



Sustainability Report 2024

# Building the future, safeguarding health



AT A GLANCE – OUR MOST IMPORTANT KEY FIGURES

Company



~ 220

OUTPATIENT  
CARE CENTERS



~ 30,025

BEDS



> 80

HOSPITALS

~ €7.7

BILLION IN REVENUE

Patients

90.7%

TARGET ATTAINMENT  
FOR QUALITY INDICATORS



5.5 MILLION

PATIENTS



95%

SATISFACTION WITH  
A HOSPITAL STAY



AT A GLANCE – OUR MOST IMPORTANT KEY FIGURES

Employees



> 6,500

PEOPLE IN APPRENTICESHIPS,  
THEREOF 4,641 IN NURSING

32 %

OF MANAGEMENT POSITIONS  
HELD BY WOMEN

35

COMPANY TRAINING CENTERS



> 78,700

EMPLOYEES

Environment



216 KWH

ENERGY CONSUMPTION PER M<sup>2</sup>

100 %

GREEN ELECTRICITY FROM  
RENEWABLE ENERGY SOURCES



100 %

OF HOSPITALS ARE  
ISO 50001-CERTIFIED

~ 30 KG

CO<sub>2</sub> PER M<sup>2</sup>  
NET SURFACE AREA



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96,000 square meters in total, 3,500 rooms, and around 1,000 beds. Additionally, 22 operating rooms, six delivery rooms, three cardiac catheterization labs, two intensive care units, and a move during the normal course of business. After eight years of construction, we were able to open the new building of the Helios Dr. Horst Schmidt Kliniken Wiesbaden in November 2024. The photo series in our Sustainability Report 2024 traces the development of the new clinic – from ground-breaking to moving in.

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# FOREWORD

Ladies and gentlemen,  
dear employees,

2024 was another year of intense change. Helios is in the midst of an important transformation with a firm focus on sustainability. We have set the course for making ourselves fit for the future – structurally, medically, and organizationally. Our new management and organizational structure set up in October 2024 is strengthening the central functions at our company and creating stringent, uniform standards. We have established sustainability at management level as an important separate department that reports to the Chief Human Resources Officer (CHRO) and have made it visible with the position of Chief Sustainability Officer (CSO).

Sustainability is no longer an optional goal – it is a necessity. With this in mind, we have worked intensively to make Helios more future-proof and thus more sustainable. Last year was marked above all by the successful introduction of the Corporate Sustainability Reporting Directive (CSRD). Implementation of this new directive posed major challenges to us, which we mastered excellently thanks to the exceptional commitment and high level of expertise of our employees: Their willingness to embrace change and their great commitment in developing

innovative solutions were the key to our success. We would like to express to you our sincere gratitude!

The CSRD has not only given a more precise basis of data for this report and a clearer view of our key performance indicators. It also opens up opportunities for the future: The new data gives us valuable insights into our processes and allows us to manage them in an even more targeted manner. Over the next few years, this will help us to make well-founded decisions and develop our environmental, social, and governance (ESG) strategies more precisely. Translating insights from this new data into smart measures will be one of our key tasks at hand, which we will tackle with determination.

Another milestone in the reporting year was the opening of the new Helios Dr. Horst Schmidt Kliniken (HSK) in Wiesbaden, one of Germany’s most modern hospitals for patient care in the entire Rhine-Main region. The construction work and the relocation of staff and patients to this impressive new building is documented in the photo gallery in this report.

Our medical quality management has always been at the core of our corporate strategy. In 2024, we took a visible step forward in the quality of medical outcomes and achieved almost 91% of our target values for medical quality. We are very proud of this result.

This Sustainability Report gives you a detailed insight into our progress, challenges, and achievements in ESG. A company is only as strong as the people who shape it. Your dedication, your ideas, and your commitment have made Helios what it is today.

Let us continue to work together in the future to develop even further – with courage, vision, and a clear commitment to sustainability.

With heartfelt thanks and best regards



**Dr. Elke Frank**  
Helios CHRO  
Chief Sustainability  
Officer (CSO)



# Strategy & Management





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# HELIOS COMPANY PROFILE

Helios is Europe’s leading private healthcare provider. With over 80 clinics and 78,722 employees<sup>1</sup> in Germany, we offer high-quality medical care – for both inpatients and outpatients. We focus on innovation, superior quality, and sustainable action.

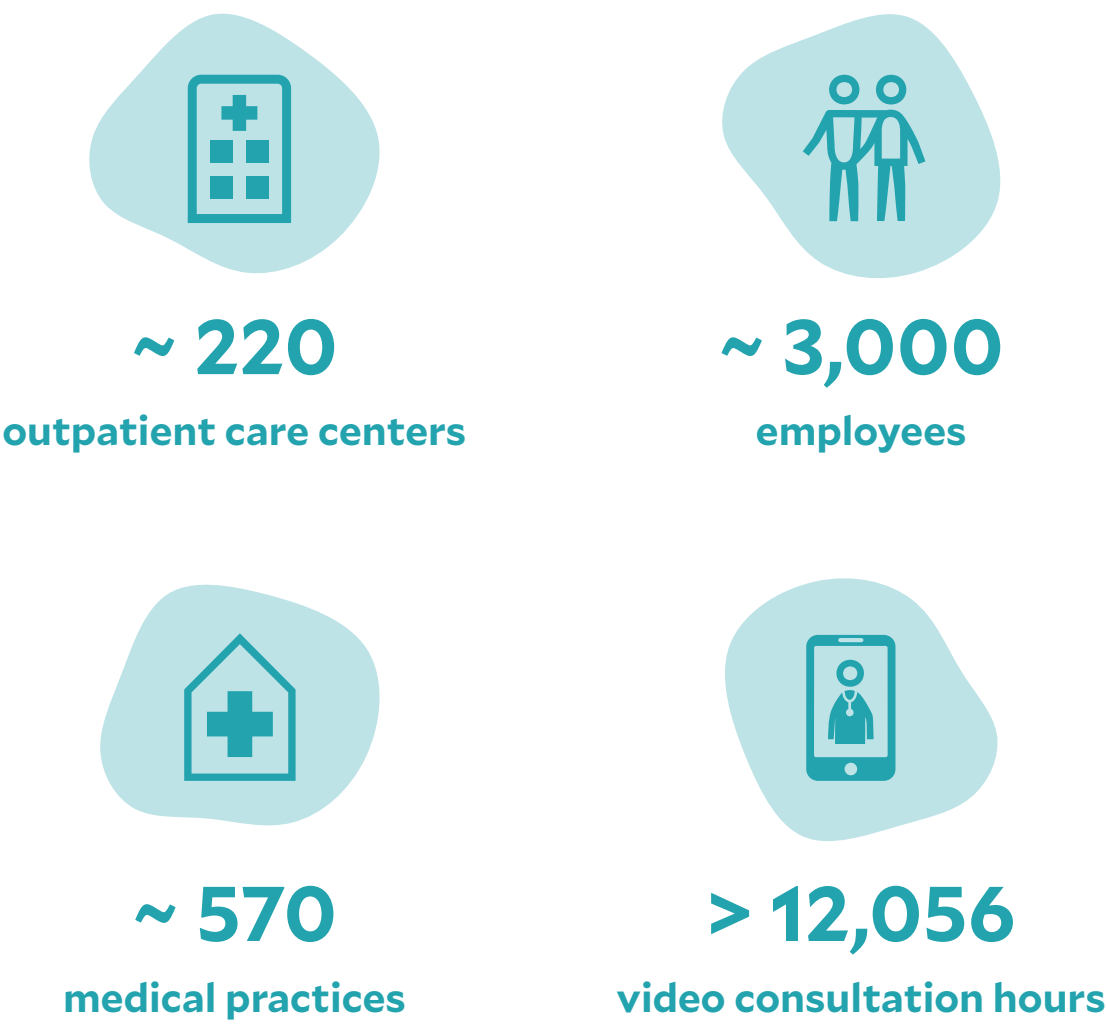
## Helios in Germany and internationally

Helios, a part of the Fresenius healthcare group since 2005, is Europe’s leading private healthcare provider with currently around 128,000 employees. Fresenius Helios includes the Helios Hospitals Group in Germany (referred to in the following as Helios) and Quirónsalud with clinics in Spain and Latin America. Around 26 million people opt for medical treatment at Fresenius Helios every year. In 2024, Fresenius Helios generated total sales of more than €12.7 billion.

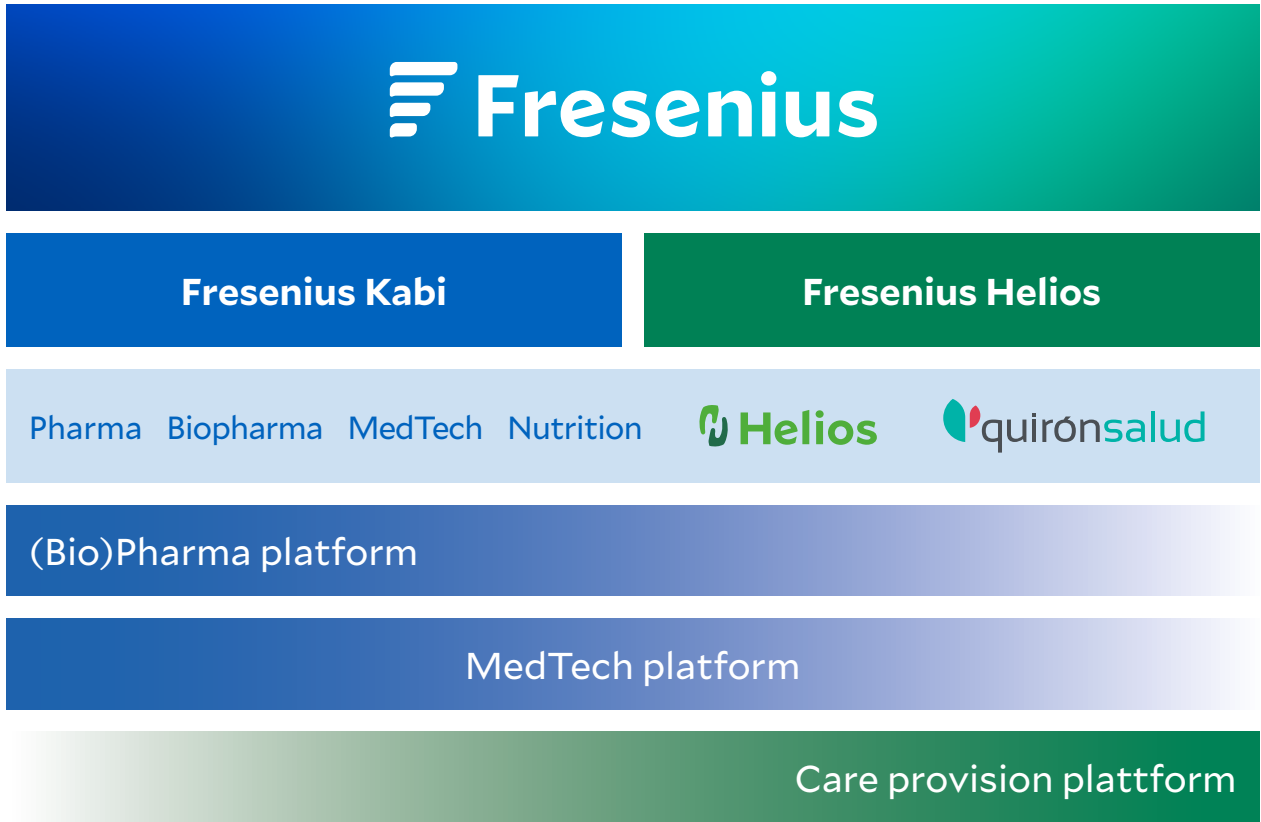
This Sustainability Report relates exclusively to Helios Germany. Since it was established in 1994, Helios has developed into the leading private healthcare provider and largest provider of outpatient care. In 2024, we treated around 5.5 million patients at our healthcare facilities in Germany, while the company generated sales of around €7.7 billion. We treated most of our patients in Germany – 4.3 million people in all – on an outpatient basis in 2024.

Our [Helios Ambulant](#) (Helios Outpatient, German language only) brand provides a broad range of services: general practice care, specialized expert and diagnostic services, outpatient surgery centers, and supplementary digital and hybrid solutions such as

### HELIOS AMBULANT IN FIGURES



### FRESENIUS ORGANIGRAM



video consultations. In this way, we are responding to the trend in healthcare policy towards more outpatient treatment and are striving to ensure care close to home.

<sup>1</sup> According to the calculation method of Fresenius Group reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD), there are 79,238 employees, as this also includes so-called non-employees such as interns and persons engaged in the Federal Volunteer Service.



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## Corporate governance and structure: How Helios Germany is organized

