

Human Dimension



Human Dimension

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Excellent care – from human to human

Our Committed to life promise underlines our mission: to save lives and improve patients' health and quality of life.

Our employees work to keep this promise every day – in direct contact with patients or behind the scenes.

At the heart of our business activities are people. We support patients in different stages of their lives – sometimes even for a lifetime. In doing so, we meet them on equal terms, treating them with respect and understanding their needs.

We want to facilitate access to high-quality, integrated health-care and medicine. To this end, we embrace a range of innovative and digital treatment options to enable us to reach as many people as possible.

Our employees play a key role in our success with their commitment. We want to offer them the best possible working environment where they can develop and reach their full potential.

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Patients – focusing on their needs

Health is a valuable human asset. When it comes to health matters and during periods of illness, we want to give patients expert support and improve treatment success by providing high-quality care.



Our commitment to patient centricity

Patient centricity at Fresenius means prioritizing multifaceted patient needs and experiences by providing holistic care through leading medical products and services – in inpatient and outpatient settings.

Patient satisfaction

In order to meet our quality and care standards, we have to understand our patients' needs. That is why Fresenius Helios uses the Net Promoter Score (NPS) to gauge patient satisfaction in Spain and Colombia. This metric measures the likelihood of patients recommending us after a hospital contact.

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Two days after leaving the hospital, patients who have been treated as inpatients, outpatients, or as emergencies are sent an e-mail asking them whether they would recommend the hospital and its services to others. They can state their experience of communication during the treatment process or the procedures during their time at the hospital. The results are evaluated centrally for each hospital by medical discipline and hospital department.

For 2025, the combined NPS for Spain and Colombia was 68.3, representing a two-point rise on the figure for 2024. This is due in particular to improvements in laboratory tests, outpatient services, and X-rays and other imaging procedures.¹

Fresenius Helios has also been trialing the NPS at German hospitals since April 2025.

¹ Fresenius provides detailed information on the NPS in the audited [Sustainability Statement 2025](#).

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Quirónsalud



Nuria Díaz
Quality & Patient Experience Director at Quirónsalud



“We have been working on our Emergency Care Treatment Manual to improve the patient experience in one of the most sensitive and complex areas: emergency services. The manual aims to create a common language, standardize behaviors, and strengthen standards for communication, attitude, and empathy. It also supports teamwork by assigning clear responsibilities, improving coordination under pressure, and promoting consistent handovers. This allows patients to experience the service from one connected team. As a result, hospitals that have implemented the manual have seen an increase of up to 15 NPS points.”

We have launched various initiatives in our Spanish hospitals to improve the patient experience. Find out more in the **Highlight Story: Moments that create impact: How patient experience takes shape at Quirónsalud.**

Highlight Story



Moments that create impact: How patient experience takes shape at Quirónsalud

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Fresenius Kabi



Sébastien Guery
Head of the Nutrition Business Unit at Fresenius Kabi



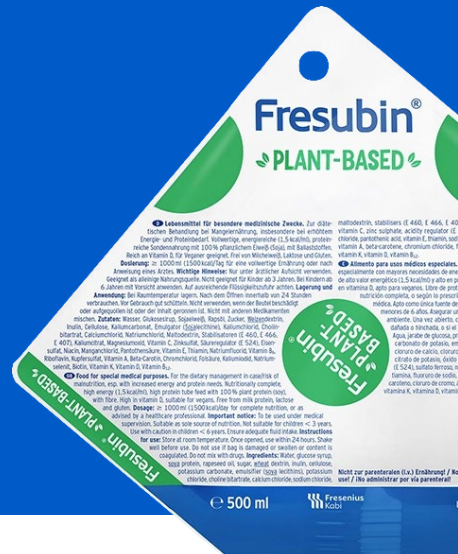
“At Fresenius Kabi, we develop products designed to make everyday life easier for patients – from intuitive application to solutions tailored to individual nutritional needs. Regular feedback, for example through surveys, helps us to create products that are not only medically effective but also easy to use on a daily basis and meet the needs of diverse patient groups.”

