

# Future strong.

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### EMPLOYEES

#### #teamspirit



### PATIENTS

#### #healthfirst



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### COMPLIANCE

#### #takingresponsibility



### ENVIRONMENT

#### #byconviction



## 37



Christian Hüller, our photographer, followed our employees as they worked at Helios' hospitals in Leipzig during 2021 and 2022, both COVID-19 years. He was there for operations and treatments, and accompanied teams at both quiet and busy moments in their pursuit of excellent healthcare.

# Action

Never before has the need to act sustainably been as clear as it is today. Never before have governments, industries, and every individual carried such a large responsibility to take on climate change and not lose any more time. Seeing a devastating war here in Europe made us realize the major role that energy has in this conflict. It is obvious that a fundamental change of mindset is not merely a pleasant option; it is an essential requirement for our future.

Helios is aware of this significance. In order to fulfill our responsibility, I have put climate change mitigation at the very top of our agenda for the coming years. The overall healthcare industry and we, a major entity within that industry, are clearly going to have a key role in climate action. In Germany, the healthcare sector is responsible for 5.2 percent of harmful emissions. Healthcare makes up a large share of carbon emissions internationally, too. In fact, if the global healthcare sector were a country, it would be the fifth-largest emitter of greenhouse gases.\*

Our actions have always been focused on providing people with the best possible medical care and helping them to become, and stay, healthy. For this as well, a healthy environment is essential. In the future, we want – and need – to be more visible in performing our role.

” In order to fulfill our responsibility, I have put climate change mitigation at the very top of our agenda for the coming years.



**Robert Möller**  
Chief Executive Officer, Helios Kliniken GmbH

Robert Möller, born in 1967, is Chief Executive Officer and Chief Medical Officer. Since February 2022 he has overseen Helios' strategic business development in Germany in conjunction with his colleagues in the company's management team. Within the management, he is responsible for sustainability and corporate responsibility, medicine, research and science, hospital hygiene, data protection, and marketing and corporate communications.

Möller has been at Helios since 2014 and was the Executive Director at Helios Hansekllinikum Stralsund hospital until 2017. He took over the regional leadership of the former Central business region in 2019 before becoming Regional Director of the South business region in 2020. Robert Möller is a qualified banker, studied medicine and is a former internist. He has three children and lives in Hamburg.

\* Source: [Health care's climate footprint – How the health sector contributes to the global climate crisis and opportunities for action](#) (Health Care Without Harm, Climate-smart health care series, Green Paper Number One, September 2019)

We plan to develop effective concepts for environmental protection, strengthen our awareness of the need to protect resources more strongly than we have before, and include our employees on this journey as best we can.

The year 2021 was the first in five years in which Helios' energy consumption did not decline year over year. Instead, it rose. The main factor that triggered this increase was the significant hygiene requirements that applied during the COVID-19 pandemic; the energy-intensive ventilation systems in our hospitals needed to stay permanently switched on to keep virus levels low. As a result, we had to pay a considerably higher price for energy in order to safeguard the

health of our patients as well as our employees. We want to turn this development around as quickly as possible, and have already put in place the first few important measures for this.

Fresenius, our parent company, defined its climate target at the start of 2022: Together, all the Fresenius business segments plan to halve their carbon emissions by 2030 and achieve climate neutrality by 2040. Helios switched its electricity purchasing for 2022 completely to green energy, which was an important step to take. Nevertheless, what is even better than every kilowatt-hour of green power is every kilowatt-hour not consumed in the first place. That is

why we have set new targets for a conscious use of energy for 2022 and plan to include our employees intensively in this journey.

However, sustainability at Helios involves more than just the environment. We also took critical steps in 2021 in our three other focus areas for managing sustainability: patients, employees, and compliance. This report provides information about those steps.

I would like to offer my great thanks for their dedication to all the employees who have contributed to this report and provided their expertise.

” Together, all the Fresenius business segments plan to halve their carbon emissions by 2030 and achieve climate neutrality by 2040.

**Robert Möller**

Chief Executive Officer, Helios Kliniken GmbH



# At a glance



Our top key figures from all our fields of action offer an initial overview of the main developments during the reporting period. More detailed background information is provided on the following pages.



## Company

**89** hospitals

**130** medical care centers

**30,000** beds

**€6.7** billion in revenue

**2.3%** of revenue reinvested in digitization projects



## Employees

**75,000** employees

**5,554** people in apprenticeship

**2,500** new nursing employees

**3,300** advanced training courses and

**80** e-learning seminars

**31%** of management positions held by women



## Patients

**5.4** million patients

**30,000** COVID-19 patients treated

**35** clinical studies on COVID-19

**6,200** video consultations

**91%** achievement of quality indicator targets

**96%** satisfaction with hospital stay



## Environment

**100%** of facilities have ISO 50001 certification

**80** CHP systems that generate their own electricity

**253.5** kWh energy consumption per m<sup>2</sup>

**30** tons of CO<sub>2</sub>e per €1 million of revenue



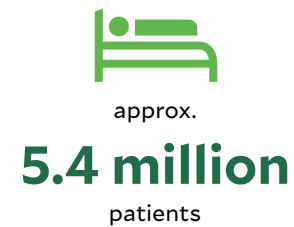
# Helios' Company Profile

Founded in 1994, Helios has grown into the leading private health care provider in Germany and Europe. Helios offers a full range of medical services at its 89 hospitals, roughly 130 medical care centers, and 6 preventive medicine centers in Germany. These facilities provide some 30,000 beds for patients. Helios treated approximately 5.4 million patients in 2021, with 4 million of these treated on an outpatient basis. Helios employs over 75,000 people in Germany and generated €6.7 billion in revenue in 2021.

The Spanish hospital group Quirónsalud has been part of Helios since 2016, offering 56 clinics, 88 outpatient health centers, and about 300 facilities for workplace health support services. Around 17 million patients are treated in these facilities each year, 16.1 million of them on an outpatient basis. Quirónsalud employs some 46,000 people and generated €3.5 billion in revenue in 2021. Both Helios and Quirónsalud have been operating under the umbrella of the holding company Helios Health with their own management since 2018.

Helios Health ensures the transfer of knowledge between Germany and Spain, creates synergies between the two companies, and drives the international expansion of Helios. This sustainability report relates exclusively to Helios Germany. Our Spanish sister company Quirónsalud publishes its own annual [sustainability report](#).

Helios has been part of the global Fresenius healthcare group since 2005. As Fresenius Helios, it forms the fourth Fresenius Group division alongside Fresenius Medical Care, Fresenius Kabi, and Fresenius Vamed.



## Decentralized organization

The Helios Germany management team consists of five members.\* They make fundamental strategic decisions for the company and its employees. Our clinics and outpatient facilities are organized on a regional basis. In each of our four regions – North, South, West, and East – a Regional Manager, working together with a Regional Medical Manager, is responsible for managing and developing the clinics and outpatient facilities in the region.\*\* This decentralized structure creates short decision-making paths and offers organizational as well as entrepreneurial advantages: Within each

region, the hospitals coordinate their medical service portfolios with each other. In addition, they benefit from synergies in many aspects of hospital operations and in their medical focus, even across regional boundaries.

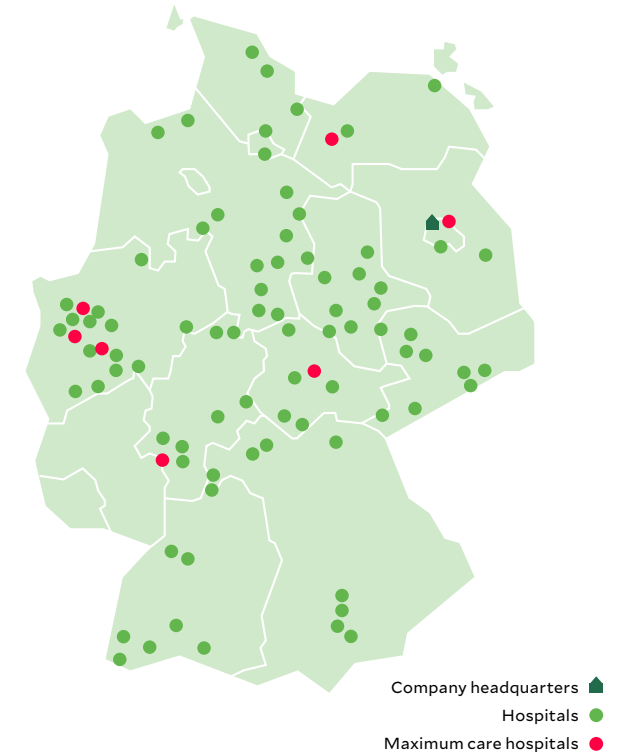
Corporate responsibility at the hospitals rests with their Executive Directors, the regional management and the Regional Medical Directors. All Regional Directors and Regional Medical Directors are part of the extended Helios management team and contribute the local and regional perspectives of their hospitals to central corporate decision-making.

Around 200 employees work in 19 specialized Central Services at Helios' company headquarters. They support the management and the clinics in both regional and higher-level tasks, for example in areas such as Human Resources, Legal, Purchasing, Cleaning, Controlling and Corporate Communications. The Supervisory Board of our parent company, Fresenius SE & Co. KGaA, acts as the supervisory body of Helios Germany.

Corporate structure of Fresenius SE & Co. KGaA with Fresenius Helios as one of four business segments



Locations of Helios hospitals at a glance



\*Since February 2022, Helios' management team has consisted of only four members. Robert Möller took up the position of Helios Chief Executive Officer (CEO) from Dr. Francesco De Meo and simultaneously the position of Helios Chief Medical Officer from Prof. Andreas Meier-Hellmann.

\*\* As of February 1, 2022, the four Regional Medical Directors were replaced by two Medical Consultants. In their capacity as staff functions, they report directly to the CEO. They advise the Helios and regional management teams on all medical matters and provide assistance to the hospital management, for instance on issues relating to personnel needs or the recruitment of chief physicians.



# Sustainability at Helios

As a healthcare company with over 200 healthcare facilities across Germany, we operate at the heart of society and bear **responsibility** for the health and well-being of many thousands of people every day. By seeking medical treatment with us, our patients place a great deal of trust in us. We want to provide the best possible care for each and every one of them – from routine to complicated operations, from prevention to preparatory consultation and surgery and all the way to aftercare, both inpatient and outpatient. In doing so, we are faced with the entrepreneurial challenge of wanting to meet the highest medical standards while at the same time operating successfully under increasingly regulated conditions.

To live up to these aspirations, we attach particular importance to ensuring the top quality of our medical treatment. **Transparency**, honesty, diligence, and expertise are central qualities in all areas. We openly address errors and work together to prevent them. We are constantly developing our medical and service performance to meet the needs of our patients better.

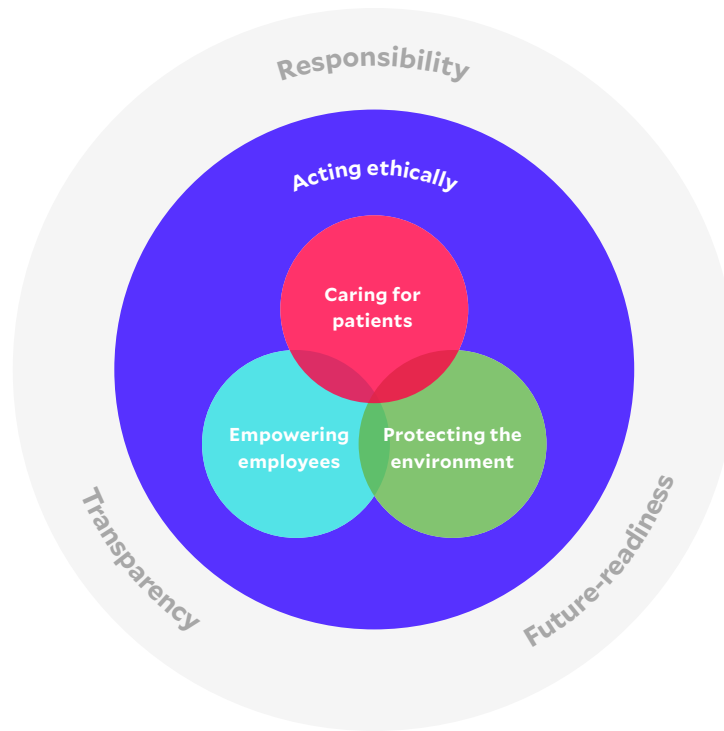
Transparency and a culture of continuous learning are the basis for our **future viability**. Global megatrends such as digital transformation, urbanization, climate change, and demographic change also picked up considerable pace in 2021. The COVID-19 pandemic confronted us with new and additional challenges as well.

We are in the midst of a fundamental transformation of the healthcare market and we aim to influence that transformation actively. We observe trends and innovation and evaluate them critically. We create and implement useful new methods and technologies for day-to-day clinical practice. Consequently, we were able to develop solutions for the acute challenges of COVID-19 in a short time and quickly have them ready for use, even in the exceptional years that were 2020 and 2021.

Our future-oriented perspective, our curiosity, and our will to continuously improve are what drive us forward – with the goal of offering ever better medicine to ever more people. We want our patients to have a competent and trustworthy partner at their side when they choose Helios.

This aspiration is the basis for our sustainability commitment, which incorporates the following fields of action:





**Caring for patients**

Top-quality medical care and our patients’ safety are central to what we do, just as much as their subjective satisfaction with the care and service they receive. To ensure that outstanding care is provided now and in the future, we continually study current and impending changes in the healthcare market. We are also increasingly investing in digital solutions that complement our range of services.

**Empowering employees**

Every day, our employees make sure that our patients receive excellent medical care and thoughtful attention. They are the reason that Helios is the leading provider of inpatient and outpatient medical care in Germany. That is why we do everything in our power to offer our employees a job that they can identify with and that motivates them to develop individually as well as within their teams.