The company’s management consists of four members



**Robert Möller**  
Chief Executive Officer (CEO)



**Martin Klein**  
Chief Financial Officer (CFO)



**Dr. Elke Frank**  
Chief Human Resources Officer (CHRO) & Chief Sustainability Officer (CSO)<sup>2</sup>

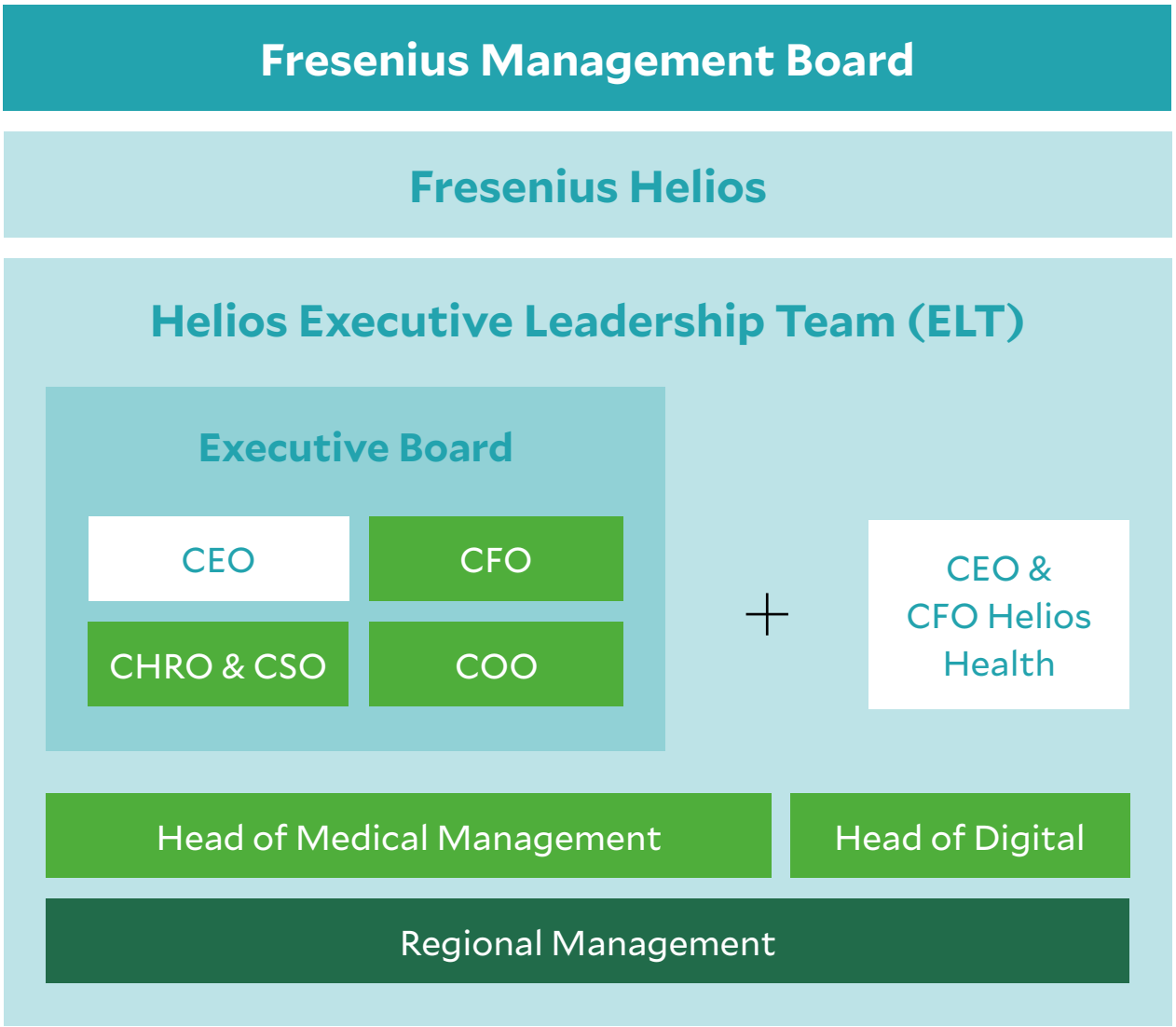


**Dr. med. Christian Pawlu**  
Chief Operating Officer (COO)<sup>3</sup>

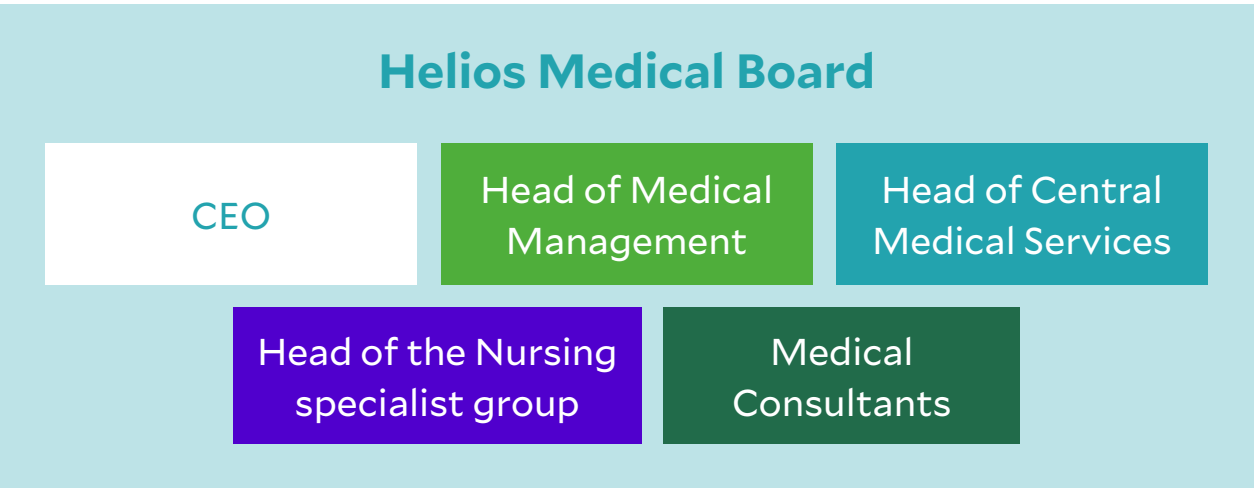
Helios introduced a new organizational structure in October 2024. The aim was to strengthen central functions and to create uniform standards and

ensure professionally comparable service quality. For this purpose, we installed the Executive Leadership Team (ELT) as a management level. The ELT comprises the Helios Executive Board consisting of the CEO, CFO, CHRO & CSO, and COO. Other management positions in the ELT with specific expertise are the Head of Medical Management, the Head of Digital, and the four regional management teams which are managed directly by the COO and report to him. The ELT is also responsible for the topic of sustainability, which was established as a separate department at management level for the first time in the course of this restructuring.

### HELIOS ORGANIGRAM



In January 2025, we also realigned the medical management of Helios: Each of the four regions, and cross-sector care, are represented by a Medical Consultant, who advises the clinic and the outpatient care center management teams on medical matters. The Helios Medical Board, which was introduced in the course of the realignment, comprises the CEO, Head of Medical Management, Head of Central Medical Services, Head of the Nursing specialist group, and the Medical Consultants. The Medical Board prepares all medical decisions that are implemented within the company.



The 16 **Central Services** (German language only) and 15 **Business Units** (German language only) of Helios support the management team and clinics in regional and overarching areas such as human resources management, legal, IT, and data protection. The Supervisory Board of Fresenius SE & Co. KGaA acts as the controlling body of Helios.

<sup>2</sup> Corinna Glenz had been CHRO since 2019 and left Helios at the end of 2024. In November 2024, Dr. Elke Frank took over as CHRO and CSO.

<sup>3</sup> Enrico Jensch had been COO since 2019 and was appointed CEO of the newly founded Fresenius Health Services on January 1, 2025. In March 2025 Dr. Christian Pawlu took over this function.



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# ACTING RESPONSIBLY: SUSTAINABILITY AT HELIOS

Our goal is to provide more people with better medical care. Responsible action is our top priority. At Helios, in addition to patient well-being this includes protecting the environment, the climate, resources, and human rights. We want to play our part here by providing effective concepts.

## Our understanding of sustainability

For Helios, sustainability means orienting our services and medical activities towards the future and adapting them to global developments such as climate change, digitalization, and demographic change. Our understanding of sustainability is based on the dimensions of the environment, social, and governance (ESG) and covers the following areas:



### ENVIRONMENT

#### Energy, emissions, water, and waste

Health protection also means environmental and climate protection. Our path towards more climate- and resource-friendly hospital operations.



### SOCIAL

#### Patients

Patient safety and satisfaction through first-class medical quality

#### Employees

Development and motivation at the workplace

#### Digital transformation

Efficient use of data for supply quality and productivity



### GOVERNANCE

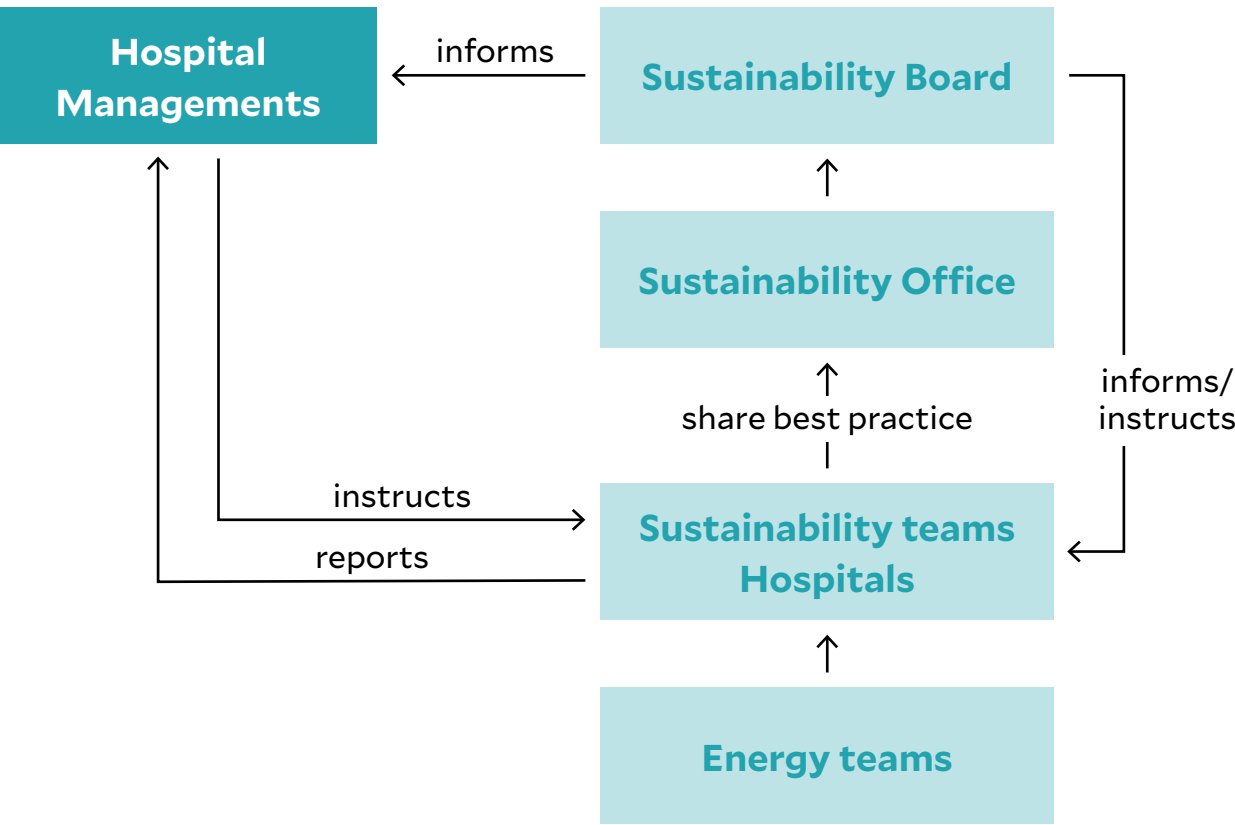
#### Responsibility

Living corporate values: ethical and legally compliant behavior

## Our sustainability management

In October 2024, Dr. Elke Frank took over responsibility for sustainability on the Helios Management Board from CEO Robert Möller. Dr. Elke Frank is now responsible for the areas of human resources and sustainability, and for overarching sustainability-related concepts. She is supported in implementing these concepts by the Helios Sustainability Board and the Sustainability Office, which closely cooperates with the sustainability representatives at Fresenius Helios and Fresenius SE. In addition, all Helios employees can contact the Sustainability Office at any time with suggestions in matters of sustainability.

## ACROSS ALL LEVELS: OUR SUSTAINABILITY MANAGEMENT





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The Helios Sustainability Board meets every two months to discuss and decide on measures and projects. Permanent members are the Helios Management Board, the Sustainability Office, a Medical Consultant, and experts from the areas of human resources, infrastructure, digitalization, nursing, and medicine.

The hospitals’ Sustainability teams put the resolutions of the Sustainability Board into practice. They autonomously develop the activities on site and manage the transfer of knowledge between

### First Helios Sustainability Day

The first Helios Sustainability Day took place in Berlin in April 2024. Selected experts from Helios, around 35 spokespersons from the sustainability teams of our clinics, and representatives of the hospital management teams took part in this event. Following keynote presentations from the management of Helios and the Fresenius Group, workshops were held at which the participants discussed sustainability-related topics with a practical orientation, such as nutrition, workplace design, and the circular economy. The Sustainability Day facilitated a lively exchange and cross-clinic networking, which we would like to promote further.

the clinics. Our facilities have their own teams who are responsible for energy management. They work towards securing ISO 50001 certification and draw up the mandatory energy reports for this purpose.

### Sustainability as a non-financial performance target

At Group level, ESG targets have been firmly anchored in the compensation system for Management Board members of Fresenius Management SE since May 2023. The short-term variable compensation (Short-Term Incentive – STI) focuses on the areas of medical quality/patient satisfaction and employees. The long-term variable compensation of the Management Board (Long-Term Incentive – LTI) also takes into account the reduction targets for our CO<sub>2</sub> emissions.

Further information on ESG methodology and target achievement is published in the [Compensation Report](#) of Fresenius SE & Co. KGaA.





# Environment





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# OUR RESPONSIBLE APPROACH TO THE ENVIRONMENT, NATURE, AND RESOURCES

As a healthcare company, Helios bears responsibility for the environment, nature, and resources. With efficient energy and water management, measures for reducing greenhouse gases, and cycle-oriented waste management, we help to protect the environment and people’s health and to adapt our clinics to climate-related changes.

## Our environmental and energy management

Our aim is to continuously reduce the actual and potential environmental impact of hospital operations. To this end, we monitor our energy consumption, establish environmental protection measures, and train our employees in sustainable behavior.

The Infrastructure Business Unit, which reports to the COO (Chief Operating Officer), is responsible for environmental and energy management. The Infrastructure Business Unit coordinates the collection of environmental data for all Helios clinics, which are responsible for its implementation on site.

The energy management systems of all Helios clinics are certified in accordance with the ISO 50001 standard. Unlike in previous years, our outpatient care centers are now no longer covered by this certification. Due to the Energy Efficiency Act in force since the end of 2023, the energy requirements of the outpatient care centers remain below the legal threshold of 7.5 gigawatt-hours (GWh/year) for a mandatory energy management system. The outpatient care centers are thus no longer subject to auditing. In the reporting year, Helios trained 42 of its own auditors from the hospital’s own energy teams for internal quality assurance. In future, they will carry out internal energy management audits in



accordance with ISO 50001, identify savings potentials, and sensitize our employees to the careful use of energy.

## Energy consumption: Intelligent data collection, renewable energies, savings, and efficiency measures

We need large amounts of energy to operate our healthcare facilities. The constant close monitoring of our energy consumption is thus an important function of our ISO-certified energy management system. We systematically collect all energy data. This enables us to compare the consumption values of the clinics, initiate targeted improvement measures, and apply methods throughout Helios that have proven their worth in individual clinics.



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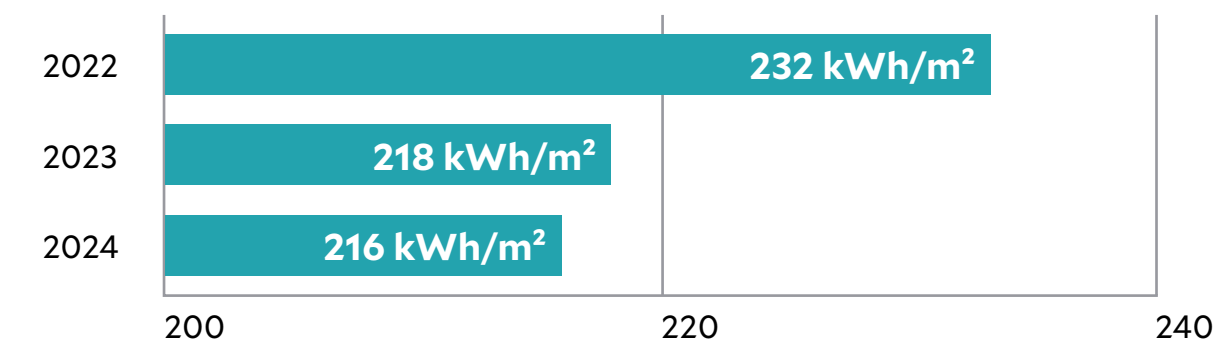
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Energy consumption 2024

In the reporting year, we purchased a total of 739,408.32 megawatt-hours (MWh) of energy (2023: 756,665.5 MWh).<sup>1</sup> We procure 100% green electricity, with guarantees of origin from renewable energy sources. A self-generated electricity quota of 18.8% ensured secure and uninterrupted energy supply in our clinics. Our cogeneration plants played a major role here. We currently have a total of 74 cogeneration plants (2023: 82) in operation at 52 locations (2023: 52). We also commissioned new photovoltaic systems at the Helios clinics in Hünfeld and Schwelm in 2024.

To compare energy data, we determine relative energy consumption for each hospital. In 2024, the average energy consumption per planned bed was 24,626.4 kilowatt-hours (kWh) (2023: 25,066 kWh). Energy consumption per square meter of utilized floor space totaled 216 kWh/m² in the reporting year, which was again less than for the previous year (2023: 218 kWh/m²). More detailed information on our energy consumption can be found in the [Key figures](#) section.

ENERGY CONSUMPTION PER SQUARE METER AND YEAR



Energy savings and improved energy efficiency

Our clinics use a “100-point” checklist to identify energy savings potential in our clinics. Regular updates between the Infrastructure Business Unit and the hospitals’ energy teams ensure that this checklist is implemented. The 100 points on the list include measures such as analysis and optimization of building heating and ventilation systems. Already for 2023, our goal was to save 20% of our total energy consumption compared to 2021. We continued our efforts in the reporting year, and thanks to our checklist were able to our reduce energy consumption per square meter by a total of 18.5% (2023: 17%) compared to the base year 2021.

An energy-saving initiative from the Helios IT department also contributed to these savings in 2024. To reduce the energy consumption of unused computers and monitors, the department introduced an automated process in which inactive devices gradually shut themselves down. This enabled us to save around 1.7 GWh of energy.

Greenhouse gas emissions: for a reduced CO<sub>2</sub> footprint and climate neutrality by 2040

Since 2024, we have been reporting our emissions in full for the first time in accordance with the [Greenhouse Gas Protocol](#), with the three categories Scope 1, 2 and 3. A total of 532,201.36 tons of CO<sub>2</sub> equivalents (CO<sub>2</sub>e)<sup>2</sup> were emitted in Scopes 1–3 by the

Helios Green Awards

Since 2023, we have honored our employees’ ESG commitment with two Helios Green Awards. At the annual Clinical Congress, we present the Energy Award to the clinic with the greatest energy savings.

In 2024, the Energy Award went to the Helios Clinic in Leisnig, which managed to reduce its energy requirements by 25% compared to the previous year. To achieve this, it replaced around 40% of conventional light sources with LEDs, optimized the programming of its ventilation systems, and installed timers for central exhaust air systems in bathroom areas. It also better coordinated the operation of its boilers and cogeneration plants.