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Fresenius Kabi: plant-based tube feed

Tube feeding plays an important role in supporting patients at risk of malnutrition, such as those undergoing surgical intervention. With the medical nutrition range Fresubin®, Fresenius Kabi provides targeted support through oral nutritional supplements and complete tube feeds.

In 2025, Fresenius Kabi launched **Fresubin® PLANT-BASED**, a high-energy, high-protein tube feed with all vegan sources of vitamins, minerals and trace elements. It is designed to fit dietary choices of patients preferring plant-based options and those who have cow milk allergy or intolerance. Certified by V-Label International, Fresubin® PLANT-BASED meets the standards for vegan and vegetarian products.



Highlight Story

Resistant pathogens: Prevention in hospitals and when manufacturing antibiotics

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Safety in our facilities

Hygiene specialists regularly carry out inspections in our health-care facilities to minimize potential hazards for patients. This is how we aim to prevent infections caused by contact with germs.

Substances are also used in the production of medicinal products that can have an impact on the environment. For this reason, Fresenius Kabi has put processes in place when manufacturing antibiotics, for example, to help mitigate the risk of antimicrobial resistance. Find out more in the **Highlight Story: Resistant pathogens: Prevention in hospitals and when manufacturing antibiotics.**

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Smart patient care – self-determined and informed

We want to exploit the potential of digital technologies and artificial intelligence (AI) to improve the therapy experience for patients and enhance treatment options – in line with ethical standards, data protection requirements, and the principle of transparency.

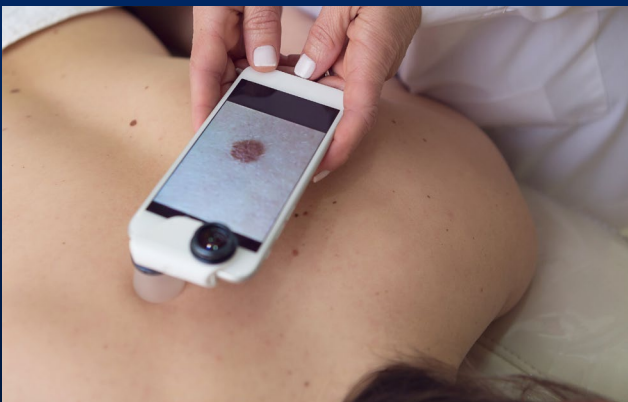
Find out how patients in Spain can benefit from the Casiopea digital platform in the **Highlight Story: Enhancing patient experience: Bridging digital care and energy consumption.**

Highlight Story



Enhancing patient experience: Bridging digital care and energy consumption

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With the aid of digital solutions, we can improve diagnostics, offer new treatment options, and continue to enhance interaction with our patients.

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Forming partnerships to promote digital healthcare

We want to promote digital healthcare innovations with partners like the software company SAP.

To this end, the global healthcare expertise of Fresenius is combined with SAP's technologies. The shared aim is to create an open and integrated healthcare ecosystem that will enable hospitals and medical facilities to exchange and use data as well as utilize AI – in compliance with all regulatory requirements. Digital and AI-supported solutions are designed to make processes more efficient, creating more space for patient care.

The partnership is set to be based on various forms of cooperation, including joint investments in start-ups and scale-ups, joint technological developments, and cooperation in line with the coordinated governance structures of both companies.

How digitalization and AI support patient care at Quirónsalud

Quirónsalud

In 2025, Quirónsalud introduced a new digital initiative focused on patient care: Proyecto Salud (Healthcare Project), featuring Trayectorias Asistenciales (Clinical Pathways) – an integrated model that replaces single, isolated actions with a smooth, continuous treatment process. When a specific diagnosis is made, the physician starts a personalized visit plan, which automatically triggers all standardized and appropriate services for that health condition. Patients can access all relevant information about their condition and treatment plan through the digital Patient Portal. This system improves appointment coordination and adapts workflows to expected demand.