**Protecting the environment**

Human health is closely linked to a healthy natural environment. Rigorous climate protection and species conservation therefore means consistently protecting health, too. This is why we are paying close attention to what environmentally friendly, resource-saving hospital operations might look like in the future and why we are already implementing several measures to protect our environment.

**Acting ethically**

As operators of hospitals and medical care centers, we carry a great responsibility toward society. We are fully aware of this responsibility and consider ethical, legally compliant behavior a prerequisite for all our activities. Accordingly, we have established strict compliance rules and rigorously pursue any violations of them. We also attach great importance to acting independently and uncorruptibly.

The COVID-19 pandemic continued to present Helios with major challenges in 2021, including in terms of sustainability. We were unable to make some of the advances we had set out to achieve. At the same time, however, we achieved further progress in other areas, for example in offering our patients care through digital services and in providing digital training for our employees.

## Systematic sustainability management

Responsibility for sustainability rests directly with the Chief Executive Officer of Helios Germany. Robert Möller assumed this role on February 1, 2022, succeeding Dr. Francesco De Meo. His efforts at implementing sustainable concepts are supported by the entire Helios management team and the company's dedicated officer, Constanze von der Schulenburg, who leads the Helios Sustainability Office that was established as a staff function in 2021. She also works closely with the sustainability team at Fresenius SE.

In the four focus areas for managing sustainability (patients, employees, environment, and compliance), steering groups look after the ongoing development and reporting obligations of the relevant issues. Each steering group is overseen by a member of the Helios management team. In addition, key themes for Helios' management of sustainability come from the Fresenius Sustainability Board. Established in 2020, this board provides a framework for exchanging information between the sustainability managers of all Fresenius business segments. Members of this board meet every second month to discuss their activities and measures and to coordinate company-wide procedures for sustainability. The

Fresenius Human Rights Council has also provided advice on human rights issues on a quarterly basis since 2019 by discussing current topics and new regulations at national and EU levels, such as Germany's Supply Chain Due Diligence Act. In addition to these bodies, employees can also get involved in sustainability, with all Helios employees able to make suggestions via an e-mail address set up for this purpose.

## Valuable stakeholder dialogue

Our core business is shaped by the varied expectations of our diverse stakeholders. The following stakeholder groups communicate their interests and expectations to us:

- Patients
- Potential and current employees
- Business partners
- Policymakers
- Nongovernmental organizations
- Media
- Trade unions
- Competitors
- Investors

Our key stakeholders are our patients, who depend on receiving excellent medical care, and our current and potential employees, who expect an attractive workplace with a promising future and strong potential for development.

To better understand and respond to stakeholder requirements, we must engage in regular exchange with them. We already maintain extensive contact with our key stakeholders. For example, we carry out surveys with our patients to find out how satisfied they are with their treatment. Moreover, we publish a quarterly [magazine](#) (German only) for our employees and patients and do a [podcast series](#) (German only) in which our medical experts share their knowledge with people interested in it. We maintain ongoing contact with our employees through our intranet. Feedback from our stakeholders, dialogue with experts from our clinics and discussions on the Fresenius Sustainability Board help us prioritize sustainability issues further and enables us to gradually incorporate these issues into our business activities.

# #healthfirst



We aspire to provide our patients with outstanding, stable healthcare of the highest quality. In light of the major challenges of the COVID-19 pandemic, we have expanded our digital services further to keep patient care and support possible, even from a distance.

## Crisisproof healthcare

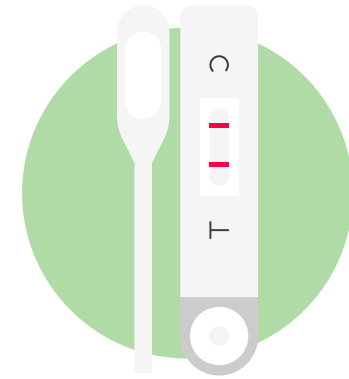
Helios offers the full spectrum of medical treatment at its hospitals, from preventive medicine to any level of care and all the way to complex procedures such as transplants. It offers a total of approximately 30,000 beds for this purpose nationwide, 29,955 of which are for acute care and 532 for rehabilitation. Due to the requirements placed on medical care by the COVID-19 pandemic, in 2020 and 2021 Helios increased the total number of its intensive care beds at all its hospitals by adding 1,346 to its existing 1,025 beds as a way of providing more capacity for treating COVID-19 patients. This meant that a total of 2,371 beds were available for intensive care at Helios during the pandemic.

Helios hospitals treated a total of roughly 5.4 million people in 2021, an increase of approximately 3.85 percent over the prior year. Of this number, 1.4 million were inpatients and 4.0 million outpatients. In July 2020, Helios developed its own [safety protocol](#) (German only) for its clinics with ten measures to protect patients and employees from becoming infected with COVID-19. It established color-coded areas in all hospitals to categorize the relevant risk of COVID-19. We have published bed utilization numbers for intensive care and regular wards at all Helios hospitals daily since June 2021 on our website in our effort to create the greatest possible transparency regarding our hospitals' capacity.



### Testing and vaccinating almost around the clock – for greater safety

Our hospitals and the more than 150 doctors' offices at our medical care centers offered PCR and rapid COVID-19 tests almost around the clock in 2021. What's more, the residents of many towns and communities were able to get free rapid COVID-19 tests at Helios' mobile testing centers and receive an official test certificate. In spring 2021, Helios also launched its Germany-wide vaccination campaign called [#heliosimpft](#) ("Helios vaccinates"), administering a total of 423,968 vaccine doses to the country's residents in the period up until December.



In 2021, Helios treated a total of approx. **30,000 patients** who had a **COVID-19 infection**, **8,000 of them in intensive care.**

In 2021 as well, all measures at our medical care centers and hospitals for containing the pandemic were carried out in close coordination with the company-wide Helios crisis team and the hospitals' own crisis teams and task forces. Helios provided care for approximately 30,000 patients infected with COVID-19 in 2021, with more than 8,000 of them requiring intensive care. Approximately 5,000 patients in our hospitals died with or from a COVID-19 infection in 2021.

## Ensuring medical quality

Since its founding, Helios has focused on measurably high medical quality. To ensure that this is achieved consistently, we have established a quality management system that is controlled by our Central Service for Medicine. At the same time, our 28 medical expert groups ensure that the knowledge they have in their fields is disseminated and implemented in all our clinics. Our quality management system has three methods:



### Measuring quality

The basis for our quality management is an evaluation of processes and the results from our treatment of patients. Every step of a patient's treatment in the hospital is precisely documented for subsequent billing to health insurance companies. We use this "routine data" to measure the quality of our services. It shows, for example, whether a patient's recovery has taken longer than expected or complications or death have occurred. On this basis, we can deduce whether treatment proceeded normally or whether potential mistakes were made.



### Analyzing and publicizing quality

To continuously improve and avoid repeating mistakes, we publish our [quality results](#) (German only) our corporate website and on the websites of our hospitals. The data provides visibility about how a given hospital compares with the national average, with other Helios hospitals, and with IQM member hospitals. In addition, each hospital and each department receives a monthly report on its medical treatment results so that trends can be identified in their early stages and, if necessary, more detailed analyses can be initiated.

We also use our routine data to measure the German Inpatient Quality Indicators (G-IQI) as defined by Initiative Qualitätsmedizin (IQM).<sup>\*</sup> There are more than 380 of these indicators with information on over 60 important medical conditions and treatments. In addition, we collect data for more than 1,000 other quality indicators at Helios. We have selected 47 (2020: 45) key indicators from the G-IQIs for the strategic management of our medical quality. Specific targets have been defined for these indicators and we review our achievement of them annually. In the 2021 reporting period, we met the targets for 43 (2020: 40) indicators, which corresponds to a proportion of 91 percent (2020: 89 percent).



### Improving quality

If our hospitals fail to meet certain quality targets or if other irregularities become apparent, we carry out a detailed analysis of the treatments and processes in question and make the best use of any potential for improvement. This is done through peer reviews of cases where specially trained physicians from Helios hospitals and from IQM examine statistical anomalies and work with doctors at the hospital concerned to identify approaches for improvement. The findings are translated into concrete recommendations for action at the respective hospital. Due to the pandemic and the resulting restrictions on hospital operations, we only conducted seven peer reviews (2020: eight) in 2021, most of them in a digital format.

## OUR QUALITY RESULTS

[Find out more \(German only\)](#)

<sup>\*</sup> Initiative Qualitätsmedizin" (IQM; "Quality Medicine Initiative), founded by Helios and eight other hospital operators in 2008, aims to raise the visibility of potential improvements in medical treatment quality and promote active, open error management in hospitals.



## Ensuring patient safety

The safety of our patients is our top priority. This is why the responsibility for this issue is invested directly in our Chief Medical Officer. In addition, we have established a Patient Safety Officer position. Both are supported by Central Services and by the medical expert groups. Helios is a member of the Aktionsbündnis Patientensicherheit (APS, “German coalition for patient safety”) and incorporates this network’s recommended actions as part of clinical risk management.

Furthermore, Helios has developed its own system, which regularly collects data on the safety of our hospitals’ patients. It aims to analyze and rectify any weak points in the care we provide. The system combines the internationally established [Patient Safety Indicators \(PSI\)](#) with Helios’ own indicators. They include, for example, the number of surgical sponges or medical instruments accidentally left in the body after an operation, as well as wrong-side surgery, serious medication errors, falls, and misdiagnoses at hospitals.

Our Group’s incident response policy requires all Helios clinics to record these indicators systematically and report them to a central location. We have published figures for selected indicators on our website each year since 2019. This is how we strive to create the greatest possible transparency in dealing with adverse incidents and treatment errors. Eighty-four events (2020: 105) were recorded for eight selected [patient safety indicators](#) (German only) in 2021. Further information about patient safety at Helios is provided in the [“Key figures” chapter starting on page 43](#).

### PATIENT SAFETY

#### INDICATOR SET

[FIND OUT MORE \(GERMAN ONLY\)](#)

## Structured error management

To err is human – but we believe it is critical that we respond transparently when this happens. To prevent errors, we have been using mandatory checklists for all surgeries since 2009 with a goal of minimizing potential risks for patients before, during, and after operations. Moreover, for each confirmed treatment error, the measures taken are requested from the clinic in question and analyzed centrally. We record critical events and near misses centrally, uniformly, and anonymously via our Critical Incident Reporting System (CIRS). In 2021, a total of 576 events were reported (2020: 458) and then evaluated in a decentralized fashion at the level of the individual clinics, which led to roughly 300 measures being derived and implemented at the hospitals.

At 768,\* the number of claims of medical errors in 2021 was down from the prior year (2020: 958). An average of 0.8 per 1,000 patients (2020: 0.9) made a (justified or unjustified) claim of a medical error against Helios in 2021. These accusations encompass, to varying degrees, all specializations and stages of treatment, including preoperative information, diagnostics, surgery, therapy, and aftercare. Accordingly, we have again achieved our goal of ensuring that medical error claims do not exceed one per 1,000 full inpatient treatments.

About one-fourth of medical error claims are resolved by the expert commissions and arbitration boards at the medical associations, which report publicly on this topic every year. This procedure, which is voluntary for doctors and patients, allows comparison data to be collected. On average, about 30 percent of medical errors nationally were reported to the medical associations over the last three years. Helios’ rate in 2021 was 29 percent, which is comparable to the average rate. All other cases were resolved directly with the claimants, in court, or with the involvement of the health insurance companies (through the Medizinischer Dienst der Krankenversicherung [MDK, “health insurers’ medical service”]). Comparison data for these cases is unavailable or cannot be presented.

In line with our transparent error management, Helios processes and settles its liability cases directly as much as possible rather than handing them over to an insurer. Consequently, Helios analyzes these cases very closely. For 2021, we also developed a tool for automatically asking about preventive measures. If there is a confirmed treatment error, it initiates a central review of the usefulness of the relevant preventive measures.

\*Full records are not available for prior-year claims involving recently acquired hospitals (Malteser, DRK Kassel).



## Strict hygiene standards

To prevent infections within a clinic, it is essential for hospital hygiene standards to be strictly adhered to. For this purpose, we have established our own Group Hygiene Regulation, which is based on the recommendations of the Robert Koch Institute (RKI). It includes specific instructions on what to do for numerous diagnostic, nursing, and therapeutic processes at our hospitals and medical care centers. Employees receive regular training on hygiene requirements from the local hospital hygienists and hygiene specialists. Internal compliance reviews take place as part of regular inspections.

We are the only hospital operator in Germany to publish half-yearly data on how frequently multiresistant pathogens and other significant pathogens appear in our hospitals. The data also shows how many patients brought the respective pathogen into the hospital and how many acquired it during their stay. We use this information internally so that we can act quickly in the event of anomalies, identify the causes, and initiate improvements.

### HOSPITAL-ACQUIRED PATHOGEN FIGURES

[Find out more \(German only\)](#)

## Innovative antibiotic management

In order to communicate knowledge about how to treat multiresistant pathogens with antibiotics correctly, the Infectious Diseases and Antibiotic Stewardship expert group developed a program for managing and reporting on antibiotics in 2019. This is now in use for all Helios hospitals; the records are centralized. The program aims to combat the growing resistance to antibiotics primarily with shared and widely communicated knowledge. The specially developed courses for hospital staff aim to educate them across the entire Group and provide training on antibiotic treatment. Departments that maintain beds have trained antibiotics advisors that raise awareness about antibiotics and act as a first point of contact if questions and uncertainties arise. The antibiotics advisors take part in a learning program consisting of an e-learning tool and online training courses. Knowledge development is tracked through peer reviews, where staff with special expertise exchange their knowledge and work experiences and improve by comparing their expertise with one another (“learning from the best”).

