

Sustainability Report 2023

siemens-healthineers.com/sustainability



SIEMENS
Healthineers 

Contents

Foreword	3
About this report	4
1	
Siemens Healthineers and sustainability	6
1.1 Our purpose	7
1.2 Siemens Healthineers at a glance	8
1.3 Our sustainability strategy	12
- Materiality assessment	15
- Our commitment to the United Nations Sustainable Development Goals	17
- In dialogue with our stakeholders for sustainability	19
1.4 Our sustainability targets	23
1.5 Our sustainability management, governance, and organization	25
2	
Healthcare Access	27
2.1 Improve access to care	30
2.2 Innovate through responsible digitalization and artificial intelligence	39
2.3 Personalized healthcare	44
2.4 Transform toward preventive care	47
3	
Resource Preservation	48
3.1 Net Zero	50
3.2 Transform toward a circular economy	61
3.3 EU taxonomy	66
4	
Diverse and Engaged Healthineers	67
4.1 Invest in our people	70
4.2 Employee engagement	76
4.3 Expand diversity, equity, and inclusion	78
4.4 Volunteering and employee-led initiatives	81
4.5 Respect human rights	85
4.6 Keeping our employees healthy and safe	89
5	
Governance for sustainability	95
5.1 Product quality and safety	97
5.2 Global release process	103
5.3 Responsibly grow long-term business value	105
5.4 Clear leadership commitment	107
5.5 Apply best business ethics through compliance	108
- Data privacy	114
- Cybersecurity	115
6	
Partnerships	116
A	
Appendices	123
A.1 Reporting principles	124
A.2 Longlist of sustainability indicators	127
A.3 GRI content index	145
A.4 Independent auditor's report on a limited assurance engagement	148
A.5 Notes and forward-looking statements	150
A.6 Further information and useful resources	151

Foreword

We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

As a leading medical technology company, we are committed to making high-quality healthcare accessible and affordable to everyone, no matter where they live. We do this by providing innovative solutions that enable healthcare providers reach underserved communities globally, and helping countries increase universal health coverage. With this, we contribute significantly to the United Nations Sustainable Development Goals (SDGs), especially **SDG 3: "Good health and wellbeing"**.

We believe that successful business outcomes and sustainability are one. To make this more visible, this is now embedded in our purpose statement:

**We pioneer breakthroughs in healthcare.
For everyone. Everywhere. Sustainably.**

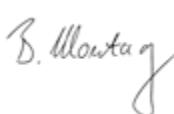
We have set ambitious targets to reduce greenhouse gas (GHG) emissions across our value chain and increase circularity. Together with our customers, we contribute to minimizing the impact of the health sector on the environment and thereby **SDG 12: "Responsible consumption and production"**.

We are a strong team of 71,000 diverse and engaged Healthineers, united in solving today's pressing healthcare challenges—

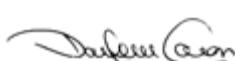
challenges that we believe only diverse backgrounds, skills, and experiences overcome. Our efforts to promote diversity and engagement address—among others—**SDG 5 "Gender equality"**. At the same time, we are building long-term partnerships to leverage our networks, experts, and diverse knowledge to bridge the existing gaps in affordability and availability of healthcare. These partnerships are in line with **SDG 17 "Partnerships for the goals"**, which emphasizes the need for global cooperation, resource mobilization, and capacity-building to effectively address global challenges.

For our journey ahead, we have raised the bar on our sustainability commitments to achieve even greater business outcomes and societal impact.

In fiscal year (FY) 2023, we conducted a thorough analysis of the expectations and needs of all major stakeholders. The outcome of this exercise is reflected in our ambitious set of goals as described in this report. Together with our employees and global network of partners, we work toward these goals with the aim of fulfilling the needs of our investors, customers, patients and the communities we live in.



Dr. Bernd Montag
CEO



Darleen Caron
CHRO



Dr. Jochen Schmitz
CFO



Elisabeth Staudinger
MBM

About this report

Communicating our progress on sustainability requires a robust and standardized reporting methodology. Our Sustainability Report for FY 2023 therefore explains how we are living up to our purpose and provides detailed information on our ambitions, programs, governance structures, and the creation of sustainable value.

The content of this report is shaped by our materiality analysis, carried out in FY 2020 and updated after the combination with Varian in FY 2021.

Our Sustainability Report FY 2023 outlines our progress toward a sustainable future and supplements the financial reporting provided in the Annual Report. It highlights our key sustainability challenges and opportunities and the many ways in which we are responding to them.

Throughout the fiscal year, we focused on elevating our sustainability ambitions to the next-level, taking into account the valuable input from our stakeholders since the beginning of our sustainability journey. The changes in the target setting and the overall strategic framework are outlined in this report.

Reporting approach

Our Sustainability Report FY 2023 describes our progress in the areas defined in our sustainability materiality assessment:

- Healthcare Access
- Resource Preservation
- Diverse and Engaged Healthineers
- Governance for sustainability

Review period and reporting boundaries

The reporting period covers FY 2023 (October 1, 2022, to September 30, 2023) at Siemens Healthineers. In general, the Business Areas and Regional Units (Regions) of Siemens Healthineers are all covered by the report.

Unless indicated otherwise, all figures as of FY 2022 include the Varian Business Area, which was acquired in April 2021. All comparable figures from the previous fiscal years are reported without Varian. Any exceptions are indicated as such. The information provided is reported with reference to the GRI Standards as described in [Appendix A.3](#).

As a member of the United Nations Global Compact, we annually demonstrate our progress on its Ten Principles to stakeholders and to the general public. This report reflects our ongoing commitment to the Ten Principles and provides further details and examples that highlight our endeavors in the four areas of human rights, labor, environment, and anti-corruption.

Data collection

Given the size and global spread of Siemens Healthineers, data is collected using a wide range of IT systems and data environments. Non-financial data might be subject to local rules and regulations that potentially deviate from the Company's reporting requirements. To achieve consistency in our non-financial reporting, input data is reconciled and adjusted to comply with the reporting requirements of Siemens Healthineers.

All information presented in this report that is subject to significant data limitations is identified as such.

The figures might therefore not be comparable with the data published under the same or similar designations by other companies.

The non-financial data published in this report was collected from various internal reporting systems, which are, for the most part, different from those used for financial information. They may be subject to less extensive internal documentation, data generation, and auditing requirements, with respect to the data, the IT systems used, and the general control environment. We report on certain key performance indicators (KPIs) for sustainability at Siemens Healthineers over a multi-year period.

In addition to the KPIs highlighted within the report, a comprehensive overview of all sustainability metrics can be found in [Appendix A.2 Longlist of sustainability indicators](#). Due to rounding, some of the numbers presented in this report might not add up precisely to the totals provided, and percentages might not precisely reflect the corresponding absolute figures.

The Sustainability Report FY 2023 was approved by the Managing Board of Siemens Healthineers.

Independent assurance review

Ernst & Young has provided independent assurance on specific corporate sustainability data outlined in this report. The KPIs that are marked with ✓ were subject to a limited assurance engagement by Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised). For more details, see the Independent Assurance Report in [Appendix A.4 Independent auditor's report on a limited assurance engagement](#).

Siemens Healthineers and sustainability

Pages 6–26

1.1

Our purpose

Every year, we witness a rise in global challenges. These necessitate significant transformations in healthcare, which are driven by technological advancements, shifting demographics, and growing environmental awareness. As a leading medical technology company, we understand the pivotal role we play in sustainably shaping the future of healthcare. In this report, we expand on our Company's purpose and its alignment with the tenets of sustainability in healthcare.

What all healthcare systems have in common is their need to provide high-value care—achieving better outcomes with fewer resources. And while medtech is a global business, healthcare is inherently local. As a leader in the healthcare industry, this is our purpose:

We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

Our offerings, which encompass products, services, and solutions, empower physicians, medical professionals, and healthcare providers in their mission to prevent illness, accurately diagnose and treat patients, and expedite their recovery. We are committed to continually evolving and consistently setting higher standards. In response to emerging challenges, we are continuously adjusting our approach and introducing pioneering innovations that benefit patients, healthcare practitioners, and society as a whole.



"We are a global team of 71,000 people united by an inspiring purpose: We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably. It's about providing healthcare to as many people as possible. At the same time, we are looking at both the health impact of climate change, and the health sector impact on climate and resources. For us as a company, and for me personally, it is very important that we view business and sustainability as one integrated set of goals."

Bernd Montag
CEO

1.2

Siemens Healthineers at a glance

Siemens Healthineers is a global provider of healthcare products, solutions and services, with activities in numerous countries around the world, and about 15,000 patents granted. Siemens Healthineers Group (hereinafter "Siemens Healthineers", the "Company", "we" or the "Group") comprises the parent company Siemens Healthineers AG, a stock corporation under the laws of the Federal Republic of Germany, and its subsidiaries. Siemens Healthineers AG is registered in the commercial register in Munich, Germany, and has its headquarters in Erlangen, Germany. As of September 30, 2023, the Siemens Group held just over 75 percent of the shares in Siemens Healthineers AG, unchanged from the prior year.

Siemens Healthineers had about 71,000 employees as of September 30, 2023 (September 30, 2022: about 69,500) and generated revenue of EUR 21,680 million and a net income of EUR 1,525 million.

Siemens Healthineers has a strong presence and market position in growth markets and is directly represented in more than 70 countries worldwide. Our main production and development sites are in Germany, the U.S., China, India, Great Britain, and Slovakia. With holistic system competence, we develop, manufacture, and sell a diverse range of innovative diagnostic and therapeutic products and services to healthcare providers in more than 180 countries. We also provide clinical consulting services, as well as an extensive range of training and service offerings. This comprehensive portfolio supports customers along the entire healthcare continuum, from prevention and early detection through to diagnosis, treatment, and follow-up care.

In this context, our strategic procurement activities help promote our success by making significant and lasting contributions in four distinct categories: productivity, quality, availability, and innovation. We have a global network of approximately 40,000 suppliers. In FY 2023, Siemens Healthineers purchased goods and services valued at around EUR 10,190 million (FY 2022: EUR 10,300 million) from external parties, which accounts for about 47 percent of our total revenue.

Siemens Healthineers is strongly positioned relative to a broad spectrum of healthcare providers and related organizations. This ranges from public and private healthcare providers, including hospitals and hospital systems, public and private clinics and laboratories, universities, physicians/joint medical practices, public health agencies, public and private health insurers, through to pharmaceutical companies and clinical research institutes. We offer different solutions tailored to the customers' needs in all our markets.

Our business operations are divided into four segments: Imaging, Diagnostics, Varian, and Advanced Therapies. In all these segments, we are a leading global provider.

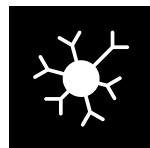
Our business operations are divided into four segments:



Imaging (IM)



Diagnostics (DX)



Varian (VAR)



Advanced Therapies (AT)

Research & Development

Production & Supply Chain

Markets & Customers



Our Company:

Employees:

~71,000

Represented:

≥70 countries

Sells to healthcare providers:

≥180 countries



Revenue:

21,680 million €

Net income:

1,525 million €

Adjusted EBIT margin:

14.2%



Our **Imaging segment** provides imaging products, services, and solutions, as well as digital offerings. Our most important products in this segment are devices for magnetic resonance imaging, computed tomography, X-ray, molecular imaging, and ultrasound. All our imaging and therapy systems are supported by shared software platforms. We offer a broad and scalable range of software solutions to support the reading and structured reporting of diagnostic images from different modalities. We generate a significant amount of recurring revenues from our customer services business (services and spare parts) due to a strong installed base and long-term service relationships. These provide a stable business foundation.



The portfolio of our **Diagnostics segment** comprises in-vitro diagnostic products and services that we offer to healthcare providers in the fields of laboratory diagnostics and point-of-care diagnostics. Serving a broad selection of diagnostic test settings—from centralized reference and hospital laboratories to critical care, emergency departments, and physician office laboratories—our comprehensive portfolio covers a range of testing disciplines, including immunochemistry, hematology, coagulation, urinalysis, blood gas analysis, and molecular tests. Siemens Healthineers still provides laboratories and points of care with a range of antigen, PCR, and antibody tests designed to specifically identify the presence of the SARS-CoV-2 respiratory pathogen in human bodies, though on a much smaller scale. Our product range in Diagnostics also includes efficient workflow solutions for laboratories and informatics products that are integrated with our offerings to improve the productivity of our customers. Diagnostics generates profits mainly from long-term contracts that include an initial instrument placement followed by ongoing reagent sales, which result in a predictable and resilient revenue stream.



The **Varian segment** provides innovative, multimodality cancer care technologies based on integrated, advanced imaging, along with solutions and services for oncology departments in hospitals and clinics globally. Its portfolio is designed to enable clinicians to perform new, innovative radiotherapy and other oncology treatments. Varian's Radiation Oncology Solutions business serves the end-to-end needs of customers with integrated equipment and digital solutions, and with applications that are designed to enable increased access to quality care as well as improved treatment planning and delivery. High-quality imaging and digital solutions and applications enable higher-precision image-guided cancer treatments. The Proton Solutions business serves the field of proton therapy, which is an advanced method of radiotherapy. The Multi-Disciplinary Oncology business comprises technology-enabled optimized workflows, clinical services, as well as innovative digital solutions and applications for managing treatment and therapy. With a large installed base in its Radiation Oncology business, Varian generates recurring revenue from services and spare parts.



Our **Advanced Therapies segment's** portfolio consists of highly integrated products, services, and solutions across multiple clinical fields used in the treatment of diseases. Our Advanced Therapies products are designed to support image-guided minimally invasive treatments in areas such as cardiology, interventional radiology, and surgery. The most important products in this segment are angiography systems and mobile C-arms. Advanced Therapies generates recurring revenues through its strong installed base and customer services business (service and spare parts).

Within these four segments, we provide comprehensive services all along the customer value chain. Our range of services includes essential technical customer service such as maintenance and repair, medical equipment performance management, training, clinical

education and e-learning, planning and design, financing, asset management, and managed departmental services for laboratories and healthcare facilities, as well as digital healthcare consulting, products, and services. We offer many of these services to our customers under so-called value partnerships, in which we develop comprehensive solutions in long-term partnerships and actively address the most important trends such as the trend of consolidation among healthcare providers.

We have defined strategic priorities to ensure its competitiveness beyond 2025. To deliver on our Strategy 2025 we introduced three phases: Reinforcing, Upgrading, and New Ambition.

Significant reinforcement

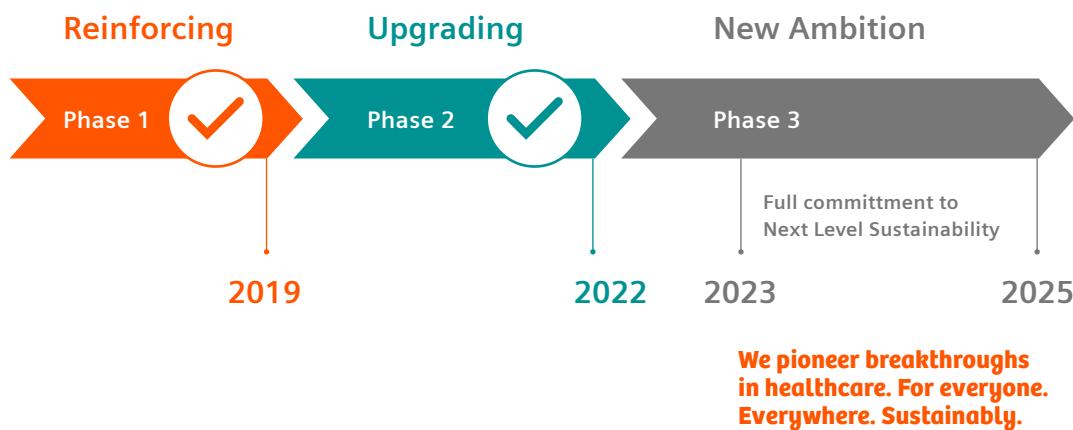
Our unique capabilities are at the core of our New Ambition and are continually strengthened: patient twinning¹, precision therapy, and digital, data, and AI. Building on these unique strengths, our New Ambition intends to help fight the most threatening noncommunicable diseases, such as cancer, stroke, and heart

attack, and to ensure Company competitiveness beyond 2025.

Our Businesses and Regions have dedicated strategies in place to contribute to our New Ambition. These strategies complement and tie into the five priorities, known as Growth Vectors, that we are focusing on during the New Ambition phase.

The five Growth Vectors are Comprehensive Cancer Care, Cardiovascular and Neurovascular Care, Networked Care & Digitally Enabled Services, China Healthcare, and Access to Care (further information: [Annual Report FY 2023 from Siemens Healthineers](#)). Our Strategy 2025 also contributes to the United Nations Sustainable Development Goals. This has been significantly reinforced with the closing of FY 2023: We have expanded our purpose statement and expanded our focus, increased our existing commitments (reducing carbon emissions; gender diversity), and added new commitments (e.g., healthcare education, circularity, employee-led-initiatives, partnerships).

Strategy 2025



¹ Personalization of diagnosis, therapy selection and monitoring, after care and managing health.

1.3

Our sustainability strategy

The New Ambition phase of our Strategy 2025 builds on our long history of innovation leadership and is the next step in the evolution of our Company's strategy. In this phase, we continue to build on our strengths and have defined strategic priorities to tackle today's challenges in healthcare: help to fight the most threatening non-communicable diseases, such as cancer, stroke, and heart attack, drive productivity, improve the quality of outcomes, and enable access to healthcare.

Sustainability has been deeply integrated into our strategy and business priorities throughout our existence.

In FY 2023, we took action to boost our efforts for a sustainable future and drive greater business and societal impact. We raised the bar on our sustainability ambition by expanding our pillars and setting higher targets.

Healthcare Access	Resource Preservation	Diverse and Engaged Healthineers
Patient impact 260 million patient touchpoints in underserved countries by 2030	Net zero 90% reduction in Scope 1 & 2 emissions by 2030 ¹⁾ 28% reduction in Scope 3 emissions by 2030, 90% by 2050 ¹⁾	Diversity 30% women representation in Senior Management roles by 2025 ³⁾
Healthcare workforce education and training 6 million hours of training provided by 2030	Circularity Increase share of circular revenue by 2030 ²⁾	Employee engagement Maintain Top Quartile employee engagement score ⁴⁾
Volunteering and Employee-led initiatives 20% of employees involved in Employee Resource Groups and Innovation Networks by 2030		
Global and Regional Partnerships		

¹⁾ vs. baseline 2019²⁾ according to EU Taxonomy criteria³⁾ In addition: adherence to country specific legal requirements⁴⁾ Compared to healthcare industry⁵⁾ Certified in the last two years

To emphasize our commitment to sustainability and demonstrate how closely it is tied to our strategy and business outcomes, we have now included it in our purpose: "We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably."

Our sustainability strategy rests on three pillars: Healthcare Access, Resource Preservation, Diverse and Engaged Healthineers. These are enabled by Volunteering and Employee-led initiatives, and Global and Regional Partnerships.

These exemplify our unwavering commitment to both social and environmental impact, bolstered by robust governance structures that align with our stakeholders' needs and safeguard our long-term prosperity.

