

**SHAPING
A
SUSTAINABLE**

TOMORROW


ESG PERFORMANCE DATA

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ESG Performance Data 2022

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 five years. For more information, please refer to our [Non-Financial Group Report](#).

This index is currently only available in English.

	2022	2021	2020	2019	2018
 PATIENTS					
Number of patients treated	344,687 ✓ ¹	345,425 ✓	346,553 ✓	345,096 ✓	333,331 ✓
Number of dialysis clinics worldwide	4,116 ✓	4,171 ✓	4,092 ✓	3,994 ✓	3,928 ✓
Number of dialysis treatments (in million)	52.3 ✓	52.9 ✓	53.6 ✓	52.1 ✓	50.0 ✓
Share of dialysis product market (%)	35 ✓	36 ✓	36 ✓	36 ✓	35 ✓
Share of dialysis patients treated worldwide (%)	9 ✓	9 ✓	9 ✓	10 ✓	10 ✓
North America (%)	30 ✓	30 ✓	30 ✓	31 ✓	31 ✓
Europe, Middle East and Africa (%)	8 ✓	8 ✓	8 ✓	8 ✓	8 ✓
Asia-Pacific (%)	2 ✓	2 ✓	2 ✓	2 ✓	2 ✓
Latin America (%)	11 ✓	12 ✓	12 ✓	12 ✓	11 ✓

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

	2022	2021	2020	2019	2018
QUALITY OF CARE AND PATIENT SATISFACTION					
Number of key partnerships with academia, research institutes, and peers	67 ✓	> 60 ✓	> 40 ✓	n/a ²	n/a
Patient Net Promoter Score	71 ✓	71 ✓	67 ✓	n/a	n/a
Patients who would highly recommend our services (%)	78 ✓	78 ✓	75 ✓	n/a	n/a
Coverage rate of patient experience survey (%)	92 ✓	91 ✓	78 ✓	n/a	n/a
Response rate of patient experience survey (%)	69 ✓	75 ✓	76 ✓	n/a	n/a
Global hospitalization rate per patient in days	10.6 ✓	10.7 ✓	n/a	n/a	n/a
Global Quality Index score (%)	81	n/a	n/a	n/a	n/a
PRODUCT QUALITY AND SAFETY					
Number of production sites worldwide	42 ✓	42 ✓	44 ✓	45 ✓	42 ✓
Operations covered by quality management systems (%) ³	98	98	98	n/a	n/a
Number of product improvements to dialysis machines, dialyzers, filters, and solution products ⁴	> 2400 ✓	> 2,000 ✓	> 440 ✓	n/a	n/a
Audit score ⁵	0.3 ✓	0.1 ✓	0.2 ✓	0.2 ✓	0.3
Certification audits performed at our production sites	> 50 ✓	> 50 ✓	> 60 ✓	n/a	n/a
INNOVATION					
R&D expenditures (million €)	228.6 ✓	220.8 ✓	193.8 ✓	168.0 ✓	114.1 ✓
R&D expenditures as a percentage of health care product revenue (%)	6 ✓	6 ✓	5 ✓	5 ✓	3 ✓

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

	2022	2021	2020	2019	2018
Number of patents	10,086 ✓	10,048 ✓	11,223 ✓	10,658 ✓	9,152 ✓
Number of patent families	1,599 ✓	1,622 ✓	1,626 ✓	1,518 ✓	~1,340 ✓
Number of new patent families produced	53 ✓	103 ✓	135 ✓	163 ✓	126 ✓


EMPLOYEES

Number of employees (headcount)	128,044 ✓	130,251 ✓	133,129 ✓	128,300 ✓	120,328 ✓
Number of employees (FTE)	120,216 ✓	122,909 ✓	125,364 ✓	120,659 ✓	112,658 ✓
EMPLOYEES PER REGION⁶					
North America (%)	48 ✓	48 ✓	50 ✓	50 ✓	50 ✓
Latin America (%)	9 ✓	9 ✓	9 ✓	9 ✓	8 ✓
Europe, Middle East and Africa (incl. Germany) (%)	17 ✓	17 ✓	17 ✓	17 ✓	17 ✓
Germany (%)	6 ✓	6 ✓	6 ✓	6 ✓	6 ✓
Asia-Pacific (%)	11 ✓	11 ✓	10 ✓	10 ✓	10 ✓
Corporate (%)	15 ✓	15 ✓	14 ✓	14 ✓	15 ✓
EMPLOYEES PER FUNCTIONAL AREA⁶					
Production and services (%)	86 ✓	85 ✓	86 ✓	86 ✓	86 ✓
Administration (%)	9 ✓	10 ✓	10 ✓	10 ✓	10 ✓
Sales and marketing (%)	4 ✓	4 ✓	3 ✓	3 ✓	3 ✓
Research and development (%)	1 ✓	1 ✓	1 ✓	1 ✓	1 ✓