1 As in the previous year, the energy consumption stated does not include the energy requirements of our vehicle fleet (Scope 1). In accordance with the requirements of the Corporate Sustainability Reporting Directive (CSRD), we also include our vehicle fleet in our energy consumption calculation for 2024. This amounts to 762,379.9 MWh (2023: 769,744.6 MWh). Further information on the calculation methods can be found in the [Fresenius Sustainability Report 2024](#).

2 The recorded greenhouse gases (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>) are converted into CO<sub>2</sub> equivalents in accordance with the Greenhouse Gas Protocol calculation approach. Further information on the calculation method can be found in the [Fresenius Sustainability Report 2024](#).



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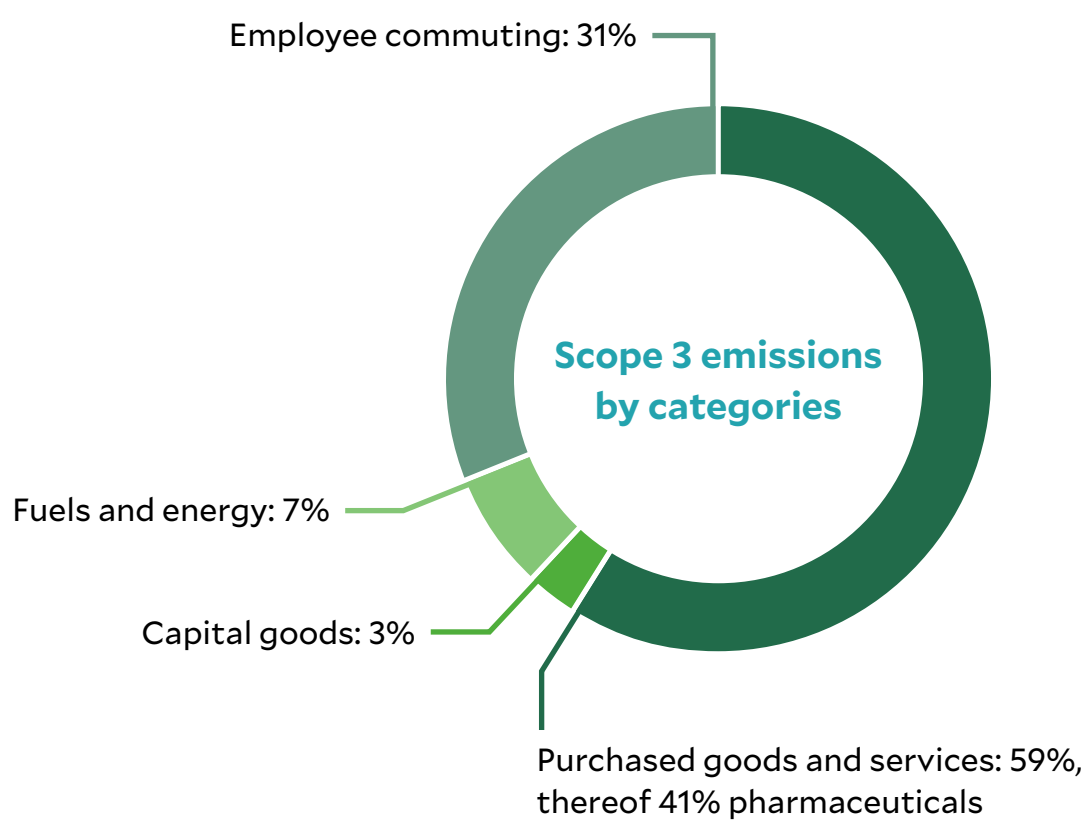
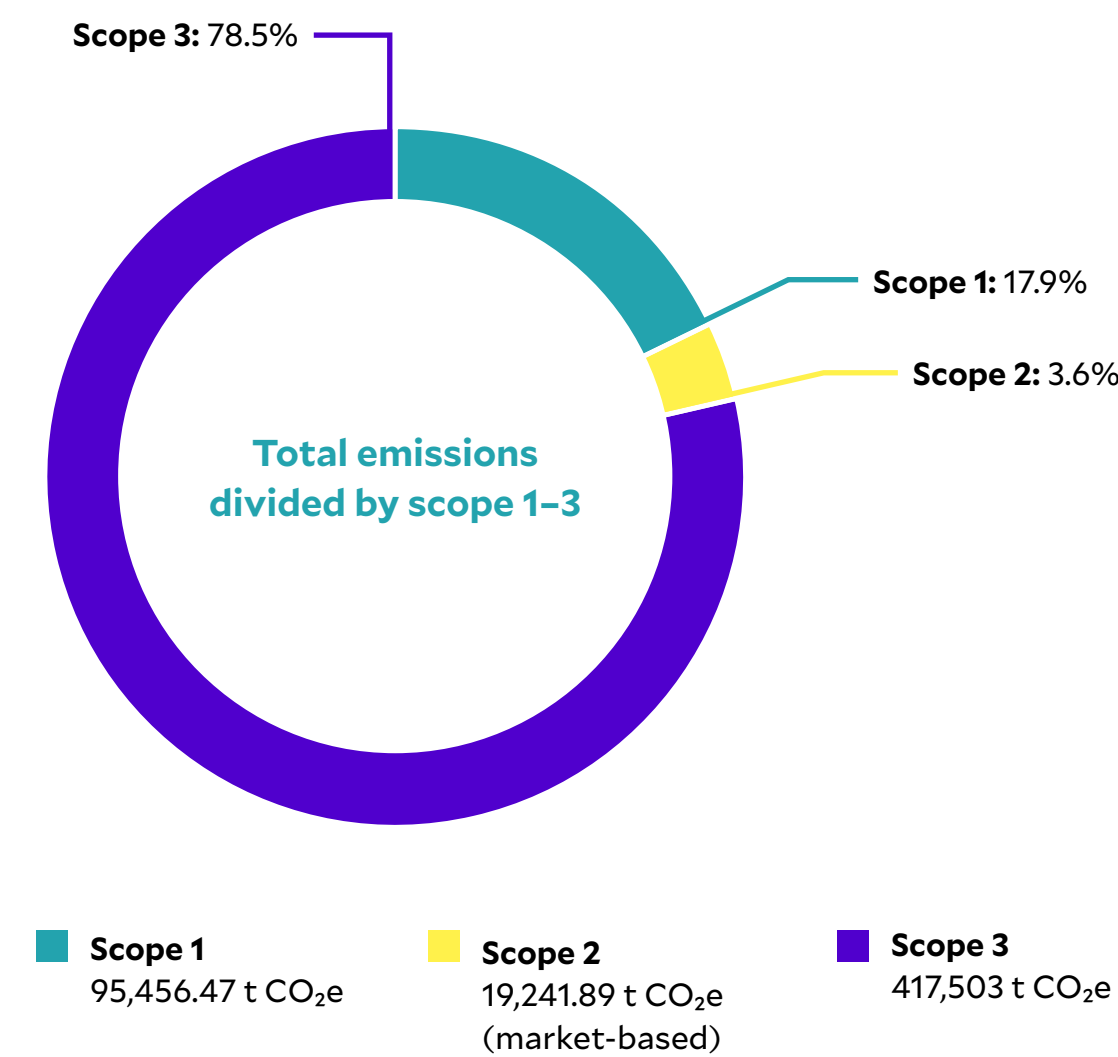
operation of our clinics in 2024. This corresponds to 69.5 tons of CO<sub>2</sub>e per €1 million in revenue.<sup>3</sup>

Our Scope 1 and 2 emissions accounted for 114,698.36 tons of CO<sub>2</sub>e (2023: 104,125 tons of CO<sub>2</sub>e), which was around 20% of our total emissions. Higher Scope 1 and 2 emissions compared to the previous year are due to the new calculation method in accordance with the Corporate Sustainability Reporting Directive (CSRD), which requires additional emission sources such as volatile gases to be included in the calculation of greenhouse gas emissions.

The majority of our Scope 1 and 2 emissions come from sources that we can directly control (Scope 1). These arise for example in the operation of our pellet, heating oil, and natural gas boilers, our cogeneration plants and emergency power systems, and from volatile anesthetic gases. Indirect emissions (Scope 2) result primarily from our purchased district heating. Since we use electricity from renewable energy sources (green electricity certificates), our Scope 2 emissions only make up a small portion of our total emissions. Our Scope 3 emissions comprise all emissions from upstream and downstream activities along our value chain and account for the largest share of our total emissions, at around 80%.

More detailed information on our greenhouse gas emissions can be found in the [Fresenius Sustainability Report 2024](#) and in the [Key figures](#) section of this report.

OUR GREENHOUSE GAS EMISSIONS SCOPE 1-3



**Our climate targets**

The Helios climate targets correspond to those of our parent company Fresenius:

Fresenius Climate targets

- By 2030, Fresenius aims to reduce Group-wide Scope 1 and 2 emissions by 50% in absolute terms compared to the base year 2020.
- The Fresenius Group aims to achieve climate neutrality by 2040. This means that Fresenius intends to reduce all avoidable Scope 1 and 2 emissions by 100% compared to the base year 2020<sup>4</sup>.
- Net zero by 2050: Fresenius aims to achieve net zero emissions along the entire value chain (Scope 1, 2, 3) by 2050 at the latest.

3 Until 2023, we reported our Scope 1 and 2 emissions. Since 2024, we have also calculated our Scope 3 emissions. The total emissions and tons of CO<sub>2</sub>e per €1 million in sales are therefore not comparable with the previous year's figures.

4 In 2024, the base value was adjusted in accordance with the internal Fresenius Recalculation Policy, as additional units and emission sources were included to ensure a complete view. The targets set were not changed. This adjustment has no effect on the consideration of target achievement, as the previous years and the reporting year were recalculated on the same basis. Further information can be found in the [Fresenius Sustainability Report 2024](#).



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To achieve the goal of climate neutrality by 2040 and the net zero target by 2050, Fresenius aims to eliminate all avoidable emissions, and plans to offset unavoidable emissions with measures to permanently remove CO<sub>2</sub> from the atmosphere. This can be achieved by various methods, such as reforestation or the use of technologies that capture CO<sub>2</sub> for long-term storage before it enters the atmosphere. The emissions offset in this way must not exceed 10% of the baseline value.

In accordance with the climate target, Helios must halve its Scope 1 and 2 emissions by 2030 compared to 2020 and thus reduce this amount by around 92,000 tons. We have already come a long way towards achieving this target, with an overall reduction of around 70,000 tons of CO<sub>2</sub>e. We still need to reduce nearly 23,000 tons by 2030. Further details can be found in the [Fresenius Sustainability Report 2024](#).

### Water management in hospital operations: Water quality, consumption, and climate risks

An adequate supply of fresh water is essential for our healthcare facilities in order to ensure medical care, patient well-being, and hygiene. Our water management therefore aims to ensure consistently high water quality, prevent microbiological contamination, and comply with legal requirements. We also take climate change-related water risks into account.

### Saving specific emissions: Reduction and recycling of anesthetic gases

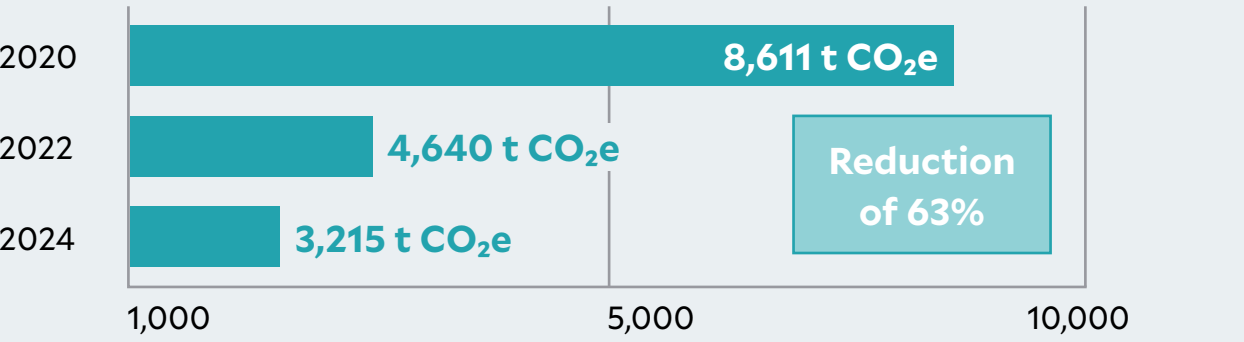
Anesthetic gases used for surgical operations are a significant source of Scope 1 emissions in hospitals. They are usually released via the hospital’s exhaust air system into the outside air, where they are more damaging to the climate than CO<sub>2</sub>.

Since 2020, Helios has already reduced greenhouse gas emissions from anesthetic gases by around 63% – for example by switching to the minimal flow procedure, which uses less anesthetic gas, and by avoiding the use of climate-damaging nitrous oxide.

We want to make further progress by 2027. In 2023, we introduced a recycling process for anesthetic gases in operating theatres and

intensive care units. In the pilot region East, we have been recycling anesthetic gases at all sites since 2023. We are also working on completely replacing the climate-damaging anesthetic gas desflurane with the less harmful sevoflurane by 2027.

GREENHOUSE GAS EMISSIONS FROM ANESTHETIC GASES

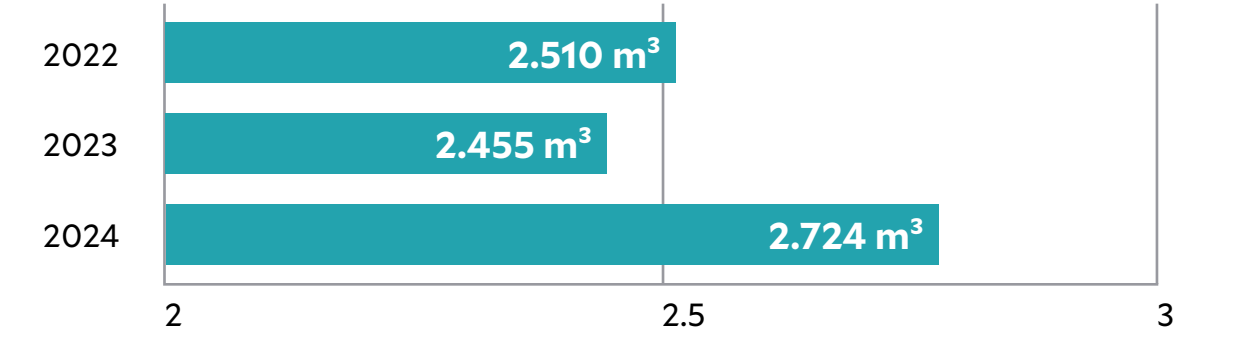


### Water consumption and quality

In 2024, we consumed a total of around 2.724 million cubic meters (m<sup>3</sup>) of water (2023: 2.455 million m<sup>3</sup>). Water consumption amounted to around 355.5 m<sup>3</sup> per €1 million in sales (2023: 337 m<sup>3</sup>). Almost 100% of the water was provided by the public supply. Due to the special hygiene guidelines and requirements for healthcare facilities, we do not reuse water. We are also subject to strict regional and local legal requirements for the discharge of wastewater.

The Central Service Hospital Hygiene and the Infrastructure Business Unit, including the cleaning

WATER CONSUMPTION IN MILLION CUBIC METERS



department, deal with issues relating to water quality and compliance with the German Drinking Water Ordinance (Trinkwasserverordnung, TrinkwV). In our clinics, we have risk-based testing processes in place to detect contamination or deviations in drinking



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water quality. Our hospital laboratories in Berlin, Wuppertal, and Krefeld are accredited in accordance with ISO 17025. In this way, we support the safety of our patients, our employees, and the surrounding local authorities that supply us with drinking water.

Climate risk assessments for efficient water management

Climate change also impacts the availability of water. Efficient water management is vital to areas with an high or extremely high risk of water scarcity. Here, we are striving to secure the availability of water for our hospitals and at the same time to prevent negative effects on the local water situation. Our facilities are therefore incorporated in the Group-wide climate risk assessment, which also analyzes water risks such as floods, droughts, and heavy rainfall.

Waste prevention and disposal: Safe for people and the environment

We meet the highest hygiene standards in hospital operations. Whenever possible, we prepare medical instruments for reuse by cleaning, sterilizing, and packaging them separately after use. We also use many disposable products. This results in waste, which we dispose of properly.