Patient-centered innovation has always been at the core of our Company. With **Healthcare Access**, we are growing patient impact with our industry-leading technologies and innovative solutions. We measure this impact today against the target of 260 million patient touchpoints in underserved countries by FY 2030, and will expand in the next years toward measuring patient impact in underserved communities globally. Healthcare for everyone, everywhere also requires us to help ease the burden on healthcare professionals and help the workforce acquire skills. Our education and training services promote learning and capacity-building. We aim to deliver 6 million hours of training by FY 2030.

A healthy population requires a healthy planet. There is clear evidence that the worsening climate crisis has a direct impact on our physical well-being. With every 1°C increase in global temperature, mortality risk increases by up to 5.5 percent. The climate crisis worsens human infectious diseases and the UN's call to limit global warming to 1.5°C urges us to act now.

For our **Resource Preservation** commitments, we are working together with our suppliers, partners and customers, to employ human and environmental resources mindfully and sustainably, without compromising patient care. We have set an ambitious and long-term net zero target, committing to reducing Scope 1 & 2 emissions by 90 percent by FY 2030 and reducing Scope 3 emissions by 28 percent by FY 2030, and 90 percent by FY 2050. By actively driving decarbonization in our own operations and across the value chain, we promote the shift towards circularity and aim to increase the share of circular revenue.

Our power as a company is in our workforce: Our 71,000 **Diverse and Engaged Healthineers** are united in our purpose to overcome healthcare challenges, today and in the future. We are steadily increasing our proportion of women representation in senior management roles and have a target to reach 30 percent by FY 2030. Our employee voices and volunteering efforts are significant in shaping our sustainability strategy and initiatives, especially on climate action and broadening access to healthcare. We aim to have at least 20 percent of our employees participating in employee-led initiatives such as employee resource groups and innovation networks by FY 2030. This is also reflected in our reputation as a company, and we strive to maintain our high levels of employee engagement and expand external recognition to be able to attract and retain great talent.

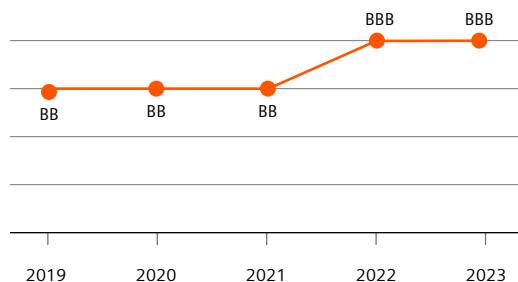
Our corporate culture is characterized by our ability to act quickly and sustainably in adapting to new trends and in driving developments to address constantly evolving external needs. With our partners across the globe, we are unlocking the next generation of human-centric technology today.

Our commitment to sustainability earned us a nomination for the German Sustainability Award in 2023. Being a finalist among sustainability pioneers in the medical technology industry is a recognition of our achievements to date. We remain committed to pushing the boundaries of sustainability, driving positive change, and leading by example.

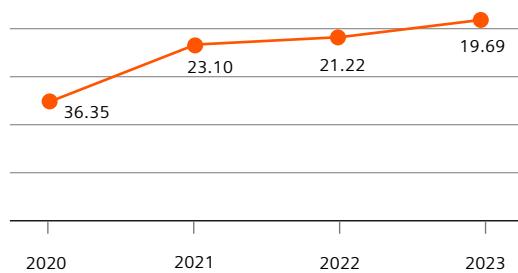
This is also reflected in our ESG ratings, which reinforce the impact of our sustainability strategy and provide us with a benchmark for ongoing improvements.

Our sustainability performance is recognized in external ratings

ESG rating result MSCI (June 23)



ESG rating result Sustainalytics (February 23)



Materiality assessment

The contents of this Sustainability Report FY 2023 have been shaped by the materiality assessment performed in FY 2020. This assessment was subsequently updated after the combination with Varian in FY 2021. The topics covered in our report are structured according to their significance for environmental, social, and governance (ESG) matters.²

Our materiality analysis was conducted in three steps.

Step 1: Identifying potential subjects

We began by creating an extensive collection of potential sustainability topics, considering our business model. We based the topics on the UN SDGs, trend and competition analysis, global reporting standards (e.g., GRI), requirements from sustainability rating agencies, internal sources, and internal workshops involving representatives from our key stakeholder groups.

Step 2: Identifying how relevant the topics are to our stakeholders, and our ability to impact them

We evaluated each potential subject using the following two questions:

1. How relevant is this topic to our stakeholders when assessing our Company or making decisions?
2. How significant is our impact on this topic?

To answer the questions, we conducted structured interviews with stakeholder representatives (question 1) and internal experts (question 2). We then prioritized subjects according to the interviewees' assessments.

Step 3: Validation

We then validated the prioritized subjects. We clustered topics according to content. Representatives of our various stakeholder groups, including our Managing Board, were involved in the validation phase.

The materiality assessment was independently assured by Ernst & Young.

² Material topics/processes may change due to EU regulations to be applied in the future.

Results of the analysis

The materiality assessment yielded 14 material topics, which were grouped into four focus areas and serve as key points for our sustainability reporting. These material topics remain embedded in our next-level sustainability strategy.

Healthcare Access

- Improve access to care
- Innovate through responsible digitalization and artificial intelligence
- Personalized healthcare
- Transform toward preventive care

Resource Preservation

- Combat climate change by reducing emissions
- Transform toward a circular economy

Diverse and Engaged Healthineers

- Invest in our people
- Expand diversity, equity, and inclusion
- Respect human rights

Governance for sustainability

- Product quality and safety
- Clear leadership commitment
- Apply best business ethics through compliance
- Responsibly grow long-term business value
- Leverage partnerships and collaboration for innovation

Our commitment to the United Nations Sustainable Development Goals

The United Nations (UN) established the Sustainable Development Goals (SDGs) in 2015, serving as a universally acknowledged and widely used framework for both public and private sustainability ambitions. The SDGs encompass 17 goals to be achieved by 2030.

We embrace the UN SDGs as a means to contribute to a better future for our planet and its inhabitants. The extent to which a company can contribute to achieving the UN SDGs varies considerably. Being a healthcare provider, we have identified three primary SDGs that are underpinned by aspects such as our products, solutions, business operations, leadership, and workforce.

The core goals are: good health and well-being (SDG 3), gender equality (SDG 5), and responsible consumption and production (SDG 12).



SDG 3: Good health and well-being "Ensure healthy lives and promote well-being for all at all ages"

We are contributing to this goal with our products, solutions, and innovations, and by helping to establish universal healthcare coverage. We are also helping to fight both non-communicable and communicable diseases. These efforts are reflected in the focus topic **Healthcare Access**.



SDG 5: Gender equality
"Achieve gender equality and empower all women and girls"

In order to unleash the power of our ~71,000 Healthineers, we profoundly believe that embracing diversity in all its forms is a critical success factor. Although in this report we are focusing on gender diversity, we are committed to expanding to all other forms of diversity, including nationalities, religious beliefs, and sexual orientations, and driving measures to end discrimination in all forms. In support of our gender diversity goals we are deploying efforts at multiple organizational levels, from senior management to our talent pipeline. These efforts are reflected in the focus area **Diverse and Engaged Healthineers**.



SDG 12: Responsible consumption and production "Ensure sustainable consumption and production patterns"

We are contributing to this goal by focusing on sustainably handling our resources, and pursuing circularity. Our efforts cover the entire value chain. They include responsible sourcing of raw materials and reusing and recycling our products at the end of their useful life. As we work toward SDG 12, we also strive to be a role model for our suppliers. These efforts are reflected in the focus area **Resource Preservation**.

In addition to the three core SDGs to which we can contribute the most, we have identified six primary SDGs that we support through our business. The remaining eight goals are our secondary SDGs. This means that we are committed to all 17 goals.

United Nations Sustainable Development Goals



In dialogue with our stakeholders for sustainability

Communication with our stakeholders on the theme of sustainability is active and ongoing and includes diverse platforms for exchange. This collaborative approach aligns our actions with the concerns and priorities of all those invested in our journey. It reinforces our commitment to making holistic and meaningful progress toward a future that balances economic, environmental, and social well-being.

We fully embraced this approach as we elevated our sustainability strategy to the next level. In this process, we conducted a thorough stakeholder-back analysis to capture the perspectives

of investors, customers, employees, and our broader ecosystem. The results provided us with an in-depth understanding of our stakeholders' needs and expectations.

Our next-level sustainability ambition was crafted using the insights gained from our stakeholders. It includes the contributions of more than 100 leaders and sustainability experts across the organization. These diverse perspectives shaped our future commitments.



Below is the overview of the various vehicles used to gain valuable insights from our stakeholders:

1. Customers

- Customer interviews
- Surveys, and studies
- Ongoing personal contact through our sales, marketing, and collaboration representatives, and via our upper and senior management for subject-specific conversations

2. Employees and employee representatives

- Regular employee surveys (see [4.2 Employee engagement](#))
- Focus groups with employees
- Deep dives on satisfaction survey
- In-person and virtual events for employees with the participation of board members and senior management
- Ongoing exchange between managers and employees, ongoing exchange between board, management, and employee representatives

3. Suppliers

- Surveys and audits (e.g., carbon web assessments, external sustainability audits)
- Ongoing personal contact through our procurement representatives
- Supplier portal for electronic collaboration (incl. sharing supplier conduct guidelines, contractor safety)
- Annual Supplier Days event
- Sustainability@Healthineers Procurement program

4. Investors, capital providers, analysts

- Dedicated interviews, and ongoing personal dialogue through our investor relations representatives and our senior management
- Annual shareholder meeting
- Annual Report, quarterly report on results and press releases
- Sustainability Report

5. NGOs, foundations, and multilateral organizations

- Partnering with leading multilateral organizations like the United Nations, the World Health Summit, the World Economic Forum, and national development organizations such as the German Agency for International Cooperation (GIZ) in Germany
- Regular dialogue with NGOs such as the Bill & Melinda Gates Foundation, the Clinton Health Access Initiative, and FIND

6. Sales and business partners

- Special programs for business partners (Team One, experience week) to gain insights into Siemens Healthineers
- Partner at key conferences to interview our partners and provide marketing material

7. Associations

- Active membership of numerous industry and business associations, some of which advocate for the interests of their members in the political arena, e.g., COCIR (European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry)

8. Science and academia

- Global collaboration network of more than 2,400 leading clinical and academic partners (see [6 Partnerships](#))
- Participation in, presentations, and round-table discussions at international scientific conferences
- Participation in major international industry exhibitions (for more information see events.siemens-healthineers.com)
- Self-initiated industry forums, summits, and think tanks

9. Policymakers, notified bodies, authorities

- Ongoing exchange with policymakers
- Advocacy activities focusing on themes such as oncology, pandemic preparedness, innovation through digital health and AI, global health, access to healthcare, precision medicine, environmental and social sustainability, circular economy, research and innovation, trade policy, and international cooperation

10. Media

- Press releases and image gallery, press conferences
- Social Media, e.g., LinkedIn, X (former Twitter), YouTube
- Annual Report, quarterly report on results

11. Competitors

- Joint activities as part of work in trade associations

Our stakeholder engagement serves several purposes:

- We share ideas and insights and exchange knowledge to maintain and improve both access to and outcomes of healthcare.
- We build relationships in which close collaboration allows us to address complex and interrelated sustainability challenges.
- We improve business conditions and reduce external and internal risk.
- We understand our stakeholders' most pressing needs and challenges, which allows us to generate insights and achieve a better understanding of the innovative solutions needed to address them.
- We seek feedback on our performance and activities, which enables us to simultaneously measure our progress, acceptance, and attractiveness.
- We understand what matters, what is expected from us, and where we have a significant impact. This is how our stakeholder discussions feed into our materiality analysis (see [Materiality assessment](#)).

Our Managing Board, the Business Areas, and the Government Affairs department oversee an ongoing dialogue with stakeholders. The overall responsibility for managing dialogues with policymakers and government officials lies with the Managing Board of Siemens Healthineers. Within the business, the head of each Business Area is responsible for maintaining a coordinated dialogue. The Managing Board has tasked the Government Affairs departments with coordinating the dialogue with policymakers in close collaboration with the Managing Board.

Siemens Healthineers is politically neutral. Therefore, all contributions that support political purposes or the representation of political interests (e.g., example, elections or political campaigns) are prohibited. Consequently, it is not permitted for Siemens Healthineers to hold membership of political groups or parties.

Communication with the competent authorities and the notified body is managed by the respective Quality (QT) Functions. Controls include the content of the communication and who will communicate and how.

Siemens Healthineers has specified its Principles of Communication to achieve a uniform appearance internally and externally and to comply with the applicable publication and communication related obligations resulting from the stock exchange listing and financial market activities of Siemens Healthineers AG. All Siemens Healthineers employees must comply with the principles. Additional provisions apply to potential inside information and special types of communications.

Incorporating results from the dialogue into the corporate strategy

Within the corporate strategy process described in the chapter 5.3 Responsibly grow long-term business value, the involved parties integrate the lessons and insights gained from the stakeholder dialogues, e.g., the customer view on defining portfolio strategy.

1.4

Our sustainability targets

We track performance toward our long-term sustainability goals using key performance indicators (KPIs) and targets.

Here is an overview of the current status of our three pillars for sustainability and two key enablers:

- **Healthcare Access:** We aim to increase patient touchpoints in underserved countries from approximately 147 million in FY 2020, to 260 million in FY 2030. This allows us to measure how we are growing patient impact through our products and solutions. Our efforts to strengthen the capacity and capabilities of healthcare workers are measured by the hours of training provided annually.
- **Resource Preservation:** We are committed to reducing our greenhouse gas emissions to achieve net zero. Our target is reduce Scope 1 and 2 emissions by 90 percent and Scope 3 emissions by 28 percent by FY 2030, and 90 percent by FY 2050. We aim to increase our share of circular revenue until FY 2030.

- **Diverse and Engaged Healthineers:**

We have increased our ambition for the proportion of women in senior management roles from 26 percent to 30 percent by FY 2025. Sustaining our top-quartile employee engagement continues to be a priority. We also aspire to be externally recognized as a “Great place to work®” in countries representing > 80 percent of employees by FY 2025.

- In addition to our three pillars, we have introduced two enablers: “**Volunteering and Employee-led initiatives**” and “**Global and Regional Partnerships**”. Our ambition is for 20 percent of our employees to participate in Employee-led initiatives such as employee resource groups and innovation networks by FY 2030.

Our KPIs reflect our goals across three pillars

Healthcare Access

Patient impact

260 million

patient touchpoints
in underserved countries
by 2030



Resource Preservation

Net zero

90%

reduction in
Scope 1 & 2
emissions
by 2030¹⁾



28%

reduction in Scope 3
emissions
by 2030

90%
by 2050¹⁾

Diverse and Engaged Healthineers

Diversity

30%

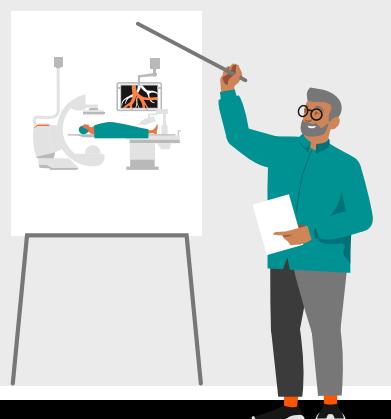
women
representation
in Senior
Management
roles by 2025³⁾



Healthcare workforce education and training

6 million

hours of training
provided by 2030



Circularity

Increase

share of circular
revenue by 2030²⁾

Employee engagement



Maintain **Top Quartile**
employee engagement score⁴⁾

Volunteering and Employee-led initiatives

20% of employees involved in Employee Resource Groups
and Innovation Networks by 2030

Global and Regional Partnerships



¹⁾ vs. baseline 2019

²⁾ according to EU Taxonomy criteria

³⁾ In addition: adherence to country specific legal requirements

⁴⁾ Compared to healthcare industry

⁵⁾ Certified in the last two years

1.5

Our sustainability management, governance, and organization

We manage the inherent complexity of sustainability by focusing on the material ESG issues for which we have defined clear and measurable targets and a comprehensive set of indicators to track our progress (see [Materiality assessment](#)). As outlined in the annual compensation report, sustainability has been an integral element of top management compensation since FY 2020.

Our corporate governance

Siemens Healthineers AG is subject to the regulations of German stock corporation law. It therefore has a two-tier board structure, with a Managing Board and Supervisory Board that are separate in terms of both function and personnel. Both governing bodies cooperate closely in the interests of the Company.

As the Company's top management body, the Managing Board is committed to serving the Company's interests and achieving sustainable growth in the Company's value. The members of the Managing Board are jointly responsible for the entire management of the Company and decide on the basic issues of business policy and corporate strategy, as well as on the Company's annual and multi-year plans.

The Supervisory Board oversees and advises the Managing Board in its management of the Company's business. At regular intervals, the Supervisory Board discusses business development, planning, strategy, and strategy implementation.

The structure and responsibilities of the Managing Board and Supervisory Board are outlined in more detail in the Corporate Governance Statement in our Annual Report.

Clear organizational structure for sustainability

Embedding sustainability into organizational structures drives accountability for execution of the strategy.

The Corporate Sustainability team is accountable for the corporate materiality analysis, running the sustainability program and reporting on progress and performance. The team works closely with leaders and experts in the Business Areas, Business Horizontals, Regions, and Central Functions to drive the implementation of our corporate sustainability strategy. The Head of Sustainability leads the team and drives strategic sustainability activities across the Company, providing updates to the Managing Board on a regular basis.

The team is fully supported by our senior management. The Head of Sustainability reports to the Chief Human Resources Officer and member of the Managing Board. A central Steering committee that includes all Managing Board members, two Business Area heads, a Region head, and Chief Technology Officer supports the strategic development and decision-making on key sustainability matters.

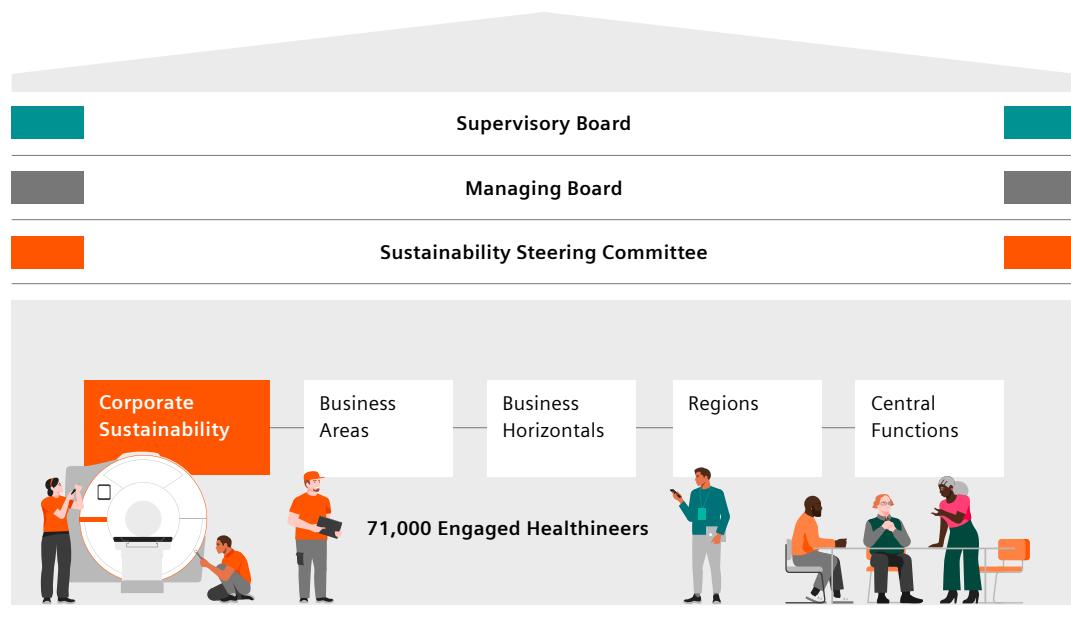
Our focus areas are anchored in the responsibilities and accountabilities of senior leaders. Our progress is measured and monitored on a regular basis. Sustainability is part of the discussions included in the quarterly Operating Reviews and Performance Dialogues.