⁶ Starting from 2021, figures are calculated as total headcount numbers. For previous years, the figures are calculated as full-time equivalents (FTEs).

	2022	2021	2020	2019	2018
INCLUSION AND DIVERSITY					
Average age (years)	44 ✓	42 ✓	42 ✓	41 ✓	41 ✓
Employees under 30 years (%)	15 ✓	16 ✓	17 ✓	18 ✓	16 ✓
Employees between 30 and 50 years (%)	55 ✓	58 ✓	58 ✓	56 ✓	57 ✓
Employees over 50 years (%)	30 ✓	26 ✓	25 ✓	26 ✓	27 ✓
Female managers (%) ⁷	69	59	n/a	n/a	n/a
Women at first management level (%)	26 ✓	27 ✓	22 ✓	23 ✓	21 ✓
Women at second management level (%)	31 ✓	31 ✓	31 ✓	30 ✓	27 ✓
Female Long-Term Incentive Plan (LTIP) participants (%)	36 ✓	34 ✓	34 ✓	34 ✓	33 ✓
Female employees in entire company (%)	69 ✓	69 ✓	69 ✓	69 ✓	69 ✓
Female employees in North America (%)	77 ✓	72	71	72 ✓	72 ✓
Female employees in Europe, Middle East and Africa (%)	73 ✓	67	66	66 ✓	67 ✓
Female employees in Latin America (%)	66 ✓	67	66	65 ✓	67 ✓
Female employees in Asia-Pacific (%)	66 ✓	65	65	64 ✓	65 ✓
Management Board members between 30 and 50 years (%)	0	12.5	12.5	14.3	14.3
Management Board members over 50 years (%)	100	87.5	87.5	85.7	85.7
Share of women in the Management Board (%)	40 ✓	25 ✓	25 ✓	29 ✓	14 ✓
Supervisory Board members between 30 and 50 years (%)	0	0	0	16.7	0
Supervisory Board members over 50 years (%)	100	100	100	83.3	100

⁷ Managers are defined as employees with direct reports. 2022 figure refers to the US only. 2021 figure is as of March 31, 2021.

	2022	2021	2020	2019	2018
Share of women in the Supervisory Board (%)	33 ✓	33 ✓	33 ✓	33 ✓	33 ✓
Non-Germans within the Management Board (%)	80	75	75	71	71
Non-German leaders within LTIP population (%)	87 ✓	86 ✓	85 ✓	86 ✓	n/a
Ethnically diverse workforce (in the US) (%)	52	51	n/a	n/a	n/a
Ethnically diverse managers (in the US) (%) ⁸	31 ✓	31	n/a	n/a	n/a
Employees with disability (%) ⁹	6.0	5.7	5.9	6.1	5.7
Employees experiencing trust and mutual respect in their workplace (%)	69	71	n/a	58	n/a
Employees believing our working environment is accepting of diverse backgrounds and thinking (%) ¹⁰	67	74	72	65	n/a
Employees feeling a sense of belonging at work (%) ¹⁰	69 ✓	71 ✓	70	n/a	n/a
EMPLOYMENT CONTRACTS AND EMPLOYMENT TYPES					
Permanent contracts (%)	97	96	96	n/a	n/a
Out of which are for women (%)	70	69	70	n/a	n/a
Temporary contracts (%)	3	4	4	n/a	n/a
Out of which are for women (%)	69	68	67	n/a	n/a
Full-time contracts (%) ¹¹	92	93	94	n/a	n/a
Out of which are for women (%)	69	69	68	n/a	n/a
Part-time contracts (%) ¹¹	8	7	6	n/a	n/a
Out of which are for women (%)	78	76	78	n/a	n/a

⁸ Managers are defined as employees with direct reports.

⁹ Refers to employees with disability in Germany.


¹⁰ 2020 data refers to a pulse survey with around 16,000 responses.