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Meanwhile, the AI program Scribe supports medical professionals by transcribing consultations and creating reports, freeing up time for what truly matters: direct interaction and meaningful communication with patients.

More than

4

million patients

have had consultations supported by Scribe since Quirónsalud started using it (by year-end 2025).

More than

8,000

physicians

now use Scribe regularly in their clinical practice (by year-end 2025).

Everyday digital companions

In order to ensure that patients get the best possible support – not just in the hospitals, but also in everyday life – we are on hand to assist them when using our products and give them comprehensive information. To this end, Fresenius Kabi offers a range of information and support programs, such as the KetoApp. This helps people with chronic kidney disease to eat a varied diet that is appropriate to their disease.



Enabling access to healthcare

We want to make affordable and innovative healthcare products and high-quality clinical care accessible to as many people as possible. To do so, we are embracing the opportunities afforded by artificial intelligence and digitalization and developing new treatment approaches to reach people.

Our commitment to access & affordability

We strive to provide affordable, high-quality products and services that are accessible and contribute to enhancing the efficiency of healthcare systems.

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We work to deliver patient care

Healthcare systems are facing increasingly complex challenges: People are living longer, with diseases increasing as they age. At the same time, treatment should remain affordable and stable supply chains should ensure that care can be provided in the long term.


The availability of our products is critical to delivering patient care. Drawing on our own innovative strength and working in cooperation with strong partners, we want to seize our opportunities and set priorities. We are investing in our global production network, developing integrated care approaches, and taking advantage of the opportunities afforded by digitalization and artificial intelligence because we want to make sure that we can deliver a reliable and resilient supply of vital therapies.

We are also reducing the risk of shortages by diversifying our supply chains. In addition, our local-for-local approach gives us a high degree of vertical integration in our markets, enabling us to reduce dependencies. Our regional presence also ensures that we can operate closer to the needs of the healthcare systems.

Also enabling us to play our part in making sure that care can be delivered is the fact that we are part of the critical infrastructure in Europe with over 130 hospitals and more than 300 medical care centers.

Health and medical education go hand in hand: We are convinced that both should be equally accessible to everyone – regardless of factors such as age, income, ethnicity, or educational attainment.

Highlight Story

 easygen

**When every day counts:
EASYGEN is set to make cell
therapy more accessible**

[Read Highlight Story →](#)

As part of the EASYGEN project, we are working with international partners to simplify access to a special form of cell therapy for cancer patients. Find out more in the **Highlight Story: [When every day counts: EASYGEN is set to make cell therapy more accessible.](#)**

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In the 2025 fiscal year:



What we do – an overview of our activities

We provide integrated care services and supply high-quality medicines and healthcare products for the global market – always tailored to different healthcare systems and the needs of patients. When it comes to our healthcare products, we focus on generics and biosimilars, so-called copycat drugs, which are cheaper than the original medicines. They help to cut the cost of treatment. This in turn eases the burden on healthcare systems because they have to spend less money on medicines, and patients because co-payments are lower for therapies.

Fresenius Group		
Fresenius Kabi	Fresenius Helios	
<p>Products for the therapy and care of critically and chronically ill patients:</p> <ul style="list-style-type: none"> • biopharmaceuticals • clinical nutrition • MedTech products • intravenously administered generic drugs (generic IV drugs), and IV fluids 	Helios	Quirónsalud
	<p>Operating in Germany with</p> <ul style="list-style-type: none"> • more than 80 hospitals • more than 200 medical care centers • 31 occupational health centers • 6 prevention centers 	<p>Operating in Spain with</p> <ul style="list-style-type: none"> • 50 hospitals • around 100 outpatient health centers • more than 300 facilities for occupational health management <p>Operating in Latin America</p> <ul style="list-style-type: none"> • with 7 hospitals • as a provider of medical diagnostics

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Access initiatives at Fresenius Kabi