Sustainability as an element in long-term variable compensation

Siemens Healthineers grants Stock Awards (long-term variable compensation) to acknowledge the contributions of Managing Board members and selected senior managers to the Company's long-term success promote sustainable growth, and generate lasting value creation.

The Supervisory Board defines the ESG key performance indicators and their targets at the beginning of each fiscal year. Current KPIs and targets are based on the following ESG indicators: access to healthcare, measured by aspects such as volume growth of installed devices in underserved countries; reduction in carbon emissions, measured in kilotons (kt) of CO₂e emitted; improvement in gender balance, measured by the proportion of women in senior management positions. For further details, please see the [Compensation Report of Siemens Healthineers for FY 2023](#).

Governance Structure for Sustainability



260 million

patient touchpoints in
underserved countries
by 2030

6 million

hours of training by 2030

Healthcare Access

Pages 27–47

2.0

Healthcare Access

More than half of the global population (~4.5 billion people), lack full access to essential health services.³ Each year, 41 million people die (equivalent to 74 percent of all deaths globally) from non-communicable diseases: cardiovascular disease, chronic respiratory disease, diabetes, or cancer. Of these, 77 percent are from low- and middle-income countries.⁴ In addition, healthcare systems worldwide face the need to achieve better outcomes at lower costs in response to increasing healthcare costs and insufficient quality of care.

As a leading medical technology company, it is our responsibility to make quality and affordable healthcare accessible and available to all. Therefore, we are focusing on accelerating global development to increase universal healthcare coverage, especially in low- and middle-income countries. The aim is to support these countries in achieving the UN SDGs.

We strive for **Healthcare Access** to improve patients' lives in underserved communities, because where you live shouldn't determine if you live. For better healthcare access and more effective management, we are using our skills, partnering with stakeholders, implementing new digital solutions across the health continuum, employing flexible financing and business models, and developing devices with fewer infrastructure requirements.

Healthcare workforce education is crucial for capacity building as a basis for healthcare access. We are therefore increasing our efforts to provide education and dedicated training to deliver high standards of service and patient care. One example from Egypt is included in the chapter [2.1 Improve access to care](#).

We monitor the progress of our various efforts to healthcare access around the globe. In FY 2023, we reached 221 million patient touchpoints in underserved countries, increasing our FY 2020 figures by 50 percent. We are on track to reach our target by FY 2030.

We use digitalization, data, and AI responsibly to improve quality of care for individuals and to streamline efficiencies at all levels of the healthcare delivery system. They are also essential enablers for improving access to high-quality healthcare in remote and underserved regions of the world. In addition to the lack of access, there is a shortage of around 43 million healthcare workers worldwide.⁵ Sustainable concepts therefore have to relieve the heavy workload for clinical staff to ensure high-quality care in the future. We use AI to enable automation, in clinical decision-making and image-guided clinical procedures to allow medical staff to focus on more demanding tasks and direct interaction with patients.

³ World Health Organization; World Bank. 2023. *Tracking Universal Health Coverage: 2023 Global Monitoring Report*. © Washington, DC: World Bank. <http://hdl.handle.net/10986/40348> License: CC BY-NC-SA 3.0 IGO.

⁴ World Health Organization: WHO. 2023. *Noncommunicable diseases*. <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases>.

⁵ The Lancet. 2022. *Measuring the availability of human resources for health and its relationship to universal health coverage for 204 countries and territories from 1990 to 2019: a systematic analysis for the Global Burden of Disease Study 2019*. [https://doi.org/10.1016/S0140-6736\(22\)00532-3](https://doi.org/10.1016/S0140-6736(22)00532-3).

To keep us on the path toward value-based innovation, we assess all new solutions and features in terms of the value they provide for our customers regarding clinical, operational, and financial performance. This approach, which begins during the product definition phase, sees that customer value increases throughout the product realization process. The managers of every Business Line are responsible for deciding on the functional scope and thereby on the specific customer value within the product development process.

We innovate personalized care, tailoring diagnoses and treatments to individual patients based on genetic makeup, clinical data, and preferences. The goal is optimized treatment through scalable, personalized techniques. Using innovative best-practice standards to organize care along the patient's clinical pathway is an enabler to reduce unwarranted variations as a precondition for personalizing care. Precise diagnostic data are key to actionable insights at the point of decision and will in the future be an enabler for holistic digital twins of the patient. The promising future of personalized care relies on advanced data precision, AI-based predictive models, technological breakthroughs in areas such as clinical imaging, and government initiatives to harness big data and AI. It also requires industry challenges, socioeconomic disparities, and policy frameworks to be addressed, to provide equitable access and positive healthcare advances for patients globally.

In preventive care, we actively promote awareness of early diagnosis and disease prevention and offer dedicated solutions for both radiology and the laboratory. Laboratory tests are among the most common screening methods used in preventive care. Imaging solutions are also critical, and the increased use of AI is enabling better preventive care screenings for conditions such as breast, prostate, and lung cancer.

Healthcare is becoming more interconnected, more complex, and is generating knowledge faster than ever. To increase the value in healthcare, we actively partner with leading clinical and academic players and patient organizations. Many of these partnerships span more than a decade. We actively listen to and incorporate feedback from our partners so that we can continually improve our services and solutions for patients and providers. We understand that our work to improve quality of life requires diverse teams—teams that incorporate and embrace different cultures, genders, races, and ages, and that include multiple perspectives from providers, patients, experts, and scientists. More perspectives translate into more opportunities to deliver access and innovation through care teams and their organizations.

2.1

Improve access to care

More than half of the world's population does not have access to safe, affordable, and timely healthcare services.⁶

We aspire to create better outcomes and experiences for patients, no matter where they live. Many families in low- and middle-income countries, especially in remote areas, have limited access to healthcare and diagnostic medical testing. Challenges include restricted capacities in infrastructure and human resources, and ineffective referral and transportation of samples. Large discrepancies between where and when healthcare can be accessed both within and between countries can lead to suboptimal health outcomes and high cost resulting from late diagnosis and therapy. The growing world population is increasing the pressure on healthcare systems and intensifying these problems.

In underserved countries, we can make real breakthroughs by providing broad sections of the population with access to our new and established technologies. One of our primary goals is to reach those in need and to provide the populations of underserved countries with access to affordable and reliable healthcare.

Achieving universal health coverage (UHC) by 2030 is crucial for fulfilling the promise of the 2030 Agenda for Sustainable Development and realizing the fundamental right to health. UHC includes the full spectrum of health services, from health promotion to prevention, treatment, rehabilitation, and palliative care. Some of the ways to achieve UHC include increasing health financing, training healthcare workers in underserved countries, and promoting the development and transfer of technologies to underserved countries on favorable terms.⁷

While the importance of diagnostic testing is clear in lower resource settings (primary care)⁸, recent trends also indicate an increasing demand for diagnostic imaging and image-guided interventions for inpatients. In recent decades, the disease burden of non-communicable diseases and injuries has resulted in a triple burden for healthcare systems.⁹ This challenge is amplified by fast-growing and aging populations in underserved countries. It requires a collaborative approach and dedicated measures among all stakeholders. We are committed to taking a leading role here.

⁶ WHO. 2017. *World Bank and WHO: Half the world lacks access to essential health services, 100 million still pushed into extreme poverty because of health expenses.* <https://www.who.int/news-room/detail/13-12-2017-world-bank-and-who-half-the-world-lacks-access-to-essential-health-services-100-million-still-pushed-into-extreme-poverty-because-of-health-expenses>.

⁷ WHO regarding UHC.

⁸ WHO. 2020. *In vitro Diagnostics-global.* https://www.who.int/health-topics/in-vitro-diagnostics#tab=tab_1.

⁹ The Lancet. 2018. *Developmental origins of health and disease in Africa—Influencing early life.* [https://doi.org/10.1016/S2214-109X\(18\)30036-6](https://doi.org/10.1016/S2214-109X(18)30036-6).

By improving access to care, we are promoting good health and well-being, while simultaneously reducing healthcare-related inequalities by providing more accessible and affordable solutions. Our efforts to increase access to healthcare are backed by strong networks and partnerships. Therefore, our work contributes to the following SDGs, among others:



SDG 3:
Good health and
well-being



SDG 10:
Reduced inequalities



SDG 17:
Partnerships for
the goals

Improving access to healthcare: The challenge of making care more affordable, acceptable, and available

In line with our purpose, we aim to maintain and improve health by enabling healthcare providers to deliver high-value care. Our solutions help physicians, medical staff, and healthcare providers to increase access for patients and to address challenges linked to affordability, availability, and acceptability.

→ **Affordability** means people's ability to pay for state-of-the-art diagnostics and treatment without financial hardship. It refers to the price of the health services and the indirect costs. Affordability can be improved through innovative, flexible financing solutions and business models, and by driving

down expenses with predictable costs by considering total cost of ownership. With offerings such as Value Partnerships, we broaden affordability for our customers.

→ **Acceptability** is low when patients perceive services to be ineffective or when the side effects outweigh the value of the health services. Acceptability can also cover social and cultural factors such as when a patient's or provider's language, age, sex, gender, ethnicity, or religion discourages them from seeking services. Innovative solutions address people's concerns about healthcare and offer safer services (including personal privacy). This focus on a high-quality patient experience results in higher levels of confidence in healthcare professionals and services.

→ **Availability** means people's ability to obtain health services when needed. This is about health services being within reasonable reach as well as efficiently organized, and about the healthcare provider having the resources required, such as personnel and technology. Availability can be improved by using telehealth solutions, improving patient throughput, empowering primary care services, and maximizing use and deploying systems in underserved geographies. Our MAGNETOM Free.Max and MAGNETOM Free.Star are examples of how Siemens Healthineers helps to close patient care gaps.

Healthcare Access Approach

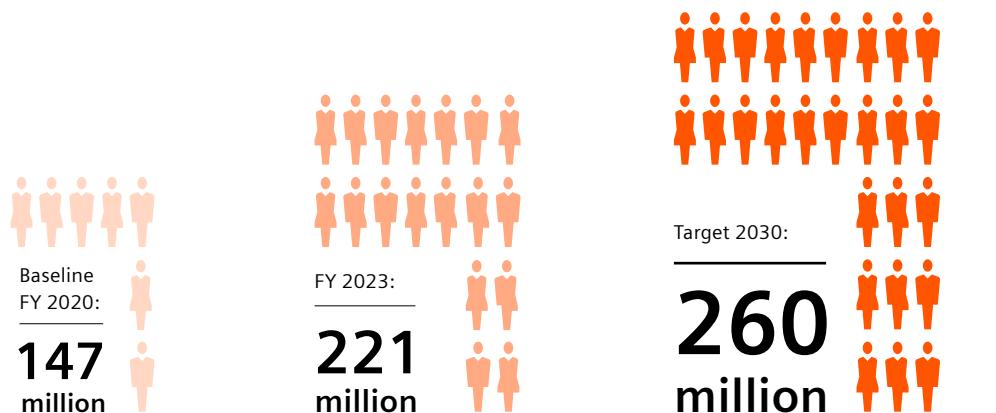
Within our sustainability strategy, we measure our success in increasing healthcare access in underserved countries by the number of patients our products and solutions reach.

Patient touchpoints indicate the number of people diagnosed and/or treated with our in-vivo products in Diagnostic Imaging and Advanced and Cancer Therapies, as well as individuals receiving in-vitro diagnostic tests in clinical laboratories or at the point of care.

More details on our KPIs and their reasoning can be found in [Appendix A.1 Reporting principles](#). Overall, we aim to increase patient touchpoints in underserved countries from

approximately 147 million in FY 2020, to 260 million in FY 2030. In FY 2023, we reached 221 million patient touchpoints and are well on track to reach our FY 2030 target.

Patient touchpoints



Our analysis includes a total scope of 90 underserved countries

The achievements are measured and monitored on a quarterly basis, discussed within the quarterly Performance and Operating Reviews, and reported to members of the Managing Board. Our global Sustainability Report documents our sustainability performance on an annual basis. Our commitment is reflected in the fact that target achievement has been incorporated into the Managing Board's compensation (as of FY 2020).

In addition, activities to achieve these targets are a central part of our strategic planning at Siemens Healthineers. They complement sales, growth targets, and dedicated initiatives to increase access to healthcare for patients globally.

While our KPI focuses on underserved countries, our efforts to provide access to healthcare through affordability, acceptability, and availability are global.

Corporate Strategy

Reflecting the importance of our sustainability pillar Healthcare Access, we have made Access to Care one of the five corporate Growth Vectors of our New Ambition, the third phase of our Corporate Strategy 2025, which began in FY 2022. We have set ambitious goals for our Access to Care Growth Vector. These goals will be tracked monthly as part of our regular business reviews, which will help to sustain awareness and support from the top management.

Our approach to improving access to healthcare

We use various methods to resolve the lack of access to healthcare, including collaborations with stakeholders, healthcare workforce education and training, financing solutions, new business models, innovation across the health continuum, and digital solutions. We invest in developing innovative medical devices with fewer infrastructure requirements—for instance, devices that require less space, are lighter, or consume less energy.

Our partnerships with stakeholders to foster access to healthcare

We build effective partnerships based on trust and commitment that help employees and customers to overcome obstacles in creating healthcare solutions together. Our goal is to support healthcare leaders, stakeholders, and providers with holistic solutions for the complex challenges in dynamically evolving healthcare environments. More details on the definition and management approach of partnerships at Siemens Healthineers are given in the following sections: [1.3 Our sustainability strategy](#) and [6 Partnerships](#).

Healthcare workforce education and training

The growing gap between the rising number of patients and the availability of qualified clinical staff is a major challenge for the healthcare industry. To deliver high-quality patient care amid this imbalance, healthcare providers must focus on achieving optimal clinical outcomes. This requires a strategic approach to expanding the healthcare workforce through focused education, specific training, and certification. By empowering individuals through comprehensive education and targeted training programs, we aspire to close this gap and improve the expertise and efficiency of the healthcare workforce, ultimately leading to better patient care and health outcomes. Our hybrid learning approach combines our onsite and virtual learning offerings, and thereby enables members of the healthcare workforce to access content more readily, when and where they need it.

Our focus on empowering the healthcare workforce is showcased by our commitment to provide 6 million hours of training by FY 2030, enhancing healthcare access to improve lives for underserved patients.

PEPconnect is our online learning experience platform. It provides access to extensive online material, much of which is free of charge. The material is used, for example, to prepare a customer with preliminary knowledge, in order to make the onsite training more productive. The training is self-paced and can be done whenever and wherever there is an internet connection. The learning material can be repeated as often as needed and shared with colleagues. PEPconnect provides more than 19,000 engaging learning activities—including eLearning’s, webinars, job aids, virtual classroom, and more.

SmartSimulator allows healthcare staff to train and practice on a simulated version of a medical device from Siemens Healthineers to reduce ramp-up times for new devices, workflows, and the healthcare workforce. It enhances confidence by providing staff with extensive training possibilities using the equipment and latest imaging applications, while keeping daily operations up and running.

6 million

hours of training
provided by FY 2030



Application experts from Siemens Healthineers train clinical staff either onsite or remotely. The online training can be performed in a virtual classroom or as an individual training session. **Remote Trainer**, for example, is a personalized service in which experts from Siemens Healthineers interact with clinical staff remotely via the secure Smart Remote Services (SRS) connection to train them on equipment and clinical applications from Siemens Healthineers. The format uses audio, video, and chat functions. With Remote Trainer, individual remote training courses are scheduled in shorter sessions that are convenient for each learner, thereby making equipment and staff available to maintain daily operations during peak patient times.

Clinical workshops and fellowship programs optimize clinical skills for users. Participants can access the full potential of the system and its software applications by choosing from a wide range of education programs and profiting from the professional knowledge of our education specialists and clinical partners.

In our **Application and Technical Training**, theoretical principles of imaging are supplemented by practical exercises, allowing participants to gain skills for day-to-day clinical work. Whether in a virtual course or an onsite classroom we impact practical knowledge in clear, manageable units and focus on an interactive approach with our face-to-face training.

During FY 2023, we trained over 50 biomedical engineers from Tanzania, Iraq, Saudi Arabia, Qatar, UAE, Jordan, and Oman to provide first-level support for the SOMATOM go. systems to keep them up and running to continue to provide healthcare services to patients.

Also, Pontificia University Javeriana Cali and Siemens Healthineers joined forces in the education of biomedical engineers in Colombia. As part of an agreement, the students explored education at our Training Center in Erlangen for one week, and were introduced to the next level of healthcare, all supported by best-in-class trainers and experts.



Egypt Training Center: Leticia Boatman, Head of Access to Care, at the opening ceremony of the new Siemens Healthineers Academy in Egypt.

In February 2023 Siemens Healthineers Egypt celebrated a milestone with the opening ceremony of its new Healthineers Academy premises—an educational training center to improve the expertise of healthcare professionals through our tailored medical courses.

The academy's programs are designed to elevate the knowledge and experience of doctors, technicians, and biomedical engineers, powered by state-of-the-art digital educational solutions. The revamped academy, which began as a pilot project in 2018, will have a capacity of 2000 students per year. The Siemens Healthineers Academy Egypt offers a wide variety of training courses for healthcare professionals and

undergraduates, ranging from technical courses in biomedical engineering to ultrasound and diagnostic imaging courses with multiple specializations.

Our Academy's new premises and framework in Cairo closely aligns with the health pillar of the Egyptian government's Sustainable Development Strategy: Egypt Vision 2030, supporting the vision that all Egyptians enjoy a healthy, safe, and secure life through an integrated, accessible, high-quality, and universal healthcare system. They also align with our vision as a company striving to make healthcare more accessible for everyone. Everywhere. Sustainably.



Cancer Care Center in Taguig City: Present at the signing ceremony were AC Health and Healthway Cancer Care Hospital Chief Finance Officer Ruby P. Chiong, Healthway Cancer Care Hospital Chief Operating Officer Jenara Rosanna F. Ong, AC Health President Paolo F. Borromeo, Siemens Healthineers Philippines President and Managing Director Juan Miguel P. Tan, Siemens Healthineers Philippines Finance Director Rosella Paula M. Villafuerte, Siemens Healthineers Head of Enterprise Services for Southeast Asia Chris Poray, and Siemens Healthineers Vice President & Head of Diagnostic Imaging Oliver Armnester Perez.

