FRESENIUS
MEDICAL CARE

ESG
Performance Data
2023

ESG Performance Data 2023

We assess the effectiveness of our sustainability activities by monitoring key performance indicators (KPIs). The KPIs below give an indication of our performance in environment, social, and governance (ESG) topics over the past six years. For more information, please refer to our Non-Financial Group Report.

This index is currently only available in English.

PATIENTS	2023	2022	2021	2020	2019	2018
Number of patients treated	332,548 ✓[1]	344,687 ✓	345,425 ✓	346,553 ✓	345,096 ✓	333,331 ✓
Number of dialysis clinics worldwide	3,925 ✓	4,116 ✓	4,171 ✓	4,092 ✓	3,994 ✓	3,928 ✓
Number of dialysis treatments (in million)	51.7 ✓	52.3 ✓	52.9 ✓	53.6 ✓	52.1 ✓	50.0 ✓
Share of dialysis product market (%)	35 ✓	35 ✓	36 ✓	36 ✓	36 ✓	35 ✓
Share of dialysis patients treated worldwide (%)	8 ✓	9 ✓	9 ✓	9 ✓	10 ✓	10 ✓
U.S. (%)	37 ✓	n/a	n/a	n/a	n/a	n/a
International (%)	4 ✓	n/a	n/a	n/a	n/a	n/a

[1] Figures marked with a ✓ are included in the Annual Report, which has been subject to a third-party audit.

	2023	2022	2021	2020	2019	2018
QUALITY OF CARE AND PATIENT SATISFACTION						
Number of key partnerships with academia, research institutes, and peers	65 ✓	67 ✓	> 60 ✓	> 40 ✓	n/a[2]	n/a
Patient Net Promoter Score	72 ✓	71 ✓	71 ✓	67 ✓	n/a	n/a
Patients who would highly recommend our services (%)	78 ✓	78 ✓	78 ✓	75 ✓	n/a	n/a
Coverage rate of patient experience survey (%)	91 ✓	92 ✓	91 ✓	78 ✓	n/a	n/a
Response rate of patient experience survey (%)	74 ✓	69 ✓	75 ✓	76 ✓	n/a	n/a
Global hospitalization rate per patient in days	10.6 ✓	10.6 ✓	10.7 ✓	n/a	n/a	n/a
Global Quality Index score (%)	81 ✓	81	n/a	n/a	n/a	n/a
PRODUCT QUALITY AND SAFETY						
Number of production sites worldwide	40 ✓	42 ✓	42 ✓	44 ✓	45 ✓	42 ✓
Operations covered by quality management systems (%)[3]	95	98	98	98	n/a	n/a
Number of product improvements to dialysis machines, dialyzers, filters, and solution products[4,5]	n/a	> 2400 ✓	> 2,000 ✓	> 440 ✓	n/a	n/a
Audit score[6]	0.4 ✓	0.3 ✓	0.1 ✓	0.2 ✓	0.2 ✓	0.3
Certification audits performed at our production sites	> 50	> 50 ✓	> 50 ✓	> 60 ✓	n/a	n/a

[2] n/a = not available.
[3] Includes ISO 9001/13485, Good Manufacturing Practice (GMP)/Current Good Manufacturing Practice (cGMP), and Medical Device Single Audit Program (MDSAP).
[4] In 2020, this figure only included product improvements made to dialysis machines.
[5] Discontinuation for data collection for this datapoint.
[6] The audit score measures our performance in certification audits and indicates the ratio of major and critical findings to the number of external audits.