A special program was carried out in 2021 to improve the treatment of severe bloodstream infections with the *Staphylococcus aureus* bacterium. In the future we will also focus on the issue of gender-responsive care in connection with infectious diseases.

### ANTIBIOTIC STEWARDSHIP AT HELIOS

[FIND OUT MORE \(GERMAN ONLY\)](#)

## Regular patient satisfaction surveys

We aim to ensure that our patients are not just healthy, but also satisfied when they leave our hospitals. Their honest feedback during and after treatment is therefore particularly important to us. Based on it, we can respond quickly to their individual perceptions during their stay at our hospitals and improve care quality in the long term.

To systematically record feedback, we developed the Helios Service Monitor, which we have been using at all Helios clinics since 2019: Employees at the clinics survey our inpatients once a week about their overall satisfaction. If the inpatient is dissatisfied, the relevant staff from the area in question, such as housekeeping, nursing or the medical team, can be called in at the request of the patient concerned to clarify possible problems in a one-on-one conversation. Our goal is to respond to patient feedback within 24 hours. The data is then processed anonymously in the Helios Service Monitor.

The outcomes can be viewed by each hospital individually for a current daily, weekly, or monthly result. In addition, we evaluate the results of all Helios hospitals centrally once a month to establish a bigger picture regarding satisfaction and to identify areas of criticism. Moreover, some hospitals publish their patient surveys on their [hospital website](#) (German only).

In 2021, 713,382 patients nationwide were asked for their personal opinion, which means that we reached around 70 percent of our inpatients. Of the ones surveyed, 96 percent said they were satisfied with their current hospital stay. Typical points of criticism involved, for example, food service and housekeeping as well as communication between individual professional groups or specialized departments.

# 96%

of surveyed patients were satisfied with their hospital stay.

## More digital transformation

The hospital market in Germany is developing dynamically. Digital patient records and telemedicine are enabling new communication channels as well as faster transmission and interpretation of health data. As a hospital operator, we seek to leverage the potential of digital transformation to improve our patient care and service. We invested 2.3 percent of our revenue in digital transformation projects in 2021.

### Helios patient portal

As a pioneer in the German healthcare market, Helios established a patient portal and associated digital patient records and introduced both at the first Helios hospitals in 2019.

Through individual access via the clinics' websites, patients have the flexibility to view doctor's letters and findings, for example. They are provided with essential elements of their own patient records and can then decide whether or not to share the information. Further medical data, for example on nursing documentation and medication, is to be available in 2022. The patient portal was available at 50 of our 89 hospitals by the end of 2021 and we plan to roll it out at all our sites by the end of 2022. It recorded over 130,000 registered users, 304,000 documents exchanged, and almost 85,000 appointments booked online in 2021.

Some of our hospitals use spot check monitors which, for example, upload vital signs such as high blood pressure directly to the electronic patient record. This not only makes processes more efficient, but also reduces the risk of transmission errors. Spot check monitors are to be introduced at all hospitals by the end of 2022.

### Electronic patient record

A digital patient record containing clinical correspondence, results, and the complete clinical picture is available at almost every workstation at Helios' hospitals, adding value for medical practitioners as well as for patients. Further medical data such as nursing documentation and medication is also set to become available in digital patient records in 2022.

Integrated software solutions at about half of Helios' hospitals already provide warnings about potential medication interactions, which boosts patient safety.

The legislated expansion of Germany's nationwide telematics infrastructure, into which electronic patient records are to be integrated, focuses on improved care quality and efficiency in care and administration processes. The aim behind this is to modernize the technical infrastructure in German healthcare by 2025. Electronic medication management functionality, which is planned as part of the telematics infrastructure, will make it possible for electronic prescriptions to be sent digitally to participants outside the hospital, such as doctor's offices or pharmacies. Patients decide themselves whether their information is shared.

### More video consultation hours

Video consultations between patients and doctors gained enormous significance during the pandemic. All healthcare facilities – hospitals as well as medical care centers – have the technology in place to offer video consultation sessions. Helios has started online preoperative consultations to prepare patients for their hospital stays or surgery. Plans call for digital services to be rolled out for doctors' practices at our medical care centers so that patient waiting times can be reduced. Furthermore, Helios is also offering an increasing number of patients digital aftercare through its medical care centers, for example for postsurgery wound care. This lets specialists support patients digitally from end to end during their treatment, regardless of whether they stay in a hospital or are treated at a medical care center.

Helios also began video consultations for COVID-19 in May 2020, giving residents across Germany the opportunity to get an initial online examination of symptoms of a possible COVID-19 infection from Helios' physicians. This digital service ensured that people with a suspected COVID-19 infection did not need to visit a doctor's office or hospital first, and made it easier for patients to access medical information about the coronavirus directly. Patients were put in contact with Helios physicians in over 6,200 video consultations in 2021.

At many locations, we enable digital visitor registration, digital patient academies, and online delivery room tours for expectant parents.

Helios' experts also use online conferences as a way to conduct tumor board reviews. This involves a cross-location and interdisciplinary analysis and discussion of oncological findings to determine the best treatment possible and improve the medical quality of cancer therapy.



Over **6,200 video consultations** connected patients with Helios' physicians.

### Facility-specific data protection

Our Central Service Data Protection is responsible for the ongoing enhancement of our data protection management system. The head of the department reports directly to our CEO. There are 156 employees who ensure that the requirements of data protection law are met in our regions and facilities. They conduct regular risk analyses and audits, check and document new processing activities, and train our employees, among other things.

If, for example, employees or patients see indications of a potential violation of data protection regulations, they can contact the data protection officer of the relevant Helios facility directly. We take every indication of a potential violation seriously. We clarify the facts as quickly as we can,

initiate any required measures without delay, and adjust our corporate processes accordingly if necessary. In cases involving Article 33 of the General Data Protection Regulation (GDPR), we inform the competent supervisory authority as well as the affected parties in accordance with statutory requirements. The Helios Kliniken Group recorded a total of 92 notifiable incidents under GDPR Art. 33 during the 2021 reporting period.



**156 employees** at Helios help fulfill its **data protection requirements.**

Helios Germany reinforced a variety of instruments in its data protection management system in 2021. For instance, it focused in 2021 on issuing the Helios Group Data Protection Policy, enhancing audit processes, and continuing to design hospital information systems that are compliant with data protection law.

Numerous measures also became necessary in connection with COVID-19, for instance with respect to vaccinations or the recording of our employees' vaccination/immunity status. These measures in particular required close coordination with the competent authorities.

### Strengthened information security

The safety of our patients is also heavily dependent on information security. For this purpose, Helios has established an Information Security department in its organizational structure. The department supports and advises Helios management in implementing and maintaining an information security management system (ISMS). In 2020, Helios adopted a policy whose main objectives were patient safety and treatment effectiveness. In doing so, Helios is following a new law on the protection of electronic patient data, which must be verifiably implemented in all hospitals in Germany as of January 2022. Helios' ISMS is aligned with international standards such as ISO/IEC 27001 and is based, among other things, on Germany's industry-specific security standard for hospital healthcare, which was developed by the German Hospital Federation to help hospitals meet legal requirements.

### Scientific studies

Each year, numerous national and international studies are conducted in our hospitals. Before a clinical research project takes place at a Helios clinic, we ensure that scientific, ethical and legal requirements are met to protect the participating patients. The Helios Center for Research and Innovation (HCRI) is the point of contact for all employees of Helios clinics and their subsidiaries who want to conduct research – be it with patient data, by participating in clinical drug and medical device studies, or by developing new apps. Forty-eight of Helios' hospitals and medical care centers in total were involved in at least one research project during the reporting period.

Helios itself provides targeted support for employee research projects that are expected to have substantial benefits for patients, in accordance with the applicable Helios Group Research and Science Policy. A total of 424 studies were carried out at Helios during the reporting period, the largest percentage of which was in the field of cancer medicine (126). Thirty-five studies were related to COVID-19.

To gauge the tolerance of COVID-19 vaccines, Helios Klinikum Hildesheim launched a study of its workforce in early 2021. Called the Helios Hildesheim COVID-19 Vaccination Study (HelCO-Vac), it systematically recorded reactions to

the first and second vaccine doses between January and June and additionally measured at various intervals the protective antibodies formed in the subjects' blood after vaccination. The data collected from the more than 1,200 participants showed that there were no major reactions to vaccination, though vaccination did lead to a small percentage of health complaints that resulted in time off work. It furthermore showed clearly that specific vaccines can lead to significantly different frequencies of minor to moderate reactions when administered as a first dose, as a second dose, or in varied combinations.



Helios performed a total of **424 studies** at its hospitals in 2021.



As part of the European Union’s [Horizon 2020 research program](#), the Helios Leipzig Heart Institute is coordinating [PROFID](#), a major international research project for predicting and preventing sudden cardiac death following a heart attack.

This five-year project launched in January 2020 and brings together more than 20 partners from twelve countries across Europe. They include academic institutions, the European Society of Cardiology, public health insurers, experts in health economics, and patient organizations.

#### 2021 studies by disease

	<b>No.</b>
Heart/circulation	99
Neurology/psychiatry	19
Cancer <sup>1</sup> (adults)	126
COVID-19	35
Orthopedics/spinal surgery	22
Anesthesia/pain	14
Pediatrics (incl. cancer)	34
Other diseases	75
<b>Total</b>	<b>424</b>

#### 2021 studies by initiator

	<b>No.</b>
Helios as initiator	143
Participation in university-led studies, publicly funded <sup>2</sup>	140
Participation in university-led or publicly funded studies with industry support; trial drugs typically provided <sup>3</sup>	30
Industry-sponsored studies <sup>4</sup>	111
<b>Total</b>	<b>424</b>

### Sex- and gender-specific medicine and research

At Helios, we pursue increasingly gender-specific approaches for diagnosis and treatment. Biological differences between men and women can produce differences in the symptoms and progression of diseases as well as in the effectiveness of medications. For a long time, these differences received little or no attention in medical research and practice. Gender-specific medicine involves researching and treating diseases in a way that takes account of biological differences such as bodily chromosomes, sexual characteristics, and hormone levels. It also considers environmental conditions, societal factors such as education and culture,

and social circumstances that affect a person’s health. Helios wishes to promote gender-responsive medicine and research so that our patients can receive the best treatment possible.

In 2021, Helios Germany performed a study of gender- and age-specific effects of the COVID-19 vaccines. In addition, multiple studies looked at sex-specific differences in disease progression among COVID-19 patients. Differences in disease progression during inpatient treatment, the emergence of thromboses, and the effectiveness of cortisone treatments were evaluated. Individual treatment plans for patients with these diseases can be developed using the findings.

Other studies examined different infectious diseases and the differing diagnoses of them between men and women. What’s more, Helios offers various gender-specific counseling services at some of its hospital sites, for example [Cardiac Consultations for Women](#) (German only) at Leipzig Heart Center.

<sup>1</sup> Cancer includes all organ cancers and hematologic (blood) cancers.

<sup>2</sup> The majority of these studies are led by universities, mostly with public research funding.

<sup>3</sup> The majority of these studies are led by universities/professional societies, but are supported by drug/medical device manufacturers, which usually extends to the provision of the drugs/medical devices.

<sup>4</sup> The majority of these studies are supported by the pharmaceutical industry; less than 20 percent involve medical device manufacturers.





EMPLOYEES

# #teamspirit



Our incredibly dedicated employees ensured that our patients received stable care in both years of the pandemic, despite the challenges. We make sure to offer a good work environment so that we can continue counting on our dedicated staff. We established a digital executive academy in 2021 and were able to recruit even more apprentices than before.

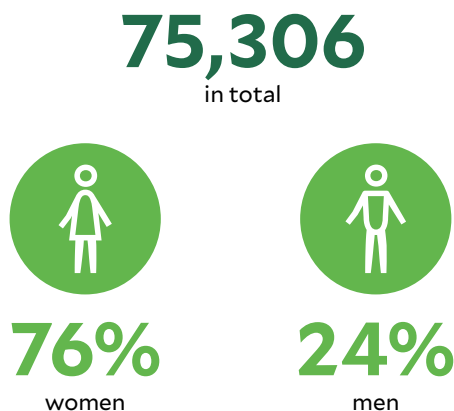


## Responsible staff management

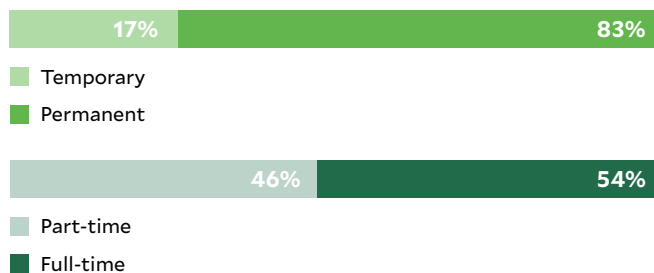
It is thanks to our employees that we have been a growing, medically and economically successful hospital company for over 30 years now. Nonetheless, we face challenges in human resources. They include finding skilled staff, countering demographic changes, and acting on the numerous regulatory interventions of recent years. In order for us to successfully adapt to these changes, we want to offer our employees jobs that give them a sense of purpose, personal responsibility, and opportunities for further development. This helps us create jobs that are futureproof as well as appealing for our potential applicants.

Our Central Service Human Resource Management and Collective Bargaining, for example, shapes the working conditions set out in collective agreements through collective negotiations with trade unions and sets the guidelines for the Helios Group's human resource management. In conjunction with our Central Service Personnel Recruitment and Development, it draws up overarching strategies for personnel development within the company. In addition, the departments coordinate company-wide activities and support our regions in relation to human resource matters. Regional managers provide specialized support for human resource management at a regional level. They act as an interface between company headquarters and the hospitals, where operational HR departments, in turn, oversee the employees. Overall responsibility for human resources rests with Helios' Chief Human Resources Officer, Corinna Glenz.