In 2024, we produced a total of around 30,781.55 tons of waste (2023: 19,194.2 tons). Based on sales, this equates to 4.017 tons per €1 million (2023: 2.64 tons). The increase over the previous year’s

figure results from additions to the types of waste recorded. A comparison of waste volumes according to category can be found in the [Key figures](#) section. Of total waste, around 97% was classified as non-hazardous and 3% as hazardous.

New bin liners for less waste

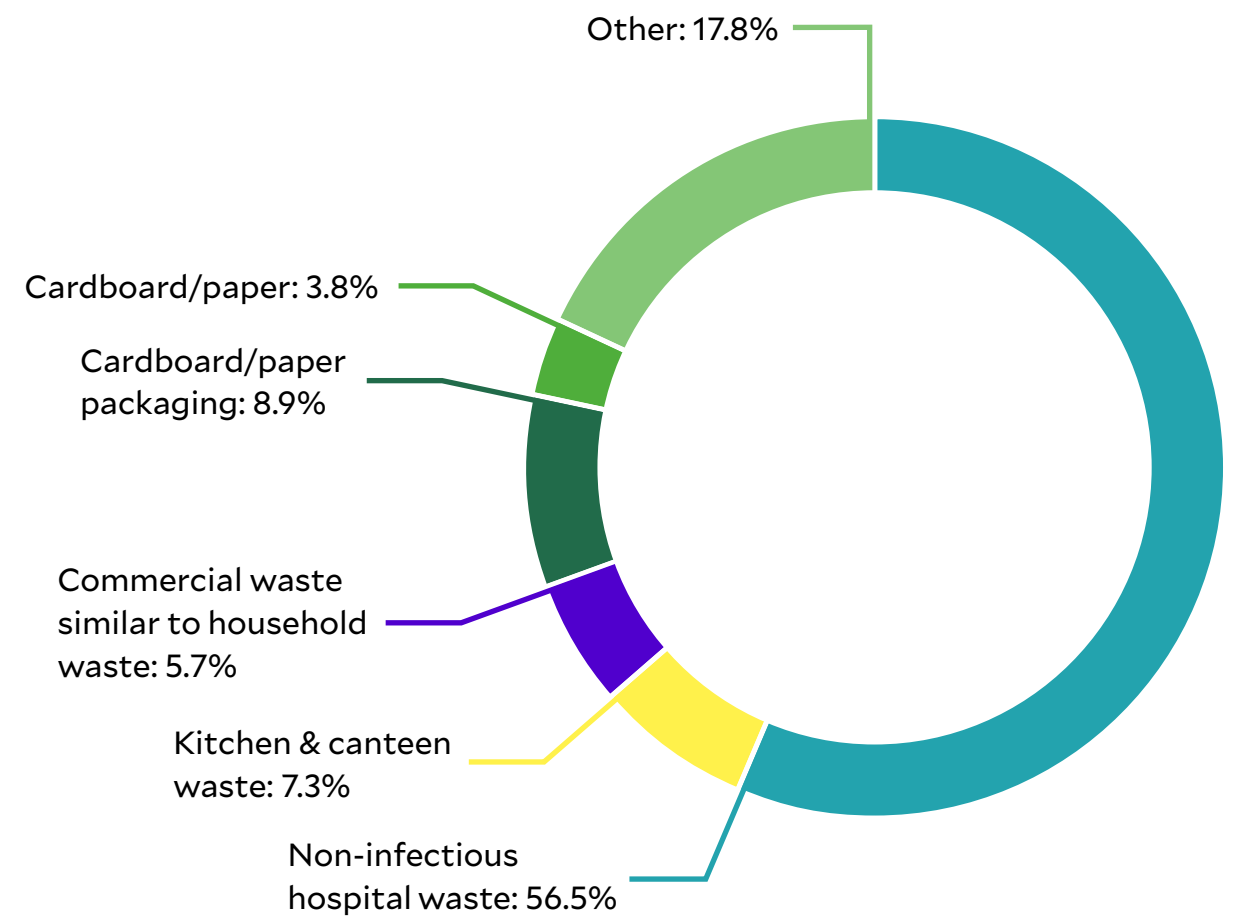
By switching to disposal bags made from recycled high-performance foil, in 2024 we increased the proportion of recycled waste disposal bags purchased to 93.9% (2023: 86.6%). This enabled us to save 10.2% of resources in disposal bags and eleven tons of CO<sub>2</sub>.

Special legally prescribed procedures are in place for handling waste. These are intended to ensure safe disposal as well as environmental, occupational, and infection protection.

Specific legal obligations apply to the handling of waste, in particular in accordance with the German Recycling Management Act (Kreislaufwirtschaftsgesetz, KrWG), the German Infection Protection Act (Infektionsschutzgesetz), the German Commercial Waste Directive (Gewerbeabfallverordnung) and other legal regulations. These serve to ensure environmental, occupational and infection protection and prescribe binding procedures for collection, storage, labeling, documentation

and disposal. The hospital management teams are legally responsible for compliance with these regulations. They are supported by waste management officers, who undergo regular training in accordance with the KrWG. The officers carry out clinic inspections, document the results in annual reports, and initiate optimization measures.

OUR LARGEST WASTE CATEGORIES



As part of this, in 2024 we began to introduce 100% recycled waste disposal containers for infectious, pathological, and cytostatic waste at all locations. We also reworked our uniform color and container scheme for waste, to make it intuitive and easier to implement. We are supplementing this scheme with an international guideline in six languages, to ensure that language barriers do not lead to errors in waste



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disposal, which in turn could lead to higher costs and emissions. Important resources are then also lost in the waste cycle.

**Saving resources in everyday clinical practice**

Helios is also implementing measures to conserve resources in administration: Since 2023, we have

been introducing double-sided printing, automatic shutdown of unused PCs and monitors, and using a higher proportion of recycled paper. In the Helios cafeterias, we now offer reusable crockery from the service provider Relevo and intend to further reduce the use of disposable crockery. In 2024, we introduced an environmental fee for disposable tableware.

**Sustainable cleaning**

In 2024, Helios completely switched to more environmentally friendly cleaning agents. The new products are made from plant-based raw materials such as citric or lactic acid, as well as surfactants from rapeseed and sunflower oil. In addition, the packaging is made from up to 100% recycled plastic. This has brought us the following savings:



Further information on the certification of savings and the calculation method can be found [here](#) (German language only).







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## HIGH LEVEL OF QUALITY AND SAFETY AT ALL LEVELS OF CARE

Our aim is to provide first-class care to patients in all clinics and outpatient facilities. We strive for maximum medical quality and patient safety, and work to constantly improve our services.

### Controlling medical quality

Measurable, high medical quality is at the heart of patient care at Helios. We want to live up to this claim with our comprehensive quality management system.

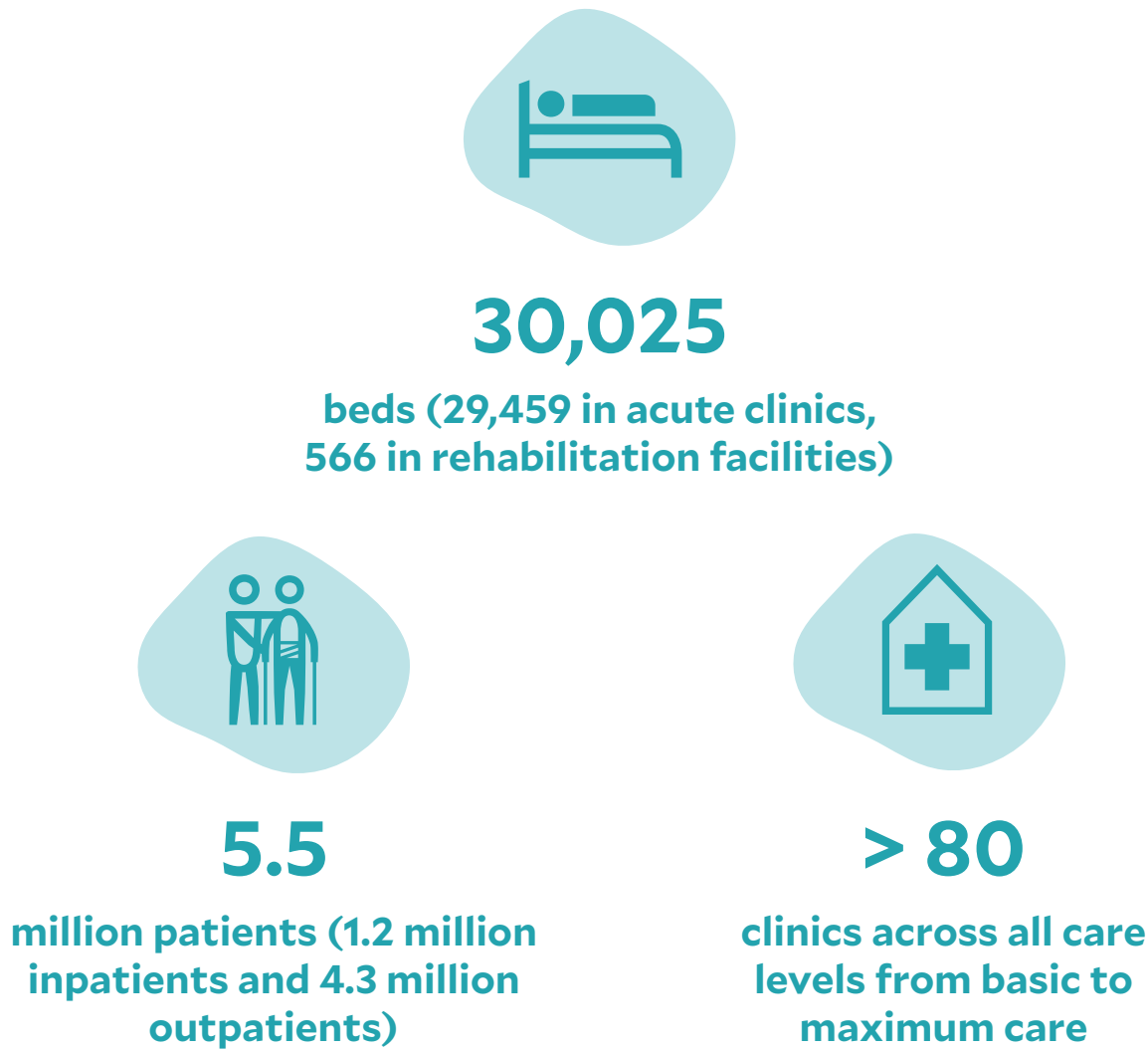
### Organization of our medical quality assurance

As part of the realignment of Helios’ medical management in January 2025, we also adjusted the organization of our quality management. Further information on this new management and organizational structure can be found in the [Strategy](#) section.

The Central Medical Service continues to control the quality management system. Since 2025, the newly established Medical Board has been responsible for quality assurance in the inpatient area and for further developing medical processes and cross-sector care models.

The Quality Management Steering Group comprises the CEO, who also holds the position of Chief Medical Officer (CMO), two Medical Consultants, the Patient Safety Officer (PSO), the Central Medical Service, and the Head of the Nursing specialist group. In the reporting year, they coordinated the central control processes for medical quality management and patient safety measures.

### CLINICS AT ALL LEVELS OF CARE



In 2024 the Central Service Medicine evaluated reportable key figures on a quarterly basis. Measures such as peer reviews or cross-site quality management measures were adopted in the event of conspicuous results or of reports.

Our 30 [Helios expert groups](#) (German language only), made up of senior doctors from various specialist areas, are a further quality monitor. Twice a year, they discuss current specialist topics such as study results and derive possible changes in treatment processes. They also decide on new standard processes and innovations, the selection of medical products, and communication or educational campaigns in their specialist areas.



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How we systematically improve medical quality

In 2008, we founded the [Quality Medicine Initiative](#) (IQM) together with other hospital owners. This voluntary initiative sets out to make the quality of treatment in clinics comparable on the basis of the principle of measure – publish – improve and to constantly develop it further.



measure



publish



improve

Measure quality

To measure quality, we use the German Inpatient Quality Indicators (G-IQI) system, with over 380 key figures relating to more than 60 diseases and treatments. For the strategic management of our medical quality, we use 47 key G-IQI indicators (2023: 46) and carry out annual assessments of our achievement of the defined target values.

Publish and analyze quality

We publish the IQM [quality results](#) (German language only) online. This data shows the status of medical quality of our clinics in comparison with the German national average, other Helios clinics, and the other IQM member clinics. Monthly reports help us to identify trends at an early stage and, where necessary, to initiate more detailed analyses. In the 2024 reporting year, we achieved 90.7% of our 47 target values (2023: 88.7%).

Improve quality (redesign)

If our clinics fail to achieve certain quality targets or if we identify statistical anomalies, we analyze the affected treatments and processes in peer review procedures. Specially trained doctors from our clinics and from the IQM network cooperate to derive specific recommendations for action. In 2024, we conducted a total of 27 peer reviews (2023: 22).

Regularly recording patient satisfaction:

The Helios Service Monitor

To supplement our quality indicators, we have developed the Helios Service Monitor. We use this weekly survey to systematically record feedback from our patients and initiate improvement measures where necessary.



Survey of 623,152 patients throughout Germany in 2024 (56% of all inpatients treated at Helios).



95% of respondents were satisfied with their current hospital stays (2023: 96%).



Typical topics of criticism: catering and waiting times

Maximum safety for our patients

The safety of our patients is at the core of our responsibilities. Ensuring this at all times is one of the central duties of care of company management.

Patient safety is structurally anchored at Helios

Responsibility for patient safety lies with our CMO/ CEO. We have also created the position of Patient Safety Officer. Both of these functions are supported by the Central Services and the medical specialist groups. Helios is also a member of the [Aktionsbündnis Patientensicherheit](#) (APS, German Coalition for Patient Safety) (German language only), whose recommendations for action we incorporate into our clinical risk management.

Indicator sets for assessing patient safety

Helios has developed its own system for regularly registering patient safety in our clinics. This system combines the internationally established [Patient Safety Indicators](#) (PSI) with Helios’ own indicators. We publish selected indicators on [our website](#) (German language only) to ensure transparent treatment of adverse events and of errors in treatment. Further information on patient safety at Helios can be found in the [Key figures](#) section.

INDICATOR SET FOR PATIENT SAFETY  
[Find out more](#) (German language only)



Structured error management

We use mandatory checklists to minimize potential risks for patients during all procedures. Confirmed errors in treatment are analyzed at the levels of the clinics and of central error management. In morbidity and mortality conferences (M&M conferences), the



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staff who provide treatment work through the cases together and define improvement measures. We record critical incidents and near misses centrally, uniformly, and anonymously via our digital Critical Incident Reporting System (CIRS). This system is digitally accessible in all areas of a clinic, offers protection to patients and employees, makes errors visible, and helps us to derive corrective measures.

The treatment error rate is the key performance indicator in error management. It indicates the proportion of treatment error allegations recognized as substantiated after a preliminary expert examination. In 2024, this figure was 32% for Helios and was thus on a par with the national average reported to the German Medical Association over the last three reporting years.

In line with our transparent error management, Helios processes and settles the majority of its liability cases itself, rather than referring them to the insurer. This allows us to deal intensively with these cases, identify potential for improvement, and clarify them directly with those affected.

Strict hygiene standards

In accordance with our Group Hygiene Policy, we adhere to strict hygiene standards. These are based on the recommendations of the Robert Koch Institute for the prevention of infections in hospitals and care facilities. Our Group Policy includes specific instructions for diagnostic, nursing, and therapeutic processes. Employees are regularly trained and reviewed by hygiene experts.

Antibiotics Stewardship (ABS): Innovative antibiotics management

Handling antibiotics is a key issue in the healthcare sector. Helios has therefore introduced an antibiotics management and reporting system. The aim is to reduce inappropriate prescriptions and use of antibiotics as well as the risk of antibiotic-resistant infections. Helios also offers [Antibiotics Stewardship \(ABS\) courses](#) (Germany language only) certified by the Berlin Medical Association (Ärztekammer Berlin, ÄKB), where participating ABS officers are trained to become ABS experts.

New study: Promising progress in breast cancer treatment

Helios is committed to the research and development of new approaches in medical treatment. As a member of an international research team, Prof. Dr. Michael Untch, Head of Obstetrics and Gynecology at Helios Klinikum Berlin-Buch, is working on a worldwide long-term study that has shown promising progress in the treatment of breast cancer.

More information on the study and the treatment options can be found in the [Interview with Prof. Untch](#).

Research for improved medical care in the future

Every year, we conduct numerous national and international studies in our clinics. We support employees who are interested in research with their projects, for instance with doctoral theses. Our excellent research management thus makes Helios attractive both for researching medical staff and other professional groups, and for applicants.