	2023	2022	2021	2020	2019	2018
INNOVATION						
R&D expenditures (million €)	232 ✓	228.6 ✓	220.8 ✓	193.8 ✓	168.0 ✓	114.1 ✓
R&D expenditures as a percentage of health care product revenue (%)	6 ✓	6 ✓	6 ✓	5 ✓	5 ✓	3 ✓
Number of patents	9,537 ✓	10,086 ✓	10,048 ✓	11,223 ✓	10,658 ✓	9,152 ✓
Number of patent families	1,594 ✓	1,599 ✓	1,622 ✓	1,626 ✓	1,518 ✓	~1,340 ✓
Number of new patent families produced	60 ✓	53 ✓	103 ✓	135 ✓	163 ✓	126 ✓
EMPLOYEES						
Number of employees (headcount)	119,845 ✓	128,044 ✓	130,251 ✓	133,129 ✓	128,300 ✓	120,328 ✓
Number of employees (FTE)	112,382 ✓	120,216 ✓	122,909 ✓	125,364 ✓	120,659 ✓	112,658 ✓
EMPLOYEES PER REGION[7]						
North America (%)	56 ✓	48 ✓	48 ✓	50 ✓	50 ✓	50 ✓
Latin America (%)	7 ✓	9 ✓	9 ✓	9 ✓	9 ✓	8 ✓
Europe, Middle East and Africa (incl. Germany) (%)	24 ✓	17 ✓	17 ✓	17 ✓	17 ✓	17 ✓
Germany (%)	6 ✓	6 ✓	6 ✓	6 ✓	6 ✓	6 ✓
Asia-Pacific (%)	13 ✓	11 ✓	11 ✓	10 ✓	10 ✓	10 ✓
EMPLOYEES PER FUNCTIONAL AREA[8]						
Production and services (%)	86 ✓	86 ✓	85 ✓	86 ✓	86 ✓	86 ✓
Administration (%)[8]	6 ✓	7 ✓	10 ✓	10 ✓	10 ✓	10 ✓

[7] Starting from 2021, figures are calculated as total headcount numbers. For previous years, the figures are calculated as full-time equivalents (FTEs).
[8] In 2022, the KPI was restated due to adjusted methodology.

	2023	2022	2021	2020	2019	2018
Sales and marketing (%)	7 ✓	4 ✓	4 ✓	3 ✓	3 ✓	3 ✓
Research and development (%)	1 ✓	1 ✓	1 ✓	1 ✓	1 ✓	1 ✓
EMPLOYEES PER SEGMENT						
Care Delivery (%)	74 ✓	n/a	n/a	n/a	n/a	n/a
Care Enablement (%)	23 ✓	n/a	n/a	n/a	n/a	n/a
Global Medical Office (%)	<1 ✓	n/a	n/a	n/a	n/a	n/a
Global Functions and Administration (%)	3 ✓	n/a	n/a	n/a	n/a	n/a
INCLUSION AND DIVERSITY						
Average age (years)	43 ✓	44 ✓	42 ✓	42 ✓	41 ✓	41 ✓
Employees under 30 years (%)	14 ✓	15 ✓	16 ✓	17 ✓	18 ✓	16 ✓
Employees between 30 and 50 years (%)	55 ✓	55 ✓	58 ✓	58 ✓	56 ✓	57 ✓
Employees over 50 years (%)	31 ✓	30 ✓	26 ✓	25 ✓	26 ✓	27 ✓
Female managers (%)[9]	61 ✓	69	59	n/a	n/a	n/a
Women at first management level (%)	24 ✓	26 ✓	27 ✓	22 ✓	23 ✓	21 ✓
Women at second management level (%)	36 ✓	31 ✓	31 ✓	31 ✓	30 ✓	27 ✓
Female Long-Term Incentive Plan (LTIP) participants (%)	61 ✓	36	34 ✓	34 ✓	34 ✓	33 ✓
Female employees in entire company (%)	70 ✓	69 ✓	69 ✓	69 ✓	69 ✓	69 ✓
Female employees in North America (%)	72	77 ✓	72	71	72 ✓	72 ✓