Making comprehensive cancer care available for all

In a value partnership spanning ten years, AC Health and Zodiac Health Ventures are collaborating to establish the Healthway Cancer Care Center (HCCC) in Taguig City, Philippines. Under the healthcare arm of the Ayala Group, the country's oldest and largest conglomerate, HCCC is poised to become a holistic cancer facility aimed at overcoming barriers in cancer care in the Philippines. This expansion builds upon their ongoing Multidisciplinary Oncology collaboration with Varian, a Siemens Healthineers company.

According to the Global Cancer Observatory, cancer is still one of the leading causes of death in the country with 92,000 deaths and over 150,000 new cases recorded in 2020. Central to this strategic venture is the creation of the country's premier specialty cancer center, focusing on early detection, comprehensive treatment, and continuous monitoring. The partnership leverages advanced medical technology and digitalization to enhance care delivery and meet the evolving needs of cancer patients.

AC Health and Zodiac Health Ventures are collectively dedicated to advancing cancer care in the Philippines, and this partnership signifies a pivotal step toward realizing their vision of comprehensive and compassionate cancer care.

★ Workforce Solutions

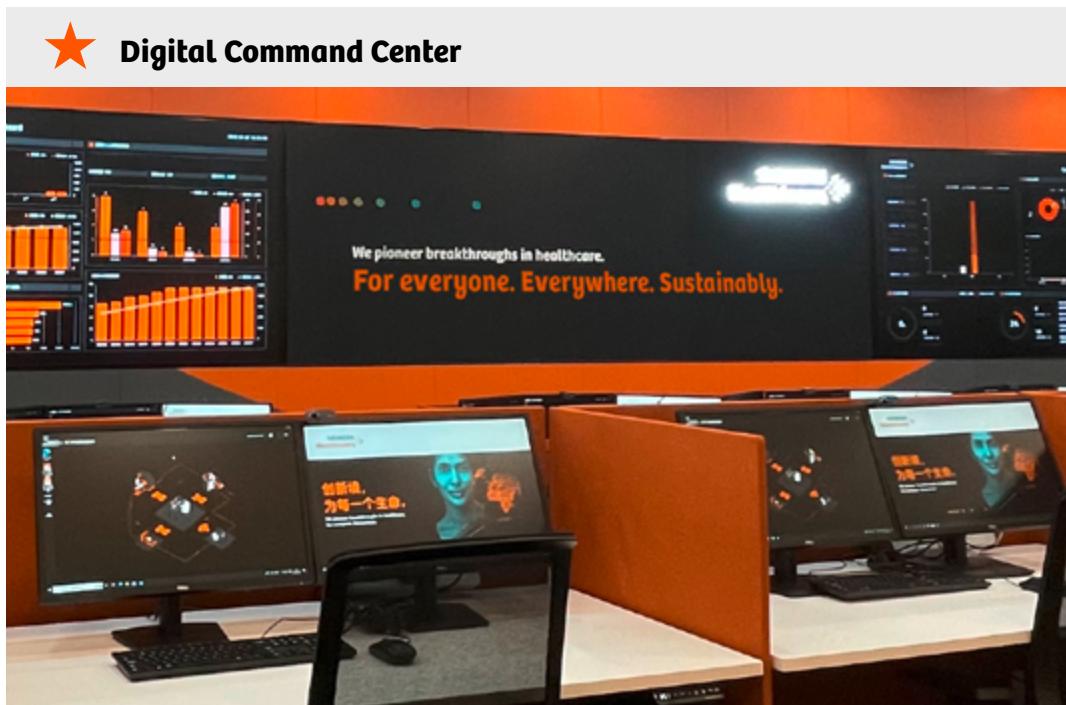


Workforce Solutions: Hospital staff receiving instruction on a Workforce Solution from a FlexForce trainer

FlexForce Tech

What does a radiology team do when they unexpectedly lose their most experienced CT technologist? The global lack of skilled healthcare professionals means radiology practices and departments have more patients to care for and fewer personnel to provide that care. Losing a member of a team that may already be experiencing a workforce shortage can negatively impact patient care and put added pressure on the rest of the staff.

With FlexForce, we provide organizations with experts from Siemens Healthineers who are trained, supported, and operationally ready to meet specific needs. FlexForce is a Workforce Solution that provides original equipment manufacturer expertise to address individual staffing challenges. With FlexForce, we offer two solutions: One solution provides expert personnel to fill staffing gaps, and the other enables your own workforce to acquire the skills needed to succeed.



Digital Command Center: The Digital Command Center (DCC) in China allows doctors to easily connect with the Company's application training experts and clinical experts from many top tertiary hospitals.

Over 1.5 million minutes connection time

The Digital Command Center was put into use in September 2022. Based on the 5G Remote Scanning Assistance (RSA) and metaverse immersive teaching and research platform from Siemens Healthineers, DCC provides timely response and convenient services in equipment training, clinical applications, and disease diagnosis and treatment.

Through DCC, doctors in primary hospitals can easily connect with the Company's application training experts and clinical experts from many top tertiary hospitals, which help improve their skills and ability. Ultimately, for a large number of patients in remote areas, they can get timely diagnosis and treatment and earn valuable time in a cost-efficient way.

As of the end of June 2023, DCC has nearly 500 experts and a cumulative connection time of over 1.5 million minutes. The service has covered over 400 primary hospitals in China.

In China, the remote diagnosis and treatment ecosystem from Siemens Healthineers is constantly expanding. From the debut of 5G remote ultrasound in November 2019, to the 5G mobile CT in 2020, and to the full line application of 5G technology in large-scale imaging devices and interventional surgery in 2021, digital solutions from Siemens Healthineers have now covered the entire value chain of remote scanning, remote diagnosis, remote treatment, and remote teaching, achieving large-scale ecological development.

2.2

Innovate through responsible digitalization and artificial intelligence

Siemens Healthineers offers a wide range of digital solutions and artificial intelligence (AI) algorithms to increase the quality, efficiency, and effectiveness of care at all levels of our healthcare delivery systems. We use state-of-the-art digital processes and tool solutions to automate and improve our internal design, development, production, and logistics processes. Digitalization also enables us, through enhanced modeling and simulation, to predict product and process characteristics, thereby decreasing the time-to-market for new innovations.

Innovative digital functionality, an integral part of our products, helps our customers to capture, aggregate, and transform sensor-acquired data into actionable insights that help automate processes and enable clinicians to make critical healthcare decisions faster and more easily. Advances in digital connectivity and the Internet of Things (IoT) have improved the ability to exchange and combine data from different devices, and systems. This allows our customers to connect patients even in remote areas with clinical specialists around the globe.

We are committed to expanding our AI-based digital portfolio so that we can make healthcare delivery more personalized and increase the number of conditionally automated and remote-controlled devices.

This will contribute to:



SDG 3:
Good health and
well-being

AI is deployed across our portfolio, from diagnosis and treatment, to patient follow-up. AI automates routine clinical processes and generates important actionable insights from the sensor data as it becomes available. It enables conditional automation of our products, robotic solutions, and services. It also helps predict the outcome of a therapy or intervention, supports therapy decisions, and helps manage chronic diseases, for example, using our Noona App (Varian).

Our unique capabilities at Siemens Healthineers for patient-centered innovation:

Patient Twinning

Personalization of diagnosis, therapy selection and monitoring, after care and managing health

Precision Therapy

Intelligent and image-guided treatment for the most prevalent diseases



Digital, Data, and AI

Leveraging digital, data, and AI to advance providers' operations with tech-enabled and enterprise services

Within our Imaging segment, we are focusing on continuously innovating in the core business, expanding our diagnostic offerings, and taking a leading role in using AI for conditional automation and clinical decision-making. In our Diagnostics segment, the main task is to exploit the opportunities offered by the market trend toward automated, AI-driven workflows in laboratory diagnostics, and to enhance the growth of the segment in the midterm. We are also planning to continue expanding our point-of-care business. The Advanced Therapies segment is focusing on further developing innovative technologies and services that advance and improve image-guided clinical procedures.

AI to drive broader access to care and health for all

In addition to being an important tool for lowering the cost of care through standardization and automation, AI is also essential for enabling access to high-quality care in remote and underserved regions of the world. Digitalizing our portfolio allows us to serve regions where expertise is lacking. We do this by delivering remote clinical support.

Combining the strengths of humans and machines

Combining the strengths of people, data, and technology means that tasks can be completed more comfortably, more easily, more accurately, quicker, and potentially more safely. Our portfolio of remote-controlled devices support the treatment of medical emergencies in remote and decentralized settings. The aim is to reduce waiting times for treating medical emergencies such as heart attacks and strokes, and to improve the overall cost-effectiveness of treatment.

Innovation management

As a medtech company, R&D and innovation are the cornerstones of our success in groundbreaking technological developments and trends. In FY 2023, we reported R&D expenditures of EUR 1,866 million (FY 2022: EUR 1,785 million). The resulting R&D intensity, defined as the ratio of R&D expenses to revenue, was 9 percent (FY 2022: 8 percent).

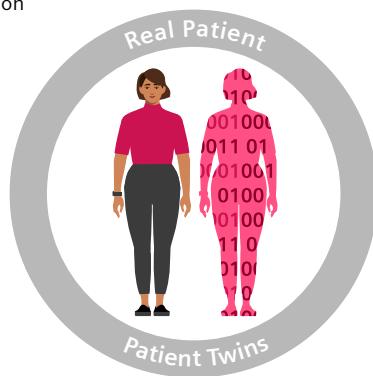
As part of our innovation management, we focus on three key technologies:

- Sensing
- Artificial intelligence
- Robotics

Three key technology areas

Robotics

- Lab assistance
- Robotic catheters
- Radiation beam application
- Patient handling
- Robotic imaging devices
- Smart actuators



Sensing

- Imaging modalities
- In-vitro biomarkers
- Optical perception
- Vital sign sensors
- Wearables

Artificial intelligence

- Data access and integration
- Data analysis and interpretation
- Decision making support
- Smart robotic control

Digital Technologies and Innovation

Ecosystems are at the heart of our innovative practices throughout our company. They support a creative culture in which breakthrough ideas are generated continuously across Business Areas. They make it easier to break down complex, large-scale innovation objectives into manageable goals. The approach is based on innovation dialogue with all operational units from all segments. To foster such collaborative idea development, we created the Siemens Healthineers Innovation Ecosystem (SHIFT). The SHIFT Innovation Centers, Think Tanks, and online collaboration platforms bring people from across the organization and from different countries to share their expertise, skillsets, cultures, and mindsets to mutually develop their innovative ideas.

Intellectual Property (IP) management is an essential part of our business. Taken together, IP assets are of material importance to our current and future business. We protect our technology and innovation base, products, systems, and services by filing patents, utility models, designs, and trademarks, and by registering domains and software copyrights with appropriate regional coverage. As of September 30, 2023, we held 15,850 granted patents.

In close collaboration with the R&D teams around the globe, the Digital Technologies and Innovation Ecosystems team manages, investigates, fosters, and supports the assessment of early technologies and new applications through research projects and prototyping.

Selected examples

An example in which all three of these key technologies can be found is our Full-Field Digital Cell Morphology (FFDCM) Technology offering. The alliance between Siemens Healthineers and its partners will revolutionize the way laboratorians view patient samples—from under a microscope to digitized slides.

Full-Field Peripheral Blood Smear application

Traditional manual microscopy requires specialized laboratory staff to examine slides. It is time-consuming due to the volume of testing and the scope of analysis required for abnormal patient samples. Attempts to digitize cell samples have often faced a tradeoff—increasing resolution versus field of view—both of which contain essential clinical information for patient care.

By offering laboratorians access to novel digital hematology technologies in one of the lab's busiest testing disciplines, the Full-Field Peripheral Blood Smear Application provides critical tools to optimize operational workflow and laboratory efficiency, accelerate diagnosis, and improve patient care while addressing reduced resource capacity. It enables clinical laboratorians to examine patient blood cell samples digitally instead of under a microscope and is a step forward in delivering automated and digitized solutions to redefine the hematology workflow.

Digital solutions offer full-field imaging. The integrated AI decision support gives laboratory professionals a highly efficient way to standardize WBC differentials, RBC blood morphology, and platelet estimations. Remote review capabilities mean laboratory professional expertise will no longer be limited by physical location, and healthcare networks can provide fast analysis for their patients while better managing professional resources at their institutions.

This groundbreaking technology complements the existing hematology portfolio from Siemens Healthineers, providing more expansive end-to-end workflow solutions—including the Atellica HEMA 570 and Atellica HEMA 580 Analyzers¹⁰—to offer labs high-resolution, intelligence-based morphological analysis with remote capabilities through the secure hospital network.

This application has been shown to reduce turnaround time for peripheral blood smear review by 60 percent—a significant optimization of lab workflows and operational efficiencies.¹¹ It can meet the turnaround time requirements of large hospitals and labs, offering throughput of up to 40 samples per hour. It offers a throughput of up to 15 samples per hour. In addition, we use new and innovative technologies, such as power-saving modes, to improve the environmental impact of our products.

Power-saving mode

A research partnership between Siemens AG, Siemens Healthineers, and the University of California, San Francisco (UCSF) has proven that medical centers can achieve significant carbon reduction and cost savings by switching MRI scanners to the lowest power setting when not in use. The findings, featured in a new Radiology study¹², can help the healthcare sector meaningfully reduce its carbon footprint.

Due to the energy intensive nature of imaging equipment, more efficient MRI scanners can present a significant opportunity to reduce a hospital's power consumption, costs, and carbon footprint. Using data gathered from Siemens' power-monitoring and management technologies, it was determined that turning MRI scanners "off" for 12 hours overnight reduced energy consumption by 25 to

33 percent, translating into annual savings of USD 1,717 to USD 2,943 per year for a single scanner. Enabling an additional "power save" mode, a novel energy feature in newer MRI scanners from Siemens Healthineers, while the machine was off decreased power use by an additional 22 to 28 percent and saving an additional USD 1,226 to USD 1,594 per year.

FAST3D technology and DEEPProfiler

The FAST3D technology helps build a digital twin of a patient's anatomy. Scan and positioning activities can be premodeled for automating patient positioning, dose, and scanning features. The DEEPProfiler is an innovation that uses AI to derive treatment parameters from, e.g., tumor information and imaging outcome data to help oncologists combine task specific success characteristics with relevant risk patterns. It also allows less experienced doctors to use valuable available knowledge.

Coronary computed tomography angiography (CCTA)

AI-based comprehensive and automated analysis of CCTA exams can improve sustainability in multiple ways:

- It can reduce the need for downstream testing, which typically requires more resources and cost. Upcoming products like CT-guided percutaneous coronary intervention and cFFR are positioned in this space. AI extracts plaque morphology and physiology information—without the need to evaluate this in the cathlab for all patients.
- Dedicated AI algorithms for ultra-high resolution and spectral photon-counting CT data could expand the option of CT imaging to previously excluded patients (e.g., due to restenosis).

¹⁰ The Atellica Hematology Portfolio is not commercially available in all countries (in particular not in the U.S.). Its future availability cannot be guaranteed.

¹¹ Katz B-Z, et al.. 2021. Evaluation of Scopio Labs X100 Full Field PBS: The first high-resolution full field viewing of peripheral blood specimens combined with artificial intelligence-based morphological analysis. <https://doi.org/10.1111/ijlh.13681>.

¹² Woolen S, et al.. 2023. Ecodesign and operational strategies to reduce the carbon footprint of MRI for energy cost savings. <https://doi.org/10.1148/radiol.230441>.

Deep learning-based autocontouring

Accurate contouring of organs-at-risk (OAR) is one of the major bottlenecks in radiation therapy planning. However, it is still the necessary first step in the process. Therefore, the increase in the number of patients puts significant pressure on radiotherapy staff responsible for ongoing OAR contouring. Advances in technology and AI can help automate repetitive tasks such as OAR contouring, thereby reducing workloads, and standardizing key CT simulation steps.

Atellica® VTLi Patient-side Immunoassay Analyzer

When a patient presents to the emergency department with symptoms of a myocardial infarction (MI), time is critical. Achieving favorable clinical and operational outcomes requires fast and accurate chest pain assessment at the point of care, as well as coordination with the laboratory for quality assurance. Having high-sensitivity troponin testing at the point of care—that can produce accurate results in just 8 minutes—could transform care delivery for millions of people each year. This would improve emergency department throughput, reduce stress and strain on acute care clinicians, and help optimize the use of time and resources of busy laboratories.

WeScan

WeScan acts as an intermediary service that connects healthcare providers who want to cover growing demand for medical imaging with a pool of remote MRI technologists. Providers have access to a pool of experts and can request MRI scan support from a qualified remote MRI technologist. This enables high-quality care, regardless of time and place. With its flexible "pay-per-hour" model, WeScan also supports sustainable cost efficiencies.

2.3

Personalized healthcare

By leveraging innovation in medical technology and data analytics, we are helping healthcare providers around the world to deliver more effective and targeted care, aiming to improve outcomes and quality of life for every patient.

The commitment that we have to personalized healthcare translates into a more precise and individualized approach to diagnosis and treatment—because each patient's care should be as unique as their fingerprint.

For us, innovating personalized care require us to:

→ **Organize care around the patient's medical condition**

Enabling the implementation of best-practice standards by reducing unwarranted variations, and teaming up with partners for innovation and execution.

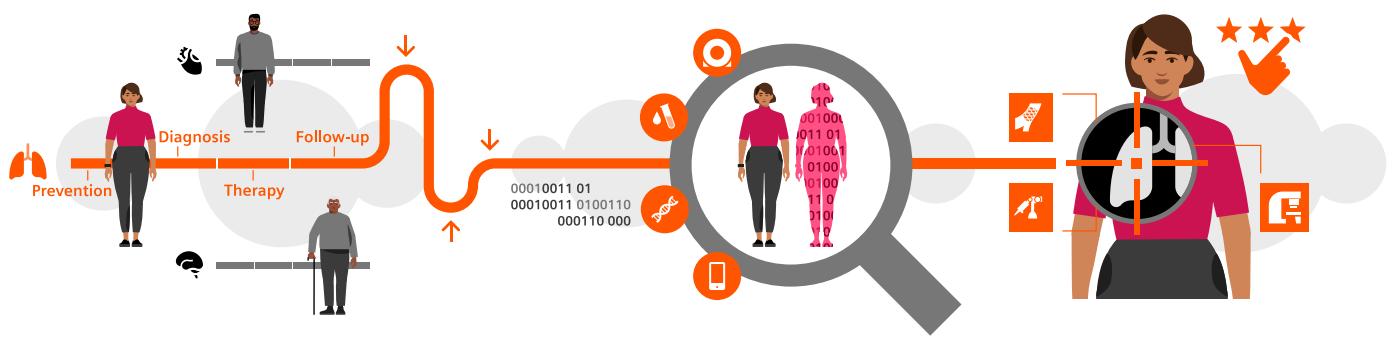
→ **Provide precise diagnosis for actionable decisions**

Generating and integrating high-quality data and insights to help build a holistic understanding at the point of diagnostic decision.