¹¹ Excludes per diems.

	2022	2021	2020	2019	2018
HR BUDGET, STAFF COSTS, COMPENSATION					
Staff costs (million €)	7,939 ✓	6,962 ✓	7,067 ✓	6,799 ✓	6,440 ✓
Percentage of staff costs of revenue (%)	41 ✓	40 ✓	40 ✓	39 ✓	39 ✓
Average staff costs per FTE (€)	64,975 ✓	56,262 ✓	56,770 ✓	56,740 ✓	57,129 ✓
Average employee compensation (€)	52,300 ✓	45,400 ✓	46,200 ✓	45,500 ✓	44,600 ✓
TALENT MANAGEMENT					
Total turnover rate (%)	25.6	22	17	n/a	n/a
Women (%)	71	69	69	n/a	n/a
Men (%)	30	31	31	n/a	n/a
Employees under 30 years (%)	29	33	33	n/a	n/a
Employees between 30 and 50 years (%)	52	51	49	n/a	n/a
Employees over 50 years (%)	18	16	19	n/a	n/a
Voluntary turnover rate (%)	19.9 ✓	16.5 ✓	11.9 ✓	14.3 ✓	13.2 ✓
Women (%)	71	69	69	n/a	n/a
Men (%)	29	31	31	n/a	n/a
Employees under 30 years (%)	31	34	34	n/a	n/a
Employees between 30 and 50 years (%)	53	51	48	n/a	n/a
Employees over 50 years (%)	16	15	18	n/a	n/a
Involuntary turnover rate (%)	6	5	5	n/a	n/a
Women (%)	66	67	68	n/a	n/a
Men (%)	34	33	32	n/a	n/a
Employees under 30 years (%)	26	28	28	n/a	n/a
Employees between 30 and 50 years (%)	52	52	52	n/a	n/a

	2022	2021	2020	2019	2018
Employees over 50 years (%)	22	20	20	n/a	n/a
External hire rate (%)	26.0 ✓	23.7 ✓	23.1 ✓	24.7 ✓	21.7 ✓
Women (%)	72	67	69	n/a	n/a
Men (%)	28	33	31	n/a	n/a
Employees under 30 years (%)	36	36	41	n/a	n/a
Employees between 30 and 50 years (%)	51	54	49	n/a	n/a
Employees over 50 years (%)	13	10	10	n/a	n/a
Average service length (years)	7.9 ✓	7.6 ✓	7.3 ✓	6.8 ✓	7.1 ✓
Women (years)	7.4	7.6	7.3	n/a	n/a
Men (years)	7.7	7.8	7.3	n/a	n/a
Employees under 30 years (years)	1.8	2.3	2.3	n/a	n/a
Employees between 30 and 50 years (years)	6.6	6.9	6.5	n/a	n/a
Employees over 50 years (years)	12.7	13.0	12.3	n/a	n/a
EMPLOYEE ENGAGEMENT¹²					
Engagement score (%)	55 ✓	56 ✓	64 ✓	56 ✓	n/a
Women (%)	56	56	65	56	n/a
Men (%)	54	56	62	54	n/a
Participation rate in employee engagement survey (%)	71 ✓	74 ✓	36 ✓	68 ✓	n/a
Engagement index	4.4 ✓	4.5	n/a	n/a	n/a
LEARNING AND DEVELOPMENT					
Average training hours per employee	16.2	17.2	n/a	n/a	n/a

¹² 2020 data refers to a pulse survey with around 16,000 responses.

	2022	2021	2020	2019	2018
SUPERVISORY BOARD					
Number of independent Supervisory Board members	5 ✓	5 ✓	5 ✓	5 ✓	4 ✓
Participation rate in Supervisory Board meetings (%)	98.1 ✓	98.8 ✓	100 ✓	97.6 ✓	96.4
OCCUPATIONAL HEALTH AND SAFETY					
Total Recordable Injury Frequency Rate (TRIFR) ¹³	2.55 ✓	n/a	n/a	n/a	n/a
Lost Time Injury Frequency Rate (LTIFR) ¹⁴	0.67	n/a	n/a	n/a	n/a
Number of work-related fatalities	0 ✓	0 ✓	0 ✓	0 ✓	n/a
 ENVIRONMENT					
Production sites covered by a certified environmental management system (%)	25	25	23	20	20
Production sites with ISO 14001 certification (%) ¹⁵	25 ✓	25 ✓	23 ✓	20	20
Production sites with ISO 50001 certification (%) ¹⁵	5 ✓	5 ✓	5 ✓	5	5
Sold resource-friendly dialysis machines (%) ¹⁶	38 ✓	44	48	48	22
Conducted product life cycle assessments (%) ¹⁷	24	40	40	28	25
WATER WITHDRAWAL					
Water (million m ³)	40.5 ✓	41.4 ✓	41.7 ✓	43.2 ✓	42.1 ✓
Municipal water (million m ³)	40.1 ✓	41.0 ✓	41.2 ✓	42.7 ✓	41.6 ✓