### Employees



### Employment by type of contract and workload



### Stable employment

As of December 31, 2021, Helios employed a total of 75,306 people (2020: 73,612), 76.1 percent of whom were women and 23.9 percent men. Of our total workforce, 82.9 percent have permanent contracts. Intern and resident physicians and our apprentices have temporary contracts of

employment with us that are time-limited to the end of their respective apprenticeship programs. We also engage employees on temporary contracts to meet short-term staffing needs and cover permanent staff. We have a nearly equal balance of full-time staff and part-time staff, with 54 percent of our employees counting as the former and 46 percent as the latter.

For 83 percent of our workforce, working conditions are governed by collective agreements. Our Helios Group collective agreement, which was first concluded in 2006 and has been continuously refined since then, is applied at 37 of our hospitals. A company-specific collective agreement applies at a further 37 hospitals while the collective agreement for the public sector (TVöD) applies at 10 locations. Three Helios hospitals are guided by the employment contract guidelines of Caritas Germany. Our nursing staff covered by the Group-specific collective agreement have received a monthly nursing allowance of up to €300, staggered according to qualification level, since January 2020 as part of the agreements reached with the ver.di trade union during the collective bargaining process. More detailed information about our employees can be found in the [“Key figures” chapter starting on page 43.](#)

Furthermore, Helios Germany will develop new working-hour models for doctors in particular as well as for nursing and administration staff. The first workshops and work group meetings have already taken place for this. Newly developed working-hour models will be presented to the heads of HR and hospitals first in order to trial them and see them in practice at Helios' facilities.

## Digitizing HR management

Digital transformation lets us standardize and simplify many tasks within human resource management. Helios has already been digitizing processes step by step for several years now – from payroll to recruiting to personnel management. Since 2018, we have been using uniform software (LOGA) for payroll accounting in the entire company. Helios continued to drive digital transformation for human resources during the reporting period and had migrated the personnel files of approximately 30 percent of its companies to a digital human resource management system by year's end. It aims to have fully digitized its personnel files by the end of 2022. We are also introducing a uniform digital duty roster system (ASES) at all our clinics, which will significantly improve our planning and reporting capabilities.

## Numbers of apprentices rising further

Excellent patient care thrives on well-trained staff and young people who contribute new ideas. In 2021, 5,554 people completed an apprenticeship program at Helios (2020: 5,274), either at one of our 34 company-owned training centers or as part of collaborations with external training partners. This meant that Helios in 2021 had roughly 300 apprentices more than it did the year before, which corresponds to growth of about 5.3 percent. The pandemic raised the visibility of occupations in medicine and nursing for a wide audience. We recorded a record number of applications for our apprenticeship programs in 2020 and 2021, the two years marked by COVID-19. For many younger people in particular, it became clearer what kinds of important tasks are involved in patient care and what can be achieved professionally in the nursing field.

Of our nearly 5,554 apprentices, 4,217 were pursuing nursing (2020: 4,015). In terms of all our nursing apprentices, we offered employment to 86 percent of our program graduates

# 5,554

people completed an apprenticeship at Helios in 2021.

during the reporting period (2020: 78 percent). In addition, Helios had a total of 874 medical students in clinical traineeships (2020: 812) as well as 916 medical students in clinical internships (2020: 718) and 4,195 physicians in residencies (2020: 4,479). Further data on our apprentices provided in the [“Key figures” chapter starting on page 43](#).

### TRAINING PROGRAMS AT HELIOS

[Find out more \(German only\)](#)

## Trainee program: fostering talent

Helios offers traineeships in hospital management, medical technology, nursing management, human resource management, procurement, IT, technical management, finance, and corporate controlling. Over a span of two years, university graduates get to know hospitals in various regions. They go through assignments in medical and non-medical departments – from patient care to hospital management.

The goal is for them to learn about the operational and strategic management of a hospital or specialized department. Helios had a total of 35 trainees (2020: 36) in this program in 2021. To fill nursing director and hospital management vacancies more independently of the general labor market, Helios offers development programs for assistant nursing directors as well as assistants for hospital management.



**5,554**  
apprentices

**4,195**  
physicians in residencies

**916**  
medical students in their practical years

**874**  
medical students as clinical trainees

**35**  
trainees

## Systematic recruiting

Competition for nursing staff is strong, especially in metropolitan areas. In these areas it is more difficult to fill positions that require specialized training, e.g., in intensive care or neonatology. The reverse is the case for doctors, with it often being more difficult to fill vacancies at smaller hospitals in more rural areas. The larger a hospital and the more varied the training opportunities, the easier it is for us to hire doctors for it.

Helios has developed a variety of instruments to counter the shortage of skilled staff. In the medical field, for example, Helios is building up structured talent pools for the position of chief physician. In nursing, which is significantly affected by the shortage of skilled staff, we were able to recruit approximately 2,500 new nurses during the reporting period. The national nursing recruitment campaign [#EchtesLeben](#) (“real life”, German only), which we launched in 2021, helped with this. It replaced the “Der wichtigste Job der Welt” (“the world’s most important job”) recruitment campaign that had run for the previous two years. [#EchtesLeben](#) has been designed to act as long-term, external employer branding for a specific target audience.

With the added pressure of pandemic-related restrictions, we continued rolling out a number of digital recruitment tools in 2021, for example virtual processes for personnel selection and development at assessment or development centers. Interviews with applicants from abroad, such as those for nursing positions, also continued to be held online as we have since 2020. During the reporting period, 12.7 percent of



### Here to stay: international workers

New employees from foreign countries are successfully integrated by celebrating diversity in our teams and by cooperating positively. For this reason, we train employees to become integration officers, recognition officers, and cultural ambassadors at our hospital sites. They support new colleagues who come from foreign countries as well as existing staff in developing shared strengths and an understanding of the differences that each individual brings. They also help international employees in the job-related, linguistic, social, religious, and cultural aspects of integration and in dealing with government offices for matters such as visas for family members. Furthermore, they provide advice about work-life balance. Many local initiatives at our hospitals such as intercultural afterwork meetings, country-themed days, and team training sessions complement our commitment to diversity. We also provide additional support in the form of targeted childcare services at Helios’ sites or within our networks.



Approximately **2,500 new nurses** were recruited in 2021.

our employees were new hires (2020: 14.3 percent). Further data on our new hires is provided in the [“Key figures” chapter starting on page 43](#).

## International nurses: great integration and team diversity

In addition to training its own staff and recruiting skilled workers in Germany, Helios also recruits skilled nurses from the international labor market. Helios hired a total of just under 1,000 nurses internationally in 2020 and 2021, 410 of them in 2020 and 586 in 2021.

Interviews for these positions were held fully online in 2021 as well. Helios does not recruit from countries that are themselves struggling with nurse shortages according to the World Health Organization (WHO). When choosing

countries, it is important for us that the local professional qualifications can be recognized in Germany. After all, the new employees will have to go through a qualification recognition process.

The integration process for international employees begins even before they arrive in Germany from abroad. We support and guide our future employees with language courses and targeted onboarding initiatives such as a monthly “class meetup.” Furthermore, we provide information about Germany’s states, their hospital locations, government office processes, and the specifics of German culture. In addition, our new employees have access to Helios Lernbar (“learning bar”) from across the world. A “welcome to Germany and Helios” course there lets our new employees prepare for work-specific issues such as hygiene, working conditions, and medical standards. To achieve long-term employee retention and support the collaboration between diverse teams at the hospitals, we have appointed local points of contact. They include trained integration officers, mentors, and learning buddies. We believe that celebrating diversity, with an open-minded understanding of one another and equal opportunity for employees, is a constant process and we wish to continue developing it further.

### OUR OFFER FOR INTERNATIONAL NURSES

[Find out more \(German only\)](#)

## Strengthening loyalty from the start – reducing turnover

To reduce early staff turnover among our employees, we standardized the induction process for new employees in 2020 and further developed and digitized onboarding for managers. New onboarding processes were implemented at the first few hospitals in 2021. For example, structured induction concepts and feedback meetings during the probation period were established for new employees. Annual feedback meetings have been offered as standard for employees at Helios for many years now. The rate of employee terminations in 2021 was 9.4 percent, which is slightly up on the previous year (2020: 8.3 percent). Our employees in 2021 had worked at Helios for an average of 10.3 years (2020: 10.3 years). In addition, we were able to reduce the dropout rate of our apprentice nurses during their probation period, which means that probation period dropouts have gone down steadily since 2016. In 2016, 18 percent of apprentices dropped out during their probation period; in 2021, this number was 15 percent.

Helios has established numerous initiatives to boost employee loyalty. These include the Helios Corporate Benefit Program, which offers exclusive discounts and deals with cooperating partners as well as a diverse range of courses for sports and nutrition. In addition, our employees receive the Helios PlusCard, a supplementary private hospital insurance policy for Helios employees. We support our employees in caring for their relatives by providing them with the expertise of a contractual partner. Some hospitals also offer additional benefits such as a pass for local transit. All company benefits normally apply equally to full-time and part-time employees.



Employees work at Helios for about **10.3 years** on average.



## Our vision and mission

We spoke with more than 600 employees about our shared beliefs, our attitude, and our identity in five regional workshops in 2019. These conversations produced a vision, a mission, and six guiding principles that reflect Helios' strengths. After taking a break in 2021 because of the pandemic, we are now continuing our engagement for our vision and mission. Starting in 2022, we are holding workshops across the country to familiarize managers and internal ambassadors with the guiding principles. We aim to initiate regional and local projects together at all facilities to integrate our shared vision into our day-to-day work.

### OUR VISION AND MISSION

[Find out more \(German only\)](#)



#### Our vision:

Giving people's lives value.  
For a lifetime.

#### Our mission:

We achieve top quality through professionalism and close collaboration. That is why we stay in constant contact with our network and rigorously develop our expertise. Together, we provide the very best solutions for our patients. With our combined strengths and expertise, we offer fully comprehensive care for every life situation.

#### Our guiding principles:

We work and learn together.

We have high expectations of ourselves.

We act with good business sense.

We lead with value and respect.

We continually expand our market position.

We guide our patients.

## Professional development

We consider it essential to help our employees to develop and become qualified – to ensure high-quality health care on the one hand and to continuously open up perspectives and career opportunities for our employees on the other. To this end, we offer numerous

opportunities for professional development, most of which are planned and implemented regionally and coordinated by the Helios academy. A company-wide target calls for the hospitals to reinvest about 0.4 percent of their annual revenue in the education, training, and professional development of their employees each year.

In 2021, the actual amount reinvested by our hospitals in continuing education and professional development averaged 0.31 percent in 2021 due to the pandemic (2020: 0.29 percent). In 2021, the ongoing pandemic resulted in a large number of in-person courses being switched to e-learning courses, which reduced costs. The extensive range of seminars available in our employees' Helios Wissenskonto ("knowledge accounts") lets them undertake professional development in line with their professional specialties as well as for their soft skills, like communication or self-management.



Approximately **3,300 professional development seminars** were offered in 2021.

The Helios knowledge accounts offered 3,300 different events during the reporting period and we recorded a total of 26,500 registrations for this overall offering. What's more, we started a digital executive academy in 2021 with content that over 3,000 managers have access to. We recorded 2,100 attendees in its first year alone. The content covered 42 different subjects taught in 20 online courses and at 65 events. In addition, we offer trainings and management assistance programs for our employees and develop structured talent pools for potential chief physicians. In 2021, Helios held a total of 221 training programs in emergency medicine, anesthesia, intensive care, and obstetrics at its three simulation and emergency academies, providing training to 1,756 physicians and nurses.

Our company-wide “Patient-Centered Communication” training program is another building block in our continuing education offering. In this course, our employees learn how to deal with patients, family members, and their colleagues in a more stress-free and compassionate manner, even in tense situations or stressful times at work.

These seminars are run by instructors whom we train ourselves. Approximately 1,500 employees participated in the training in 2021. Our goal is to train all our employees and apprentices on this important subject in the future.

## PATIENT-CENTERED COMMUNICATION

[Find out more \(German only\)](#)

### Accelerated expansion of e-learning offerings

The COVID-19 crisis has significantly accelerated digitization in the areas of training and continuing education at Helios and we are increasingly using digital formats for all aspects of education, training, and professional development. This applies both to the organization of learning content via the so-called Helios Knowledge Account – a digital education management system – and to the implementation of learning scenarios with e-learning and online seminars.



About 90 **e-learning seminars** are available on the **Helios Lernbar** (learning bar).



### Helios knowledge goals

The annual Helios knowledge goals are an online learning offering for all our employees. We offered the knowledge objectives “Healthy Working” and “Digital Transformation” in 2021. The healthy working knowledge objective focuses on how certain behaviors in a personal work environment and in private life – such as good sleep, good nutrition, and exercise – can help people stay healthy. The course also provided information about risks for diseases and tips for preventing them. The digital transformation knowledge objective showed viewers the possibilities and opportunities that digital transformation offers in medicine, how Helios is using them, the fields that Helios is using them in, and how Helios is transforming in the increasingly digital world of work.



Over the course of 2021, we registered a total of 935,196 log-ins on the Helios Lernbar learning management platform, with a peak of about 1,100 learners (2020: 650) active on the platform at any one time. The trend toward digital learning is also continuing for mandatory instruction sessions. In addition to basic instruction on occupational safety and health, fire safety, data protection, and basic hygiene which is offered digitally throughout Helios, an increasing number of Helios companies are also taking the opportunity to offer further subject-specific e-learning content, for example on topics like information security or basic life support. We use annual feedback interviews with employees to evaluate our training and development measures. We also analyze the effectiveness of the digital offerings for our employees. We look at usage statistics and conduct qualitative evaluations.