→ **Deliver therapy outcomes that matter to patients**

Integrating minimally invasive, robotic-assisted, intelligent therapies and highly precise image guidance to deliver improved outcomes and lasting therapy results.

Tailoring treatments is a critical component of improving outcomes.



Organize care around the patient's medical condition

Provide precise diagnoses for actionable decisions

Deliver therapy outcomes that matter to patients

To improve the patient experience, we support easier engagement with patients, an optimized diagnostic experience, and outcomes that matter to patients. We help to build trust and foster seamless interaction with patients and their families by enabling patient outreach, and by establishing better access to interconnected medical information. We optimize the diagnostic patient experience through patients-friendly technology, aiming for shorter waiting times and reduced travel needs. And we help deliver outcomes that matter to patients by supporting image-guided, minimally invasive therapy with quality and infection control, aimed at fewer side effects, fewer treatment complications, and improved therapy results.

We contribute to **SDG 3: Good health and well-being** by having a wide range of solutions and services, proving that innovating personalized care is one of its key value promises.



SDG 3:
Good health and
well-being

Varian HyperSight™ is a new generation of in-room imaging in cancer care. It provides image quality and precision to support decisions during radiation treatment. It offers the ability to see challenging, difficult-to-view anatomical regions more clearly. Faster acquisition helps reduce motion artifacts and provides a larger view to cover the patient anatomy. The reconstruction algorithms deliver improved visualization of the entire patient volume and surrounding organs at risk, enabling more precise treatment plans.

Varian Ethos™ therapy is a patient-centric and personalized treatment for cancer. It offers radiation oncologists a set of tools to personalize treatment for each patient. It allows oncologists to see changes in patient anatomy with diagnostic clarity by accessing diagnostic-quality MR, PET, and CT images during planning and treatment.

ARTIS icono ceiling is a new ceiling mounted C-arm. It provides interventionalists with capabilities to tailor treatment to each patient, based on unique imaging-chain features and self-adjusting algorithms to deliver excellent image quality in support of ALARA (as low as reasonably achievable) doses. It facilitates advanced precision in complex interventional procedures with more accurate 3D imaging from all sides, and greater patient coverage.

Symbia Pro.specta™ is a SPECT/CT system with optimized imaging for theranostics, as well as quantification solutions that are precise and reproducible. It provides full theranostic capabilities, and enables a personalized approach to managing cancer by using radiotracers, focusing on both the accurate selection of patients and on providing them with targeted radioligand therapy to improve their prognosis.

NAEOTOM Alpha® with Quantum Technology is the world's first photon-counting CT scanner. It helps to provide consistency and to reduce unwarranted variations. It supports clinicians in their personalized care delivery by performing numerical measurements for patients. Physicians can work with images that visualize even exceptionally tiny tissue structures, such as the smaller bronchi of the lungs or metastases in bones.

Enhanced Liver Fibrosis (ELF™) Test is a noninvasive blood test with the potential to help improve outcomes for millions of patients with advanced fibrosis caused by non-alcoholic steatohepatitis (NASH). It is helpful for identifying patients with advanced NASH fibrosis who are at risk of progressing to cirrhosis. The test does this by assessing active, dynamic fibrosis. This means it can also be used as a prognostic marker.

ACUSON provides personalized ultrasound solutions, applying a patient-centric approach to conditions that increasingly need managing due to global population growth and aging. These conditions include breast cancer, musculoskeletal disorders, and liver disease. The ability to intervene in chronic liver disease, for instance, is critical due to the increasing incidence and the known high risks of late detection. Quantitative ultrasound in patients with liver steatosis and NASH provides significant advantages, as these parameters can be acquired during a routine liver examination.

MAGNETOM Terra is the first 7-tesla MRI scanner. It provides enhanced detail for diagnostic imaging with double the signal-to-noise ratio of a 3-tesla scanner. Its precision helps to deliver patient insights that could improve outcomes. By offering high-resolution in both anatomical and functional imaging, it can uncover previously unseen structures and help detect abnormalities in patients.

teamplay Protocols is a cloud-based solution that helps users make well-informed decisions by providing a clear overview of performance data. This enables standardized care using best-practice scan protocols, optimized radiology workflows, and learning from peers by checking their cases on the MAGNETOM World website. It allows easy protocol management, thereby facilitating standardization around specific medical conditions.

Value Partnerships are long-term collaboration programs with healthcare providers, academic institutions, and non-profit organizations (see [6 Partnerships](#)). We are involved in over 120 Value Partnerships worldwide, all of which aim to enable long-term improvements in performance and consistency. The increasing complexity and fast pace of new knowledge in personalized care requires collaboration and interdisciplinary partnerships for a sustainable future. The Value Partnership for precision medicine with the University of Missouri System and MU Health Care is an example of patient-centered collaboration that aims to build a sustainable environment for personalized care.

Further insights on how Siemens Healthineers manages the topic of personalized healthcare are available on the following webpage: [Innovating personalized care](#).

2.4

Transform toward preventive care

Half of the global population is still lacking access to essential health services. Forty three percent of patients need to travel for more than one hour to reach a healthcare facility.¹³ And global healthcare spending is projected to increase by 38 percent by 2050 given current population growth.¹⁴

Preventive care plays a key role in reducing costs, helping make healthcare affordable and available in all countries.

Early detection can play a significant role in reducing healthcare costs and increasing access to healthcare worldwide.

We provide both in-vivo and in-vitro diagnostic solutions that enable the transition to a more preventive healthcare model in most clinical fields by detecting abnormalities earlier. This contributes to:



SDG 3: Good health and well-being

Blood tests are the most common screening method used in preventive care, with more than 70 percent of therapy decisions relying on in-vitro diagnostic test results. Our comprehensive laboratory and point-of-care diagnostic portfolio plays a vital role in detecting diseases early and identifying patient populations at higher risk.

A simple urine test for a broad range of conditions

Rapid test strips and complex laboratory tests offer physicians insights into specific components of the urine, such as blood, sugar, protein, nitrates, bacteria, and other pathogens. Our Q-ity™13 UA 10 Visual Urine Strips¹⁵ are easy to use and readily available. This makes them highly valuable for developing markets. Because they are cost-effective and easy to transport and store, Q-ity strips can give frontline healthcare workers in almost any clinical setting the ability to accurately detect a broad range of conditions. From urinary tract infections to diabetes and kidney disorders, Q-ity urine strips deliver fast, reliable results with a dip-and-read test that helps fight chronic diseases globally.

We have initiated holistic steps to implement preventive care as a core topic with high-quality testing and support for optimal diagnosis, treatment, and monitoring of diseases and population health.

¹³ Weiss, D.J. et al.. 2020. Global maps of travel time to healthcare facilities. <https://doi.org/10.1038/s41591-020-1059-1>.

¹⁴ Mallender J.. 2022. The Economics of Health Spending: How Much is Enough?. <https://www.economicsbydesign.com/the-economics-of-health-spending/>.

¹⁵ Q-ity and all associated marks are trademarks of Siemens Healthcare Diagnostics Inc., or its affiliates. All other trademarks and brands are the property of their respective owners.

Net Zero
by 2050

Increase share of
circular revenue
by 2030

Resource Preservation

Pages 48–66

3.0

Resource Preservation

We are committed to preserving our planet's resources in our shared journey toward sustainability.

We do this by driving decarbonization, promoting circularity, and supporting our customers in achieving their targets.

We actively support decarbonization efforts that aim to limit global warming to 1.5 °C. In 2021, we joined the Science Based Targets initiative and this year, we underline the urgency to act by increasing our 2030 ambition level. We have also set a long-term decarbonization ambition and are actively promoting circularity in our business.

We are aiming for Net Zero both for our own operations as well as our whole value chain and are looking to address all relevant drivers of emissions to achieve impact. For example, we engage with our suppliers in line with our Supplier Carbon Assessment and Reduction program and examine the potential for reducing emissions from our future products.

Transitioning from a linear to a circular economy is a crucial aspect of sustainable development. We contribute to circularity through circular product design and by keeping our installed products in safe and reliable use by servicing, maintaining, updating, and upgrading them regularly.

Waste prevention and reuse, refurbishment of materials, parts, components and products, are focus areas for us as well. For example, over 6,100 refurbished systems from the ecoline product portfolio are installed at our customer sites.

We aim to optimize environmental aspects of our products over all lifecycle phases—from the design, development, manufacturing, and use, right through to its end-of-life treatment.

3.1

Net Zero

Our commitment is to reduce absolute Scope 1 & 2 emissions by 90 percent by 2030 (from baseline 2019) and reduce material Scope 3 emissions by 28 percent by 2030 (from baseline 2019) and 90 percent by 2050. We are aiming for a net zero value chain by 2050.

We address the following SDGs, among others:

**SDG 9:**

Industry, innovation and infrastructure

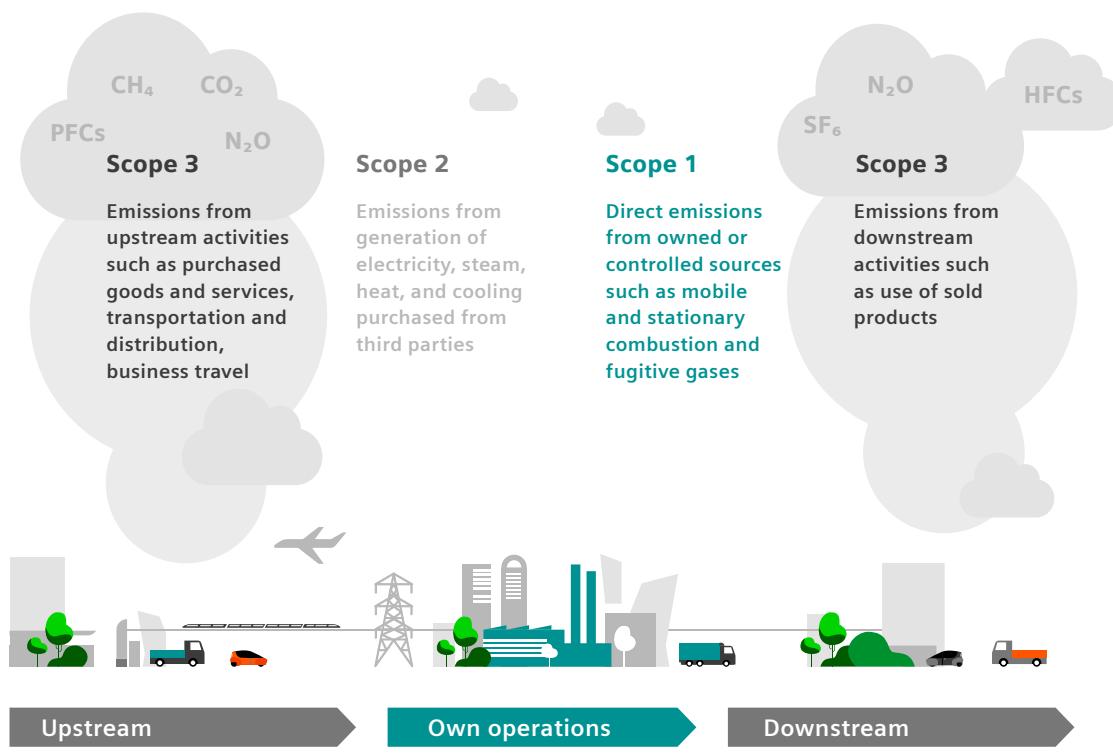
**SDG 12:**

Responsible consumption and production

**SDG 13:**

Climate action

Overview: Scope 1, 2, and 3



FY 2019 is the baseline year for measuring our climate targets because it is representative of the Company's performance, and we have qualified data available about activities covered. It was also the most recent year before the COVID-19 pandemic, ensuring a comparable scope.

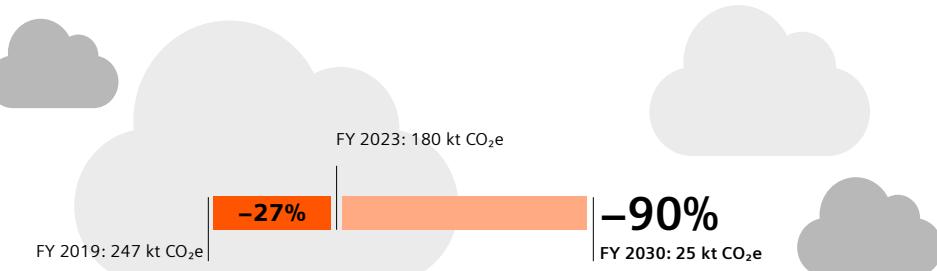
In FY 2019, our Scope 1 and 2 GHG emissions accounted for about 6 percent of our total carbon footprint. These emissions result from our worldwide operations, including the energy consumption in both our operating facilities and vehicle fleet, and fugitive gases.

We are on track to achieve our medium-term target of 160 kt CO₂e in FY 2025. In FY 2023, we already achieved 27 percent reduction in Scope 1 and 2 emissions, with 180 kt CO₂e.

An analysis of the adverse effects produced by our facilities and vehicle fleet is crucial to identifying appropriate measures. Our main levers are increasing energy efficiency and converting to lower carbon energy carriers and technologies in our facilities and vehicle fleet.

Additionally, we aim to cover our own electricity needs with renewable energies to reduce our Scope 1 and 2 CO₂e emissions at our sites and operations. No carbon credits were included in our reporting in FY 2023.

CO₂e emissions (Scope 1 and 2)



We are on track to achieve our medium-term target of 160 kt CO₂e in FY 2025. Our commitment is to reduce absolute Scope 1 & 2 emissions by 90 percent by 2030 (from baseline 2019).

We analysed our emission levels and the influenceability of emission sources along the upstream and downstream value chains. Scope 3 emissions are the most significant source of GHG emissions, so we are intensifying our efforts to track material Scope 3 categories: purchased goods and services, upstream transportation and distribution, business travel, and use of sold products. We will therefore drive initiatives along these categories.

For example, we engage with suppliers on themes such as transparency and emissions reduction initiatives, and consider changes to logistics methods and processes, to reduce GHG emissions in our supply chain. We promote circularity and the use of low-carbon materials and components in R&D, product design, and procurement.

The reduction of GHG emissions from the use phase of products sold is based on product-related energy efficiency initiatives, customer engagement, and investment in green electricity for the use phase. Our engagement with customers is also focused on raising awareness about using our medical equipment in an energy-efficient and climate-friendly way.

Our Scope 3 emissions in FY 2023 measure 4,032 kt CO₂e, reflecting a reduction of more than 7 percent compared to FY 2022.

Measures

We are on track to cut CO₂e emissions thanks to various company-wide initiatives and measures.

In FY 2023, one focus area has been to continuously improve Scope 1, 2, and 3 carbon accounting, especially data processing for Scope 3 Use of Sold Products as well as improving data collection and calculation for Scope 1 and 2.

Our decarbonization roadmaps for upstream and downstream emission sources are being developed further. This includes sharpening our emission profiles, deriving reduction initiatives, and identifying associated climate-related costs and GHG-saving potential.

Detailed measures are listed below:

Sites and operations (Scope 1 and 2)

- **Carbon-neutral operation:** This is now a global standard for all new buildings. Our three new sites in Forchheim (Germany), Bangalore (India), and Oxford (UK) are already part of this commitment. In FY 2023 carbon-neutral energy supply concepts were developed for major sites to transform existing sites to the same standard.
- **Energy audits:** Energy audits targeting decarbonization were conducted for sites that contributed the most to emissions in FY 2023. The audits addressed emission hotspots and proposed avoidance and mitigation measures.
- **Identification and implementation of energy efficiency measures** for existing sites. Examples of energy-efficiency projects in FY 2023 include: (1) replacing gas-fired boilers with electricity operated heat pumps in Palo Alto; (2) renewing air ventilation systems at various sites; (3) replacing equipment with more energy-efficient alternatives, such as pumps, cooling units, and lighting systems at various sites.

SSME recognized for energy and carbon reduction measures

Siemens Shanghai Medical Equipment Ltd. (SSME) in Shanghai, China, is one of the biggest research and development as well as production sites globally of Siemens Healthineers. Founded in 1992, it covers the business of manufacture, development, and support for our Computed Tomography, X-ray, and Ultrasound systems as well as other medical equipment. The Shanghai Municipal Commission of Economy and Informatization officially honored its carbon elimination measures in the production and manufacturing process. SSME has established an energy management system, formed a zero-carbon factory construction team, formulated energy policies and carbon neutrality implementation plans.

SSME started with defining the types of greenhouse gases, analyzed related activities, and evaluated emissions. After setting emissions reduction targets, they defined specific implementation approaches in each context. These measures are accompanied and supported by regular meetings and follow-ups to promote an ESG culture and relevant Chinese policies.

As a result, SSME's energy consumption per unit product in 2022 has decreased by 9.9 percent year-on-year, and the energy consumption per unit output value has decreased by 18.0 percent year-on-year.

- **Use of renewable energy:** In FY 2023, 77 percent of all electricity came from renewable energy sources, with a major share coming from wind power and photovoltaic systems. Our ongoing work to increase our use of renewable electricity is helping to drive the global transition to renewable energy sources.

We are aiming to have an electrified fleet by 2030. We encourage and incentivize the use of electric vehicles.

Vehicle fleet (Scope 1 and 2)

- **Electrified fleet:** The car models offered to employees are reviewed on a yearly basis, and future reviews will consider GHG emissions. For example, a new vehicle program will be launched in the U.S. at the beginning of the upcoming fiscal year to foster acceptance of electric vehicles. We have also made great progress in Germany, where more than 35 percent of the newly ordered vehicles in FY 2023 are electric.
- We have also improved the **charging infrastructure** at our sites by installing 415 charging stations to support the use of electric vehicles. For example, there are 174 new stations in Dublin, Erlangen, Forchheim, and Rudolstadt.
- **Increased remote service offerings:** In line with the implementation of our customer service vision "From onsite to online", we have increased online and remote services.
- **Promotion of remote office working solutions:** We promote digital working solutions, which allow employees to work remotely or from home. In Germany, employees can work up to 60 percent of their working hours at home or remotely. This not only has an impact on Scope 1 and 2 GHG emissions resulting from the vehicle fleet, it also reduces the GHG emissions caused by employee commutes.

- **Initiatives to reduce car usage:** We also actively recommend reducing individual car use. Each initiative is customized to suit local circumstances, needs, and requirements. The following are examples:

- Employees are encouraged to cycle rather than drive to work. For employees located in Erlangen and Forchheim, we subsidized the purchase of a new bike in calendar year 2022. The number of subsidized purchases has nearly doubled.
- We support local projects that focus on mobility concepts, such as Germany's jobticket scheme to encourage using public transport instead of the car. We also introduced a ride-sharing scheme in the Nuremberg metropolitan area, which includes Erlangen and Forchheim. Over 1,500 employees used this opportunity every month in FY 2023.