STUDIES REVIEWED IN 2024 BY DISEASE

	2024
Cardiovascular	53
Neurology/psychiatry	9
Covid-19	1
Oncology/hematology	114
Orthopedics/spine	4
Anesthesia/pain	0
Other	65

STUDIES 2024 BY INITIATOR

	2024
Initiated by employees	39
Participation in academically led studies, public funding	96
Participation in academically led or publicly funded studies with support from industry (test medications and medical devices are provided in most cases)	6
Studies sponsored by industry	105



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All research-related areas of Helios are united in the Helios Health Institute (HHI), which is the central point of contact for all employees who wish to conduct research at Helios clinics and subsidiaries. The main focus of clinical study activities in our clinics is on cardiovascular diseases, oncology, and healthcare research. The HHI ensures that all regulatory requirements

applying to research are met in the course of the study assessment.

In 2024, a total of 246 new studies (2023: 300) were registered and reviewed at the HHI. These were initiated at a total of 37 clinics, with 39 studies initiated by our own employees. The studies were mostly aimed at improving treatment opportunities for patients.

Three questions about clinical trials at Helios

**Why does Helios conduct clinical studies?**

Clinical studies assess the effectiveness and safety of medicines and medical devices. They are necessary for their approval and help to identify side effects at an early stage.

Patients participating in clinical trials can be treated with innovative therapeutic methods that are not or are yet to be established or become available in everyday clinical practice.

**What ethical and scientific standards are clinical studies based on at Helios?**

Clinical studies are subject to strict requirements, including the Helios Group Research Policy. National regulations, the World Medical Association’s Declaration of Helsinki, and the requirements of Good Clinical Practice (GCP)

also apply. GCP is an international ethical and scientific standard for clinical trials on humans. Compliance with this standard generates confidence among the general public that the rights, safety and well-being of trial participants are protected. The standard also serves to ensure that the data collected is credible.

**How is compliance with these standards verified?**

Implementation of the studies is monitored by means of audits and inspections by state, district, and licensing authorities. In the event of a complaint, the clinic concerned initiates corrective measures and reports to the inspecting authority. No external inspections or audits took place at HHI in 2024.



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# WE ARE STRONG AS A TEAM: PROMOTING HEALTH, DEVELOPING POTENTIAL, LIVING DIVERSITY

The commitment of our approximately 78,700 employees makes Helios the leading provider of outpatient and inpatient care in Germany. To ensure this in the future as well, we are working towards a positive corporate culture, promoting respectful cooperation, and offering comprehensive opportunities for the development of our employees.

## Attractive working conditions: For patient well-being and employee satisfaction

We do all we can to provide our employees with a workplace they can identify with and where they have room to develop both individually and as part of a team.

In addition to permanent employees, we hired temporary staff in the reporting year. In this way, we are compensating for temporary staff shortages in nursing and medical services and can avoid closing wards due to a lack of staff.

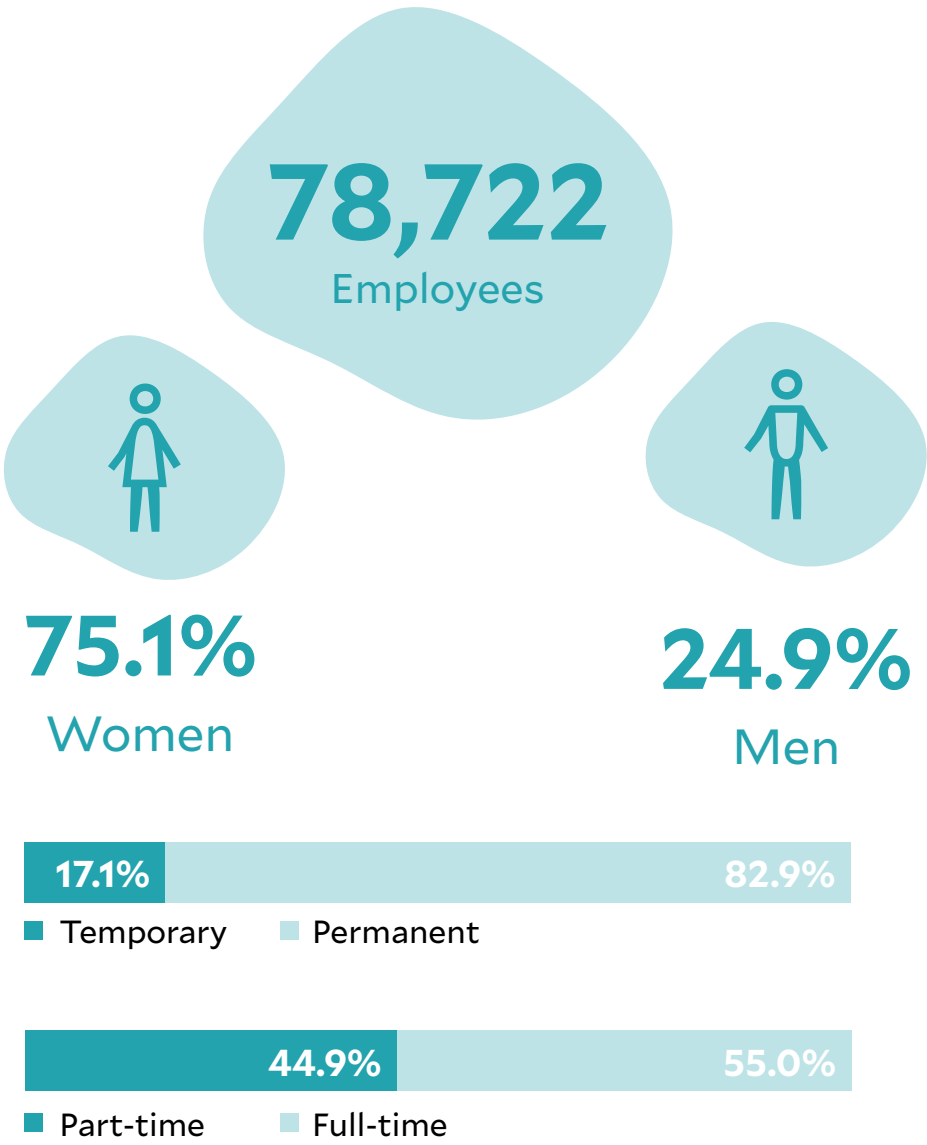
Nevertheless, the shortage of skilled workers and demographic change present us with challenges when it comes to recruiting staff. In our HR management, we are therefore focusing on recruiting specialists, providing training and further education for qualified staff, and actively retaining employees. With standardized induction processes and digital

onboarding, we want to make it easier for new employees to get started with us. Annual feedback meetings ensure a constant exchange of information. In 2024, the rate<sup>1</sup> of employee resignations was 7.5%, a slight decrease compared with the previous year (2023: 7.7%). Our employees have worked at Helios for an average of 9.8 years (2023: 9.9 years).

We measure employee satisfaction annually using the company-wide Helios Puls survey. On the basis of the results, management and executives derive measures to constantly raise our employees' level of satisfaction and motivation. The employee survey took place for the third time in fall 2024.

A total of around 39,000 people took part in the survey in 2024. With a participation rate of 55% (2023: 19%), Helios was able to significantly increase the number of participants, so that the results are representative at Group level.

## OUR EMPLOYEES



1 The calculation of voluntary resignations has been modified and is now harmonized with the other Fresenius divisions: We now exclude termination agreements without severance pay from the calculation. Rate of employee resignations according to the new calculation method (excluding termination agreements or severance pay): 2020: 6.0%, 2021: 6.8%, and 2022: 8.0%.



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Collective agreements regulate fair working conditions and pay

The majority of people who work at Helios – 65,340 employees in 2024 – are covered by collective agreements. Our Helios Group collective agreement for non-medical services applies in 34 of our clinics. An in-house collective agreement applies in a further 36 clinics, and the collective agreement for the public sector (Tarifvertrag für den öffentlichen Dienst, TVöD) in ten clinics. Seven Helios clinics are based on the employment contract guidelines of the German Caritas Association.



In the Medical Service, 62 clinics are subject to the TV Ärzte Helios and TV Ärzte Helios/Rhön Group collective agreements. Individual in-house wage agreements for doctors are in place in seven clinics, while a further ten clinics are covered by the TVöD of the Federation of Municipal Employers’ Associations.

Promising career opportunities with the Helios training programs

Excellent patient care relies on well-trained staff and people with new ideas. Our training programs

Our experts of tomorrow



6,573 trainees, including 4,641 in nursing training and 98 dual students in nursing, medicine, IT and management

Helios provides training at 35 of its own training centers and cooperates with external training partners. We took on 79% of our nursing apprenticeship graduates as regular employees in the reporting year (2023: 80%).



4,562 doctors in further training

Within a structured specialist training course, doctors rotate through the relevant specialist areas and are supervised by doctors authorized to provide further training (2023: 4,528).



1,014 medical students in their practical year

Helios offers students high-quality education at a total of 53 teaching hospitals (2023: 1,000).



924 clinical trainees (compulsory internship between preclinical examination and practical year)

Medical students gain all-round insights during their clinical internships and can thus find out what specialist disciplines interest them the most (2023: 893).



Up to 32 trainees in the areas of management, care management, controlling and finance, human resources, marketing and communication, purchasing and logistics, and IT

With our trainee program, we offer university graduates in various positions the opportunity to get to know everyday working life in our clinics. In the reporting year, we were able to take on 49% of our trainees (2023: 31%) and thus gain new specialists.

continued to provide the appropriate conditions for this in 2024. Helios also offers development programs internally to fill vacant management positions, for instance in nursing management, hospital

management, or medical controlling, and thus remains more independent of the general job market. Further data on our trainees can be found in the [Key figures](#) section.



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**Effective recruiting in times of skills shortages**

Helios trains people at its own training centers and cooperating schools, thereby making an important contribution to securing the next generation of specialists.



Our nationwide network of over 80 clinics offers standardized training and further education programs for young people and employees who would like to develop their professional skills. This offer is also aimed at career changers..

In 2024, we were able to recruit 4,033 new nursing staff (2023: 4,075). A total of 14% of our total workforce was newly hired in the reporting year (2023: 15%). Further data on new hires can be found in the [Key figures](#) section .

**Welcome and integration programs for international nursing professionals**

In addition to training its own staff, Helios recruits specialists in Germany and on the international labor market. We are guided here by the criteria of the [Quality Seal of Fair Nursing Recruitment in Germany](#)

(German language only) and do not recruit in countries where according to the World Health Organization (WHO) there is likewise a shortage of nursing staff. The decisive factor for us in our choice of countries is that the professional qualification can be recognized in Germany. We were able to recruit 700 international nurses in 2024.

We have set up a comprehensive program to integrate international specialists quickly and sustainably. The offers available before and after their arrival in Germany include specialist language courses and onboarding, advisory services, integration management, practical guidance, and learning mentorships from qualified personnel. These services are also supported by over 70 integration officers and 60 ambassadors for cultural plurality and diversity.

In 2024 Helios employed 1,216 refugees, mostly in medical and nursing services. This figure includes 352 people from Ukraine alone, as well as others from Afghanistan, Syria, Sudan, Congo, Iraq and Yemen. As a major company in the healthcare sector, we want to provide professional support for people seeking protection who want to work as nurses or in other professions. To drive this project forward, the Head of International Recruitment and Integration at Helios became actively involved in 2024 as a regional ambassador in the state of Mecklenburg-Vorpommern within the nationwide network “Companies Integrate Refugees”. This network was initiated by the Federal Ministry of Economics and the German Chamber of Industry and Commerce (Deutsche

**“Spotlight on” for nursing professions**

Our Helios doctor and influencer Dr. Carola Holzner (“Doc Caro”) initiated the “nursing bet” in order to attract more people to our nursing training program. In fall 2023, she launched an appeal in which she bet on attracting 500 applications within six weeks for a nursing training position at Helios hospitals in 2024. With 1,600 applications, she exceeded this target and successfully drew attention to nursing careers. Read more [here](#).

Industrie- und Handelskammer, DIHK). We want to help improve the long-term prospects of refugees in Germany by successfully integrating them into day-to-day life in the clinics.

Helios Klinikum Hildesheim is pursuing an innovative approach here, offering a unique integrative part-time training program for international trainees. With preparatory courses and shortened working hours for trainees with children, the approach is above all intended to provide access to training for parents who cannot work full-time due to childcare.

OUR OFFER FOR INTERNATIONAL NURSES  
[Find out more](#) (German language only)





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Investing in the professional development of our employees

We offer our employees numerous opportunities for further training. These are coordinated centrally by the Helios Academy and planned and implemented regionally as target group-specific offers. As a guideline, our clinics invest up to 0.40% of their annual turnover in the further education and training of their employees. In 2024, the actual financial commitment of our clinics for training and further education averaged 0.40% (2023: 0.43%), corresponding to a total of €29.04 million.



EDUCATION AND KNOWLEDGE  
[Find out more](#) (German language only)

Every year, our employees can take part in further training on specific knowledge objectives of Helios via an online learning program. Two topics are defined each year. The knowledge objectives are directed at all employees – whether in nursing, the service areas, or administration. The knowledge objectives normally deal with a medical aspect and a focus topic from the area of management.



Around **180 e-learning seminars** are offered via our learning management platform Helios Lernbar.



We offered around **5,000 further training seminars** at our training centers in 2024, as

well as over **500 seminars** at our simulation and emergency academies. We recorded **1,159,473 log-ins** on our Helios Lernbar.



**33,000 e-books**, more than **1,300 specialist journals** and **14 databases** are available online.

Diversity: Equal opportunities and inclusion in the company and everyday clinical practice

As a responsible employer, we actively promote equal opportunities and inclusion, and we prevent discrimination and unequal treatment. No one may be discriminated against on the basis of skin color, descent, political views, faith, age, gender or gender

identity, ethnicity, nationality, cultural background, sexual orientation, physical, mental or psychological condition, appearance, or any other personal characteristic. We do not tolerate insults, humiliation or harassment.

If incidents of discrimination or unequal treatment should occur, they are dealt with by the respective hospital management together with the HR process owners and – depending on the severity of the case – are passed on to the regional or central level. Read more about this in our [Helios Code of Conduct](#) (German language only).

The Helios Social Award 2024: Valuing and promoting volunteering

At the Clinical Congress, we present the Helios Green Awards each year. In 2024, these included the Helios Social Award for the best social project. The award went to the South Region for the “Herzenssache” (“Matter of heart”) project, which highlights the voluntary commitment of employees, for instance in associations for (disadvantaged) families or in local volunteer fire departments. “Herzenssache” offers a platform for appreciation and supports this commitment with a donation. More than 400 applications were received at the approximately 60 participating locations. The winners were honored on Volunteers’ Day in December.

Knowledge target 2024

In 2024, employees could deal with the knowledge objectives “Sustainability” and [“Sobriety concept”](#) (German language only). The latter, which was honored with the [German Patient Safety Award](#) (German language only), was completed by 39,798 employees (50.6% of the workforce). The knowledge objective “Sustainability” was completed by 39,971 employees, or 50.8% of the workforce.



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Responsibility for diversity

At company level, the Helios Managing Director Human Resources has overall responsibility for the topic of diversity. By signing the [Diversity Charter](#) (German language only) in 2021, we reaffirmed our commitment to diversity in the world of work. The Diversity Working Group has since been responsible for the strategic development and implementation of company-wide measures. In addition, over 60 employees from the clinics are actively involved in the Helios Diversity Network. The members help to bring the implementation strategies of the Diversity Working Group to life at the sites. They also initiate new projects, such as the introduction of diversity as a teaching subject in all Helios training centers.

The members of the Helios Diversity Network exchange ideas at the annual Helios Diversity Day. With this campaign day, we set out to raise awareness of diversity in everyday working life and share examples of how different interests and lifestyles can be reconciled.

One such example is the Queerfalt@Helios project: Helios Kliniken Schwerin and Helios Klinik Leezen have initiated a joint project aimed specifically at the queer community in these two hospitals. With Queerfalt@Helios, the sites set out to create a safe, unprejudiced and colorful workplace for everyone and offer the opportunity for LGBTQ+ and queer-friendly employees to network and talk to each other.

To further promote diversity in everyday hospital life, the Helios Diversity Network trained

20 Helios diversity ambassadors for the first time in 2024. They support us and our employees in developing an understanding of the topic and sensitize their working environments to respectful interaction with one another. In their training, they learn to establish structures that promote equal opportunities and to recognize and actively overcome discrimination. They are also trained to promote respectful cooperation and inclusive communication.