Strong demand for e-learning has led us to provide new digital tools for our instructors. For example, we introduced authoring software at our training centers during the reporting period to let instructors create digital learning modules themselves. We also use a large number of digital learning modules in our specialization training for our nursing staff.

To enable continuous knowledge management in addition to the training courses, the Helios central library provides access to some 30,000 e-books and more than 1,300 different journals. In addition, all employees have access to the UpToDate, PubMed, Anvil, and Rote Liste databases.

## Strengthening leadership competencies

Since 2013, we have published a Code of Conduct for Managers which outlines precisely what we understand by constructive leadership. In 2020, we also established a new Leadership Guiding Principle. Both the Guiding Principle and the Code of Conduct define, for example, that managers in their role model functions practice honest, transparent and reliable social interaction. This also means explaining decisions, dealing openly with errors, learning from them and resolving conflicts constructively.

Managers have a high level of responsibility for issues related to their disciplines as well as for unrelated topics. With the Helios Academy for Executives implemented in March 2021, we seek to support this target group in their work by offering orientation and expanding competencies as necessary. The programs offered through the Helios Academy for Executives are designed to be modular for this reason. Whether online courses, seminars, workshops, or events, the focus is on the three areas of corporate culture, leadership culture, and specialized expertise. They give our managers – from hospital executives to ward managers – basic information about processes and committees at Helios while also keeping them up to date on legal issues. A variety of seminar modules lets participants reflect on leadership skills and expand them. In addition, we offer a range of digital courses for specific job categories through the academy to expand professional knowledge for specific occupational groups.

## A family-friendly work environment

For employees who work shifts and a changing schedule, it is often a major challenge to balance work with families and childcare. For this reason, Helios has promoted work-family balance for many years.

Employees often struggle with a lack of options for childcare during their working hours. In order to support these employees, we offer childcare at 33 of our locations throughout Germany. This range of services includes day care at hospitals, kindergarten places, 24-hour childcare centers at hospitals, company childcare centers, and, at several hospitals, childcare during school vacations. A total of 623 children (2020: 739) of our employees were cared for on our premises or at the premises of a collaboration partner during the reporting period.

Additionally, we promote work-family balance with personalized models for working hours, workload, and job sharing. At the same time, we ensure that our patients receive seamless care.

A total of 4,127 of our employees exercised their legal right to parental leave (2020: 4,662) in 2021, 3,389 of whom were women and 738 men. We agreed on a childcare allowance of up to €150 per month in our Group-specific collective agreement back in 2007. Employees can claim it if they wish to return from parental leave earlier. Employees can also attend training courses during their parental leave to keep up to date with the latest developments in their field for when they return to work.

To help our employees balance their work with family responsibilities during the COVID-19 pandemic, we enabled working from home in all areas where this was possible and introduced flexible working hours, too.

## Diversity and equal opportunities

As a responsible employer, Helios is committed to preventing discrimination and ensuring equal opportunities and inclusion. No one at Helios may be disadvantaged on the basis of origin, ethnicity, gender, age, disability, religion, worldview or sexual identity. In the fourth quarter of 2021, Helios Germany signed the Diversity Charter – for diversity in the world of work, which is managed by the employer initiative Charta der Vielfalt e. V.

The Helios Chief Human Resources Officer has overall responsibility for diversity. Our Central Services in the area of Human Resources develop measures to improve equal opportunities and keep an eye on implementation. Hospital managers and their teams are themselves responsible for the implementation of such measures.

In recent years, we have developed a standalone program for the integration of our international nursing staff. We believe that diversity involves many different dimensions, while the guiding principle of collaboration in our vision and mission emphasizes the major opportunities that are created by celebrating diversity based on our beliefs. A dedicated diversity work group was set up in 2021 to design and implement overarching measures. Moreover, points of contact have

been established at our hospitals and local, diversity-related projects have been shared within the Helios network. Our hospitals regularly host workshops and projects that focus on promoting diversity. Information, internal and external networks, and best-practice examples are provided for employees on the Helios intranet. Good working conditions in diverse teams with equal opportunities and prospects for the future help us make our employees enthusiastic about Helios and boost their loyalty to us over the long term. Openness, tolerance, fairness, and a willingness to try out new methods are critical success factors in today's working world. We plan to keep promoting and supporting this within our teams.



**31% of management positions**  
are held by **women**.

If incidents of discrimination occur, they are dealt with by the relevant hospital management together with the human resource managers and, depending on the severity of the case, passed on to the regional or central offices. As a rule, a case-specific crisis team consisting of hospital management, HR managers, a lawyer and, if necessary, other responsible persons from the region and headquarters, discuss how to proceed if a discrimination incident occurs.

In 2020, we concluded a Group Inclusion Agreement with the Group Representative Council for Employees with Disabilities. It promotes the integration of people with disabilities, including severe ones, as well as employees at risk of disability. It also aims to maintain equal opportunities and prevent the discrimination and social exclusion of severely disabled employees.

For many years now, Helios has pursued the goal of increasing the proportion of women in management positions – irrespective of statutory requirements. In 2021, a total of 31 percent of our management positions were held by women (2020: 30%). At the hospital level, 39 of our facilities have already set themselves specific targets for 2022 based on statutory requirements. Detailed data about women in management positions can be found in the [“Key figures” chapter starting on page 43](#).

Helios's special responsibility for diversity and equal opportunities arises, among other things, from the recruiting and integration of nursing staff from abroad ([see “International nurses: great integration and team diversity” on page 23 for more about this](#)).

## Safe and healthy working

We believe it is our duty to provide our employees with a safe and healthy work environment. We aim to consistently reduce hazards at our hospitals as well as local near misses, minor accidents, and workplace accidents.

As central pillars of occupational health and safety, the occupational health care and occupational safety units work together to integrate the legal requirements of the accident insurance institutions with the needs of our employees. In 2019, the Helios Occupational Health Care Unit was established to centrally manage occupational health care with the aim of providing comprehensive care at all hospital sites. Occupational safety is coordinated regionally and implemented at the sites by occupational safety specialists. Specific assessments are carried out locally and also discussed with the competent supervisory authorities. These assessments focus on preventive measures to maintain our occupational safety and health standards.

In 2021, the Occupational Healthcare Business Unit provided occupational healthcare to 60 of our 89 hospitals. The remaining sites were served by external occupational physicians who coordinate with each other continuously and cross-departmentally and develop improvement processes. Our plan is for the Helios Occupational Health Care Unit to successively take over care for all hospitals. We have also offered our occupational healthcare expertise to external clients since 2019.

### HELIOS OCCUPATIONAL HEALTHCARE

[Find out more \(German only\)](#)

To identify hazards such as stab and cut injuries, we regularly prepare workplace-related risk assessments which act as the central document for occupational safety and health. They are drawn up and put into practice by the relevant managers with the support of the local occupational safety specialist. Updates are provided by specialized departments, and possible deficits are brought to the attention of the responsible departments and eliminated in cooperation with the occupational safety specialist.

To prevent hazards, measures are taken according to the S-T-O-P principle (substitution, technical, organizational, and personal measures). These include, for example, catheter needles with safety guards, vaccinations, and instruction sessions. Helios also reviews the implementation and effectiveness of the S-T-O-P principle. Its approach corresponds to a classic PDCA cycle (plan, do, check, act) for continuous improvement. Specialized employees on steering committees, such as those for psychiatric risk assessments, work together with managers to develop cross-departmental measures. We take a similar approach for workplace health support and occupational rehabilitation services. Internal experts check whether all health protection requirements are being met. Furthermore, external checks are conducted by various accident insurance providers such as

Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege, the “Unfallkassen,” and various industry-specific employer’s liability insurers including BGN and BG Bau. Internal checks are performed by Fresenius, our parent company, through internal audits.

Stringent hygiene requirements are key to protecting our medical personnel. However, the relevant measures can lead to additional stress on the skin. To counteract this, we educate our employees, provide support regarding the proper use of disinfectants and carefully select care products for skin protection. In addition, we provide company-wide skin protection plans for various activities that are created centrally in coordination between the Hygiene, Occupational Healthcare, and Occupational Safety and Health departments. We believe it is essential that we use the correct personal protective equipment (PPE). Helios’ internal occupational safety and health experts support and advise our employees on PPE.

Just as in 2020, in 2021 a special focus of our work was the pandemic situation. Experts in hospital hygiene and occupational safety continuously adapted our existing risk assessments, reviewed current issues, and put the findings into practice. For example, we established isolated COVID-19 wards and access points to sensitive areas and introduced protective measures in our offices. In addition, we created a COVID-19 hotline and e-learning content on occupational safety and health so that our employees could obtain comprehensive information.

Helios established online training and a modular training system for our fire wardens in 2020. The legal conditions established by the regulations of the employers' liability insurance associations are the basis for this training. A key component of it is the practical usage of hand-held fire extinguishers for initial attempts at extinguishing developing fires. Simultaneously, we evaluated and optimized the current fire safety measures at each individual hospital. Despite these efforts, there was a fire in the ward of one hospital during 2021. The night staff on duty in all departments evacuated the patients in accordance with the emergency and fire safety plans, though regrettably there were still three casualties. No employees were harmed. The hospital's management, its pastoral care counselors, and the psychological service looked after the patients and employees who were affected. Mandatory instruction sessions are held each year for the purpose of preparing hospital staff for such crises.

Local accident figures are evaluated at each meeting of the occupational safety and health committee. Based on this, Helios takes measures to prevent workplace accidents and to reduce lost time. We are planning to roll out a comprehensive system for 2022 to record workplace accidents and lost time using the standardized, central "lost-time injury frequency rate" (LTIFR) indicator. The LTIFR is an internal company indicator that is calculated as part of an internal safety culture. The aims behind it are to reduce accidents and to identify and rectify deficits. Helios wants to be a trailblazer in this field.

Since 2021, the company has contributed to a project being run by the relevant employers' liability insurance association, Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege (BGW). This initiative, which launched at Leipziger Park-Klinikum in September 2021, is intended to develop and establish consistent standards for occupational healthcare and occupational safety and health and improve internal and external interface management. Furthermore, a pilot project was launched in October 2021 to add digital services such as online consultations to the occupational healthcare offering.

## Workplace health promotion

We not only want to protect the health of our employees, but also actively promote it. This is why we offer our employees services for workplace health promotion which are provided at Helios' individual locations. They include in-house gyms, back exercise courses, and team events such as company fun runs. The programs also cover topics such as healthy eating, relaxation techniques, and healthy sleep. The Helios PlusCard, a supplementary private hospital insurance policy, is also part of the workplace health support services. Many programs and courses could only be offered in a digital format in 2021 due to the COVID-19 pandemic.

### HEALTH MANAGEMENT

[Find out more \(German only\)](#)



The **Helios PlusCard** provides supplementary hospital insurance for our employees.





ENVIRONMENT

# #byconviction

The environment has a direct influence on people's health. That is why we, as a healthcare company, take great efforts to reduce the potential environmental impact of our hospital operations. We analyze our energy consumption, emissions, and waste in order to reduce them further. We are also working on low-emission transportation solutions for our employees.

## Our management systems

Our goal is to reduce the potential environmental impact arising from our hospital operations. To this end, we primarily manage our energy consumption, raise awareness among our employees and establish environmental protection measures.

In 2019, we began the company-wide implementation of an integrated environmental and energy management system. In 2020, we were successful in having the energy management system of all Helios hospitals and medical care centers certified according to ISO 50001.

### OUR ENERGY MANAGEMENT SYSTEM

[Find out more \(German only\)](#)

We also pushed ahead with the process for ISO 14001 certification (environmental management system). ISO conformity will also be achieved at all Helios Kliniken GmbH facilities through matrix certification over the coming years. These two standards form the basis for our environmental and energy management activities. To this end, specific additional measures are being implemented throughout the Group as well as at the sites, breathing life into our management systems.

Environmental and energy management is supervised by the Infrastructure Business Unit, which reports directly to the Chief Operating Officer (COO). The unit develops

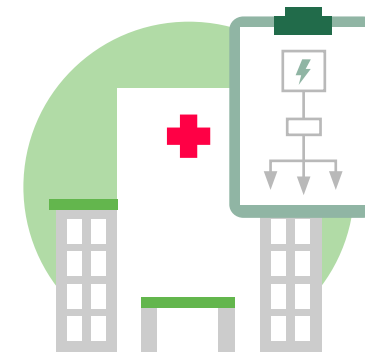
recommendations for action and guidelines for Helios' facilities, which are then applied locally. It also coordinates the collection of environmental data for all Helios hospitals. The hospitals are independently responsible for the operational implementation of environmental protection measures.

## Controlled energy consumption

We consider it particularly important to operate all Helios facilities in a future-oriented manner. Part of this means constantly monitoring our energy consumption. We have been collecting energy data for all Helios sites since 2014 as part of a central energy procurement and management system. This enables our energy work group to compare hospital consumption data, initiate targeted improvement measures, and share best practices from individual hospitals in the Helios network. To improve the available data for electricity consumption and meet the requirements of Germany's Renewable Energies Act (EEG), Helios rolled out a Group-wide energy consumption metering and delimitation plan in 2021. Corresponding meter technology measures the total electricity usage at all hospital locations and separates Helios' own consumption from consumption by third parties, such as the hospital areas leased out by florists or bookstores.

HKG Energiedienstleistungen GmbH, Helios' own energy supplier and service provider, is responsible for implementing energy projects at Helios and procuring energy.

During the reporting period, we purchased a total of 862,807 megawatt hours (MWh) of energy, 98 percent of which



Helios' facilities rolled out a **uniform metering plan** in 2021 in order to transparently distinguish and separate power consumption data at hospitals.