Supply chain (Scope 3.1 and 3.4)

- **Drive and foster the Supplier Carbon Assessment and Reduction program:** We drive engagement with direct suppliers by requesting primary data on products purchased and other climate-relevant activities, such as the amount of green electricity purchased and used.
- **Program to decarbonize procurement:** In FY 2023, a comprehensive strategic procurement decarbonization program was initiated. We analyzed emissions across all Business Areas and identify emission hotspots. An interdisciplinary team of experts in procurement, development, and product design collectively identified reduction measures that addressed materials, suppliers and regions. These measures cover a wide range of areas, such as functional design, material specification, and supplier engagement. They are currently being refined and incorporated into our decarbonization roadmap.

- **Dedicated program for our top 1,000 suppliers:** The value chains of these suppliers account for the vast majority of our upstream emissions. Working with them will support us on our path to decoupling growth from emissions with circular, less-carbon-intensive materials and production, as well as low-emission modes of transportation.

Lower-emission products and customer engagement (Scope 3.11)

- **Product energy-efficiency:** For product lines that significantly contribute to carbon emissions during the use phase of our products (such as MRI systems and CT scanners), we are continuously evaluating measures to reduce energy consumption. Our research partnerships help us to collaboratively explore ways to continually improve the energy efficiency of the products.
- **Reducing SF₆:** For our Radiotherapy division, we are investigating technical solutions for reducing emissions of SF₆, which is used as an insulation gas.
- **Lower emissions from our products in the use phase through green electricity:** Electricity is needed to power our medical equipment. Like many other companies, the CO₂ footprint in the use phase is highly dependent on the local electricity grid. Reducing the CO₂ footprint of our products in the use phase (when the product is in use at our customers' facilities) requires an energy transition. This involves moving from the fossil-fuel electricity grid to one based more on renewable sources of power (wind, solar, biomass).

While we strive to continuously improve the energy efficiency of our products to reduce GHG emissions, Siemens Healthineers additionally sources green electricity certificates to neutralize some of the GHG emissions that occur in the use phase over the lifetime of a product. In FY 2023, we sourced

2,076 GWh (FY 2022: 1,587 GWh) of renewable energy attribute certificates, which is equivalent to 752 kt CO₂e of emissions savings (FY 2022: 611 kt CO₂e).

This measure is a way of increasing demand for renewable electricity in the respective market, and supports the expansion of renewable technologies.

- **Enhancing education:** We actively support and advise our customers in using the systems in the most environmentally friendly and energy-efficient way possible. We provide our customers with instructions, training, and education on the energy-efficient use of our products, for example via the Energy Saving Analysis as part of Asset Planning Sessions.
- **Recording of product component materials, lifecycle assessments (LCAs), and environmental product declarations (EPDs):** Since 1995, we have been systematically recording and tracking the component materials of our products to determine their carbon emissions, recycling rate, and the amount of valuable materials they contain. In 2005, we implemented a process to perform life-cycle assessments for all major product lines and product families. These involve evaluating the product's environmental impact across its entire lifecycle. In 2006, we began systematically publishing EPDs, which summarize the main customer and environmental benefits. EPDs provide details about a product's environmental impact, materials, and recycling rate. They also contain packaging information and other operating information, such as energy consumption, and they encourage users to run the device in an environmentally friendly and carbon-conscious way.
- **Promoting usage of green electricity:** Using renewable electricity in the use phase, enables carbon neutrality and we recommend this to our customers.

- Siemens Healthineers is an **active member of COCIR¹⁶ and MedTech Europe¹⁷**. Membership of COCIR involves studying the environmental impact of medical devices to improve their environmental footprint. One of the body's initiatives, the COCIR SRI (Self-Regulatory Initiative) was set up in 2008. The SRI complements other COCIR activities, such as the EU GPP (Green Public Procurement) criteria for medical devices.

Siemens Healthineers was also involved in creating the IEC 60601-1-9 standard (Environmentally Conscious Design for Medical Devices). These activities demonstrate our ambition to assume responsibilities for promoting ecodesigned products that encourage human and environmental health.

Business travel (Scope 3.6)

- **Reduction of business air travel:** Whenever meaningful, we strengthen digital collaboration capabilities and promote employee awareness.
- **Business and corporate events:** Hosting and travelling to events has a significant environmental impact. We are addressing this by promoting sustainable events that consider transport, the venue, suppliers, communication, and social aspects.
- **Raising employee awareness:** We encourage employees to avoid business travel whenever possible, to consider low-emission alternatives such as rail travel, and to plan unavoidable business trips in advance.

¹⁶ European Coordination Committee of the Radiological, Electromedical, and Healthcare IT Industry.

¹⁷ European trade association for the medical technology industry including diagnostics, medical devices, and digital health.

Scope 1 and 2 energy consumption

The energy consumption of Siemens Healthineers during FY 2023 was 2,612 terajoules. This is a reduction of three percent compared to the previous year.

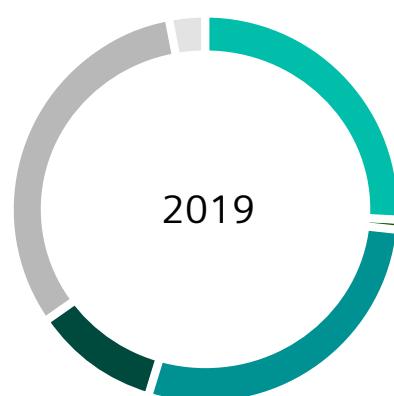
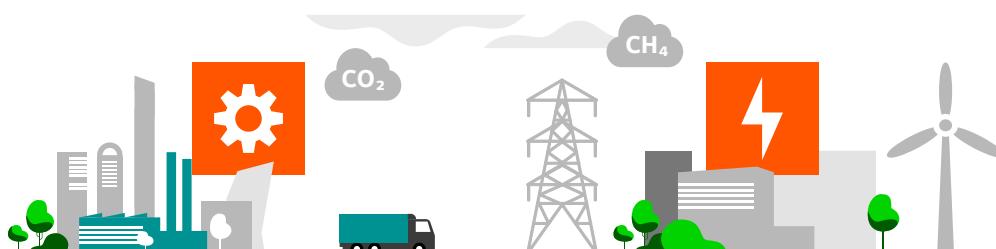
In FY 2023, 48 percent of the total energy consumed was from renewable sources. Moreover, 77 percent of the electricity consumed by our global sites and operations was from renewable energies.

Greenhouse gas emissions

Scope 1 and 2 emissions in FY 2023 amounted to 180 kt CO₂e. This is an overall decrease of three percent compared to the previous year, mainly achieved by reducing emissions from fleet and electricity consumption.

Scope 3 emissions were 4,032 kt CO₂e, this is a reduction of more than 7 percent compared to FY 2022. Scope 3 emissions amounted to 3,280 kt CO₂e¹⁸ taking directly sourced green electricity into account. Most of Scope 3 emissions came from purchased goods and services to the amount of 2,304 kt CO₂e (FY 2022: 2,326 kt CO₂e) and the use phase of sold products with 1,175 kt CO₂e (FY22: 1,343 kt CO₂e). Transport and distribution accounted for 380 kt CO₂e (FY 2022: 590 kt CO₂e) and business travel for 172 kt CO₂e (FY 2022: 104 kt CO₂e).

Greenhouse gas emissions (Scope 1 & 2) at Siemens Healthineers

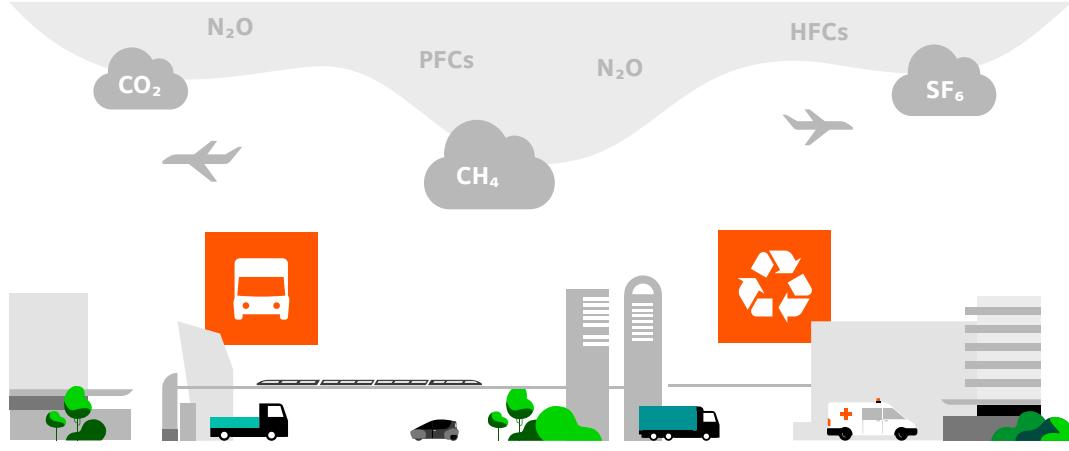


In kt CO ₂ equivalent	FY 19	FY 22	FY 23
Total Scope 1 + 2	247	185	180
Scope 1	162	130	133
Natural gas	64	46	45
Other energy carriers	2	0	1
Fleet	69	67	64
Fugitive gases	26	16	23
Scope 2 (market-based)	85	55	47
Electricity	78	50	40
District heating	7	6	7

The emissions reflect the system boundaries for our corporate carbon management as well as our commitment within the Science Based Target initiative. FY 2022 values have been adapted due to correction of input data.

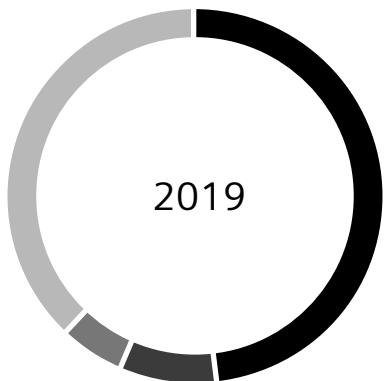
¹⁸ For details on the consideration of green electricity certificates, see section [A.1 Reporting Principles](#).

Greenhouse gas emissions (Scope 3) at Siemens Healthineers



In kt CO ₂ equivalent	FY 19	FY 22	FY 23
----------------------------------	-------	-------	-------

Total Scope 3	3,694	4,363	4,032
Including directly sourced green electricity	3,694	3,752	3,280
■ 3.1 Purchased goods and services	1,782	2,326	2,304
■ 3.4 Upstream transport and distribution	303	590	380
■ 3.6 Business travel	209	104	172
■ 3.11 Use of sold products including directly sourced green electricity	1,400	1,343	1,175
	1,400	732	424



The emissions reflect the system boundaries for our corporate carbon management as well as our commitment within the Science Based Target initiative.

Governance

Responsibility for developing our climate strategy and managing its cross-functional implementation lies with the Combat Climate Change program team. This program is managed by a dedicated Program Lead and consists of several workstreams that are supported by representatives in the Business Areas, Regions, Horizontals, and Functions.

The Program Lead reports to the Combat Climate Change Working Group Committee, which consists of the Head of Sustainability, Head of a Business Area, Head of Procurement, and Head of Real Estate, among others. Achievements are measured and monitored on a quarterly basis, reported to members of the Managing Board, and play a role in the quarterly Operation Reviews and Performance Dialogues.

Program workstreams identify carbon-reduction measures and these are jointly evaluated. The effectiveness of the workstream setup is looked at regularly, and improvements made as required. All our sites are included in the climate management strategy, and our database is continually being expanded to improve site management. Monitoring and progress evaluation are carried out by the Combat Climate Change Program team, using individual data collection systems in the relevant areas. Data consolidation and evaluation processes are supported by an environmental data dashboard. The data management and key figure calculation is carried out in accordance with the Greenhouse Gas Protocol.

This effort is supported by our global Environmental, Health and Safety (EHS) management system and by our company-wide EHS policy. All businesses, sites, and Country Organizations are required to implement the global Siemens Healthineers EHS management system which fulfills the requirements of the internationally recognized ISO 14001:2015 standard. The EHS management system is also externally registered to ISO 45001:2018.

Joining forces—Partnerships support Green Radiology



To continually improve the energy-efficient use of our systems, we enter into partnerships with customers to explore new ways to improve the energy efficiency of our products and thus reduce their environmental footprint. We have a research partnership with the prestigious University of California, San Francisco and Siemens. The findings were featured in the journal *Radiology*¹² in April 2023.

Using data gathered from Siemens power-monitoring and management technologies, it was determined that a substantial amount of power was still being used for cooling in a machine's "off" mode. The researchers found that turning MRIs off overnight for 12 hours reduced energy usage by 25 to 33 percent.

Additionally, they found that enabling an additional "power save" mode, a novel energy feature in Siemens Healthineers newer MRI scanners, while the machine was off decreased power use by an additional 22 to 28 percent. "The results of this study demonstrate the potential energy and cost savings any radiology practice can obtain by using these simple power-down methods," said Sean Woolen, MD, lead author of the study and assistant professor at UCSF's Department of Radiology & Biomedical Imaging. "If all outpatient MRIs in the U.S. implemented a power save mode instead of an off mode for 12 hours overnight, it would save enough energy to power 6,889 homes a year in the U.S.", Woolen added.

[Siemens AG, Siemens Healthineers and UCSF research partnership proves significant energy, cost and emission reduction in MRI machine operation \(siemens-healthineers.com\)](#)

3.2

Transform toward a circular economy

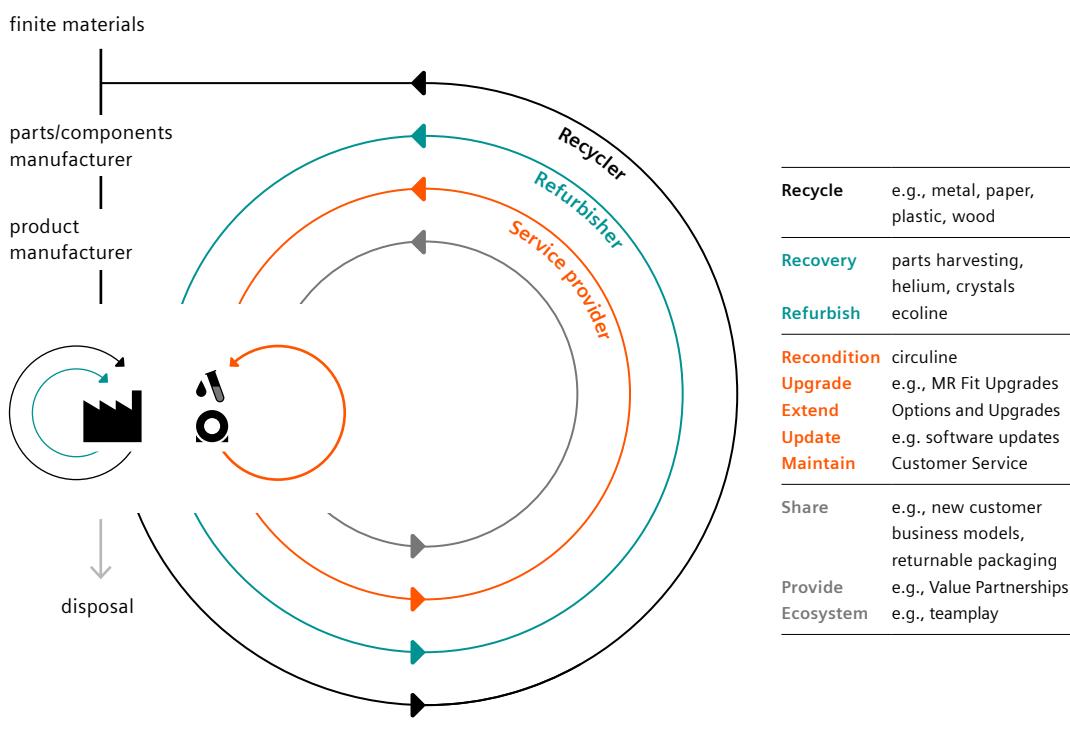
The underlying goal of transforming toward a circular economy—a decoupling of economic growth from the consumption of primary materials and energy—is both an economic and an environmental imperative.

Building on a strong base of existing circularity practices, we aim to increase the scope and impact of these activities.

**On our journey toward a more circular economy,
we comply with the following principles:**

- Designing products for maximum retention of product value and the longest possible lifetime
- Extending the safe and reliable lifecycle of products to minimize their environmental footprint by servicing, maintaining, updating, and upgrading them regularly
- Reusing, materials, parts, components, and products, for example by repairing or refurbishing them
- Eliminating solid and liquid waste, and increasing recycling

Our understanding of the circular economy



Designing products for maximum retention of product value and the longest possible lifetime

The Baukasten program of Siemens Healthineers provides a solid basis on which we design circularity into our product portfolio. The modular product design makes it possible to strategically use identical components (e.g., computers or power supply) both within product families and across different product families. As well as optimizing product lifecycle costs, this approach enables easy and efficient maintenance, repairs, upgrades, updates, and refurbishment. The Baukasten approach is applied not only to product hardware development but also to software and transportation solutions (returnable packaging). Our most recent examples, launched in FY 2023 is a Baukasten-based Power Supply Unit solution that can be used for several different types of product.

Extending the safe and reliable lifecycle of products to minimize their environmental footprint by servicing, maintaining, updating, and upgrading them regularly

→ **Service and maintenance:** Our hardware products are manufactured for longevity and repairability. Performing service and maintenance keeps the products and their materials safe and reliable for a long time. We offer digital and personal support through Customer Services or business partners, which are available mostly 24/7 in over 150 countries and take care of an installed base of more than 1,120,000 medical systems and laboratory devices. More than 210,000 of these devices are already supported by Smart Remote Services or SmartConnect®. While customers benefit from higher clinical availability, service technicians have to make fewer customer visits, which reduces travel and therefore carbon emissions. In FY 2023, we successfully performed 79,000 remote updates on 67,000 remote-update-capable and connected systems.

(More information: siemens-healthineers.com/services)

→ **Service parts cycle:** The handling of service parts is a key element in securing a return cycle for our products and components.

In FY 2023, over 480,000 used parts were returned to our logistics department, where a considerable portion (approximately 50 percent) were repaired and/or reused, depending on economic factors.

Varian operates a refurbishment program for service parts, with an initial focus on higher value and higher volume service parts such as PC boards, power supplies, and computers.

The Return Center of the Medical Electronics division achieved CO₂e savings of approximately 11,300 tons in one year by repairing more than 30,000 parts—more than 11,000 Printed Circuit Board Assemblies, more than 13,000 electronic components, and almost 6,000 computers. This equates to a new value of goods of around EUR 92 millions.

→ **Extending system capabilities:** Medical imaging devices from Siemens Healthineers are manufactured in such a way that state-of-the-art hardware and software solutions (Options & Upgrades) can be added to them during their lifecycle. For example, when customers decide to invest in new clinical fields, the installed system might be configured specifically to the required clinical applications, thereby preventing the need for an early replacement. In addition, Siemens Healthineers offers comprehensive system upgrades, extending the lifespan of our products by upgrading them to the latest generation of hardware and software while keeping components such as the magnet in use and recovering those parts that need to be exchanged. For example, by doing a BioMatrix Fit upgrade the end of service support of the upgraded Magnetic Resonance system can be extended by at least ten years.

