

# 2021




**ESG PERFORMANCE DATA**

## ESG Performance Data 2021

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

This index is currently only available in English.

	2021	2020	2019	2018	2017
 PATIENTS					
Number of patients treated	345,425 ✓ <sup>1</sup>	346,553 ✓	345,096 ✓	333,331 ✓	320,960 ✓
Number of dialysis clinics worldwide	4,171 ✓	4,092 ✓	3,994 ✓	3,928 ✓	3,752 ✓
Number of dialysis treatments (millions)	52.9 ✓	53.6 ✓	52.1 ✓	50.0 ✓	48.3 ✓
Share of dialysis product market (%)	36 ✓	36 ✓	36 ✓	35 ✓	35 ✓
Share of dialysis patients treated worldwide (%)	9 ✓	9 ✓	10 ✓	10 ✓	10 ✓
North America (%)	30 ✓	30 ✓	31 ✓	31 ✓	31 ✓
Europe, Middle East and Africa (%)	8 ✓	8 ✓	8 ✓	8 ✓	8 ✓
Asia-Pacific (%)	2 ✓	2 ✓	2 ✓	2 ✓	2 ✓
Latin America (%)	12 ✓	12 ✓	12 ✓	11 ✓	11 ✓

<sup>1</sup> Figures marked with a ✓ are included in the Annual Report, which has been subject to a third-party assessment.


	2021	2020	2019	2018	2017
<b>QUALITY OF CARE AND PATIENT SATISFACTION</b>					
Number of key partnerships with academia, research institutes, and peers	> 60 ✓	> 40 ✓	n/a <sup>2</sup>	n/a	n/a
Net Promoter Score	71 ✓	67 ✓	n/a	n/a	n/a
Patients who would highly recommend our services (%)	78 ✓	75 ✓	n/a	n/a	n/a
Coverage rate of patient experience survey (%)	91 ✓	78 ✓	n/a	n/a	n/a
Response rate of patient experience survey (%)	75 ✓	76 ✓	n/a	n/a	n/a
Global hospitalization rate per patient in days	10.7	n/a	n/a	n/a	n/a
<b>PRODUCT QUALITY AND SAFETY</b>					
Number of production sites worldwide	42 ✓	44 ✓	45 ✓	42 ✓	41 ✓
Operations covered by quality management systems (%) <sup>3</sup>	98	98	n/a	n/a	n/a
Number of product improvements to dialysis machines, dialyzers, filters, and solution products <sup>4</sup>	> 2,000 ✓	> 440 ✓	n/a	n/a	n/a
Audit score <sup>5</sup>	0.1 ✓	0.2 ✓	0.2 ✓	0.3	n/a
<b>INNOVATION</b>					
R&D expenditures (thousand €)	220,782 ✓	193,774 ✓	168,028 ✓	114,074 ✓	110,997 ✓
R&D expenditures as a percentage of health care product revenue (%)	6 ✓	5 ✓	5 ✓	3 ✓	3
Number of patents	10,048 ✓	11,223 ✓	10,658 ✓	9,152 ✓	8,396 ✓
Number of patent families	1,622 ✓	1,626 ✓	1,518 ✓	~1,340 ✓	1,253 ✓

<sup>2</sup> n/a = not available.

<sup>3</sup> Includes ISO 9001/13485, Good Manufacturing Practice (GMP)/ Current Good Manufacturing Practice (cGMP), and Medical Device Single Audit Program (MDSAP).

<sup>4</sup> In 2020, this figure only included the product improvements made to dialysis machines.

<sup>5</sup> The audit score measures our performance in certification audits and indicates the ratio of major and critical findings to the number of external audits.