¹³ 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.

¹⁴ 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.

¹⁵ Applies to production sites in the environmental reporting scope.

¹⁶ 2018 – 2020 figures refer to produced resource-friendly dialysis machines.

¹⁷ Several screening life cycle assessments and/or comprehensive comparative life cycle assessments have been implemented and cover an increasing number of our products in major product groups. The figures until 2021 refer to our product portfolio in the region Europe, Middle East and Africa. From 2022 onwards, the portfolio assessment quota is extended to global coverage and includes NxStage and Xenios products. This results in a changed quota of ~24%. In 2022, the focus was on methodical updates and life cycle assessments supporting development projects.

	2022	2021	2020	2019	2018
Ground water (million m ³)	0.4 ✓	0.5 ✓	0.5 ✓	0.5 ✓	0.5 ✓
Water withdrawal (m ³) / € 1 million revenue	2,089	2,351	2,334	2,470	2,542
Water withdrawal (m ³) / FTE	337	337	333	358	373
ENERGY CONSUMPTION					
Energy (million MWh)	2.6 ✓	2.6 ✓	2.5 ✓	2.4 ✓	2.4 ✓
Electricity (million MWh)	1.3 ✓	1.3 ✓	1.3 ✓	1.3 ✓	1.3 ✓
Natural gas (million MWh)	1.2 ✓	1.2 ✓	1.1 ✓	1.1 ✓	1.1 ✓
Others (incl. fuel oil, diesel, liquid gas, district heating) (million MWh)	<0.1 ✓	<0.1 ✓	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓
Energy consumption (MWh) / € 1 million revenue	133.5	148.2	139.7	139.0	143.8
Energy consumption (MWh) / FTE	21.5	21.3	19.9	20.1	21.1
Renewables in energy consumption (%) ¹⁸	19 ✓	22 ✓	21 ✓	20	18
GREENHOUSE GAS (GHG) EMISSIONS					
Total Scope 1 and 2 CO ₂ equivalents (THOUS tons), market-based	659.5 ✓	737.0 ✓	781.9 ✓	n/a	n/a
Scope 1 CO ₂ equivalents (THOUS tons), market-based	258.4 ✓	262.6 ✓	242.2 ✓	n/a	n/a
Natural gas (THOUS tons), market-based	244.3 ✓	248.1 ✓	228.0 ✓	n/a	n/a
Liquid gas (THOUS tons), market-based	13.4 ✓	13.6 ✓	13.6 ✓	n/a	n/a
Fuel oil (THOUS tons), market-based	0.2 ✓	0.2 ✓	0.3 ✓	n/a	n/a
Diesel (THOUS tons), market-based	0.5 ✓	0.6 ✓	0.3 ✓	n/a	n/a
Scope 2 CO ₂ equivalents (THOUS tons), market-based	401.1 ✓	474.4 ✓	539.6 ✓	n/a	n/a

¹⁸ 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.