(More information: siemens-healthineers.com/medical-imaging/medical-imaging-options-upgrades)

**Reusing materials, parts, components,
and products, for example by repairing
or refurbishing them.**

→ **Refurbishment and reconditioning:** By refurbishing and reconditioning products and components, we are able to maximize the use of our products and components while keeping resources and raw materials within their functional and economic life-cycle. Our broad portfolio of ecoline systems, refurbished to an as-good-as-new quality level, covers systems from Angiography, Computed Tomography, Magnetic Resonance Imaging, Mammography, and Molecular Imaging. Around the globe, over 6,100 ecoline systems from Siemens Healthineers are installed at customer sites. This is complemented by our Circuline portfolio, which we launched in FY 2023. It offers hand-selected pre-owned systems, reconditioned based on a stringent process. Circuline systems are typically reinstalled in the same region, which minimizes transportation routes and reduces GHG emissions. In our Diagnostics business, several products for laboratory diagnostics and point-of-care are available as refurbished systems, such as handheld devices for blood gas testing (epoch system) and diabetes testing (DCA Vantage Analyzer).

(More information: [siemens-healthineers.com/
refurbished-systems-medical-imaging](https://siemens-healthineers.com/refurbished-systems-medical-imaging) and
[therapy](https://siemens-healthineers.com/medical-imaging/asset-lifecycle-development/circuline) and siemens-healthineers.com/medical-imaging/asset-lifecycle-development/circuline)

→ **Trade-in of used devices, and spare parts recovery:** By offering our customers the possibility to trade in used devices, Siemens Healthineers receives the necessary supplies for refurbishing and reconditioning medical devices and can recover parts and components that can be further maintained and reused.

(More information: [siemens-healthineers.com/
medical-imaging/medical-imaging-options-upgrades](https://siemens-healthineers.com/medical-imaging/medical-imaging-options-upgrades))

**Eliminating solid and liquid waste and
increasing recycling**

→ **Improving water quality and reducing
waste through wastewater management:**

Protecting water resources and reducing wastewater generation through efficient wastewater management is a major focus of our Diagnostics business segment. Our diagnostic testing devices process billions of patient results annually across the globe. To reduce the impact of wastewater and comply with regulations worldwide, we offer a comprehensive wastewater treatment solution. This wastewater treatment solution performs liquid waste management in a single unit and is a comprehensive method for improving wastewater quality and reducing contaminants.

We are strongly aligned and collaborating with customers in diagnostic laboratories to further reduce their water consumption and wastewater generation.

Laboratory Hermes Pardini SA, one of the world's largest private laboratories, is strongly committed to sustainability and optimizing its environmental footprint.

By replacing its previous system configuration¹⁹ with innovative and more sustainable solutions from Siemens Healthineers, the lab has reduced water consumption by more than 32 percent which equates to more than 3 million liters of water.

→ **Responsible waste disposal:** In the case of products that can no longer be comprehensively upgraded or refurbished, wherever possible we actively promote their responsible disposal and recycling in accordance with the rules and regulations applicable in the country where they were last used.

Our Serve the Environment program, which aims to reduce global environmental impacts, involves site-specific goals for reducing volumes of nonrecyclable and packaging waste, minimizing freshwater consumption, and optimizing manufacturing and logistic processes.

¹⁹ Siemens Healthineers Automation and IT Solution vs. the previous system configuration from Roche Diagnostics, Abbott Diagnostics, and Beckman Coulter Diagnostics.

→ **Improved packaging and transportation solutions:** We optimized the packaging of the head neck coils for our MRI systems in FY 2023 in such a way that the previous use of polyurethane foam, which cannot be recycled or is very difficult to recycle, could be replaced by a standardized and card-board-based solution. This enables us to save approximately 50 percent of the GHG emissions for this packaging.

Cover packaging for the ARTIS product family was also optimized in FY 2023: We were able to completely remove the polyethylene foam that was previously used and replace it with a cardboard solution. This reduced the weight of the packaging by an average of 60 percent, the volume by 45 percent, and the GHG emissions by 60 percent. It is also now much easier to recycle the packaging, as only cardboard is used.

The Diagnostics segment has been able to reduce approximately 17,000 tons in GHG emissions by reducing the use of polystyrene containers and switch from air to ocean freight. Similarly, the containers have been replaced by reusable and recyclable containers.

These core circular economy elements have already been embedded into our portfolio and product development, and into the optimization of production and service processes.

Circularity across Siemens Healthineers

Our Circularity program is aligned with our EHS policy, which aims to minimize our impact on the environment and contribute to a sustainable future. Across the organization, global networks exist to facilitate exchange and sharing of best practices. Examples include the Green Teams and the community for product-related environmental protection (PREP). The cross-functional management approach provides a holistic, strategic view of the organization and supports the setting of ambitious targets for the organization.

The overall target-setting process and the effectiveness of the management approach and any adjustments will be reviewed in the overall strategy approach of Siemens Healthineers.

Circular revenue resulting from activities that lead away from a linear way of conducting business serves as an indicator for our progress toward a more circular economy. It is our goal to maintain and, ideally, increase the share of our circular revenue between FY 2023 and FY 2030.

Indicators supporting the Circularity program, such as water and energy consumption and the amount of waste per site, are transparently presented in a dashboard that every employee can access. This dashboard lists all reported measures by site and country to help the community identify new measures.

Coming full circle—Sustainable medtech solutions through innovative ventures



In 2023 Siemens Healthineers and CommonSpirit Health, one of the largest U.S. health systems, formed a joint venture to acquire Block Imaging, a move that would greatly enhance Siemens Healthineers circular economy offerings. Through the acquisition, Block Imaging, a leading healthcare technology management/multi-vendor imaging parts provider, now sells refurbished imaging equipment parts to Siemens Healthineers, CommonSpirit Health, and providers across the U.S..

The acquisition enables Siemens Healthineers to expand its sustainable fleet of imaging system parts and helps address its customers' growing demands for more sustainable solutions by promoting the reuse of equipment while reducing waste and dependency on finite resources. The increased access to imaging equipment parts can help health systems tackle several challenges at a time: keeping costs down, expanding care for patients, and reinforcing a commitment to sustainability in healthcare.

3.3

EU taxonomy

In accordance with the EU taxonomy regulation, we report our revenue and our capital as well as our operating expenditures to the Siemens AG Group. Siemens Healthineers contributes to and is integrated into the Group KPIs reported in the FY 2023 Siemens AG Sustainability Report and the FY 2023 Siemens Annual Report.

Our EU taxonomy approach

The EU taxonomy regulation describes six environmental objectives to which an economic activity can contribute:

1. Climate change mitigation
2. Climate change adaptation
3. Sustainable use and protection of water and marine resources
4. Transition to a circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

In FY 2023, only economic activities contributing to the first two environmental objectives (climate protection and adaptation to climate change) have to be reported by Siemens Healthineers. Following the latest releases of the European Union, objectives three to six are expected to apply from January 2024 onwards.

We concluded in the analysis of activities contributing to revenue that the regulation, which focuses on the environmental goals of climate change mitigation and climate change adaptation, is not applicable to the manufacture of medical devices, which is our main activity. We reached this conclusion because no dedicated medical device manufacturing activity has been defined so far, and the focus of our products and services is to provide the best possible healthcare for everyone, everywhere.

Capital expenditures are determined based on additions to property, plant and equipment, intangible assets, and additions to right of use assets, excluding revaluations.

We assessed the specified capital expenditures and identified taxonomy-eligible economic activities only related to the real estate sector. The identified activities are assigned to the environmental goal of climate change mitigation.

Within the analysis of the eligible activities, particularly activities regarding the construction of buildings for own usage fulfilled the alignment criteria in the context of EU taxonomy in FY 2023. Thus, these activities are in accordance with both the technical screening criteria (Substantial Contribution and Do no significant harm) and the Minimum safeguards.

Operating expenses were determined based on the non-capitalized costs of the fiscal year, which relate to research and development, building renovation, short-term rentals, maintenance and repair, and other direct expenses related to the daily maintenance of property, plant, and equipment.

Identified taxonomy eligible activities are related to building renovation measures. Alignment could only be determined to a minor extent.

We will continue to review the delegated acts, including the four new environmental objectives and the corresponding technical assessment criteria in FY 2024. Siemens Healthineers will reassess economic activities regarding the EU taxonomy eligibility and alignment continuously.

30%

women representation
in Senior Management
roles by 2025

Top Quartile
employee engagement
score

"Great Place To Work" in
countries representing

> 80%
of employees by 2025

20%
of employees involved
in Employee Resource
Groups and Innovation
Networks by 2030

Diverse and Engaged Healthineers

Pages 67–94

4.0

Diverse and Engaged Healthineers

Our values demonstrate the clear commitments we make to each other and that enable our purpose:

We listen first.
We learn passionately.
We win together.
We step boldly.
We own it.

With these commitments, we foster a culture of belonging—one where ideas thrive and from which breakthroughs emerge.

We strive to attract and retain exceptional individuals inclusive of differences such as background, ethnic origin, gender identity, gender expression, sexual orientation, disability, religion, beliefs, age, class, socioeconomic status, and any other protected class or characteristic that has been historically marginalized.

Our business practices and relationships are characterized by fundamental respect for human rights, an integral part of the Company's Business Conduct Guidelines, from which we derive our code of conduct and ground rules for collaboration. We see it as our particular duty to set a special example of how to treat one another.

External recognition

Our strong workplace culture has been commended by the Great Place To Work®²⁰ Institute. The Great Place To Work® evaluation is an independent benchmark. In the past years, we received the Great Place To Work® Certification™ in countries where more than two thirds of our colleagues work.

Currently, 67 percent of our employees are working in a Great Place To Work® location and certifications have been confirmed across multiple locations, including Canada, Colombia, Greece, Portugal, Spain, and the U.S.²¹

We are committed to continuing our efforts to increase the share of employees in Great Place To Work® certified countries to 80 percent by 2025.

Siemens Healthineers is externally recognized by the Great Place To Work® Institute



Siemens Healthineers also received external recognition from other sources in 2023:

→ We have been ranked among the top three best places to work in Germany by Glassdoor. Glassdoor is a global job and career portal. Employees can voluntarily and anonymously rate their employer on the Glassdoor website by describing their job and working environment. This provides as realistic a picture as possible of employee satisfaction. Climbing from 15th place in 2022 to third in 2023 reflects the difference our employees see in the culture we are creating.

²⁰ To find more information about Great Place To Work® please visit: www.greatplacetowork.com.

²¹ Measured on rolling two-year certification timeframe.

- In India, we became a first-time recipient of the bronze award from the India Workplace Equality Index (IWEI) for our progress on LGBT+ inclusion.
- IWEI is India's only comprehensive benchmarking tool for measuring organizations' progress on LGBT+ inclusion.
- In 2022, Siemens Healthineers scored 100 percent on the Human Rights Campaign (HRC) Foundation's 2022 Corporate Equality Index (CEI) in the U.S.. The HRC's CEI is a national benchmarking tool focusing on corporate policies, practices, and benefits pertinent to lesbian, gay, bisexual, transgender, and queer employees. This is the sixth year we have participated in the HRC CEI and the fourth time we have scored 100 percent.
- In China, we received the T+ Employer designation to recognize us as the best place to work in healthcare in the country.

Management and employee structure

Siemens Healthineers is led by a four-member Managing Board and overseen by a Supervisory Board, which consists of ten people.

We have a healthy gender mix within our Managing Board, with two men and two

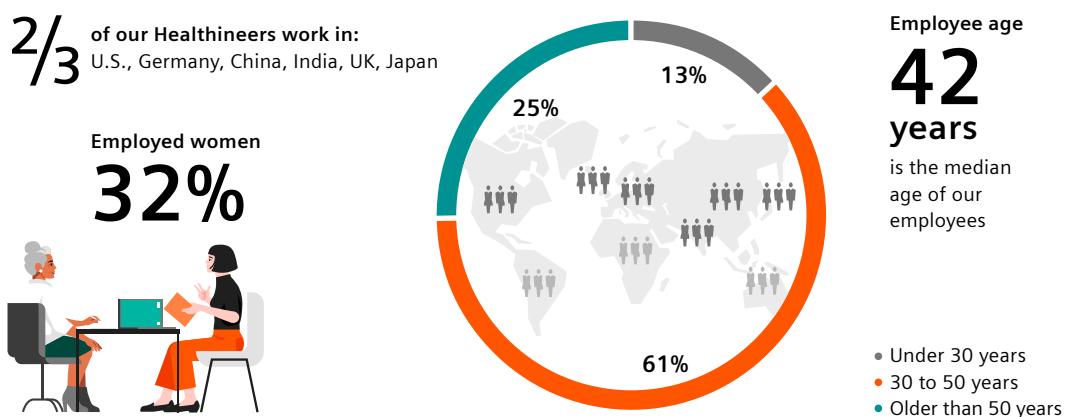
women. The Supervisory Board is made up of four women and six men. For more details, please see the [Annual Report](#).

The proportion of women employed at Siemens Healthineers is 32 percent. 13 percent of our employees are under 30, while 61 percent are in the 30 to 50 bracket and 25 percent are older than 50. The median age in FY 2023 was 42. The countries with the most Healthineers are the U.S., Germany, China, India, the UK, and Japan. More than two thirds of our employees are based in these countries.

In February 2021, we committed to increasing the share of women in senior management positions to 26 percent by 2025, and 30 percent by 2030 (for a definition see [A.1 Reporting principles](#)). We have made significant progress on this: As of September 30, 2023, women accounted for 25.4 percent of senior management positions.

Building on our momentum, we have raised our ambition to reach 30 percent women in senior management by 2025, five years earlier than previously projected.

Employee structure



4.1

Invest in our people

We are one team of ~71,000 with a shared purpose:

*We pioneer breakthroughs in healthcare.
For everyone. Everywhere. Sustainably.*

We know that breakthroughs are a team effort that emerge from the consistent impact made by every one of our Healthineers. Our **People & Leadership Practices** recognize and reward these individual contributions. We do this in four focus areas: **living our culture, developing talent, embracing learning, and elevating performance**. These practices demonstrate our dedication to our employees and their growth.

Our People & Leadership Practices begin with **living our culture** by applying shared values to everything we do. In doing so, we evolve and foster a culture of belonging where ideas thrive and from which breakthroughs emerge.

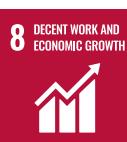
We **develop talent** purposefully so our people can flourish and be ready for the future. We embrace diversity and value the unique perspectives and expertise that individuals from different backgrounds bring, constantly enriching our collective knowledge.

Motivated by a growth mindset, we provide opportunities for every Healthineer to **embrace learning** and own their individual career development. In turn, we share the benefits of enhanced skillsets in our teams and the broader community.

We establish measurable goals and set mutual expectations in pursuit of our purpose. We elevate performance by owning our achievements and continuously improving through open and honest conversation. By investing in our people, we are contributing to:



SDG 4:
Quality education



SDG 8:
Decent work and economic growth

Living our culture

Culture@Work + Catalyst Network

At Siemens Healthineers, we firmly believe that the key to success is bringing our values to life. To advance this, we offer every colleague the opportunity to participate in a Team Dialogue to discuss how we are living our values (or not) and how we can build an even stronger culture. This special format has generated a high level of engagement: In 2023, we hosted over 7,500 Culture@Work Dialogues which engaged over 65,000 Healthineers. With the support of our Catalyst Network—a global employee community focused on bringing our culture to life—we continue to host these dialogues for existing and new employees alike.

Our People & Leadership Practices

DE&I

Global and regional councils launched; SelfID launch planned;
25 percent women in Senior Manager positions

Culture@Work dialogues

65,000+ Healthineers participated

"We listen first"

1.3M+ comments received in engagement survey
5 priorities identified and scores improved
Top 10 percent engagement score in industry

Goal Setting & Performance Management

90 percent submitted goals in FY 2023
97 percent of Healthineers completed continuous performance conversations, linking individual pay and performance



Signature Leadership Programs

>850 Healthineers participated in a targeted leadership development program

Developing Healthineers

>200 dedicated Talent Reviews conducted within the organization
>120 Healthineers completed formal accelerated development

Learning at all Levels

>2.2M learning hours completed by Healthineers in FY 2023

Building a learning community in SkillUP

47,000+ individual log-ins
1,800+ learning paths created

Global onboarding program

Our Company has developed a comprehensive onboarding program that provides new employees with a positive experience. This approach enables new hires to build an emotional and intellectual connection to our organization based on our purpose and values. Before they even arrive on their first day of work, new employees receive personal communications from their manager, introducing them to who we are, our purpose, and our values. On their first day, each new hire is paired with an onboarding buddy who helps them navigate the work environment, meet colleagues, and quickly get up to speed. Beyond their first day, our onboarding plan guides the new hire and manager to identify and make connections throughout their first year, creating a sense of belonging with their team, their work, the company culture, and other colleagues. Furthermore, new hires are assigned a self-paced learning plan and are invited to join a live dialogue to help them understand our businesses, the importance of the work we do, and the unique role they play in our culture.

Connecting our employees to the success of our Company

Another way in which our employees can be closely involved in the Company is through the Share Matching Program of Siemens Healthineers. Information about employee stock ownership is available in our longlist (see [Appendix A.2 Longlist of sustainability indicators](#)). Our employees can participate in the medium- and long-term success of our Company and express their commitment as shareholders. The Share Matching Program is voluntary. Each year, the Managing Board of Siemens Healthineers AG and the participating group companies, decide whether, under which conditions, and for which employees a Monthly Investment Plan and a Share Matching Plan will be offered and implemented in a given fiscal year.

Appreciating each other's contributions

At Siemens Healthineers, we value and want to elevate each other by appreciating every individual's contribution to the overall Company success. Our Recognition & Reward program HEART (Healthineers Express Appreciation, Recognition, and Thanks) encourages all employees to share gratitude and acknowledge achievements across all levels of the organization, businesses, and geographies. In FY 2023, a total of 84,866 rewards were given to colleagues across 71 countries, with 71 percent of the rewards being given peer to peer.

Developing talent

We are passionate about investing in our talent and have implemented various programs and initiatives designed to provide a structured path to advancement. For e.g., we have introduced initiatives such as the Key Expert Career path. The Key Expert Career Path offers a clear career progression for those who wish to enhance their technical skills and make a more significant impact, and we currently have 510 Key Experts. Additionally, we offer more than 30 professional and technical courses, including on-the-job training, skills-based education and programs for employees who have leadership potential.

In 2023, we offered three leadership development programs for our employees. Aspire2Lead is for those interested in becoming people managers. Lead2Grow is aimed at newly promoted managers or managers needing a refresher. Finally, Leaders4Leaders is for managing leaders and focuses on strategic thinking. These programs have trained 864 leaders in FY 2023, and over 2,522 employees in total.

In addition to our signature leadership programs, we provided focused development for leaders at key career moments. In 2023, we launched four cohorts of a senior leadership program designed to accelerate each participant's readiness for and success in future roles. As part of these multimodal programs, participants can explore their leadership impact, learn from external experts and senior leaders, and build a lasting leadership community.

A diverse pool (47 percent women) of more than 100 leaders participated in these specialized programs and represented 16 nationalities, all our Business Areas, Regions, Horizontals, and more than 10 key functions. Since the launch of these programs, more than 30 percent of these leaders have moved into new roles.

