ✓	713 ✓	n/a	n/a	n/a
Reports related to other topics	187 ✓	260 ✓	n/a	n/a	n/a
Reports passed on to Compliance department	84 ✓	500 ✓	n/a	n/a	n/a
Reports passed on to Legal department	15 ✓	18 ✓	n/a	n/a	n/a
Reports passed on to Patient Care department	1,090 ✓	739 ✓	n/a	n/a	n/a
Reports passed on to HR department	945 ✓	752 ✓	n/a	n/a	n/a
Reports passed on to other departments	869 ✓	794 ✓	n/a	n/a	n/a

<sup>22</sup> The 2017 figure of our GHG emissions is displayed as published in the 2017 non-financial report without a detailed breakdown of GHG emissions sources.