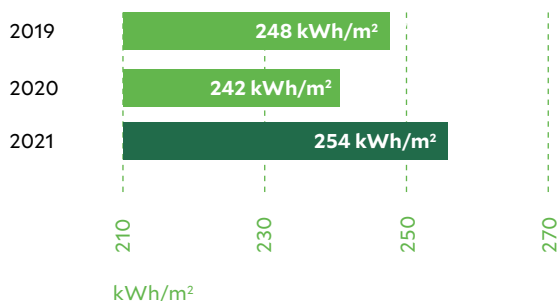
came from nonrenewable sources and 2 percent from renewable sources ([see "Key figures" chapter starting on page 43](#)). We want to increase the percentage of renewable energies further in the future, for example by installing solar panels to generate our own electricity at our locations. Starting in 2022, we will purchase 100 percent of our externally supplied electricity from renewable sources.

Of our total electricity consumption, approximately 80 percent is purchased from external suppliers and 20 percent is self-supplied. Having a high percentage of self-supplied power contributes to secure and uninterrupted energy at our hospitals. We intend to raise the rate of self-supplied power by building more combined heat-and-power systems. We are also considering the technological possibility of converting our combined heat-and-power systems to nonfossil fuels.



We determine the relative energy consumption of each hospital to enable a better comparison. In 2021, the average energy consumption per planned bed was 28,301 kWh (2020: 26,794 kWh). The energy consumption per square meter (m<sup>2</sup>) of space used totaled 253.5 kWh (2020: 242.3 kWh/m<sup>2</sup>) in 2021. This represents the first increase in many years and is primarily due to our adjusted ventilation strategy during COVID-19, which involved the ventilation systems at our hospitals being kept on permanently as a safeguard for better hygiene in indoor air and therefore to lower the risk of COVID-19 infection.

### Energy consumption per square meter



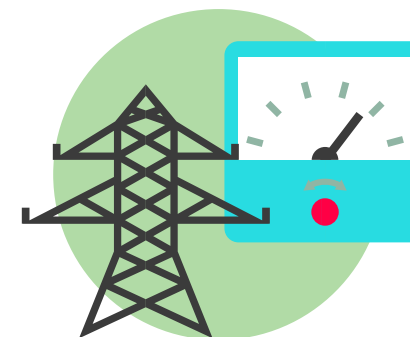
In addition to controlled energy consumption, it is also critically important that we have a consistently stable energy supply so that we can provide the optimal treatment for our patients at all times. Each Helios hospital has a backup power system to ensure this energy supply. It guarantees that a backup power supply can be provided for the key energy consumers at the hospitals in just a few seconds if the power grid fails.

## Improved energy efficiency

The structural condition of our healthcare facilities has a direct impact on their energy consumption. Helios continuously invests in new buildings and modernizations that each meet current energy standards as well as the relevant regulatory requirements.

We have installed a total of 80 combined heat-and-power systems at 52 of our 89 Helios sites and four gas micro-turbines at two sites. Their particularly efficient use of fuel has enabled us to reduce our energy demand. Our combined heat-and-power systems also mean that we can currently meet approximately 20 percent of our power demand through self-supply. We installed nine additional combined heat-and-power systems at seven sites in 2021 and are planning further installations for 2022.

Our business units are always looking for ways to improve the energy efficiency of our facilities further. To this end, we have various work groups that continuously examine how energy can be saved with the technologies used in day-to-day hospital operations. Helios performs internal and external energy audits at its hospitals and raises awareness of potential energy savings, energy efficiency initiatives, and careful energy usage among the staff concerned. The energy management system regularly monitors and evaluates the impacts on energy efficiency. This process is based on the requirements of ISO 50001. A number of Helios' hospitals implement location-based projects for better energy and environmental performance in addition to the energy efficiency projects that are overseen centrally.



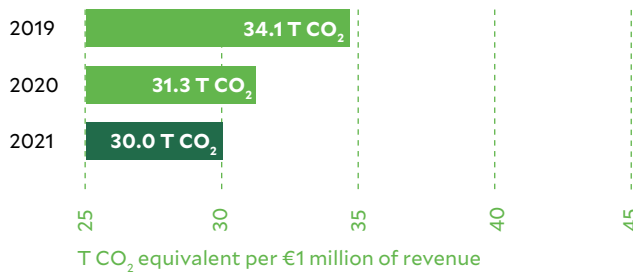
**Combined heat-and-power systems** have been installed at **over 58 percent** of Helios' sites.

## Reducing emissions

The majority of our emissions stem from our energy consumption (e.g., electricity). In 2021, the operation of our hospitals generated 201,899 metric tons of carbon dioxide (2020: 204,541 metric tons), which equates to 30.0 metric tons of carbon dioxide per €1 million of revenue (2020: 31.3 metric tons). Approximately 48 percent of our emissions are generated from the operation of our pellet, fuel oil, and natural gas boilers as well as our combined heat-and-power systems, gas microturbines, and backup power systems (scope 1). The remaining 52 percent results from additional district heating and the electricity requirements of the facilities (scope 2). More detailed information can be found in the ["Key figures" chapter starting on page 43.](#)

We avoid emissions largely through our energy efficiency measures. Simply by generating our own electricity from our combined heat-and-power systems, we consume roughly 20,000 metric tons of carbon dioxide less each year than we would if we procured it from external sources.

**Greenhouse gas emissions**



Fresenius, our parent company, announced in February 2022 that it is going to become climate-neutral by 2040. This target applies to the direct and indirect carbon emissions (scopes 1 and 2) of all Fresenius business units, including Helios, and corresponds to the Paris Agreement goal of limiting global warming to 1.5°C more than the temperature at the start of industrialization. Fresenius has put together a road map for achieving this target: By 2030, it intends to reduce its scope 1 and 2 emissions by 50 percent from its 1.5 million metric tons in 2020. For Helios, this climate target means that we will lower our carbon emissions by approximately 100,000 metric tons by 2030.

Our goal is to minimize the operational carbon footprint of our hospitals while maintaining the same functional standards. This also involves adapting to changing external influences. For example, we can expect that in the future we will need increased energy to cool our hospitals. Even today, the annual demand for cooling at maximum care hospitals is higher than their demand for heating. We are working on intelligent systems to improve energy efficiency in our clinics so that we can achieve our carbon emissions target.

In 2021, we started developing a classification system for recording and analyzing our scope 3 emissions. Our efforts here focus on the scope 3 categories of purchased goods and services, energy-related activities, transportation and distribution, and waste generated in operations. We are also striving to reduce the emissions generated by the transportation of our hospital staff. We offer our employees a leasing service for company bicycles at more than 20 hospitals so far, with further expansion underway.

**25%**

of our hospitals offer bicycle leasing to their employees.



**Bees in Berlin-Buch**

In an effort to reverse falling insect numbers, Helios Klinik Berlin-Buch started six beehives on its grounds in 2021. They are looked after by professional beekeepers. A total of 120,000 Carniolan honeybees live on the edge of the hospital grounds underneath tall oak trees. The Carniolan honeybee is considered a particularly hard-working and gentle species, making it perfect for a hospital. By taking responsibility for these bees, the hospital wants to contribute to biodiversity and sustainability while making the hospital grounds more bee-friendly. The hospital has about 15,000 m<sup>2</sup> of vegetated area in total in its inner courtyards, which is a highly visible statement of its connection to nature and commitment to the climate.

We also created an option in 2020 for using electric vehicles as company cars. We worked with an external charging point operator to develop charging infrastructure at our Berlin-Buch hospital during the 2021 reporting period; this infrastructure will serve as a blueprint for a Germany-wide solution in the future.

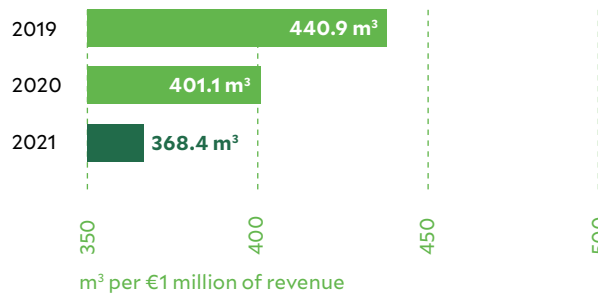
### Clean water

As a hospital operator, water is one of our most important resources. The handling of water as a resource in health care facilities is subject to a large number of strict statutory requirements. Our hospitals' management of water focuses on ensuring an uninterrupted supply of consistently high-quality water and preventing microbiological contamination. Due to the heavy requirements placed on water quality, water is not recycled and gray water (treated water from showers or sinks) is not used at Helios. Rainwater is only permitted for use in areas that are not critical for patient safety. Water management is closely connected to hygiene management to ensure that patients, employees, and other people are not at risk at any time. Reliable compliance with Germany's Ordinance on the Quality of Water Intended for Human Consumption (TrinkwV) is a top priority at Helios so that water quality and hygiene are maintained. Statutory requirements placed on drinking water quality in hospitals are stricter than the requirements under the TrinkwV ordinance. The Central Service Hospital Hygiene and the Infrastructure business unit, including the cleaning department, deal with issues relating to water quality. We have developed our own

action guidelines and specifications that expand on the statutory requirements. They define hospital-specific processes and other internal Helios requirements in relation to water quality. These processes and requirements must be followed at all facilities. For example, a Group-wide flushing plan since 2018 has prevented water from remaining in the pipes for too long, which could otherwise lead to contamination. The plan stipulates that all water pipes be flushed out after no more than 72 hours. This task is performed by our cleaning staff and operational services and has allowed us to keep the number of water-based findings in our standard reviews at a low level.

We consumed approximately 2.481 million cubic meters of water (2020: 2.543 million cubic meters) in 2021. Measured by revenue, water consumption was approximately 368 cubic meters per €1 million of revenue (2020: 401 cubic meters).

#### Water consumption



Pipes are flushed out every **72 hours** to **prevent microbial contamination.**

Nearly 100 percent of the water consumed was provided by public utilities, which was due to the special hygiene guidelines and strict water quality specifications for healthcare facilities.

We are also required to meet strict regional and local legal requirements for the discharge of wastewater. Our compliance with them is reviewed by the responsible wastewater disposal agencies. Deviations from legal limits are reported directly to the hospital concerned and forwarded to all responsible persons in the company through established reporting chains. If negative findings are made, we check whether technical improvements, process modification, or additional training can ensure that the requirements are met in the future.



## Waste avoidance and disposal

At Helios, we see waste management as a process. It starts by preventing waste through our procurement processes and extends to consistent recycling or environmentally friendly disposal.

We must abide by strict hygiene requirements in our hospital operations at all times. Medical instruments and supplies are cleaned, sterilized, and packaged separately to enable reuse. In addition, various disposable medical products are used. This generates waste and requires safeguards to ensure that this waste is disposed of professionally and safely. Requirements for environmental protection, occupational safety and health, infection control, and hospital hygiene must be considered in this context. This ranges from the selection of suitable disposal containers and cleaning and sterilization procedures to the occupational safety and health of our employees when they dispose of hazardous waste, for example infectious waste.

We produced a total of approximately 18,671.87 metric tons of waste (2020: 19,900 metric tons) in 2021. Measured by revenue, this was equivalent to 2.8 metric tons per €1 million (2020: 3.1 metric tons). Around 99 percent of the total was classified as nonhazardous, including, for example, wound

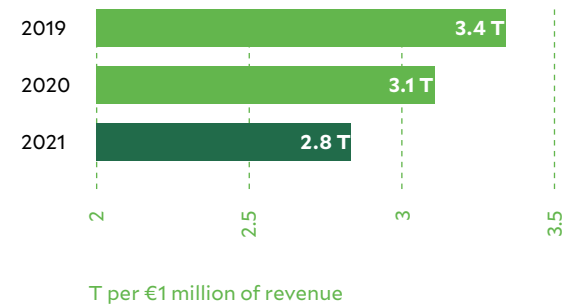
dressings, casts, disposable clothing, and household-type waste. The remaining amount consists of waste that is a risk to people's health and the environment, including, for example, infectious waste, hazardous chemicals, and critical medicines. Special methods and procedures exist for handling this waste to ensure its safe disposal. For this purpose, we consolidate the different types of waste and forward it to waste management companies. More detailed information about the waste we generate can be found in the [“Key figures” chapter starting on page 43](#).

The way waste is disposed of in Germany is strictly regulated by not only the country's Circular Economy Act (KrWG), but also the states, counties, and municipalities in which our facilities are located. Specially trained employees at our hospitals are responsible for compliance with the relevant requirements.

We recorded and analyzed the various methods for disposing of our waste (for example recycling, composting, waste-to-energy, and landfill) centrally for the first time during the 2021 reporting period. We successfully consolidated and applied Germany-wide processes for implementing an environmental management system based on ISO 14001 for the first time, too.

In 2020, Helios began implementing or preparing to implement the new regulatory requirements under the German Packaging Act 2021. For instance, it established an initial plan for reusable packaging at food outlets.

Waste





# #takingresponsibility



At Helios, we do our best to avoid conflicts of interest and ensure integrity. For this purpose, we systematically identify risks and, in the future, will take a closer look at human rights risks in our supply chains, too.



## Acting conscientiously

Transparency and independence have been the key guiding values of our corporate actions since Helios started in 1994. We practice transparency as regards all types of business collaboration and always make decisions about procurement independently of existing business relationships. This is essential in order for us to identify any high-risk collaboration or conflicts of interest and make independent decisions.

We pride ourselves on our clear approach to procuring pharmaceutical products and medical devices. We were pioneers in this and set ourselves strict anticorruption rules far back in the early stages of our Group's 28-year history. We have a compliance management system to ensure that we adhere to these rules across the company. Responsibility for their implementation rests with the Central Compliance Officer, who reports directly to the company's management. The local management of the individual Helios hospitals is responsible for ensuring compliance on site.

Helios updated its Anticorruption Guidelines in 2021 and adapted them to today's requirements. The update took into account the current applicable regulatory requirements as well as Helios' experience in actually implementing the guidelines.