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

	2023	2022	2021	2020	2019	2018
Female employees in Europe, Middle East and Africa (%)	66	73 ✓	67	66	66 ✓	67 ✓
Female employees in Latin America (%)	68	66 ✓	67	66	65 ✓	67 ✓
Female employees in Asia-Pacific (%)	66	66 ✓	65	65	64 ✓	65 ✓
Female American Indian or Alaska Native employees (in the US) (%)	1	n/a	n/a	n/a	n/a	n/a
Female Asian employees (in the US) (%)	12	n/a	n/a	n/a	n/a	n/a
Female Black or African American (in the US) (%)	23	n/a	n/a	n/a	n/a	n/a
Female Hispanic or Latino (in the US) (%)	14	n/a	n/a	n/a	n/a	n/a
Female Native Hawaiian or Other Pacific Islander (in the US) (%)	1	n/a	n/a	n/a	n/a	n/a
Female White (in the US) (%)	49	n/a	n/a	n/a	n/a	n/a
Management Board members between 30 and 50 years (%)	20	0	12.5	12.5	14.3	14.3
Management Board members over 50 years (%)	80	100	87.5	87.5	85.7	85.7
Share of women in the Management Board (%)	40 ✓	40 ✓	25 ✓	25 ✓	29 ✓	14 ✓
Supervisory Board members between 30 and 50 years (%)	33	0	0	0	16.7	0
Supervisory Board members over 50 years (%)	67	100	100	100	83.3	100
Share of women in the Supervisory Board (%)	33 ✓	33 ✓	33 ✓	33 ✓	33 ✓	33 ✓
Non-Germans within the Management Board (%)	60	80	75	75	71	71
Non-German leaders within LTIP population (%)	88	87	86 ✓	85 ✓	86 ✓	n/a
Ethnically diverse workforce (in the US) (%)	52	52	51	n/a	n/a	n/a

	2023	2022	2021	2020	2019	2018
Ethnically diverse managers (in the US) (%)[10]	32 ✓	31 ✓	31	n/a	n/a	n/a
American Indian or Alaskan Native employees (in the US) (%)	1	n/a	n/a	n/a	n/a	n/a
Asian employees (in the US) (%)	14	n/a	n/a	n/a	n/a	n/a
Black or African American employees (in the US) (%)	20	n/a	n/a	n/a	n/a	n/a
Hispanic or Latino employees (in the US) (%)	15	n/a	n/a	n/a	n/a	n/a
Native Hawaiian or Other Pacific Islander employees (in the US) (%)	1	n/a	n/a	n/a	n/a	n/a
White employees (in the US) (%)	48	n/a	n/a	n/a	n/a	n/a
Employees with disability (%)[11]	5.8	6.0	5.7	5.9	6.1	5.7
Employees experiencing trust and mutual respect in their workplace (%)	70	69	71	n/a	58	n/a
Employees believing our working environment is accepting of diverse backgrounds and thinking (%)[12]	67	67	74	72	65	n/a
Employees feeling a sense of belonging at work (%)[12]	69 ✓	69 ✓	71 ✓	70	n/a	n/a
EMPLOYMENT CONTRACTS AND EMPLOYMENT TYPES						
Permanent contracts (%)	100	97	96	96	n/a	n/a

[10] Managers are defined as employees with direct reports.
[11] Refers to employees with disability in Germany.
[12] 2020 data refers to a pulse survey with around 16,000 responses.

	2023	2022	2021	2020	2019	2018
Out of which are for women (%)	69	70	69	70	n/a	n/a
Temporary contracts (%)	> 0	3	4	4	n/a	n/a
Out of which are for women (%)	75	69	68	67	n/a	n/a
Full-time contracts (%)[13]	93	92	93	94	n/a	n/a
Out of which are for women (%)	69	69	69	68	n/a	n/a
Part-time contracts (%)[13]	7	8	7	6	n/a	n/a
Out of which are for women (%)	79	78	76	78	n/a	n/a
HR BUDGET, STAFF COSTS, COMPENSATION						
Staff costs (million €)	7,768 ✓	7,939 ✓	6,962 ✓	7,067 ✓	6,799 ✓	6,440 ✓
Percentage of staff costs of revenue (%)	40	41 ✓	40 ✓	40 ✓	39 ✓	39 ✓
Average staff costs per FTE (€)	67,302 ✓	64,975 ✓	56,262 ✓	56,770 ✓	56,740 ✓	57,129 ✓
Average employee compensation (€)	51,900 ✓	52,300 ✓	45,400 ✓	46,200 ✓	45,500 ✓	44,600 ✓
TALENT MANAGEMENT						
Total turnover rate (%)	21.8	25.6	22	17	n/a	n/a
Women (%)	72	71	69	69	n/a	n/a
Men (%)	28	30	31	31	n/a	n/a
Employees under 30 years (%)	25	29	33	33	n/a	n/a
Employees between 30 and 50 years (%)	52	52	51	49	n/a	n/a
Employees over 50 years (%)	23	18	16	19	n/a	n/a
Voluntary turnover rate (%)	16.9 ✓	19.9 ✓	16.5 ✓	11.9 ✓	14.3 ✓	13.2 ✓
Women (%)	73	71	69	69	n/a	n/a

[13] Excludes per diems.