Reliable access to medicines, healthcare products, and nutritional therapies is often essential, especially for critically and chronically ill patients. Fresenius Kabi is undertaking various initiatives to support this access. Find out more in the **Highlight Story: How Fresenius Kabi supports access to essential therapies in everyday care.**



Highlight Story: How Fresenius Kabi supports access to essential therapies in everyday care
[Read Highlight Story →](#)



What exactly is ... a hospital cluster?
[Read Highlight Story →](#)

Well-connected hospitals

Helios has grouped its hospitals and medical care centers into clusters. By creating such regional networks, we want to deliver care for patients on a long-term basis. Find out more in our **Highlight Story: What exactly is ... a hospital cluster?**

Helios

Emergency departments at Fresenius Helios – a focus on structures and procedures

When people come to a hospital in exceptional medical circumstances, the emergency room is their first point of contact. The complex and often time-critical processes in an emergency room demand a great deal from medical staff. Helios in Germany wants patients to feel like they are in good hands from the very first moment, while also making sure that employees will continue to enjoy working in this setting in the future. With this in mind, Helios launched a project in 2025 aimed at improving interdisciplinary workflows and structures in emergency departments, raising the quality of organizational and medical aspects, and boosting patient and employee satisfaction levels. The measures include introducing standardized patient admission processes, minimizing waiting times, optimizing shift planning to better cover peak times, and ensuring greater data transparency within the hospital.

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One important goal involves being able to provide patients with continuous care, which means that there is a need to prevent situations where emergency rooms are temporarily unable to accept any more emergencies. Interdisciplinary nursing, administration, and medical teams are working together on implementing a solution. Emergency services are also involved, with a digital system enabling emergencies to be registered and assigned to hospitals at an early stage. Overall, the measures are set to be implemented gradually until 2027.

Digitalization in patient interaction

We use digitalized processes in various interactions with patients, starting with admission preparations – via videoconferences or chats, for example – right through to the daily post-treatment checkup at home via an app. Virtual portals are also in use at both Helios in Germany and Quirónsalud in Spain. Patients can use these to view treatment documents, book appointments, and attend video consultations, for example.



Highlight Story

Enhancing patient experience: Bridging digital care and energy consumption

Read Highlight Story →

Find out how patients in Spain can expect to benefit from the Casiopea digital platform in the **Highlight Story: Enhancing patient experience: Bridging digital care and energy consumption.**

Further information on how we use digitalization and artificial intelligence at Fresenius can be found in the **Patient centricity**, **Quality excellence**, and **Business ethics** sections.

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Promoting individual development and shaping a sense of togetherness

Committed to life – around 178,000 employees translate this promise into action every day at Fresenius, whether dealing directly with patients, relatives, and business partners or working in administration or production.

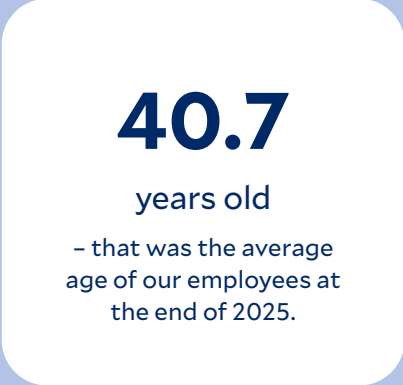
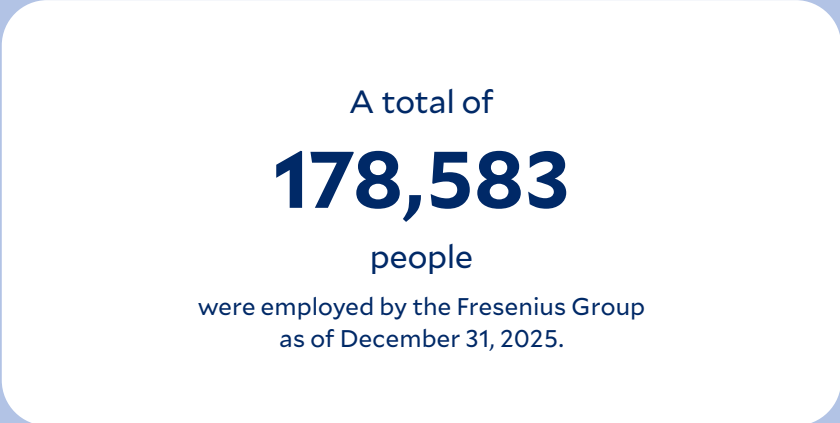