The basis for integrity at Helios is the three pillars of prevention, detection, and response:



- **Prevent:** Analyze and evaluate compliance risks, establish structures and processes, and develop and implement risk minimization measures
- **Detect:** Monitor adherence to and effectiveness of compliance regulations and provide a violation reporting system
- **Respond:** Deal with violations consistently and continuously enhance the compliance system

## Transparency in practice

These focuses have been laid out in our Compliance Code since 2017. It covers topics such as medical ethics, billing for medical services, patient safety, data protection, conflicts of interest, and more. The code is complemented by over 28 specific Group-wide policies which are aimed at certain groups of employees or related to certain topics. They include, for example, the mandatory use of operating room checklists and the Helios Group transparency policy, which defines our collaboration with external partners and how we deal with conflicts of interest. It has been in force since 2001 and has been continuously developed and updated since then.

### OUR COMPLIANCE CULTURE

[Find out more \(German only\)](#)

All Helios employees at the management level are obliged to disclose any professionally relevant conflicts of interest in a transparency declaration on the Helios intranet. This personal declaration includes information about any interests they may hold in the development of medical products or any other involvement in the pharmaceutical or medical device industries. In submitting it, our managers set a clear example for our employees.

The declaration also strengthens the credibility of Helios as an objective and independent partner.

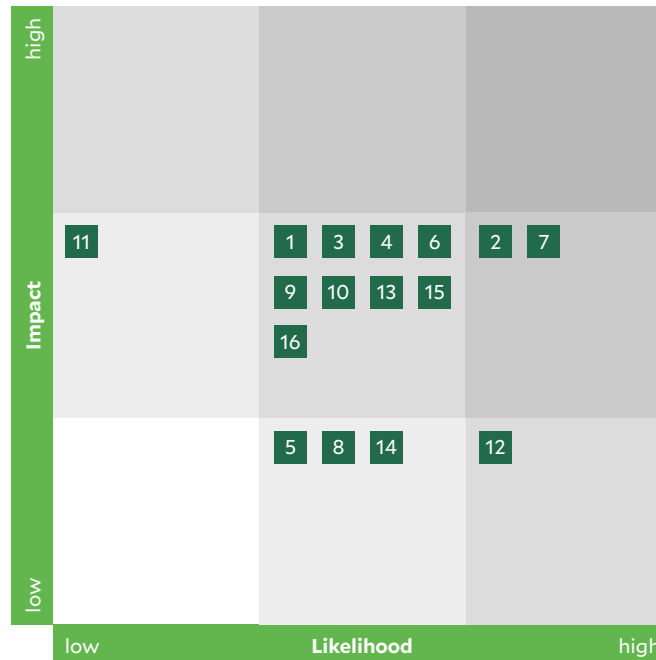
The senior physicians in the various medical specialties at all Helios hospitals each form an expert group. The 30 medical expert groups ensure that their expertise in their disciplines is firmly established within all hospitals and represent their respective medical fields both internally and externally. They advise and decide on the introduction of useful innovations and standardized processes as well as on campaigns and medical devices. The heads of the expert groups also provide support when appointing new chief physicians. The medical expert groups are each led by an expert group leader and a Regional Medical Managing Director or the Chief Medical Officer (CMO) and meet twice a year. In the course of these meetings, we regularly check whether the expert group members have submitted a transparency declaration. In 2021, this was the case for roughly 91 percent of the more than 1,000 expert group members.

Helios has been a corporate member of Transparency International Deutschland e. V. since 2008. As part of this membership, our Chief Compliance Officer submits a self-commitment declaration every three years, most recently in 2021. This visibly demonstrates the commitment of the company's management and all supervisory bodies to the company's anti-corruption policy and to the exemplary behavior of managers. It also shows how they address conflicts of interest and dilemmas. Furthermore, Helios complies with the [human rights statement of its parent company Fresenius](#), which was adopted in 2020. This statement is aligned with the United Nations' (UN) Universal Declaration of Human Rights and the International Labour Organization's (ILO) Fundamental Principles.

### Assessing compliance risks

We have been systematically recording and assessing compliance risks as part of our risk management since 2016. In this context, we consider any risks of a possible breach of statutory provisions, internal guidelines, or our voluntary commitments that might result in financial, reputational, or ethical harm for our company or employees. The risks are recorded and evaluated using special IT tools and then assessed in an annual monitoring process according to their likelihood and impact. In 2021, there were no changes since the previous year's risk analysis.

#### Risk analysis results



The risk management system was revised and aligned with recognized external standards, mainly the internationally recognized COSO Enterprise Risk Management framework, in 2021. Reporting on risks will become uniform in 2022, with half-yearly reports that will be more detailed than before.



28 specific, company-wide Group policies complement our Compliance Code.

#### Compliance risk categories

- 1 Fraud
- 10 Occupational safety and health/ environmental protection
- 2 Corruption
- 11 Supply chain
- 3 Invitations to tender
- 12 Human resources
- 4 Corporate governance
- 13 Competition
- 5 Money laundering
- 14 Taxes
- 6 Quality
- 15 Clinical studies
- 7 Data protection
- 16 Transparency
- 8 Intellectual property
- 9 IT

## Raising employee awareness

In order to successfully implement our compliance management system, it is essential for all employees to know and be able to apply our rules.

For this reason, all new employees attend an introductory training session that raises their awareness of compliance and anticorruption rules. This training is organized by the Helios hospitals themselves. In addition, new managers and employees in the purchasing department take part in central training sessions about the Group's transparency rules.

Due to the pandemic, in 2021 no regular centralized compliance training courses were held for our employees; instead, isolated training courses were held for employees at company headquarters working in risk-relevant areas.

## Monitoring compliance

Compliance structures can only survive in the dynamic healthcare sector when they are continuously developed. This is why employees have the option of speaking with their regional points of contact for compliance at any time to share their ideas for improvement. In addition, a neutral ombudsman is available if employees observe any potential misconduct. The ombudsman advises whistleblowers – anonymously if desired – and forwards the reports to the people in charge.

We last conducted a transparency review in 2019 to check whether the Group regulation on transparency was being complied with in all collaboration agreements. For this purpose, ten hospitals were selected in 2019 based on pre-defined criteria and audited in relation to relevant contracts.

There were no confirmed violations of relevant statutory regulations or our compliance rules in 2021. If violations occur, we decide how to address them on a case-by-case basis. We are currently working on a uniform policy to deal with violations systematically. The regulation will be finalized in 2022. We are planning to conduct an audit of further corruption risks in our acute care hospitals as an additional prevention measure in the 2022 fiscal year.

## Structured procurement

We procure a wide range of different products from external business partners for the care of our patients. Our product demand is divided into the following five categories:

- Medical supplies
- Laboratory
- Pharmacy
- Medical technology
- Nonmedical supplies

In 2021, we spent approximately €1.8 billion on these categories in total. Of this, 97 percent was purchased from our suppliers' subsidiaries in Germany.

Procurement at Helios involves the complete Helios supply chain (excluding internal goods logistics) and is therefore responsible for all relevant procurement processes for the categories listed above. A main aspect of the organizational structure for our procurement activities is a division of the workload, which leads to specializations. The technical responsibility (regional) and disciplinary responsibility (central) rests with the head of the Central Service Procurement, with a direct reporting line to our Chief Financial Officer (CFO).



When it comes to the operational handling of the ordering processes from our 89 hospitals and the 41 post-acute care clinics of our sister company, Fresenius Vamed, support is provided by the regional procurement departments for products and by the central procurement service center for processes. In addition to these two areas, our 28 warehouse locations play an important role in supplying materials to our hospitals. We established an additional warehouse location in 2020 to ensure, for example, that sufficient personal protective equipment was available during the COVID-19 pandemic.

Throughout the pandemic, the procurement market for medical supplies repeatedly experienced acute shortages of a number of different products. Helios successfully ensured the supply of all required materials in every stage of the pandemic, even in critical situations, while adhering to its tightly defined safety standards and compliance rules.

Approximately

**4.6 million**

rapid COVID-19 antigen tests

**7.6 million**

FFP2 masks

and

**11.5 million**

masks

were procured in 2021.

## Clear procurement principles

Our successful collaboration with our business partners is based, among other things, on three central documents: the respective contractual agreements, the Helios purchasing concept, and the Helios Group regulation on transparency.

Procurement at Helios also follows three key principles:

### We rely on user judgment:

The decision as to which products and services are to be procured is made by the responsible medical expert groups or departments (operational technology, catering, etc.). A professional procurement team with specific product and industry knowledge then negotiates with suppliers and contractors. This way, decision making about products and the price negotiations are kept strictly separated.

### We do not host sales representatives:

Because decisions about our products are made by the relevant expert groups, it is neither necessary nor desirable for sales representatives to make direct sales of products at our hospitals. Helios only allows central and regional procurement departments and not physicians or nursing staff to be approached for advertising and sales purposes.

### We evaluate our suppliers objectively:

Helios' procurement teams evaluate strategically important suppliers according to standardized criteria and procedures every two years. In 2021, 204 suppliers with annual revenues of approximately €1.03 billion were evaluated. The criteria for the evaluation include, among other things, the process

quality, the IT infrastructure, and the quality of the operational and strategic collaboration. Alongside these factors, in the future further environmental and social criteria will be evaluated, for example those required under Germany's Supply Chain Due Diligence Act (LkSG) starting in 2023. The potential areas for human rights risks, which were defined in 2020, were analyzed in depth on this basis in 2021 and broken down into specific risk categories. Procurement at Helios will also take into account this Group-wide, uniform human rights risk analysis for the further evaluation of its suppliers so that it can identify potential risks in this field at an early stage.

Invitations to tender that involve a procurement volume of more than €3 million also ask about factors relating to legal requirements, such as the payment of statutory social insurance contributions and the minimum wage. We consistently demand that our suppliers take into account additional criteria of a mainly environmental and social nature. The basis for this is a new Supplier Code of Conduct which Helios implemented as a component of each contract in 2021. Compliance with it will be mandatory for our suppliers as of 2022. It provides requirements for environmental protection and human rights as well as further requirements for matters such as animal protection and labor standards, and these will be imposed on suppliers and business partners in the future.

Helios' procurement is represented through an active membership on the Human Rights Council of our parent company, Fresenius, which was established in late 2019. The approximately 20 members of the council hold different positions within the Group and therefore represent the diverse perspectives on the subject. The council meets quarterly and is designed to promote exchange on current human rights issues across all business segments, to plan Group-wide initiatives, and to present new concepts. The Human Rights Council met four times in 2021.

Helios began conducting a human rights risk analysis in 2021, just as the three other Fresenius Group segments did. This analysis evaluates potential risks of human rights violations, defines issue clusters, and maps out a risk landscape. The greatest potential found was in the likelihood of human rights violations in the supply chain in relation to the issue clusters of discrimination, child labor, forced labor, human trafficking, and influence over environmental protection in local communities.

The results of this preventive evaluation will be used for further risk-based planning of measures and for targeted questioning of suppliers in 2022 to increase the transparency of precautions for preventing human rights violations in relation to the focus issues.

### Helios Supplier Code of Conduct



The new **Helios Supplier Code of Conduct** has been a component of Helios' procurement contracts **since 2021**. It will become binding for our suppliers in 2022.





# Key figures

Transparently presenting our key figures through a multiyear comparison provides detailed insights into our sustainability performance. It acts as a basis for future decision-making, too.

## Helios' Company Profile

### Revenue and profit

	2021	2020	2019
Revenue	€6,733 million	€6,340 million	€5,940 million
Earnings before interest and taxes (EBIT)	€603 million	€602 million	€576 million
EBIT margin	9.0%	9.5%	9.7%

### Capital

	2021	2020	2019
Total capital	€8,405 million	€7,940 million	€7,873 million
Borrowed capital	€1,797 million	€1,441 million	€1,460 million
Equity	€6,608 million	€6,499 million	€6,413 million
Equity ratio	78.62%	81.85%	81.46%

### Government funding

	2021	2020	2019
Funding used for investments in fixed assets	€99 million	€97 million	€115 million

### Pension provisions

	2021	2020	2019
Pension provision as at December 31 in the calendar year	€86 million	€90 million	€93 million

## Patients

### G-IQIs\*

	2021	2020	2019
G-IQI targets	47	45	46
G-IQI targets achieved	43	40	44
Percentage G-IQI target achievement	91%	89%	96%
Peer reviews	7	8	60

\* German Inpatient Quality Indicators

### Note:

➤ Due to rounding, the totals in the tables may show slight discrepancies.

### Medical malpractice claims\*

	2021	2020	2019
<b>Total medical malpractice claims*</b>	<b>768</b>	<b>958</b>	<b>1,082</b>
Medical malpractice claims per 1,000 inpatients**	0.8	0.9	0.9
Proceedings through medical associations***	201	272	263
Of which confirmed medical errors	58	97	92
Error rate	28.9*	35.7%	35.0%

\* Figures only refer to acute care hospitals (Malteser hospitals as of 2021, excluding Kassel).

\*\* Rate calculated exclusive of acquired hospitals (Malteser, Kassel).

\*\*\* The figures include cases that are not processed by Helios due to differing contractual responsibilities; incomplete.

### Selected patient safety indicators\*

	2021	2020	2019
<b>Total events</b>	<b>84</b>	<b>105</b>	<b>120</b>
Procedure/side mix-up/incorrect surgery	14	16	36
Unintentionally left foreign objects	13	19	22
Medication errors (death/intensive care)	6	18	9
Intraoperative awareness	1	2	5
Burn/chemical burn	11	12	23
Fall (death/intensive care)	17	7	4
Suicide/suicide attempt (death/intensive care)	14	22	15
Diagnostic error/misdiagnosis (emergency department/out-patient clinic/death/intensive care)	8	9	6

\* Figures only refer to acute care hospitals (including Malteser hospitals, excluding Kassel).