32%  
of management positions  
are held by women

Representation and inclusion

An inclusive corporate culture is of crucial importance to us, so that we can promote a strong team of motivated employees. With collective and company agreements, we want to ensure that employees receive equal pay for work of equal value, regardless of gender. We also want all employees enjoy our benefits to an equal extent.

To strengthen this approach in everyday clinical practice, we offer three management development programs throughout the company. These are directed at new or prospective managers in medicine, doctors in middle management, and

Women in leadership

What does female leadership look like at Helios? We answer this question in the [Women in Leadership](#) (German language only) format series. Female managers from various areas such as surgery, nursing management, and patient safety answer three questions relating to how they came to their current positions and what advice they give young women at the start of their careers. With this series, we intend to highlight the key role of diversity in the world of work and inspire young women in their professional careers.

experienced doctors who aspire to a position in top management (chief physicians). The average proportion of women in these programs is 54% (2023: 40%).

In 2020, we concluded a Group-wide Inclusion Agreement with the Group’s representative body for severely disabled employees. This agreement promotes the integration of people with disabilities, people with severe disabilities, and employees at risk of disability. The Inclusion Agreement sets out to help prevent discrimination and social exclusion of severely disabled employees. In April 2024, a Group Distribution Agreement was also concluded to protect against discrimination and prevent unequal treatment in order to enforce equal opportunities and equal treatment throughout the Group.



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The Helios Clinical Congress also included an “Experiencing diversity” workshop, where around 20 participants discussed topics such as resistance to group-based misanthropy and ways to live diversity. Project examples were also presented.

We also offered our managers an online training course on the topic of “Responsible leadership: protecting human rights”. This course teaches decision-makers how they can perform their management duties with the necessary responsibility and meet the standards of our corporate culture. The aim is to create a working environment in which everyone has the courage to speak openly about unequal treatment – without fear of negative consequences.

Health management: For healthy employees

We want to actively promote the health of our employees. Comprehensive measures are therefore in place to ensure that our employees are given a safe workplace at all times and that they can lead healthy lives.

Our measures for a safe and healthy workplace

We are working to consistently reduce the incidence of work-related accidents and near misses. To improve the coordination of responsibilities, in 2024 we transferred the areas of occupational safety, fire safety, waste disposal, and hazardous goods to a separate company, Helios HSE GmbH Health, Safety & Environment (HSE). This currently comprises the

majority of our clinics and will be further expanded in 2025. In future, it will be responsible for all Helios clinics and their subsidiaries. By appointing specialist coordinators, we can strategically address the needs of the individual departments and subsidiaries and promote direct exchange on specific topics.

Employees from the Occupational Health and Safety department carry out regular inspections at our sites in order to constantly improve occupational health and safety in the company. Our own HSE quality matrix, which has been mandatory since 2025 and covers all relevant areas, constitutes the basis for supporting managers. Together with the Central Knowledge Media Service, we create training content and advise managers regarding the content of their instructions for employees.

Risk assessments help us to identify hazards at an early stage and to derive suitable measures and checks of effectiveness. HSE provides technical support in this matter as well.

Established company integration management processes serve to make it easier for employees to return to work after a long absence and thus to reduce potential relapses. To this end, affected employees undergo a process that is supported by experts from various specialist departments.

HELIOS HEALTH MANAGEMENT  
Find out more (German language only)



Three measures for a safe workplace

Hygiene requirements and personal protective equipment

Compliance with strict hygiene requirements protects our medical staff. We educate and support them in the proper use of disinfectants and the correct selection of personal protection equipment (PPE).

Fire protection

With our own Helios fire protection register, we record the necessary fire protection measures in the operating facilities, rectify any deficiencies, and document regular updates.

Data acquisition and monitoring

Since 2023, we have been working on determining the Lost Time Injury Frequency Rate (LTIFR) in order to comprehensively record work-related and commuting accidents for all Helios clinics. We use the LTIFR as an internal key performance indicator to manage our safety culture. The aim is to reduce the occurrence of accidents, and to identify and eliminate any deficits at an early stage.



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# DIGITALIZATION IN HEALTHCARE

With increasing digitalization, we can improve treatment procedures and streamline processes in our clinics. At Helios, we are using state-of-the-art technology, including AI to support our medical staff in decision-making processes. Our digitalization targets aim to increase productivity and improve treatment quality as well as employee and patient satisfaction.

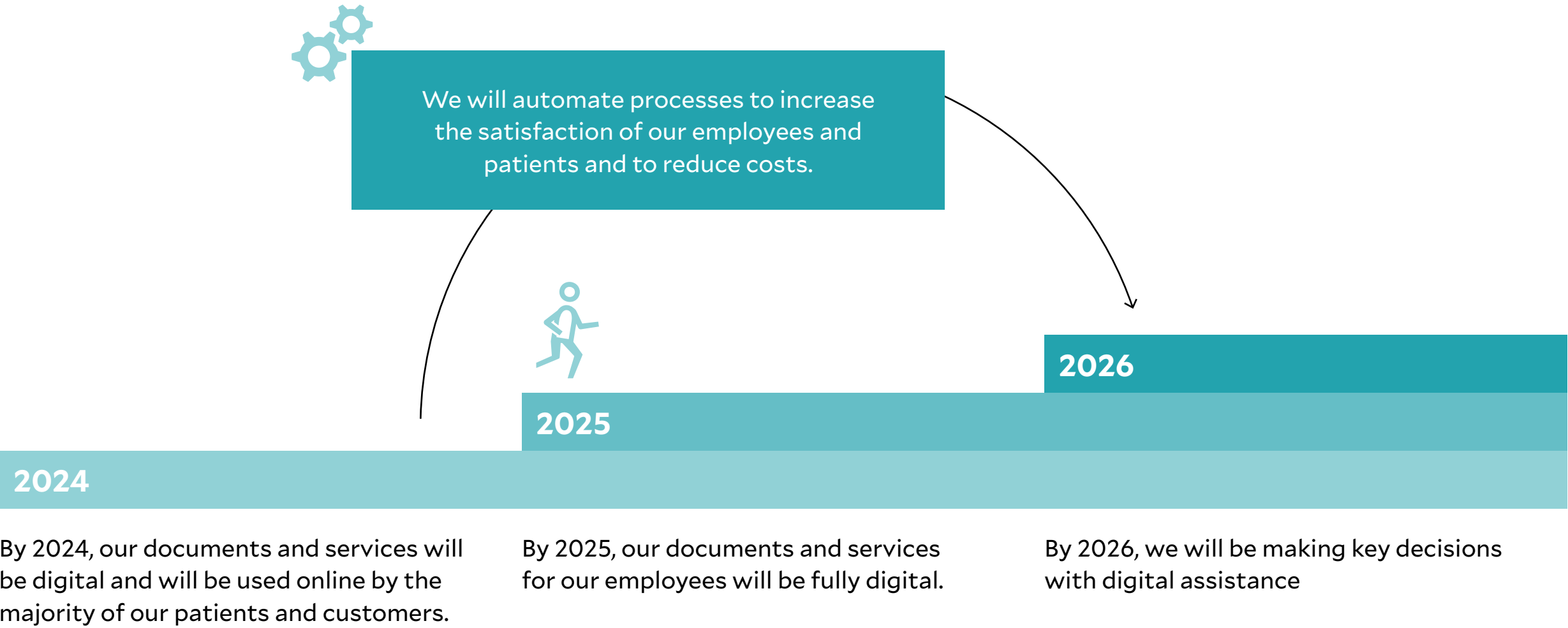
## Helios’ goals in digitization for better quality in service and treatment

Helios in Germany set itself three digitalization targets in 2023. We plan to fulfill these by 2026.

We reached part of our first digitalization target in 2024: Treatment documents and appointment bookings are now available digitally in the patient portal. We are now working towards an active usage rate of 50%. Measures for achieving this include a wider range of appointments in the portal, a simplified booking process, and other digitalized services such as meal bookings and treatment diaries.

We have already reached part of our second digitization goal and have been making all pay-related

## HELIOS IS A DIGITAL PIONEER IN HEALTHCARE





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documents available digitally since the start of 2024. We use two metrics to assess our target achievement: the extent to which our digital personnel and roster system has been introduced, and the proportion of processes and documents integrated into it.

For our third digitalization goal, in 2024 we decided to introduce and pilot various digital solutions for key specialist disciplines (digital radiology, pathology, risk prediction, emergency room) and standard operating procedures (SOPs).

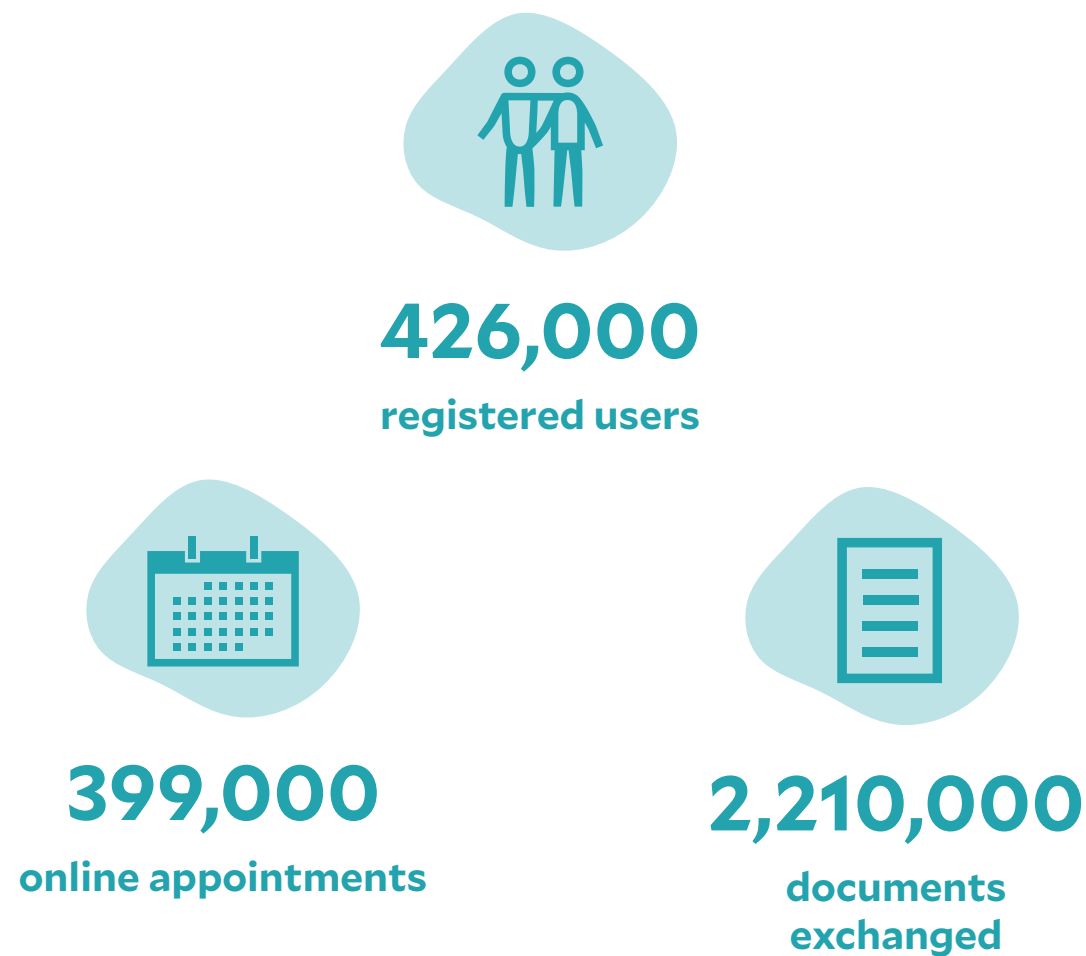
In addition to these goals, we aim to automate the main processes in our hospital information system (HIS). For this purpose, we developed a corresponding strategy in 2024, which we will publish in

2025. We have already involved various employees from all functions in workshops or requirements reviews in order to accommodate their needs in the ongoing process.

Flexible, efficient, and secure data exchange

Patients can use our digital patient portal anywhere and at any time to access treatment documentation such as findings, book appointments online, or take part in video consultations. This portal makes important data available across clinics and facilitates coordination between medical staff.

HELIOS PATIENT PORTAL





# Governance





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# COMPLIANCE, BUSINESS ETHICS, AND HUMAN RIGHTS AT HELIOS AND ALONG OUR SUPPLY CHAIN: ACTING WITH INTEGRITY AS A GUIDING VALUE

Transparency and independence have been among our guiding values ever since our foundation in 1994. We promote a compliance culture that enables our employees, partners, and suppliers to act ethically and legally at all times. We disclose collaborations and make independent procurement decisions to strengthen trust in Helios as a reliable partner.

## Our Compliance Management System

The aim of our value-based Compliance Management System (CMS) is to create structures, processes, and rules for Group-wide compliance with internal and external regulations. We are guided here by recognized national and international standards. The Central Corporate Governance & Compliance Management Service operates and develops the CMS and reports directly to the Helios Management Board. Locally, the management teams of

the individual Helios companies are responsible for ensuring adherence with compliance requirements. Within the scope of our CMS, we constantly monitor the relevant risk areas to implement measures for minimizing risks and preventing compliance violations. At the same time, we strive to avoid negative financial and legal consequences or reputational damage to the company or its employees.

Our main compliance risk areas are corruption, fraud and misappropriation of assets, antitrust violations, money laundering/terrorist financing,

trade restrictions, insider trading/market manipulation, human rights violations, environmental protection, and health protection/occupational safety. Helios conducts extensive audits to identify actual or potential violations of compliance. In addition to the audits provided for in the CMS, this also includes event-driven and regular audits by the Corporate Audit Group function and the Operational Review function at Fresenius Helios level. We use the results of these audits to constantly further develop the CMS.



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**Guideline for acting with integrity:**  
**The Helios Code of Compliance**  
The [Helios Code of Compliance](#) (German language only) constitutes a part of the employment contracts at Helios and is accessible to all employees and interested parties. It is supplemented by further specific Group regulations that apply throughout the company.

The three pillars of the Helios Code of Compliance are:



**Prevention:**  
Analysis and assessment of compliance risks, introduction of structures and processes, development and implementation of measures to minimize risks



**Detection:**  
Examining adherence to and effectiveness of compliance regulations, providing a system for reporting suspected violations



**Response:**  
Consistent handling of violations, continuous further development of the Compliance Management System

We regularly train our employees, and especially our managers, in these matters and offer them appropriate advice. This raises awareness for compliance throughout the company and helps in implementing relevant regulations. Due to restructuring, we carried

out training in 2024 on a risk-oriented and event-driven basis. New managers also underwent central compliance training.

**Our whistleblower system: Reporting and investigating suspected compliance violations**  
Breaches of regulations at Helios can be reported anonymously via our whistleblower systems or directly to an ombudsperson, who is available to all whistleblowers and forwards the reports to the internal reporting office. We follow up on all such reports relevant to compliance. Once an investigation is complete, we use the results to review and, if necessary, adjust processes and guidelines. We also take measures to prevent similar misconduct in the future. In 2024, we optimized the entire process for dealing with reports of suspected compliance violations. We plan to raise awareness of these changes in 2025 through various communication measures.

A total of 21 reports were received in 2024 (2023: 17). Most of these cases concerned labor law issues. In confirmed cases, we took the necessary and appropriate remedial and sanctioning measures.

**Information security as a strategic pillar of digital transformation**

Information security is an integral part of Helios’ strategic objectives. The requirements placed on information security are rising, particularly in view of increasing digitalization. All information held by Helios must be adequately protected against

manipulation, disclosure, loss, or improper disclosure, regardless of its type or the context in which it is processed. The Central Service Information Security was established for this purpose in 2024. Its task is to intensify information security at Helios and Fresenius. It is responsible for our information security management system (ISMS), which is designed to ensure the secure handling of information and information-processing systems. Together with the management of Helios, the Central Service Information Security has adopted an overarching guideline on information security that applies to all companies in the Helios Hospitals Group. Further details on our digitalization goals can be found in the [Digitalization](#) section.

In addition, the Helios ISMS was integrated even more closely into the Fresenius security organization in 2024. The focus here was on synergies, knowledge-sharing, analysis tools, and vulnerability identification in the areas of medical and operational technology and in the central IT networks.