Our commitment to employee engagement & development

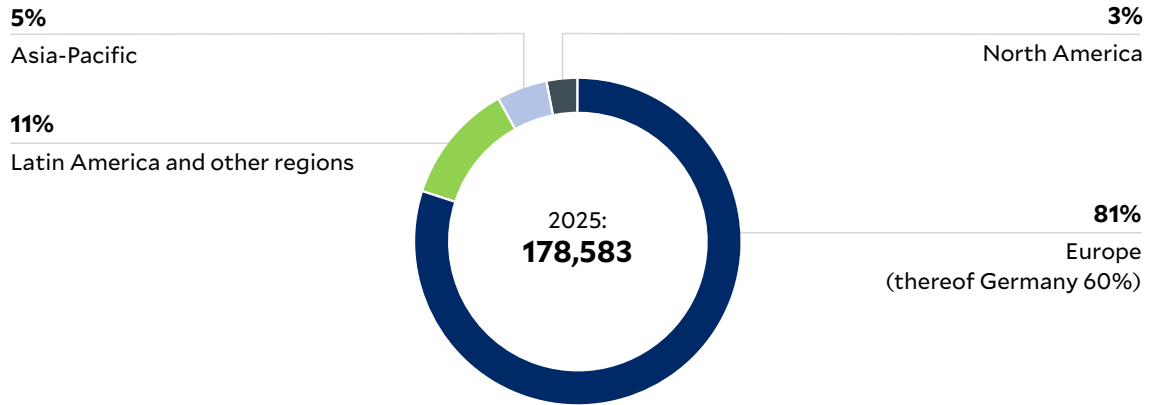
Strengthening our purpose-driven performance culture to attract, develop, and retain a motivated workforce is a key priority. They are the foundation to deliver medical care day-by-day.

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It is our task as an employer to create good and safe working conditions for our employees. We want to give them the best possible support at the various stages of their careers, while fostering their engagement and development.



Internationally positioned: employees by region




Human Dimension

Our targets for retaining and developing the workforce

Understanding what drives our employees

We want to know what our employees appreciate about their working environment and where we as an employer still have some catching up to do. That is why we conduct the Fresenius Pulse employee survey every year, evaluate its findings in detail, and work out concrete measures based on these. We use the Employee Engagement Index (EEI)¹ to gauge how strongly employees identify with Fresenius as an employer and how connected they feel. For us, the EEI is an important indicator of the satisfaction of our workforce.



↑ 4.12

Fresenius

Employee Engagement Index

Fresenius annually measures how strongly employees identify with the company using the Employee Engagement Index. For 2026, Fresenius aims for an Employee Engagement Index of **4.12**.

The EEI was 4.14 in 2025 (2024: 4.02); the target value of 4.33 was not achieved. The survey reveals that more respondents identify with Fresenius today than last year. Ultimately, however, there is potential for improvement when it comes to striking the right work-life balance. There is some real catching up to do in terms of offering more recognition and providing clearer communication – especially from the management levels. It is also important to the respondents that their feedback leads to concrete improvements.


The new target for 2026 takes into account the sale of shares as part of #FutureFresenius, including the deconsolidation of Fresenius Medical Care.

¹ The EEI is a weighted average calculated on the basis of the engagement index of each unit surveyed within the operating companies. The index indicates the employees' average position on three in Fresenius Pulse globally surveyed employee engagement questions on a scale of 1 (strongly disagree) to 6 (strongly agree). Fresenius reports on the KPI, measures, and the level of progress in the audited [Sustainability Statement 2025](#).