	2022	2021	2020	2019	2018
Electricity (THOUS tons), market-based	400.6 ✓	437.8 ✓	539.3 ✓	n/a	n/a
District heating (THOUS tons), market-based	0.5 ✓	0.6 ✓	0.4 ✓	n/a	n/a
Total Scope 1 and 2 CO ₂ equivalents (THOUS tons), location-based	731.3 ✓	765.5 ✓	769.5 ✓	774.5	775.9
Scope 1 CO ₂ equivalents (THOUS tons), location-based	258.4 ✓	262.6 ✓	242.2 ✓	227.3 ✓	218.7 ✓
Natural gas (THOUS tons), location-based	244.3 ✓	248.1 ✓	228.0 ✓	224.6 ✓	215.6 ✓
Liquid gas (THOUS tons), location-based	13.4 ✓	13.6 ✓	13.6 ✓	2.2 ✓	2.3 ✓
Fuel oil (THOUS tons), location-based	0.2 ✓	0.2 ✓	0.3 ✓	0.3 ✓	0.5 ✓
Diesel (THOUS tons), location-based	0.5 ✓	0.6 ✓	0.3 ✓	0.3 ✓	0.3 ✓
Scope 2 CO ₂ equivalents (THOUS tons), location-based	472.9 ✓	502.9 ✓	527.2 ✓	547.2 ✓	557.2 ✓
Electricity (THOUS tons), location-based	472.4 ✓	502.4 ✓	526.8 ✓	546.9 ✓	557.1 ✓
District heating (THOUS tons), location-based	0.5 ✓	0.6 ✓	0.4 ✓	0.3 ✓	0.2 ✓
GHG emissions (tons CO ₂ equivalents) / € 1 million revenue ¹⁹	34.0	43.4	43.1	44.3	46.9
GHG emissions (tons CO ₂ equivalents) / FTE ¹⁹	5.5	6.2	6.1	6.4	6.9
TAXONOMY					
Proportion of Taxonomy-aligned revenue (%)	0 ✓	n/a	n/a	n/a	n/a
Proportion of Taxonomy-aligned Capex (%)	0 ✓	n/a	n/a	n/a	n/a
Proportion of Taxonomy-aligned Opex (%)	0 ✓	n/a	n/a	n/a	n/a
Proportion of Taxonomy-eligible, but not aligned revenue (%)	0 ✓	0 ✓	n/a	n/a	n/a

¹⁹ Market-based Scope 2 electricity emissions as of 2020.

	2022	2021	2020	2019	2018
Proportion of Taxonomy-eligible, but not aligned Capex (%)	46 ✓	53 ✓	n/a	n/a	n/a
Construction of new buildings	3 ✓	n/a	n/a	n/a	n/a
Renovation of existing buildings	7 ✓	n/a	n/a	n/a	n/a
Acquisition and ownership of buildings	36 ✓	n/a	n/a	n/a	n/a
Proportion of Taxonomy-eligible, but not aligned Opex (%)	0 ✓	1 ✓	n/a	n/a	n/a
Proportion of Taxonomy non-eligible revenue	100 ✓	100 ✓	n/a	n/a	n/a
Proportion of Taxonomy non-eligible Capex	54 ✓	47 ✓	n/a	n/a	n/a
Proportion of Taxonomy non-eligible Opex	100 ✓	99 ✓	n/a	n/a	n/a



BUSINESS INTEGRITY

Number of participants in data privacy training	93,475 ✓	93,082 ✓	89,894 ✓	n/a	n/a
INTERNAL AUDITS					
Internal audits with an ESG focus (%)	> 60 ✓	> 90 ✓	n/a	n/a	n/a
Internal audits with a compliance focus (%)	80 ✓	> 80 ✓	n/a	n/a	n/a
Internal audits with a human rights focus (%)	30 ✓	> 20 ✓	n/a	n/a	n/a
New third parties assessed for compliance risks	~21,000 ✓	~29,000 ✓	> 37,000 ✓	~ 20,000	n/a
Reports received via various reporting channels	3,399 ✓	2,854 ✓	3,003 ✓	2,803	n/a
Reports related to business integrity incl. anti-corruption	57 ✓	52 ✓	52 ✓	98 ✓	n/a
Reports related to data protection	711 ✓	633 ✓	342 ✓	428 ✓	n/a

	2022	2021	2020	2019	2018
Reports related to human resources/workplace incl. human and labor rights	1,093 ✓	954 ✓	906 ✓	713 ✓	n/a
Reports related to other topics	311 ✓	244 ✓	187 ✓	260 ✓	n/a
Reports passed on to Compliance department	130 ✓	127 ✓	84 ✓	500 ✓	n/a
Reports passed on to Legal department	16 ✓	20 ✓	15 ✓	18 ✓	n/a
Reports passed on to patient care departments	1,160 ✓	963 ✓	1,090 ✓	739 ✓	n/a
Reports passed on to HR department	1,074 ✓	942 ✓	945 ✓	752 ✓	n/a
Reports passed on to other departments	1,019 ✓	802 ✓	869 ✓	794 ✓	n/a