	2021	2020	2019	2018	2017
Number of new patent families produced	103 ✓	135 ✓	163 ✓	126 ✓	126 ✓
 <b>EMPLOYEES</b>					
Number of employees (headcount)	130,251 ✓	133,129 ✓	128,300 ✓	120,328 ✓	121,245 ✓
Number of employees (FTE)	122,909 ✓	125,364 ✓	120,659 ✓	112,658 ✓	114,000 ✓
<b>EMPLOYEES PER REGION<sup>6</sup></b>					
North America (%)	49 ✓	50 ✓	50 ✓	50 ✓	51 ✓
Latin America (%)	10 ✓	9 ✓	9 ✓	8 ✓	8 ✓
Europe, Middle East and Africa (incl. Germany) (%)	16 ✓	17 ✓	17 ✓	17 ✓	17 ✓
Germany (%)	6 ✓	6 ✓	6 ✓	6 ✓	5 ✓
Asia-Pacific (%)	10 ✓	10 ✓	10 ✓	10 ✓	9 ✓
Corporate (%)	15 ✓	14 ✓	14 ✓	15 ✓	15 ✓
<b>EMPLOYEES PER FUNCTIONAL AREA<sup>6</sup></b>					
Production and services (%)	85 ✓	86 ✓	86 ✓	86 ✓	87 ✓
Administration (%)	10 ✓	10 ✓	10 ✓	10 ✓	9 ✓
Sales and marketing (%)	4 ✓	3 ✓	3 ✓	3 ✓	3 ✓
Research and development (%)	1 ✓	1 ✓	1 ✓	1 ✓	1 ✓
<b>INCLUSION AND DIVERSITY</b>					
Average age (years)	42 ✓	42 ✓	41 ✓	41 ✓	42 ✓
Employees under 30 years (%)	16 ✓	17 ✓	18 ✓	16 ✓	18 ✓

<sup>6</sup> Employees calculated as full-time equivalents (FTEs).

	2021	2020	2019	2018	2017
Employees between 30 and 50 years (%)	58 ✓	58 ✓	56 ✓	57 ✓	56 ✓
Employees over 50 years (%)	26 ✓	25 ✓	26 ✓	27 ✓	26 ✓
Female managers (%) <sup>7</sup>	59	n/a	n/a	n/a	n/a
Female employees in entire company (%)	69 ✓	69 ✓	69 ✓	69 ✓	69 ✓
Female employees in North America (%)	72	71	72 ✓	72 ✓	70 ✓
Female employees in Europe, Middle East and Africa (%)	67	66	66 ✓	67 ✓	67 ✓
Female employees in Latin America (%)	67	66	65 ✓	67 ✓	68 ✓
Female employees in Asia-Pacific (%)	65	65	64 ✓	65 ✓	65 ✓
Management Board members between 30 and 50 years (%)	12.5	12.5	14.3	14.3	28.6
Management Board members over 50 years (%)	87.5	87.5	85.7	85.7	71.4
Share of women in the Management Board (%)	25 ✓	25 ✓	29 ✓	14 ✓	0 ✓
Supervisory Board members between 30 and 50 years (%)	0	0	16.7	0	16.7
Supervisory Board members over 50 years (%)	100	100	83.3	100	83.3
Share of women in the Supervisory Board (%)	33 ✓	33 ✓	33 ✓	33 ✓	33 ✓
Women at first management level (%) <sup>8</sup>	18 ✓	18 ✓	23 ✓	21 ✓	19 ✓
Women at second management level (%) <sup>9</sup>	28 ✓	28 ✓	30 ✓	27 ✓	28 ✓
Female Long-Term Incentive Plan (LTIP) participants (%)	34 ✓	34 ✓	34 ✓	33 ✓	33 ✓
Non-Germans within the Management Board (%)	75	75	71	71	86

<sup>7</sup> Managers are defined as employees with direct reports. The figure is as of March 31, 2021.

<sup>8</sup> Figures from 2017 to 2019 include all employees that participate in our Long-Term Incentive Plan (LTIP) and report directly to a Management Board member. For 2020 and 2021, figures include all managers in respective leadership positions according to our new global job evaluation system.

<sup>9</sup> Figures from 2017 to 2019 include all employees that participate in our Long-Term Incentive Plan (LTIP) and report directly to a first-level leader. For 2020 and 2021, figures include all managers in respective leadership positions according to our new global job evaluation system.