	2023	2022	2021	2020	2019	2018
Men (%)	27	29	31	31	n/a	n/a
Employees under 30 years (%)	26	31	34	34	n/a	n/a
Employees between 30 and 50 years (%)	53	53	51	48	n/a	n/a
Employees over 50 years (%)	21	16	15	18	n/a	n/a
Involuntary turnover rate (%)	5	6	5	5	n/a	n/a
Women (%)	67	66	67	68	n/a	n/a
Men (%)	33	34	33	32	n/a	n/a
Employees under 30 years (%)	21	26	28	28	n/a	n/a
Employees between 30 and 50 years (%)	50	52	52	52	n/a	n/a
Employees over 50 years (%)	29	22	20	20	n/a	n/a
External hire rate (%)	20.6 ✓	26.0 ✓	23.7 ✓	23.1 ✓	24.7 ✓	21.7 ✓
Women (%)	74	72	67	69	n/a	n/a
Men (%)	26	28	33	31	n/a	n/a
Employees under 30 years (%)	34	36	36	41	n/a	n/a
Employees between 30 and 50 years (%)	51	51	54	49	n/a	n/a
Employees over 50 years (%)	15	13	10	10	n/a	n/a
Average service length (years)	8.2 ✓	7.9 ✓	7.6 ✓	7.3 ✓	6.8 ✓	7.1 ✓
Women (years)	8.2	7.4	7.6	7.3	n/a	n/a
Men (years)	8.6	7.7	7.8	7.3	n/a	n/a
Employees under 30 years (years)	2.4	1.8	2.3	2.3	n/a	n/a
Employees between 30 and 50 years (years)	7.1	6.6	6.9	6.5	n/a	n/a
Employees over 50 years (years)	13.3	12.7	13.0	12.3	n/a	n/a

	2023	2022	2021	2020	2019	2018
EMPLOYEE ENGAGEMENT[14]						
Engagement score (%)	55 ✓	55 ✓	56 ✓	64 ✓	56 ✓	n/a
Women (%)	55	56	56	65	56	n/a
Men (%)	54	54	56	62	54	n/a
Participation rate in employee engagement survey (%)	68 ✓	71 ✓	74 ✓	36 ✓	68 ✓	n/a
Engagement index	4.4 ✓	4.4 ✓	4.5	n/a	n/a	n/a
LEARNING AND DEVELOPMENT						
Average training hours per employee	38 ✓	16.2	17.2	n/a	n/a	n/a
SUPERVISORY BOARD						
Number of independent Supervisory Board members	6 ✓	5 ✓	5 ✓	5 ✓	5 ✓	4 ✓
Participation rate in Supervisory Board meetings (%)	98.3 ✓	98.1 ✓	98.8 ✓	100 ✓	97.6 ✓	96.4
OCCUPATIONAL HEALTH AND SAFETY						
Total Recordable Injury Frequency Rate (TRIFR)[15]	2,69 ✓	2.55 ✓	3.06	4.48	4.50	4.35
Lost Time Injury Frequency Rate (LTIFR)[16]	0,71 ✓	0.67	0.68	1.24	1.22	1.07
Number of work-related fatalities	0 ✓	0 ✓	0 ✓	0 ✓	0 ✓	n/a

[14] 2020 data refers to a pulse survey with around 16,000 responses.

[15] Following the definition of the recordable incident rate by Occupational Safety and Health Administration (OSHA), calculated as follows: number of OSHA recordable injuries and illnesses x 200,000 / employee total hours worked. 2018 and 2019 numbers only apply to the North America region, covering around 50% of our locations. 2020 and 2021 figures also include the production sites in our Latin America region. From 2022, our rates refer to the global scope, covering more than 95% of our locations.

[16] Following the definition of the lost time incident rate by OSHA, calculated as follows: number of OSHA lost time injuries and illnesses x 200,000 / employee total hours worked. 2018 and 2019 numbers only apply to the North America region, covering around 50% of our locations. 2020 and 2021 figures also include the production sites in our Latin America region. From 2022, our rates refer to the global scope, covering more than 95% of our locations.