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Knowledge management – gaining, enhancing, and sharing knowledge

We help our employees to develop as individuals by offering them various learning opportunities, including mandatory training on subjects such as environmental protection, quality management, and integrity. We also improve the digital skills of our workforce – because technology is playing an increasingly important role in our everyday professional lives.



+ 20%

Training Hours

Fresenius wants its employees to develop professionally. By 2030, Fresenius aims to increase annual training hours per employee by **20%** (base year: 2024).

Fresenius

In the reporting year 2025, the average number of training hours was 19.3 (2024: 17.5), representing a 10.3% rise relative to the 2024 base year.² Among other things, the rise is due to the hiring of new employees with higher training needs and the scheduled cycle of mandatory training courses in the area of production (> 1 year). Improvements in data collection methods have also reduced the proportion of estimates.



Yvonne Albert
Chief Human Resources Officer at Fresenius



”At Fresenius, every employee should have the opportunity to develop and reach their potential. Our training courses serve as a catalyst for individual development and innovation.”

² Fresenius reports on the target, the measures planned to achieve it, and the level of progress in the audited [Sustainability Statement 2025](#).

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Highlight Story

GREAT THINGS
 START WITH
GREAT PEOPLE

**Frembassadors:
 employees as ambassadors**

Read Highlight Story →

What makes Fresenius so special as an employer? This question is answered by employees who act as “Frembassadors”. Find out more about this program in the **Highlight Story: Frembassadors: employees as ambassadors.**



In our healthcare facilities, in production areas, and in administration roles, our employees’ skills and energy contribute to the success of the company.

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Equal treatment and equal opportunities for all

At Fresenius, we want to promote a performance-based culture where employees are treated fairly and without discrimination. Our commitment to equal treatment and equal opportunities is laid down in our Code of Conduct. We have also clearly stated our firm opposition to any form of discrimination in our Human Rights Statement and in the Group Social and Labor Standards Guideline.

Furthermore, the Management Board signed the Diversity Charter on behalf of Fresenius in 2023. The aim of the Diversity Charter initiative is to advance the recognition, appreciation, and inclusion of diversity in the workplace in Germany.

Communication on equal terms between the workforce and management

The #FutureFresenius Chat gives employees the chance to put their questions to the Management Board – in person or via the live webcast. This event is held several times a year with different board members. In addition, board members provide regular updates for employees worldwide via the intranet.

Helios



Lisa-Marie Urban
Head of HR Digital at Helios Germany

“We gear digital HR processes toward the working realities of our employees. To cite but one example, not all employees have access to their own company computer. We introduced our app-based HR self-service concept at Helios Germany in 2025 to make processes such as employment contracts, vacation requests, sick notes, and pay stubs accessible via smartphone or tablet. This is designed to simplify administrative processes and make our employees' day-to-day working lives easier.”



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Quirónsalud

Improving professional experience to close the talent gap

Hospitals today face increasing challenges in attracting and retaining talent. To address this, Quirónsalud is focusing on creating a positive professional experience built on continuous improvement.

Drawing on insights from the Group-wide Fresenius Pulse engagement survey – along with suggestion boxes, in-person feedback sessions, experience committees, and informal coffee chats with management – staff feedback helps shape actionable change. This approach moves the organization away from isolated, one-off initiatives and toward a dynamic culture of ongoing improvement, identifying the levers that have the biggest impact on people's day-to-day experience.

Key actions include strengthened training and professional development opportunities (such as leadership workshops and programs with business schools), as well as expanded recognition and benefit programs – from financial benefits to health and psychological support.

By aligning employee needs with organizational goals, Quirónsalud aims to reinforce a workplace culture where people feel supported and valued.

More than **900**
middle managers

have so far completed the Executive Program
in Healthcare Management.

More than
1,300
attendees

at online clinical
sessions in 2025.

15%

increase in
in-person training
from 2024 to 2025.