	2021	2020	2019	2018	2017
Non-German leaders within LTIP population (%)	86 ✓	85 ✓	86 ✓	n/a	n/a
Ethnically diverse workforce (in the US) (%)	51	n/a	n/a	n/a	n/a
Ethnically diverse managers <sup>10</sup> (in the US) (%)	31	n/a	n/a	n/a	n/a
Employees with disability (%) <sup>11</sup>	5.7	5.9	6.1	5.7	5.5
Employees experiencing trust and mutual respect in their workplace (%) <sup>12</sup>	71	n/a	58	n/a	n/a
Employees believing our working environment is accepting of diverse backgrounds and thinking (%) <sup>12</sup>	74	72	65	n/a	n/a
Employees feeling a sense of belonging at work (%) <sup>12</sup>	71	70	n/a	n/a	n/a
<b>EMPLOYMENT CONTRACTS AND EMPLOYMENT TYPES</b>					
Permanent contracts (%)	96	96	n/a	n/a	n/a
Out of which are for women (%)	69	70	n/a	n/a	n/a
Temporary contracts (%)	4	4	n/a	n/a	n/a
Out of which are for women (%)	68	67	n/a	n/a	n/a
Full-time contracts (%) <sup>13</sup>	93	94	n/a	n/a	n/a
Out of which are for women (%)	69	68	n/a	n/a	n/a
Part-time contracts (%) <sup>13</sup>	7	6	n/a	n/a	n/a
Out of which are for women (%)	76	78	n/a	n/a	n/a
<b>HR BUDGET, STAFF COSTS, COMPENSATION</b>					
Staff costs (million €)	6,962 ✓	7,067 ✓	6,799 ✓	6,440 ✓	6,900 ✓

<sup>10</sup> Managers are defined as employees with direct reports.

<sup>11</sup> Refers to employees with disability in Germany.

<sup>12</sup> Data is from our global employee engagement surveys in 2021 (~90,000 responses) and 2019 (~76,000 responses). The number in 2020 refers to a pulse survey (~16,000 responses).

<sup>13</sup> Excludes per diems.


	2021	2020	2019	2018	2017
Percentage of staff costs of revenue (%)	40 ✓	40 ✓	39 ✓	39 ✓	39 ✓
Average staff costs per FTE (€)	56,262 ✓	56,770 ✓	56,740 ✓	57,129 ✓	61,287 ✓
Average employee compensation (€) <sup>14</sup>	45,711	45,897	45,158	44,605	47,336
<b>TALENT MANAGEMENT</b>					
Total turnover rate (%)	22	17	n/a	n/a	n/a
Women (%)	69	69	n/a	n/a	n/a
Men (%)	31	31	n/a	n/a	n/a
Employees under 30 years (%)	33	33	n/a	n/a	n/a
Employees between 30 and 50 years (%)	51	49	n/a	n/a	n/a
Employees over 50 years (%)	16	19	n/a	n/a	n/a
Voluntary turnover rate (%)	16.5 ✓	11.9 ✓	14.3 ✓	13.2 ✓	12.2 ✓
Women (%)	69	69	n/a	n/a	n/a
Men (%)	31	31	n/a	n/a	n/a
Employees under 30 years (%)	34	34	n/a	n/a	n/a
Employees between 30 and 50 years (%)	51	48	n/a	n/a	n/a
Employees over 50 years (%)	15	18	n/a	n/a	n/a
Involuntary turnover rate (%)	5	5	n/a	n/a	n/a
Women (%)	67	68	n/a	n/a	n/a
Men (%)	33	32	n/a	n/a	n/a
Employees under 30 years (%)	28	28	n/a	n/a	n/a
Employees between 30 and 50 years (%)	52	52	n/a	n/a	n/a
Employees over 50 years (%)	20	20	n/a	n/a	n/a

<sup>14</sup> Calculated as total wages and salaries divided by the number of FTEs.

	2021	2020	2019	2018	2017
External hire rate (%)	23.7 ✓	23.1 ✓	24.7 ✓	21.7 ✓	n/a
Women (%)	67	69	n/a	n/a	n/a
Men (%)	33	31	n/a	n/a	n/a
Employees under 30 years (%)	36	41	n/a	n/a	n/a
Employees between 30 and 50 years (%)	54	49	n/a	n/a	n/a
Employees over 50 years (%)	10	10	n/a	n/a	n/a
Average service length (years)	7.6 ✓	7.3 ✓	6.8 ✓	7.1 ✓	7.0 ✓
Women (years)	7.6	7.3	n/a	n/a	n/a
Men (years)	7.8	7.3	n/a	n/a	n/a
Employees under 30 years (years)	2.3	2.3	n/a	n/a	n/a
Employees between 30 and 50 years (years)	6.9	6.5	n/a	n/a	n/a
Employees over 50 years (years)	13.0	12.3	n/a	n/a	n/a
<b>EMPLOYEE ENGAGEMENT<sup>15</sup></b>					
Engagement score (%)	56 ✓	64 ✓	56 ✓	n/a	n/a
Women (%)	56	65	56	n/a	n/a
Men (%)	56	62	54	n/a	n/a
Participation rate in employee engagement survey (%)	74 ✓	36 ✓	68 ✓	n/a	n/a
<b>LEARNING AND DEVELOPMENT</b>					
Average training hours per employee	17.2	n/a	n/a	n/a	n/a
<b>SUPERVISORY BOARD</b>					
Number of independent Supervisory Board members	5 ✓	5 ✓	5 ✓	4 ✓	4 ✓

<sup>15</sup> Data is from our global employee engagement surveys in 2021 (~90,000 responses) and 2019 (~76,000 responses). The number in 2020 refers to a pulse survey (~16,000 responses).