	2023	2022	2021	2020	2019	2018
ENVIRONMENT						
Production sites covered by a certified environmental management system (%)	25	25	25	23	20	20
Production sites with ISO 14001 certification (%)[17]	25 ✓	25 ✓	25 ✓	23 ✓	20	20
Production sites with ISO 50001 certification (%)[17]	5 ✓	5 ✓	5 ✓	5 ✓	5	5
Sold resource-friendly dialysis machines (%)[18]	42	38 ✓	44	48	48	22
WATER WITHDRAWAL						
Water (million m^3)	38.8 ✓	40.5 ✓	41.4 ✓	41.7 ✓	43.2 ✓	42.1 ✓
Municipal water (million m^3)	38.4 ✓	40.1 ✓	41.0 ✓	41.2 ✓	42.7 ✓	41.6 ✓
Ground water (million m^3)	0.4 ✓	0.4 ✓	0.5 ✓	0.5 ✓	0.5 ✓	0.5 ✓
Water withdrawal (m^3) / € 1 million revenue	1,995	2,089	2,351	2,334	2,470	2,542
Water withdrawal (m^3) / FTE	345	337	337	333	358	373
Water withdrawal (million m^3) in extreme high-water stress areas[19]	3.8	4.0	n/a	n/a	n/a	n/a
ENERGY CONSUMPTION						
Energy (million MWh)	2.6 ✓	2.6 ✓	2.6 ✓	2.5 ✓	2.4 ✓	2.4 ✓
Electricity (million MWh)	1.3 ✓	1.3 ✓	1.3 ✓	1.3 ✓	1.3 ✓	1.3 ✓
Natural gas (million MWh)	1.2 ✓	1.2 ✓	1.2 ✓	1.1 ✓	1.1 ✓	1.1 ✓

[17] Applies to production sites in the environmental reporting scope.
[18] 2018 – 2020 figures refer to produced resource-friendly dialysis machines.
[19] Based on our 2023 water stress assessment with WRI Aqueduct Water Risk Atlas.

	2023	2022	2021	2020	2019	2018
Others (incl. fuel oil, diesel, liquid gas, district heating) (million MWh)	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓
Energy consumption (MWh) / € 1 million revenue	131.1	133.5	148.2	139.7	139.0	143.8
Energy consumption (MWh) / FTE	22.7	21.5	21.3	19.9	20.1	21.1
Renewables in energy consumption (%)[20]	10.1✓	19 ✓	22 ✓	21 ✓	20	18
GREENHOUSE GAS (GHG) EMISSIONS						
Total Scope 1 and 2 CO_2 equivalents (THOUS tons), market-based	656.6 ✓	659.5 ✓	737.0 ✓	781.9 ✓	n/a	n/a
Scope 1 CO_2 equivalents (THOUS tons), market-based	260.8 ✓	258.4 ✓	262.6 ✓	242.2 ✓	n/a	n/a
Natural gas (THOUS tons), market-based	247.4 ✓	244.3 ✓	248.1 ✓	228.0 ✓	n/a	n/a
Liquid gas (THOUS tons), market-based	13.0 ✓	13.4 ✓	13.6 ✓	13.6 ✓	n/a	n/a
Fuel oil (THOUS tons), market-based	0.2 ✓	0.2 ✓	0.2 ✓	0.3 ✓	n/a	n/a
Diesel (THOUS tons), market-based	0.3 ✓	0.5 ✓	0.6 ✓	0.3 ✓	n/a	n/a
Scope 2 CO_2 equivalents (THOUS tons), market-based	395.8 ✓	401.1 ✓	474.4 ✓	539.6 ✓	n/a	n/a
Electricity (THOUS tons), market-based	395.3 ✓	400.6 ✓	437.8 ✓	539.3 ✓	n/a	n/a
District heating (THOUS tons), market-based	0.4 ✓	0.5 ✓	0.6 ✓	0.4 ✓	n/a	n/a
Total Scope 1 and 2 CO_2 equivalents (THOUS tons), location-based	727.5 ✓	731.3 ✓	765.5 ✓	769.5 ✓	774.5	775.9

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[20] Until 2021, we used the country-specific average share of renewables in total electricity consumption. As of 2022, we use the share of purchased renewable electricity in total electricity consumption.