**Protecting data effectively: Our management system for data protection**

Under the so-called coordination model, the Helios Data Protection Management System (DSMS) ensures that all companies of the Helios Hospitals Group have the necessary tools to adequately protect personal data. The Central Service Data Protection is responsible for the data protection strategy and for the further development of the DSMS. The head of the Central Service Data Protection reports



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directly to the CEO (Chief Executive Officer). The Central Service Data Protection is currently supported by 89 colleagues in the various regions.

In 2024, the Helios data protection organization focused on matters of data protection in corporate communications and event management. Specific information and training events and the updating of uniform Group guidelines for answering questions on fundamental issues, for instance in dealing with the social media, were accompanied by intensified auditing activities in this area.

A second focus concerned in-depth examination of the topic of data protection in the activities of Works Council committees. In cooperation with the Group Works Council of the Helios Hospitals Group, a joint orientation guide was devised for the ongoing implementation of the requirements set out in Section 79a of the German Works Constitution Act (Betriebsverfassungsgesetz, BetrVG).

In addition to updating the Helios Group Data Protection Policy, the annual maturity assessment of the Helios DSMS was carried out for the first time on the basis of IDW (Institut der deutschen Wirtschaftsprüfer, Institute of Public Auditors in Germany) audit note 9.860.1 (Audit of the principles, procedures, and measures in accordance with the EU General Data Protection Regulation and the German Federal Data Protection Act).

**Training and awareness program**

Before starting work, new Helios employees are obliged to maintain confidentiality and must

complete an online training course on data protection within their first few weeks at Helios. In addition, an annual mandatory data protection training course is held for all employees. In the reporting year, the Central Data Protection Service devised a corresponding online training course to provide employees with additional, practical information on the responsible handling of personal data.

**Responsible procurement along the entire supply chain**

We purchase products in five categories from our suppliers to care for our patients:

 Medical supplies

 Laboratory supplies

 Pharmacy supplies

 Medical technology


 Non-medical supplies


In 2024, our purchasing volume in these categories amounted to around €1.9 billion. Around 98% of this was accounted for by the German national companies of our suppliers.


Ethical, social, ecological, and human rights standards are important to us in our supply chain. We therefore expect our direct suppliers, service

providers, and other partners to comply with the relevant requirements of our Supplier Code of Conduct or equivalent standards. This Code of Conduct covers the topics of human rights and labor standards, environmental protection and animal welfare, as well as compliance and combating corruption. Through our Supplier Code of Conduct, we require our suppliers to anchor these requirements as minimum standards in their value creation and along their upstream supply chains.

In addition to the Supplier Code of Conduct, successful cooperation with our suppliers is based on the respective contracts and the Helios Group Transparency Policy. Furthermore, purchasing at Helios follows three basic principles:

 We strictly separate product decisions and price negotiations: Our medical specialist groups determine the need for products and services, while our purchasing team conducts the negotiations with suppliers and service providers.

 We do not receive sales representatives: Only central and regional purchasing departments may be contacted in matters of advertising and sales – not medical professionals.

 We evaluate suppliers objectively: Purchasing at Helios regularly evaluates strategically important suppliers according



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to standardized qualitative and quantitative criteria and processes. These include process quality, the IT infrastructure, and the quality of operational and strategic cooperation. The quantitative part of the evaluation is based on systemic data, and the qualitative part on the assessments of relevant specialist departments. Ecological and social criteria are to be given greater consideration in future.

In the reporting year, we introduced a human rights and environmental clause in order to more firmly secure requirements for cooperation in the event of violations. This clause will be successively included risk-based as a binding component in existing and future contracts.

More information on purchasing and logistics at Helios and our Supplier Code of Conduct can be found [online](#) (German language only).



Human rights responsibility

Ethical conduct and respect for human rights are an integral part of our corporate responsibility. We are therefore fully committed to Fresenius’ approach to respecting human rights, which is based on our Group-wide [Declaration of Human Rights](#). This declaration is oriented towards the United Nations

Fresenius Supplier Summit 2024

In the reporting year, the Fresenius Procurement Platform<sup>1</sup> hosted the Fresenius Supplier Summit for the seventh time, for the first time with a focus on sustainability.

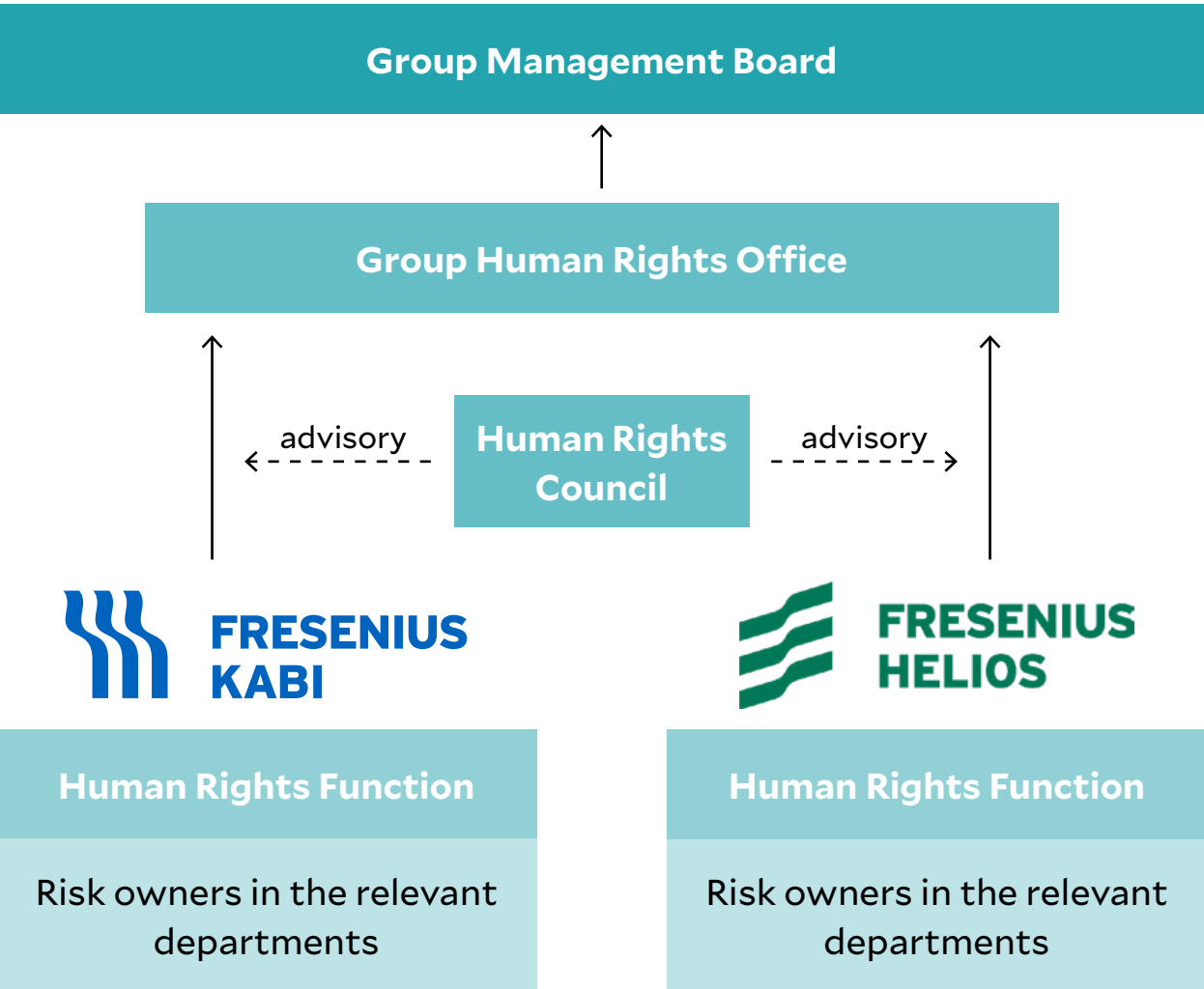
Suppliers from the healthcare and hospital sectors took part in this hybrid meeting. The aim was to give them insights into the current legal requirements and guidelines as well as the standards and strategies of Fresenius and Fresenius Helios. The focus was on environmental, social and corporate governance issues, including human rights. The event also gave an indication that defined sustainability criteria will be incorporated into purchasing decisions in future, in order to facilitate an exchange between Fresenius and suppliers at an early stage.

<sup>1</sup> Within the Fresenius Procurement Platform, joint purchasing negotiations for Helios, Quirónsalud, and VAMED, as well as project-related cooperative agreements with Fresenius Kabi have been taking place since 2018. Helios and Quirónsalud have also been working closely together on sustainability issues in the area of procurement since the beginning of 2024.

International Bill of Human Rights and the fundamental principles of the International Labor Organization (ILO). It also addresses the requirements of the Act on Corporate Due Diligence in Supply Chains (Lieferkettensorgfaltspflichtengesetz, LkSG). We update the declaration annually on the basis on new findings from our risk analyses, with a focus on people and the environment.

Our overarching human rights program is monitored by the management teams of Fresenius Helios and Helios Germany and the Fresenius Management Board. It is overseen by the Group Human Rights Office at Fresenius. The superordinate Human Rights Function at Fresenius Helios level is responsible for the operational implementation and coordination. The risk owners defined for relevant specialist areas support risk management and risk analyses in their respective areas as experts. The Group-wide program covers a total of five areas of human rights due diligence.

FRESENIUS GROUP APPROACH TO RESPECTING HUMAN RIGHTS





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**Risk analyses and reports in accordance with national legislation and international standards**

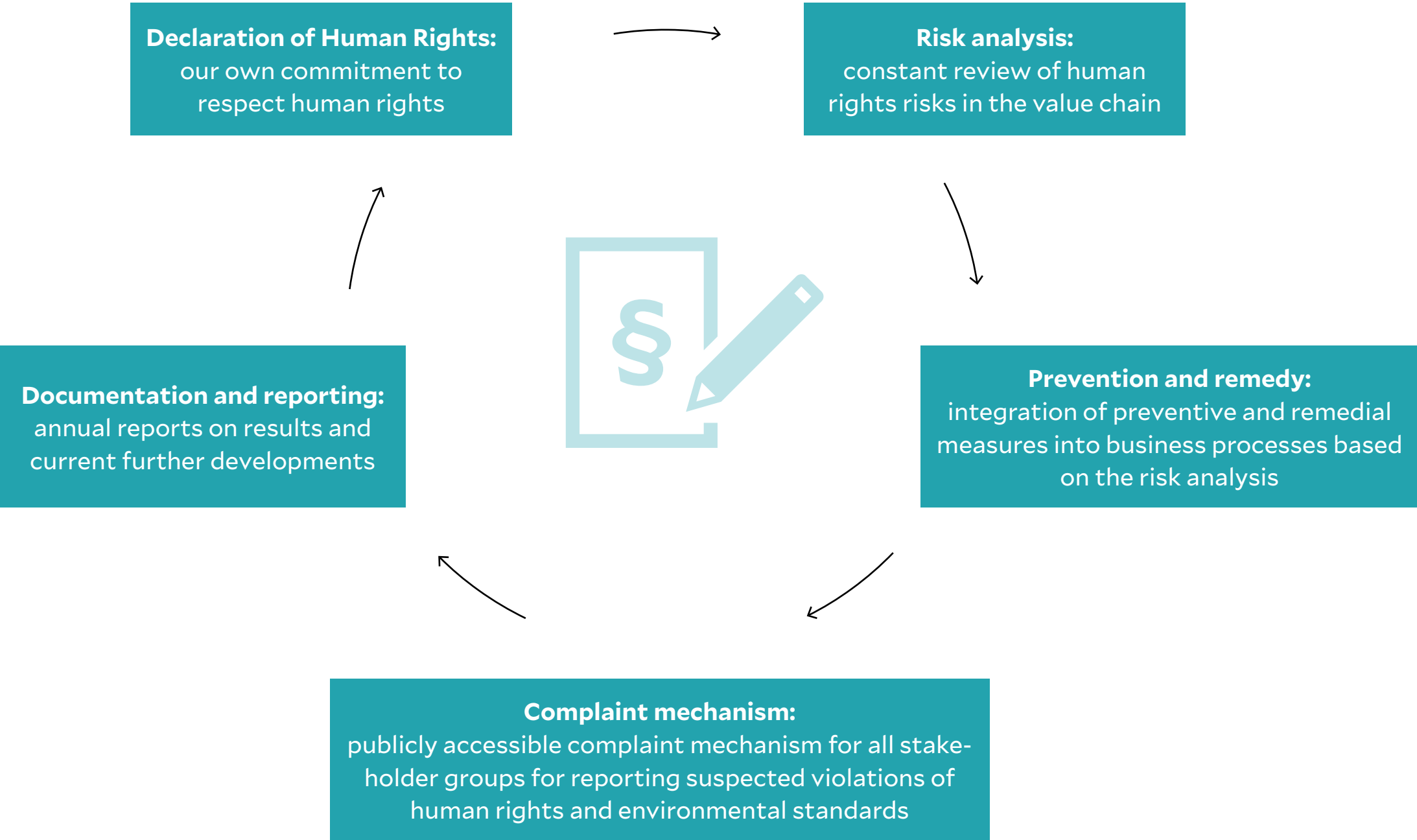
Helios conducts regular risk analyses regarding compliance with human rights and environmental due diligence obligations. In this process, we assess risks of human rights violations in the supply chain and in our own business operations, define risk clusters, and draw up a risk landscape. We integrated the results of the risk analysis into our Human Rights Report for the first time in 2024. These are updated on an ongoing basis. For the analysis, we follow the requirements of applicable national laws.

In the course of the risk analysis, we gave priority to the topics of working hours and breaks, occupational safety, and unequal treatment and discrimination in view of their potentially serious impact and our limited scope for action.

HUMAN RIGHTS AT HELIOS  
[Find out more](#) (German language only)



HELIOS HUMAN RIGHTS PROGRAM





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# HELIOS COMPANY PROFILE

## REVENUE AND PROFIT

	2024	2023	2022
Revenue	€ 7,662 million	€ 7,279 million	€ 7,021 million
EBIT <sup>1</sup>	€ 660 million	€ 630 million	€ 623 million
EBIT margin <sup>1</sup>	8.6%	8.7%	8.9%

1 Before special items

## CAPITAL

	2024	2023	2022
Total capital	€ 9,304 million	€ 9,401 million	€ 8,369 million
Borrowed capital	€ 2,196 million	€ 2,514 million	€ 1,877 million
Equity	€ 7,108 million	€ 6,887 million	€ 6,762 million
Equity ratio	76.40%	73.26%	80.80%

## GOVERNMENT FUNDING

	2024	2023	2022
Funding used for investment in fixed assets	€ 57 million	€ 46 million	€ 59 million

## PENSION REVISIONS

	2024	2023	2022
Pension revisions as at December 31 in the calendar year	€ 61 million	€ 58 million	€ 64 million

**Note:**  
The totals in the tables may vary slightly due to rounding.



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# ENVIRONMENT

## GREENHOUSE GAS EMISSIONS BY ENERGY SOURCE<sup>1</sup>

	2024		2023		2022	
	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%
Total	532,201.36	100.0	104,125.04	100.0	109,101.74 <sup>4</sup>	100.0
Scope 1	95,456.47	17.9	85,321.83	81.9	89,555.03 <sup>4</sup>	82.1 <sup>4</sup>
a) Natural gas	72,942.23	13.7	77,048.71	74.0	89,214.10	81.80 <sup>4</sup>
b) Fuel oil and emer- gency diesel power	1,082.58	0.2	3,288.22	3.2	3,629	3.3
c) Pellets	22.31	0.0	5.80	0.0	23.90	0.0
d) Anesthetic gases	3,746.65	0.7	3,654.14	3.5	–	–
e) Diesel (vehicle fleet) <sup>3</sup>	7,252.77	1.4	–	–	–	–
f) Gasoline (vehicle fleet) <sup>3</sup>	5,029.45	0.9	–	–	–	–
g) Volatile gases <sup>3</sup>	5,380.75	1.0	–	–	–	–
Scope 2	19,241.89	3.6	18.803.22	18.1	19,546.71 <sup>4</sup>	17.9
h) Electricity	0.02	0.0	0.00 <sup>2</sup>	0.0	0.00 <sup>2</sup>	0.0
i) District heating	18,728.82	3.5	18,803.22	18.1	19,546.70	17.9
j) Cooling <sup>3</sup>	133.09	0.0	–	–	–	–
k) Emissions from the e-vehicle fleet <sup>3</sup>	379.96	0.1	–	–	–	–

	2024		2023		2022	
	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%	t CO <sub>2</sub> equivalents	%
Scope 3 <sup>3</sup>	417,503	78.5	–	–	–	–
a) Purchased goods and services	245,700	46.2	–	–	–	–
b) Capital goods	12,795	2.4	–	–	–	–
c) Fuels and energy	28,244	5.3	–	–	–	–
d) Transportation	190	0.0	–	–	–	–
e) Waste	854	0.2	–	–	–	–
f) Business travel	308	0.1	–	–	–	–
g) Employee commuting	129,412	24.3	–	–	–	–

- 1 The CO<sub>2</sub> equivalents shown here were calculated on the basis of the market-based approach. This approach shows the emissions for which Helios is responsible through its purchasing decisions, e.g. for the procurement of energy from renewable energy sources.
- 2 In 2022, all hospitals were supplied with green electricity.
- 3 Category not covered before 2024.
- 4 The emissions were retrospectively adjusted.