	2021	2020	2019	2018	2017
Participation rate in Supervisory Board meetings (%)	98.8 ✓	100 ✓	97.6 ✓	96.4	97.6
<b>OCCUPATIONAL HEALTH AND SAFETY</b>					
Total Recordable Injury Frequency Rate (TRIFR) <sup>16</sup>	3.06	4.48	4.50	4.35	4.67
Lost Time Injury Frequency Rate (LTIFR) <sup>17</sup>	0.68	1.24	1.22	1.07	1.26
Number of work-related fatalities	0 ✓	0 ✓	0 ✓	n/a	n/a
 <b>ENVIRONMENT</b>					
Production sites covered by a certified environmental management system (%)	25	24	n/a	n/a	n/a
Production sites with ISO 14001 certification (%) <sup>18</sup>	25 ✓	23 ✓	20	20	n/a
Production sites with ISO 50001 certification (%) <sup>19</sup>	5 ✓	5 ✓	5	5	n/a
Produced resource-friendly dialysis machines (%)	46.2	47.9	47.6	22.3	25.2
Conducted product life cycle assessments (%) <sup>19</sup>	40	40	28	25	23
<b>WATER WITHDRAWAL</b>					
Water (million m <sup>3</sup> )	41.4 ✓	41.7 ✓	43.2 ✓	42.1 ✓	35.7 <sup>20</sup> ✓
Municipal water (million m <sup>3</sup> )	41.0 ✓	41.2 ✓	42.7 ✓	41.6 ✓	-
Ground water (million m <sup>3</sup> )	0.5 ✓	0.5 ✓	0.5 ✓	0.5 ✓	-
Water withdrawal (m <sup>3</sup> ) / € 1 million revenue	2,351	2,334	2,470	2,542	2,006

<sup>16</sup> Following the definition of the recordable incident rate by Occupational Safety and Health Administration (OSHA), calculated as follows: number of OSHA recordable injuries and illnesses x 200,000 / employee total hours worked. The number applies to the North America region. From 2020, this figure also includes the production sites in our Latin America region. Coverage > 50% of our employees worldwide.

<sup>17</sup> Following the definition of the lost time incident rate by OSHA, calculated as follows: number of OSHA lost time injuries and illnesses x 200,000 / employee total hours worked. The number applies to the North America region. From 2020, this figure also includes the production sites in our Latin America region. Coverage > 50% of our employees worldwide.

<sup>18</sup> Applies to production sites in the environmental reporting scope.

<sup>19</sup> The figure refers to Fresenius Medical Care's product portfolio in the region Europe, Middle East, and Africa. Several screening life cycle assessments and/or comprehensive comparative life cycle assessments have been implemented and cover an increasing number of our products in major product groups. In 2021, the percentage stayed the same because qualitative and quantitative improvements were conducted on product groups calculated previously.


<sup>20</sup> The 2017 figure for water consumption is displayed as published in the 2017 Non-Financial Group Report, without a detailed breakdown of water sources.