	2023	2022	2021	2020	2019	2018
Scope 1 CO_2 equivalents (THOUS tons), location-based	260.8 ✓	258.4 ✓	262.6 ✓	242.2 ✓	227.3 ✓	218.7 ✓
Natural gas (THOUS tons), location-based	247.4 ✓	244.3 ✓	248.1 ✓	228.0 ✓	224.6 ✓	215.6 ✓
Liquid gas (THOUS tons), location-based	13.0 ✓	13.4 ✓	13.6 ✓	13.6 ✓	2.2 ✓	2.3 ✓
Fuel oil (THOUS tons), location-based	0.2 ✓	0.2 ✓	0.2 ✓	0.3 ✓	0.3 ✓	0.5 ✓
Diesel (THOUS tons), location-based	0.3 ✓	0.5 ✓	0.6 ✓	0.3 ✓	0.3 ✓	0.3 ✓
Scope 2 CO_2 equivalents (THOUS tons), location-based	466.6 ✓	472.9 ✓	502.9 ✓	527.2 ✓	547.2 ✓	557.2 ✓
Electricity (THOUS tons), location-based	466.2 ✓	472.4 ✓	502.4 ✓	526.8 ✓	546.9 ✓	557.1 ✓
District heating (THOUS tons), location-based	0.4 ✓	0.5 ✓	0.6 ✓	0.4 ✓	0.3 ✓	0.2 ✓
GHG emissions (tons CO_2 equivalents) / € 1 million revenue[21]	33.8	34.0	43.4	43.1	44.3	46.9
GHG emissions (tons CO_2 equivalents) / FTE[19]	5.8	5.5	6.2	6.1	6.4	6.9
Total Waste (metric tons)	183,050 ✓	n/a	n/a	n/a	n/a	n/a
Hazardous (metric tons)	53,154 ✓	n/a	n/a	n/a	n/a	n/a
Non-Hazardous (metric tons)	129,896 ✓	n/a	n/a	n/a	n/a	n/a
TAXONOMY						
Proportion of Taxonomy-aligned revenue (%)	0 ✓	0 ✓	n/a	n/a	n/a	n/a
Proportion of Taxonomy-aligned Capex (%)	0 ✓	0 ✓	n/a	n/a	n/a	n/a
Proportion of Taxonomy-aligned Opex (%)	0 ✓	0 ✓	n/a	n/a	n/a	n/a

[21] Market-based Scope 2 electricity emissions.

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

Number of participants in data privacy training	116,157 ✓	93,475 ✓	93,082 ✓	89,894 ✓	n/a	n/a
INTERNAL AUDITS						n/a
Internal audits with an ESG focus (%)	> 50	> 60 ✓	> 90 ✓	n/a	n/a	n/a
Internal audits with a compliance focus (%)	100 ✓	80 ✓	> 80 ✓	n/a	n/a	n/a
Internal audits with a human rights focus (%)	54 ✓	30 ✓	> 20 ✓	n/a	n/a	n/a
New third parties assessed for compliance risks	~14,000 ✓	~21,000 ✓	~29,000 ✓	> 37,000 ✓	~ 20,000	n/a
Reports received via various reporting channels	3,832 ✓	3,399 ✓	2,854 ✓	3,003 ✓	2,803	n/a
Reports related to business integrity incl. anti-corruption	73	57 ✓	52 ✓	52 ✓	98 ✓	n/a
Reports related to data protection	849	711 ✓	633 ✓	342 ✓	428 ✓	n/a
Reports related to human resources/workplace incl. human and labor rights	1,098	1,093 ✓	954 ✓	906 ✓	713 ✓	n/a
Reports related to other topics	408	311 ✓	244 ✓	187 ✓	260 ✓	n/a
Reports passed on to Compliance department	88 ✓	130 ✓	127 ✓	84 ✓	500 ✓	n/a
Reports passed on to Legal department	19 ✓	16 ✓	20 ✓	15 ✓	18 ✓	n/a
Reports passed on to patient care departments	1,491 ✓	1,160 ✓	963 ✓	1,090 ✓	739 ✓	n/a
Reports passed on to HR department	1,104 ✓	1,074 ✓	942 ✓	945 ✓	752 ✓	n/a
Reports passed on to other departments	1,256 ✓	1,019 ✓	802 ✓	869 ✓	794 ✓	n/a