## RELATIVE ENERGY CONSUMPTION IN KILOWATT HOURS

	2024	2023	2022
Energy consumption per hospital bed	24,626.4	25,066.1	26,424.2
Energy consumption per per square meter	216.0	217.6	232.4
Energy consumption per €1 million of revenue	96,503.3	102,964.4	114,232.7
Energy consumption per full-time employee <sup>1</sup>	12,012.5	12,417.0	13,636.0

1 Number of full-time employees: 2022: 58,817; 2023: 60,355; 2024: 61,553

## OWNED GENERATION OF ENERGY IN MWH

	2024	2023	2022
Own combined heat-and-power generation <sup>1</sup>	138,505.57	147,477.99	142,863.28

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



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WASTE

	2024		2023		2022	
	t	%	t	%	t	%
Total	30,781.5 <sup>1,2</sup>	100.0	19,194.2	100.0	19,466.7	100.0
Hazardous waste	795.9 <sup>3</sup>	2.6 <sup>3</sup>	324.5	1.7	444.5	2.3
a) Infectious waste	275.5	0.9	277.9	1.4	392.5	2.0
b) Chemicals containing hazardous substances	6.3	0.0	4.3	0.0	7.2	0.0
c) Cytotoxic and cyto-static pharmaceuticals	43.2	0.1	42.3	0.2	44.8	0.2
d) Formalin extraction <sup>3</sup>	76.0	0.2				
e) Paint and varnish waste containing organic solvents or other hazardous substances <sup>3</sup>	42.3	0.1				
f) Oil separator contents <sup>3</sup>	111.0	0.4				
g) X-ray aprons <sup>3</sup>	27.7	0.1				
h) Used refrigerators <sup>3</sup>	16.1	0.1				
i) Electrical appliances <sup>3</sup>	55.9	0.2				
Nonhazardous waste	29,985.6 <sup>2</sup>	97.4 <sup>2</sup>	18,869.7	98.3	19,022.2	97.7
j) Sharps (except a)	83.6	0.3	27.4	0.1	32.6	0.2
k) Body parts and organs (except a)	207.5	0.7	209.3	1.1	201.5	1.0
l) 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)	17,390.6	56.5	16,495.7	85.9	15,983.1	82.1
m) Household-type commercial waste	1,742.8	5.7	2,135.5	11.1	2,802.5	14.4
n) Grease separators <sup>3</sup>	991.2	3.2				

	2024		2023		2022	
	t	%	t	%	t	%
o) Cardboard/paper packaging <sup>3</sup>	2,737.3	8.9				
p) Yellow bag/DSD <sup>3</sup>	713.1	2.3				
q) Glass (packaging) <sup>3</sup>	485.4	1.6				
r) Building rubble <sup>3</sup>	36.0	0.1				
s) Wood <sup>3</sup>	63.9	0.2				
t) Scrap iron <sup>3</sup>	105.0	0.3				
u) Construction and demolition waste <sup>3</sup>	271.6	0.9				
v) Paper/cardboard <sup>3</sup>	1,159.9	3.8				
w) Glass <sup>3</sup>	573.8	1.9				
x) Kitchen/canteen waste <sup>3</sup>	2,238.0	7.3				
y) Green waste <sup>3</sup>	859.8	2.8				
Other <sup>4</sup>	413.7	1.3				

1 In accordance with the calculation methodology of Fresenius Group reporting under the CSRD, significantly more categories were recorded in the reporting year than in previous years. The total waste is therefore not comparable. The total amount of waste according to the previous year is 19,750.7 t.

2 Including the category “Other” with 413.7 t (1.3%).

3 Category not covered before 2024.

4 The following categories were also recorded, but are below 0.1%. Hazardous waste: Amalgam waste from dentistry, Acids n.e.c., Alkaline pickling solutions, Non-chlorinated mineral-based machine, gear and lubricating oils, Solvent mixtures, Packaging waste with hazardous residues, Inorganic chemicals, Organic chemicals, Lead batteries, Other insulating material, Solvent mixtures, Fluorescent lamps, Batteries. Non-hazardous waste: chemicals with the exception of those falling under b), pharmaceuticals with the exception of those falling under c), hard disks, aluminum.



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ENERGY CONSUMPTION BY SOURCE

	2024		2023		2022	
	MWh	%	MWh	%	MWh	%
Total energy consumption	739,408.32 <sup>1</sup>	100.0	749,426.60	100.0	802,027.75	100.0
of which external sources	739,408.32	100.0	749,426.60	100.0	802,027.75	100.0
Nonrenewable energies (external sources)	737,437.24	99.7	748,885.10	99.9	799,761.10	99.7
a) Natural gas	398,809.35	53.9	421,194.81	56.2	441,064.22	55.0
b) Fuel oil	4,387.01	0.6	3,376.46	0.5	3,053.87	0.4
c) Electricity	229,989.18	31.1	217,553.50	29.0	238,896.77	29.8
d) District heating	104,251.70	14.1	104,667.82	14.0	114,489.04	14.3
Renewable energies (external sources)	1,971.08	0.3	541.54	0.1	2,266.66	0.3
e) Pellets	1,971.08	0.3	541.54	0.1	2,266.66	0.3

1 According to the calculation method of Fresenius Group reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD), total energy consumption is 792,599.73 MWh, as this also includes consumption by the vehicle fleet.

WATER CONSUMPTION IN THOUSANDS OF CUBIC METERS

	2024		2023		2022	
	t m³	%	t m³	%	t m³	%
Total	2,724	100.0	2,455	100.0	2,510	100.0

RELATIVE WATER CONSUMPTION IN CUBIC METERS PER UNIT

	2024	2023	2022
Water consumption per € million of revenue	355.5	337.4	357.6
Water consumption/per full-time employee <sup>1</sup>	44.2	40.7	42.7

1 Number of full-time employees: 2022: 58,817; 2023: 60,355; 2024: 61,553

RELATIVE WASTE IN KILOGRAMS PER UNIT

	2024	2023	2022
Water consumption per €1 million of revenue	4,017 <sup>1</sup>	2,637	2,693
Waste per full-time employee <sup>2</sup>	500 <sup>1</sup>	318	321

1 In accordance with the calculation methodology of Fresenius Group reporting under CSRD, significantly more waste categories were recorded in the reporting year; the total waste per €1 million of revenue and per full-time employee are therefore not comparable with the previous year’s figures.  
2 Number of full-time employees: 2022: 58,817; 2023: 60,355; 2024: 61,553

RELATIVE GREENHOUSE GAS EMISSIONS IN METRIC TONS PER UNIT

	2024 <sup>1</sup>	2023	2022
Greenhouse gas emissions per €1 million of revenue	69.5	14.3	15.7
Greenhouse gas emissions per full-time employee <sup>2</sup>	8.6	1.7	1.9

1 Until 2023, we reported our Scope 1 and 2 emissions. Since 2024, we have also calculated our Scope 3 emissions. Greenhouse gas emissions per €1 million of revenue and per full-time employee are therefore not comparable with the previous year’s figures.  
2 Number of full-time employees: 2022: 58,817; 2023: 60,355; 2024: 61,553

**Note:**  
The totals in the tables may vary slightly due to rounding.  
Percentages generally refer to the total number of employees (see “Number of employees”). Deviations are marked as such.



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PATIENTS

G-IQI<sup>1</sup>

	2024	2023	2022
G-IQI targets	2,153	2,099	2,223
G-IQI targets achieved	1,953	1,862	1,933
Percentage of G-IQI targets achievement	90.7	88.7	87.0
Peer reviews	27	22	9

1 German Inpatient Quality Indicators

MEDICAL MALPRACTICE CLAIMS<sup>1</sup>

	2024	2023	2022
Total medical malpractice claims <sup>1</sup>	800	840	827
Medical malpractice claims per 1,000 inpatients	0.7	0.7	0.8
Proceedings though medical associations <sup>2</sup>	121	150	134
of which confirmed medical errors	39	34	33
Error rate	32.2%	22.6%	24.6%

1 Relates only to acute hospitals.  
2 The data also refer to processes not handled by Helios for contractual reasons; incomplete.

SELECTED PATIENT SAFETY INDICATORS

	2024	2023	2022
Total events	96 <sup>1</sup>	81	54
Procedure/wrong-side surgery/incorrect surgery	17	15	16
Foreign objects unintentionally left in a body	11	7	8
Medication errors (death/serious health damage) <sup>2</sup>	7	9	2
Burn/chemical burn	4	10	3
Fall (death/serious health damage) <sup>2</sup>	31	18	12
Suicide/attempted suicide (death/serious health damage) <sup>2</sup>	12	16	9

1 The total number of patient safety indicators is 96, of which we report on six selected indicators in more detail.  
2 Due to a change in definition and designation, no direct year-on-year comparison can be made for these key figures.

**Note:**  
The totals in the tables may vary slightly due to rounding.



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EMPLOYEES

NUMBER OF EMPLOYEES<sup>1</sup>

	2024		2023		2022	
	Number	%	Number	%	Number	%
Total	78,722 <sup>2</sup>	100.0	77,924	100.0	76,255	100.0
Women	59,096	75.1	58,686	75.3	57,552	75.5
Men	19,621	24.9	19,235	24.7	18,703	24.5

1 As at December 31, 2024; 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.

2 Includes five gender-diverse persons and 95 persons without specification.

CONTRACT<sup>1</sup>

	2024	2023	2022
<b>Permanent</b>	<b>82.9%</b>	<b>83.3%</b>	<b>83.5%</b>
of whom women	76.4%	76.6%	76.7%
of whom men	23.6%	23.4%	23.3%
<b>Temporary<sup>2</sup></b>	<b>17.1%</b>	<b>16.7%</b>	<b>16.5%</b>
of whom women	68.7%	68.8%	69.4%
of whom men	31.3%	31.1%	30.6%

1 As at December 31, 2024

2 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<sup>1</sup>

	2024	2023	2022
<b>Full-time</b>	<b>55.0%</b>	<b>54.9%</b>	<b>54.5%</b>
of whom women	67.1%	67.2%	66.9%
of whom men	32.9%	32.8%	33.1%
<b>Part-time models</b>	<b>44.9%</b>	<b>45.0%</b>	<b>45.4%</b>
of whom women	84.9%	85.3%	85.8%
of whom men	15.1%	14.7%	14.2%
<b>Other<sup>2</sup></b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>

1 As at December 31, 2024

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

AVERAGE TENURE WITH THE COMPANY<sup>1</sup>

	2024	2023	2022
Average tenure in years	9.8	9.9	10.1

1 As at December 31, 2024

NEW HIRES<sup>1</sup>

	2024	2023	2022
<b>As a percentage<sup>2</sup></b>	<b>14.1</b>	<b>15.0</b>	<b>15.1</b>
of whom women	66.1%	67.3%	67.3%
of whom men	33.9%	32.7%	32.7%
of whom under 30	32.6%	32.7%	34.3%
of whom 30 to 50	53.9%	52.2%	51.1%
of whom over 50	13.6%	15.2%	14.6%

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

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



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EMPLOYEE RESIGNATIONS<sup>1</sup>

	2024	2023	2022
As a percentage <sup>2</sup>	7.5	7.7	8.0
of whom women	72.6%	72.8%	72.2%
of whom men	27.2%	27.8%	27.8%
of whom under 30	31.3%	28.6%	30.2%
of whom 30 to 50	53.6%	53.9%	53.8%
of whom over 50	15.2%	17.5%	16.0%

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

2   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

	2024		2023		2022	
	Number	% <sup>1</sup>	Number	%	Number	%
Total	2,807 <sup>2</sup>	3.6	4,212	5.4	5,040	6.6
Women	2,480	4.2	3,607	6.1	4,386	7.6
Men	326	1.7	605	3.1	654	3.5

1   Measured out of all employees in the respective category as at the end of the year (for example, 6.1% of female employees took parental leave during 2023).

2   Including one diverse person.

APPRENTICES AND STUDENT EMPLOYEES<sup>1</sup>

	2024	2023	2022
Total apprentices	6,573	6,008	5,587
of whom in nursing	4,641	4,387	4,103
Medical students in clinical internship	1,014	1,000	971
Physicians in residencies	4,562	4,528	4,357
Medical students in clinical traineeships	924	893	985

1   As at December 31, 2024

APPRENTICE NURSES HIRED AFTER COMPLETION OF TRAINING<sup>1</sup>

	2024	2023	2022
Hire rate	79%	80%	85%
Participants in final exams	1,121	1,207	1,191 <sup>3</sup>
Passed exams <sup>2</sup>	1,012	1,150	1,124 <sup>3</sup>
Job offered by Helios	958	1,048	1,078 <sup>3</sup>
Offer accepted	795	905	934 <sup>3</sup>

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

2   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.

3   Apprenticeship started in spring and fall 2019.

TRAINING AND PROFESSIONAL DEVELOPMENT

	2024	2023	2022
Percentage of annual revenue reinvested in professional developments <sup>1</sup>	0.40%	0.43%	0.31%
Number of events	5,000	5,000	3,900
Number of course completions <sup>2</sup>	55,486	53,936	- <sup>3</sup>

1   Based on data from hospitals.

2   This key figure is being reported for the first time this year.

3   Value was not collected during the year.

AGE MIX<sup>1</sup>

	2024	2023	2022
Average age	41.9	42.1	42.2
Under 30	22%	21%	20%
30 to 50	46%	46%	47%
Over 50	32%	33%	33%

1   As at December 31, 2024



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ALL HELIOS EMPLOYEES BY JOB TYPE AND GENDER<sup>1</sup>

	total %	Of whom women %	Of whom men %
Medical staff	16.1%	43.9%	56.1%
Nursing staff <sup>2</sup>	45.9%	83.5%	16.5%
Medical technicians <sup>2</sup>	12.1%	87.5%	12.5%
Functional service staff <sup>2</sup>	10%	83.6%	16.3%
Hospital domestic services staff	0.5%	91.8%	8.2%
Technical staff <sup>2</sup>	0.1%	22.2%	77.8%
Operational and supply services staff <sup>2</sup>	7.5%	65.8%	34.2%
Administrative staff <sup>2</sup>	6.6%	67.4%	32.6%
Special service staff	0.3%	52.1%	47.9%
Training center staff	0.7%	77.8%	22.2%
Other	0.2%	72.0%	28.0%

1 As at December 31, 2024  
2 Apprentices are included under the relevant job category and are not listed separately.

WOMEN IN MANAGEMENT POSITIONS

	2024	2023	2022
Total <sup>1</sup>	32%	31%	31%
Medical Director and Chief Physician	13%	13%	13%
Assistant Medical Director or Head of Department	36%	35%	35%
Nursing Director	57%	51%	54%
Executive Hospital Director	32%	31%	33%
Company and regional management teams	0%	0%	0%
Head of Central Services	41%	44%	44%
Regional Manager	50%	52%	50%

1 Number of female employees in the listed job categories in relation to total staff in these categories as at December 31, 2024.

AGE MIX IN MANAGEMENT POSITIONS

	< 30	30 – 50	> 50
Total <sup>1</sup>	0.1%	52.0%	47.9%
Medical Director and Chief Physician	0%	24.3%	75.7%
Assistant Medical Director or Head of Department	0%	58.5%	41.5%
Nursing Director	3.8%	51.9%	4.5%
Executive Hospital Director	4.0%	78%	18.0%
Company and regional management teams	0%	75%	25.0%
Head of Central Services	0%	41.2%	58.8%
Regional Manager	0%	52.3%	47.7%

1 Number of employees in the listed job categories in relation to total staff in these categories as at December 31, 2024.

**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.



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