	2021	2020	2019	2018	2017
Water withdrawal (m <sup>3</sup> ) / FTE	337	333	358	373	313
<b>ENERGY CONSUMPTION</b>					
Energy (million MWh)	2.6 ✓	2.5 ✓	2.4 ✓	2.4 ✓	2.8 <sup>21</sup> ✓
Electricity (million MWh)	1.3 ✓	1.3 ✓	1.3 ✓	1.3 ✓	-
Natural gas (million MWh)	1.2 ✓	1.1 ✓	1.1 ✓	1.1 ✓	-
Others (incl. fuel oil, diesel, liquid gas, district heating) (million MWh)	<0.1 ✓	< 0.1 ✓	< 0.1 ✓	< 0.1 ✓	-
Energy consumption (MWh) / € 1 million revenue	148.2	139.7	139.0	143.8	156.7
Energy consumption (MWh) / FTE	21.3	19.9	20.1	21.1	24.4
Renewables in energy consumption (%) <sup>22</sup>	22 ✓	21 ✓	20	18	17
<b>GREENHOUSE GAS (GHG) EMISSIONS</b>					
Scope 1 CO <sub>2</sub> equivalents (thousand tons)	262.6 ✓	242.2 ✓	227.3 ✓	218.7 ✓	325.7 <sup>23</sup> ✓
Natural gas (thousand tons)	248.1 ✓	228.0 ✓	224.6 ✓	215.6 ✓	-
Liquid gas (thousand tons)	13.6 ✓	13.6 ✓	2.2 ✓	2.3 ✓	-
Fuel oil (thousand tons)	0.2 ✓	0.3 ✓	0.3 ✓	0.5 ✓	-
Diesel (thousand tons)	0.6 ✓	0.3 ✓	0.3 ✓	0.3 ✓	-
Scope 2 CO <sub>2</sub> equivalents (thousand tons)	502.9 ✓	527.2 ✓	547.2 ✓	557.2 ✓	529.8 <sup>23</sup> ✓
Electricity (thousand tons)	502.4 ✓	526.8 ✓	546.9 ✓	557.1 ✓	-
District heating (thousand tons)	0.6 ✓	0.4 ✓	0.3 ✓	0.2 ✓	-
GHG emissions (tons CO <sub>2</sub> equivalents) / € 1 million revenue	43.4	43.1	44.3	46.9	48.1

<sup>21</sup> The 2017 figure for energy consumption is displayed as published in the 2017 Non-Financial Group Report, without a detailed breakdown of energy sources.

<sup>22</sup> The share of renewables in energy consumption is entirely accounted for by renewables in electricity consumption. To calculate this, we used the country-specific average share of renewables in total electricity consumption.

<sup>23</sup> The 2017 figure for GHG emissions is displayed as published in the 2017 Non-Financial Group Report, without a detailed breakdown of GHG emissions sources.

	2021	2020	2019	2018	2017
GHG emissions (tons CO <sub>2</sub> equivalents) / FTE	6.2	6.1	6.4	6.9	7.5
<b>TAXONOMY</b>					
Proportion of Taxonomy-eligible revenue (%)	0	n/a	n/a	n/a	n/a
Proportion of Taxonomy-eligible Capex (%)	53	n/a	n/a	n/a	n/a
Proportion of Taxonomy-eligible Opex (%)	1	n/a	n/a	n/a	n/a
 <b>BUSINESS INTEGRITY</b>					
Number of participants in data privacy training	93,082 ✓	89,894 ✓	n/a	n/a	n/a
<b>INTERNAL AUDITS</b>					
Internal audits with an ESG focus (%)	> 90 ✓	n/a	n/a	n/a	n/a
Internal audits with a compliance focus (%)	> 80 ✓	n/a	n/a	n/a	n/a
Internal audits with a HR focus (%)	> 20 ✓	n/a	n/a	n/a	n/a
Internal audits with a human rights focus (%)	> 20 ✓	n/a	n/a	n/a	n/a
Internal audits with a data protection and IT security focus (%)	> 10 ✓	n/a	n/a	n/a	n/a
New third parties assessed for compliance risks	~29,000 ✓	> 37,000 ✓	~ 20,000	n/a	n/a
Reports received via various reporting channels	2,854 ✓	3,003 ✓	2,803	n/a	n/a
Reports related to business integrity incl. anti-corruption	52 ✓	52 ✓	98 ✓	n/a	n/a
Reports related to data protection	633 ✓	342 ✓	428 ✓	n/a	n/a
Reports related to patient care and products	971	1,516 ✓	1,304 ✓	n/a	n/a
Reports related to human resources/workplace	954 ✓	906 ✓	713 ✓	n/a	n/a
Reports related to other topics	244 ✓	187 ✓	260 ✓	n/a	n/a

	2021	2020	2019	2018	2017
Reports passed on to Compliance department	127 ✓	84 ✓	500 ✓	n/a	n/a
Reports passed on to Legal department	20 ✓	15 ✓	18 ✓	n/a	n/a
Reports passed on to Patient Care department	963 ✓	1,090 ✓	739 ✓	n/a	n/a
Reports passed on to HR department	942 ✓	945 ✓	752 ✓	n/a	n/a
Reports passed on to other departments	802 ✓	869 ✓	794 ✓	n/a	n/a