## Employees

### Number of employees\*

	2021		2020		2019	
	NUMBER	%	NUMBER	%	NUMBER	%
<b>Total</b>	75,306	100.0	73,612	100.0	68,613	100.0
Women	57,310	76.1	56,049	76.1	52,261	76.2
Men	17,996	23.9	17,563	23.9	16,352	23.8

\* As of December 31 in the calendar year; excludes students on rotations or in their practical year, federal volunteer service/social gap year volunteers, and staffing agency workers. (Helios only engages staffing agency workers in exceptional cases to fill unexpected staff shortages temporarily. Data about staffing agency workers is not collected systematically.)

#### Note:

- › Due to rounding, the totals in the tables may show slight discrepancies.
- › The number of employees is always expressed as a head count.
- › Percentages generally refer to the total number of employees (see first table). Deviations are marked as such.

### Employment contract\*

	2021	2020	2019
<b>Permanent</b>	82.9%	82.5%	83.9%
Of whom women	77.3%	77.4%	77.4%
Of whom men	22.7%	22.6%	22.6%
<b>Temporary**</b>	17.1%	17.5%	16.1%
Of whom women	70.3%	70.2%	69.8%
Of whom men	29.7%	29.8%	30.2%

\* As at December 31 in the calendar year.

\*\* Temporary employment relationships primarily arise from short-term staff shortages and replacement situations. Specialist medical training also tends to occur as temporary employment. Our apprentices are also considered temporary employees.

### Employment relationship\*

	2021	2020	2019
<b>Full-time</b>	54.0%	54.8%	54.0%
Of whom women	67.7%	67.6%	67.6%
Of whom men	32.3%	32.4%	32.4%
<b>Part-time models</b>	45.9%	45.1%	45.9%
Of whom women	86.0%	86.4%	86.2%
Of whom men	14.0%	13.6%	13.8%
<b>Other**</b>	0.0%	0.1%	0.1%

\* As at December 31 in the calendar year.

\*\* "Other" includes employees who are paid on an hourly basis, for example.

**Average tenure\***

	2021	2020	2019
Average tenure in years	10.3	10.3	10.6

\* As at December 31 in the calendar year.

**New hires\***

	2021	2020	2019
<b>As a percentage**</b>	<b>12.7</b>	<b>14.2***</b>	<b>15.3***</b>
Of whom women	68.4%	69.4%	69.4%
Of whom men	31.6%	30.6%	30.6%
Of whom under 30	34.0%	34.3%	32.4%
Of whom 30 to 50	52.1%	52.6%	53.1%
Of whom over 50	13.9%	13.1%	14.5%

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

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

\*\*\* Analogous to the Fresenius Sustainability Report, including hires at Helios Health: 14.3% for 2020 and 15.4% for 2019.

**Employee resignations\***

	2021	2020	2019
<b>As a percentage**</b>	<b>9.4</b>	<b>8.3</b>	<b>9.1</b>
Of whom women	71.2%	71.8%	71.5%
Of whom men	28.8%	28.2%	28.5%
Of whom under 30	28.4%	26.6%	26.2%
Of whom 30 to 50	54.0%	56.0%	57.1%
Of whom over 50	17.7%	17.4%	16.7%

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

\*\* Starting in 2019, termination agreements initiated by the employee (i.e., termination contracts without severance payment) are categorized as employee resignations.



## Parental leave rates

	2021		2020		2019	
	NUMBER	%*	NUMBER	%*	NUMBER	%*
<b>Total</b>	4865	6.5	4,662	6.3	4,060	5.9
Women	4127	7.2	3,938	7.0	3,345	6.4
Men	738	4.1	724	4.1	715	4.4

\* Measured out of 100% of employees in the respective category as at the end of the year (for example 7.0 percent of female employees took parental leave during 2020).

## Apprentices and student employees\*

	2021	2020	2019
<b>Total apprentices</b>	5,554	5,274	4,389
Of whom in nursing	4,217	4,015	3,554
Total employees in training programs	6.18%	6.18%	5.44%
Apprentice nurse dropout rate during probation period	15%	12%	13%
Medical students in their practical year	916	916	718
Residents in training	4,195	4,479	4,447
Medical students as clinical trainees	874	874	812

\* As at December 31 in the calendar year.

## Apprentice nurses hired after completion\*

	2021	2020	2019
Hire rate	86%	78%	79%
Participants in final exams	934	886	774
Exams passed**	875	-	837
Job offered by Helios	862	791	737
Offer accepted	740	647	589

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

\*\* 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.

**Training and professional development**

	2021	2020	2019
Percentage of annual revenue reinvested in professional development*	0.31%	0.29%	0.43%
Number of events	3,300	2,989	-**
Number of registrations	26,500	26,781	-**

\* Based on data from hospitals.

\*\* Data is unavailable for 2019.

**Women in management positions**

	2021	2020	2019
<b>Total*</b>	<b>31%</b>	<b>31%</b>	<b>30%</b>
Medical Director or Chief Physician	12%	12%	11%
Assistant Medical Director or Head of Department	35%	35%	34%
Nursing Director	57%	57%	59%
Executive Hospital Director	29%	36%	37%
Management and Regional Board	33%	21%	14%
Head of Central Services	44%	45%	50%
Regional Management	46%	38%	35%

\* Number of women in the listed employment categories in relation to total staff in these categories as at December 31 in the calendar year.

**Age mix\***

	2021	2020	2019
<b>Average age</b>	<b>42.2</b>	<b>42.2</b>	<b>42.5</b>
Under 30	20%	20%	19%
30 to 50	47%	48%	48%
Over 50	33%	32%	33%

\* As at December 31 in the calendar year.

**Age mix in management positions**

	UNDER 30	30 TO 50	OVER 50
<b>Total*</b>	0.2%	53.0%	46.8%
Medical Directors and Chief Physicians	0.3%	25.9%	73.8%
Assistant Medical Directors and Heads of Department	0.2%	59.3%	40.4%
Nursing Directors	0.0%	54.2%	45.8%
Executive Hospital Director	0.0%	89.1%	10.9%
Management and Regional Board	0.0%	33.3%	66.7%
Head of Central Services	0.0%	44.4%	55.6%
Regional Management	0.0%	54.3%	45.7%

\* Number of employees in the listed job categories in relation to total staff in these categories as at December 31, 2021.

**All Helios employees by job type and gender\***

	TOTAL	WOMEN	MEN
Medical staff	16.2%	44.7%	55.3%
Nursing staff**	41.6%	84.6%	15.4%
Medical lab staff**	12.9%	88.2%	11.8%
Functional service staff**	11.8%	83.5%	16.5%
Hospital domestic services staff	1.2%	92.3%	7.7%
Technical staff**	0.2%	14.4%	85.6%
Operational and supply services staff**	8.2%	71.3%	28.7%
Administration staff**	6.8%	69.4%	30.6%
Special services staff	0.3%	52.7%	47.3%
Training center staff	0.6%	74.4%	25.6%
Other	0.2%	78.9%	21.1%

\* As at December 31, 2021.

\*\* Apprentices are included under the relevant job category and are not listed separately.

## Environment

### Energy consumption by source

	2021		2020		2019	
	mwh	%	mwh	%	mwh	%
Total energy consumption	1,013,668	100.0	952,122.50	100.0	927,795.10	100.0
Of which self-supplied	150,861.19	14.9	149,830.1	15.7	152,656.0	16.5
Of which external sources	862,807.47	85.1	802,292.4	84.3	775,139.1	83.5
Nonrenewable energies (external sources)	847,954.73	98.3	787,759.0	98.2	758,446.5	97.8
a) Natural gas	470,877.48	54.6	427,803.8	54.3	407,602.8	53.7
b) Fuel oil	3,213.85	0.4	7,222.7	0.9	4,502.4	0.6
c) Electricity	237,991.96	27.6	239,954.8	30.5	235,856.5	31.1
d) District heating	135,065.71	15.7	112,777.7	14.3	110,484.8	14.6
e) Emergency diesel power**	805.74	0.1				
Renewable energies (external sources)	14,852.74	1.7	14,533.4	1.8	16,692.7	2.2
f) Pellets	14,852.74	1.7	14,533.4	100.0	16,692.7	100.0

\* Emergency diesel power was included in fuel oil in 2020 and 2019.

#### Note:

- > The totals in the tables may vary slightly due to rounding.

### Relative energy consumption in kWh

	2021	2020	2019
Energy consumption per hospital bed	28,300.83	26,794.0	26,761.2
Energy consumption per square meter	253.5	242.3	248.4
Energy consumption per €1 million of revenue	128,146.07	126,544.6	130,494.8
Energy consumption per full-time employee	11,457.35	14,040.1	14,509.5

**Greenhouse gas emissions by energy source\***

	2021		2020		2019	
	T CO <sub>2</sub> EQUIVALENT	%	T CO <sub>2</sub> EQUIVALENT	%	T CO <sub>2</sub> EQUIVALENT	%
Total	201,898.71	100.0	204,541.1	100.0	202,469.4	100.0
Scope 1	96,850.71	48.0	89,260.6	43.6	84,736.2	41.9
a) Natural gas	95,574.00	47.3	87,160.8	97.6	83,265.1	98.3
b) Fuel oil	1,051.98	0.5	1,875.3	2.1	1,210.0	1.4
c) Pellets	224.72	0.1	224.5	0.3	260.9	0.3
Scope 2	105,048.00	52.0	115,280.5	56.4	117,733.4	58.2
d) Electricity	81,988.23	40.6	95,814.0	83.1	98,281.4	83.5
e) District heating	23,059.77	11.4	19,466.6	16.9	19,452.0	16.5

\* Emission factors: UK Government GHG Conversion Factors for Company Reporting; annual adjustment of carbon emission factors may result in fluctuation in the CO<sub>2</sub> equivalent. An increase in the figures shown therefore does not necessarily signify an increase in the carbon greenhouse gases emitted.

**Relative greenhouse gas emissions in metric tons per unit**

	2021	2020	2019
Greenhouse gas emissions per €1 million of revenue	30.0	31.3	34.1
Greenhouse gas emissions per full-time employee	2.7	3.6	3.8

**Water consumption in thousands of cubic meters**

	2021		2020		2019	
	T m <sup>3</sup>	%	T m <sup>3</sup>	%	T m <sup>3</sup>	%
Total	2,481	100.0	2,543.2	100.0	2,618.8	100.0
a) Water from public utilities	2,443.3	98.5	2,536.3	99.7	2,602.5	99.4
b) Rainwater	35.9	1.4	5.8	0.2	15.3	0.1
c) Well water	1.5	<0.1	1.1	<0.1	1.0	<0.1

**Relative water consumption in cubic meters per unit**

	2021	2020	2019
Water consumption per €1 million of revenue	368.4	401.1	440.9
Water consumption per full-time employee	32.4	44.5	49.0



**Waste**

	2021		2020		2019	
	T	%	T	%	T	%
<b>Total</b>	<b>18,671.9</b>	<b>100.0</b>	<b>19,900.2</b>	<b>100.0</b>	<b>20,489.9</b>	<b>100.0</b>
Hazardous waste	463.7	2.5	372.8	1.9	293.1	1.4
a) Infectious waste	413.6	2.2	323.7	86.8	248.0	84.6
b) Chemicals containing hazardous substances	10.4	0.1	10.2	2.7	9.2	3.1
c) Cytotoxic and cytostatic pharmaceuticals	39.7	0.2	38.9	10.4	35.9	12.3
d) Amalgam waste from dental care	0.0	0.0	0.0	0.0	0.0	0.0
<b>Nonhazardous waste</b>	<b>18,208.19</b>	<b>97.5</b>	<b>19,527.4</b>	<b>98.1</b>	<b>20,196.8</b>	<b>98.6</b>
e) Pointed or sharp objects (except (a))	44.6	0.2	48.7	0.2	35.1	0.2
f) Body parts and organs (except (a))	205.4	1.1	209.4	1.1	180.5	0.9
g) Hospital-specific waste for which collection and disposal is not subject to any special infection prevention requirements (for example wound dressings, casts, laundry, disposable medical apparel, or diapers).	15,070.5	80.7	16,310.7	83.5	17,008.0	84.2
h) Chemicals except those under (b)	0.2	0.0	0.0	0.0	0.8	<0.1
i) Pharmaceuticals except those under (c)	1.2	0.0	1.2	<0.01	1.7	<0.1
j) Household-type commercial waste	2,886.4	15.5	2,957.4	15.1	3,140.7	15.6

**Relative waste in kilograms per unit**

	2021	2020	2019
Waste per €1 million of revenue	2,773.2	3,138.8	3,449.5
Waste per full-time employee	247.9	348.3	383.5



# About this report

## Report profile

This publication for the 2021 reporting period is Helios' third annual sustainability report. It covers and adds to the content of the nonfinancial reporting of our parent company, Fresenius SE & Co. KGaA, and is intended to provide transparency about our sustainability performance. It gives our patients, employees, business partners, and other stakeholders an opportunity to learn about our successes, challenges, and goals on our journey toward becoming a sustainable hospital operator.

The reporting period comprises the 2021 fiscal year and thus picks up where our 2020 sustainability report left off. Accordingly, the subjects that are reported on remain the same. When choosing the sustainability-related subjects for 2020, we were guided by the materiality assessment of our parent company Fresenius and the reporting standards issued by the Global Reporting Initiative (GRI). The content for the 2020 report was determined through internal consultations with the relevant departments and company management as well as in a joint workshop.

The editorial deadline was June 15, 2022.

All of this report's contents refer exclusively to Helios Germany companies.

The report has been published in German and English and is available for download at [www.helios-gesundheit.de/nachhaltigkeit](http://www.helios-gesundheit.de/nachhaltigkeit).

## GRI content index

The Helios Sustainability Report 2021 was written in orientation to the GRI (Global Reporting Initiative) standards.

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