As we further strengthen our talent pipelines for the future, our leaders invested considerable time in identifying early-career talent in 2023. More than 350 individuals worldwide have already been identified and will participate in additional global and regional leadership development during 2024.

Looking within: Our Internal Job Market

We are immensely proud of the breadth of talent and knowledge demonstrated by our ~71,000 employees around the globe. It is essential for us to invest in opportunities for them to develop and advance so they can create the solutions of tomorrow in the healthcare industry.

Our Internal Job Market amplifies career opportunities for existing employees of Siemens Healthineers, by making open positions more transparent to all colleagues.

We publish open positions on our internal job board before advertising on recruitment platforms. In addition, we welcome the movement of talent and see it as a key accelerator of cross-cultural integration. We encourage self-nomination and qualified internal applicants receive preferential consideration.

Investing in the innovation of tomorrow

Defining future workforce requirements is a key challenge that businesses face. Siemens Healthineers has begun to redefine new working environments worldwide, to reflect evolving regional and technological needs.

At our sites around the globe, we are strengthening open innovation and collaboration in research, development, production and throughout the customer journey by integrating digitalization concepts.

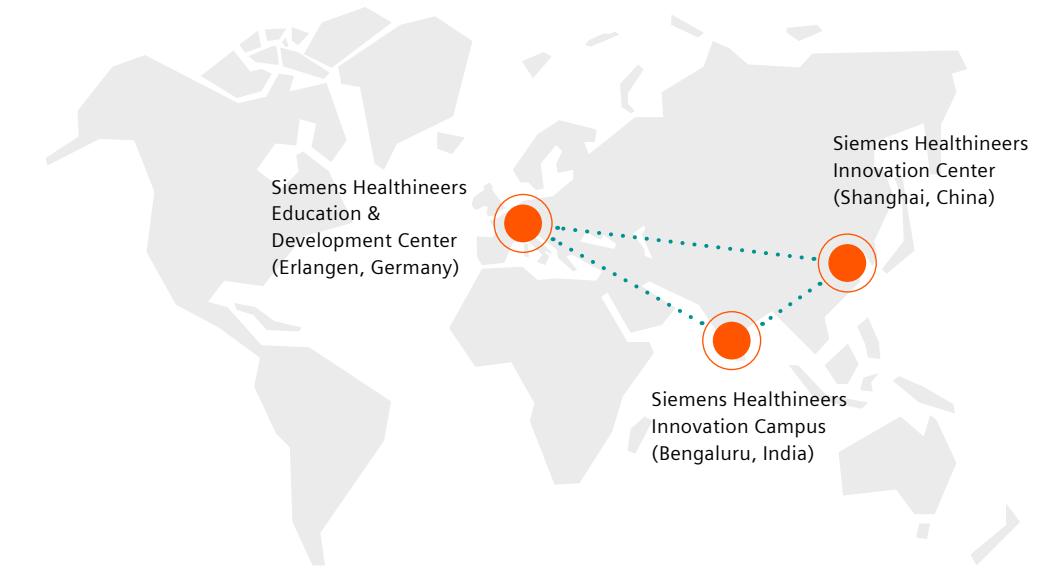
Our recent developments in this field:

- In March 2023, we proudly celebrated the groundbreaking ceremony for our innovation campus in **Bengaluru, India**. The campus, which represents an investment of approximately EUR 160 million, is set to be completed by 2025. It will be a unique hub for our Software, User Experience (UX), Research & Development, Sales and Service teams in India, and a manufacturing setup. In addition, by connecting our work in India with other innovation centers in Erlangen (Germany), Princeton (New Jersey/ U.S.), and Shanghai (China), the campus will foster an innovation ecosystem, bringing together diverse minds and fostering creativity to cultivate exciting and genuine innovations.
- A new Education & Development Center (EDC) tailored to the special requirements of apprenticeship and training opened in May 2023 in **Erlangen, Germany**. The EDC is an extension of the existing education and training center with Erlangen being one of the Company's three global training centers and the central location for education in Germany with a focus on IT, electronics

and business administration. Investing in in-house training is a building block in the strategy of Siemens Healthineers to counteract the predicted shortage of skilled workers. The construction period of the building was three years with an investment of about EUR 60 million.

- The Siemens Healthineers **Shanghai** Innovation Center is a world-renowned innovation hub dedicated to medical technology. Through the partnership between Siemens Healthineers and Zhangjiang Group, we are committed to accelerating medical technology innovation, enhancing diagnoses and treatments, and ultimately providing more patients with better care. Our state-of-the-art research and development platforms, including the Medical AI Research and Development Platform, Medical Imaging Labs, Digital Simulation Lab, and Rapid Prototyping Lab, enable us to push the boundaries of medical technology. We also collaborate with start-ups, medical institutions, scientific institutes, and universities to advance technology in healthcare, including digitalization, artificial intelligence, and intelligent medical solutions.

Innovation & Education Centers



Embracing learning

Building a learning community

Motivated by a growth mindset, we provide opportunities for every Healthineer to embrace learning and own their individual career development. In turn, we share the benefits of enhanced skillsets in our teams and the broader community.

To tailor our future learning offerings to the specific needs of our organization, we continued to improve our new learning experience platform, SkillUP, for all employees.

Using artificial intelligence, SkillUP provides relevant learning recommendations and helps users to discover learning opportunities easily. It aggregates learning content from many sources and offers direct access to multiple categories of curated learning experiences, based on skills, roles, topics, and more.

In FY 2022, we developed over 1,300 learning paths in SkillUP. In FY 2023, we created another 507. These learning paths encompass a wide range of topics, including diversity, equity and inclusion, innovation in healthcare, and essential management skills. More than 47,600 individuals have taken advantage of these paths, obtaining the skills and knowledge necessary to drive innovation in healthcare.

In FY 2023, a total budget of 86.7 million EUR was spent on continued training at Siemens Healthineers. Overall, more than 2.2 million training hours were completed. Employees in manufacturing invested an average of 27.1 hours and those working in administration 31.2 hours.

Unconscious bias and Inclusive Leaders Trainings

Following the implementation of Inclusive Leader Training for many of the U.S. executive teams, we introduced our Elevating the Dialogue Speaker Series. The sessions featured leaders who had participated in the Inclusive Leader Training sharing personal stories about the importance of inclusive leadership and how DE&I connects to our Company values.

Recognizing and addressing unconscious bias is crucial for building a fair and inclusive society. A lack of awareness in this regard can lead to decisions that perpetuate inequality and create unnecessary obstacles for marginalized and underrepresented groups. To tackle this challenge head-on, Siemens Healthineers has developed an exceptional unconscious bias training program, which over 70 percent of our top leaders participated in this fiscal year. We iterated on this training and extended this important learning opportunity to further leaders and employees. As a result, an additional 7,365 Healthineers participated in FY 2023. With our firm commitment to learning and growth, we empower all Healthineers, particularly those in leadership positions, to take ownership, make bold moves, and evolve our organization into a more inclusive and equitable one.

Elevating performance

We believe in and advocate for open and honest conversations between employees and managers. Through this practice, we establish goals and expectations that align with our purpose, values, and strategy, ultimately identifying high-performing employees and creating career pathways through succession planning. During regular conversations throughout the year, employees discuss achievements they are proud of and connect them directly to our purpose and strategy. Moreover, our team places great importance on recruiting top-tier candidates from diverse sources, as this approach brings new experiences and perspectives that enhance our creativity and innovation. With a dynamic and inclusive workforce, we are better equipped to overcome the challenges of the rapidly changing business environment.

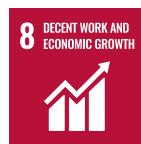
In 2023, we matured our talent assessment and development through our annual Talent Reviews and regular Talent Check-Ins. This process ensures we have the appropriate people, programs, and structures to support our future leaders and meet the needs of our business today and in the future. We challenge ourselves to recognize and overcome our implicit biases when assessing talent, to enrich the depth and breadth of the talent we develop.

4.2

Employee engagement

In the Healthineers Forum, every voice counts

Embodying a “listen first” mentality means actively listening, ensuring each voice is heard, and reflecting on what we have heard with an open mind. These actions are essential enablers of an inclusive culture and emphasize our commitment to SDG 8, which promotes enduring, inclusive, and sustainable economic growth.



SDG 8:

Decent work and
economic growth

When employees feel valued, supported, and motivated, they are more likely to be productive and contribute to the Company’s overall growth. At Siemens Healthineers, we strongly encourage and actively seek out unique opinions and ideas to enhance our talent development processes, expand resources for career actualization, and strengthen our culture of belonging. Furthermore, through Healthineers Forum, we listen intently to our employees’ valuable feedback.

With the Healthineers Forum, we provide each employee with a monthly anonymous, voluntary, and consistent process for sharing their thoughts, ideas, opportunities, and challenges in their daily work. We provide access to this survey through appropriate communication channels, such as email, via computer, a mobile Peakon app or workstations in the manufacturing sites. The questions are also provided in 20 different languages, to amplify voices from throughout the Company.

Employee engagement



In 2023, 77 percent of our workforce, more than 53,700 employees, participated in our company-wide voluntary engagement pulse survey. We are committed to maintaining this engagement score and to staying in the top quartile in the industry. Our high engagement scores have already brought us into the top 10 percent of the Healthcare sector.

The Healthineers Forum creates space for employees to share feedback and engage in collaborative, confidential, and anonymous dialogues with their managers. This helps us as a company to quickly respond to changes in our fast-paced environment and win together as a team.

Employee voices made an impact

Based on nearly 1.5 million comments from employees via the Healthineers Forum, we will continue to focus on four global focus areas: Mental & Physical Health, Workload, Strategy & Mission, Diversity, Equity, and Inclusion, and Total Rewards. Throughout 2023, we have made progress in all these focus areas.

The health and well-being of all Healthineers is a foundational aspect of the Company's success. Mental well-being is a theme we take to heart. In late 2022, we provided every employee worldwide with access to Headspace®, a platform that provides science-backed meditation and mindfulness tools to support employees in their mental health. And because we care about the people who our employees care about, we offered every employee an extra subscription, to gift to anyone they choose. Many employees have incorporated mindfulness moments into their team meetings and daily routines.

In addition, we hosted our first Global Health Days. Through this multi-day event, we offered a wide range of opportunities for learning and engagement focusing on empowering everyone to take care of themselves and others. Some of the highlights were how you make learning fun, bringing more focus to your team, and empowering your emotions. For more details see [4.6 Keeping our employees healthy and safe](#).

Employee Assistance Programs

Employee Assistance Programs (EAPs) have a long tradition in many parts of our organization. These programs are designed to assist our employees with professional and personal challenges. Yet before FY 2022, EAPs were not available in all countries or at all sites. Therefore, Siemens Healthineers set up a global project to close existing EAP coverage gaps and provide every Healthineer worldwide with access to EAP services. As of September 2023, we have achieved this goal.

4.3

Expand diversity, equity, and inclusion

In 2022, we established one global DE&I Council and three Regional DE&I Councils for the Americas, Asia Pacific, and Europe, Middle East, and Africa. These councils take concrete action toward achieving our goals of promoting diversity, equity, and inclusion. They are responsible for creating strategies and policies that effectively cultivate a culture of fairness and inclusivity for all. The Global DE&I Council is steered by members of our Managing Board, and senior executives representing a variety of regions and businesses.

To promote a culture of belonging for all employees, we hosted various regional and global events to commemorate International Women's Day, Pride Month, the International Day of Persons with Disabilities, and the International Day of Women and Girls in Science. We also provided educational resources and training sessions to help employees understand and appreciate different cultures and perspectives.

Additionally, we held a Diversity Week in Latin America with panel discussions on unconscious bias and disability, and a customer panel on inclusion in healthcare. The week also included employee conversations to elevate Black voices and a women's empowerment workshop hosted by our Women's Impact Network.

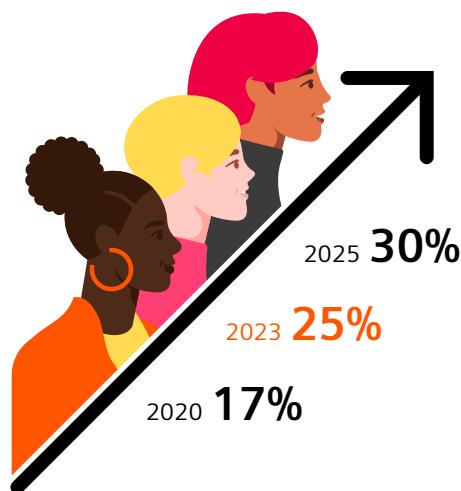
Similarly, we hosted the first Europe, Middle East, and Africa (EMEA) DE&I Awareness Week. The goal was to raise DE&I awareness in EMEA by giving all employees who live and work in the region the chance to participate in various sessions to help everyone understand DE&I and share ideas and tips. It was designed as a virtual conference with daily sessions in English covering cultural diversity, gender, disability, LGBT+, and age.

In North America, we hosted a three-day program entitled "Putting People First: Business benefits of a focus on healthcare equity" to explore the challenges underserved patients face and sustainable practices critical to our business health. Topics covered were Mammography Screenings in Underserved Communities, Putting People First with Sustainability, and Putting People First with Networked Care.

To round out the year, we hosted National Inclusion Week in the United Kingdom and Ireland with insightful and engaging sessions on race, gender, neurodiversity, and mental health.

We are committed to increasing the proportion of women in senior management positions to 30 percent by 2025 (for a definition see [Appendix A.1 Reporting principles](#)). In FY 2023, we reached 25.4 percent of women as senior managers.

Women in senior management



Introducing inclusive language practices

The way in which we communicate shapes our culture. Our inclusive corporate culture is designed to encourage each of our employees to make the best use of their talents for Siemens Healthineers.

In 2022, the Managing Board introduced a resolution governing gender-neutral language. It stipulates the use of gender-neutral language in all written company communications by Siemens Healthineers, internally and externally.

In their personal communications, employees decide personally on their use of inclusive language.

Attracting talent

Since the Initial Public Offering (IPO) from Siemens AG, we have focused on building the reputation of Siemens Healthineers as an employer among internal and external talent. Our goal is to become an employer of choice in medtech and a company that talented employees enjoy working for.

The purpose of our Company drives our global team. We are a team of about 71,000 highly dedicated employees across more than 70 countries, pushing the boundaries of what is possible to help improve people's lives around the world.

As an employer, we aim to attract talented people who are inspired by our Company's purpose. Our primary motivation is to care for the health and lives of people. We share this motivation with the community of scientists, clinicians, researchers, and healthcare specialists around the world. At Siemens Healthineers, we invite people to join us in collaborating, learning, and innovating in healthcare with the aim of improving outcomes and making quality healthcare accessible to all.

In FY 2023, we received over 800,000 applications worldwide. Of those, 77,000 were short-listed. In total, our HR colleagues conducted close to 20,000 job interviews and hired more than 8,000 new staff. On average, we receive over 65 applications for every job we post. We also monitor our employee retention regularly, and our retention rates generally compare favorably with those in the countries with our largest employee populations. When retention concerns arise, we use a variety of means (e.g., exit interviews) to understand the root causes and take corrective action. In turn, nearly 6,400 employees left the Company during the same period. We have also created and filled a new role called, Global Head of Diversity Recruiting, focused on designing and embedding diversity, equity, and inclusion throughout our talent acquisition.

Retaining talent

As well as focusing on finding the leading minds in healthcare, we are focused on retaining them. While we operate in many different countries, varying the benefits we offer according to local needs and social circumstances, we are committed to providing attractive employment terms to all Healthineers.

We provide, for instance, a global employee assistance program (see [4.2 Employee engagement](#)), health and welfare plans, risk insurance policies, and various retirement and savings plans, e.g., the Siemens Occupational Pension Plan or a partial retirement scheme in Germany, a 401k plan in the U.S., and an enterprise annuity plan in China.

Pay equity

Fair and transparent pay is a necessary part of cultivating appreciative and respectful relationships with our people. While pay practices vary based on location and regulations, some principles are consistent: Siemens Healthineers offers total compensation packages designed

to attract, retain, and motivate employees. We work to ensure that these packages stay competitive with similar companies, meet the needs of our business, and comply with prevailing laws and regulations.

Individual compensation packages are merit-based. For us, this means “equal pay for equal work” based on similar job profile/role, competency, experience, performance, etc., inclusive of race, ethnic origin, gender identity, gender expression, sexual orientation, disability, religion, beliefs, age, class, or socioeconomic status, or any other protected class or characteristic that has been historically marginalized. In addition, the Company reviews compensation annually, prior to salary planning, with market data collected to validate pay structures.

In Germany, for example, the collectively agreed pay system forms the basis for equal pay within the areas covered by collective agreements. Raises for those outside collective agreements are also handled without discrimination following review based on our defined, market-based “pay-parity” methodology. Siemens Healthineers negotiates wages with employee representatives in free, collective bargaining negotiations.

4.4

Volunteering and employee-led initiatives

We bring our whole selves to work, with all the facets of our identities, individualities, and interests.

Employee networks and resource groups play an important role in developing the full potential of our diverse workforce. They support our cultural change, provide employees with networking opportunities and offer an alternative channel to voice opinions and ideas.

One of the biggest benefits of these networks is their power to connect people across locations and organizational groups—they can bring together employees at different levels and from different departments, and build a sense of community and belonging throughout the business.

Our Company is committed to promoting an inclusive culture through both top-down and employee-led efforts. Our 26 employee networks, organized around various dimensions of diversity such as gender identity, neurodiversity, sexual orientation, veteran status, ethnicity, and disabilities are groups sponsored by the Company and led by employees. In FY 2023 we launched the Differently Abled group, three PRIDE chapters, a Veterans Network, and a Young Generation group in Asia Pacific. In China, we established StepUp. In Latin America, we launched Disability, PRIDE, Race, WIN@S, and GREEN groups. And in North America, we set up Abled and Disabled Allies Partnering Together (ADAPT).

Employee networks



Our global networks are the StepUp Network and WIN@S, which focus on promoting women's representation across the Company, and PRIDE, a network supporting cultural change in Siemens Healthineers toward being inclusive of all gender identities and sexual orientations. Our inclusive culture is also supported and advanced by the Global Catalyst Network, a community of 750 employees. They drive business performance and cultural change based on our values. As change agents and multipliers, the Catalysts promote and shape an inclusive culture at all company levels.

StepUp began as a German network, but has developed into an international community. It aims to promote diversity at large, diversity in the Company and in the teams, and to promote more women in all functions and levels, especially at management levels. The vision is to give women the opportunity to better exploit the full potential of their knowledge, talent, and creativity by providing them with specific development opportunities.

Other employee-led initiatives are organized around interests, such as our GREEN employee resource groups (ERG) focused on promoting eco-friendly practices. Groups vary based on

regional needs, allowing employees within similar time zones to meet in real time to foster exchange and discussion.

One new ERG that has just been formed in North America is the Abled and Disabled Allies Partnering Together (ADAPT) and is committed to creating an inclusive and empowering environment where people with disabilities and their allies, friends, and caregivers can thrive. Their mission is to increase the visibility and celebrate the strength of the disability community. It is one of many ERGs in North America that reflect the diverse cultures, backgrounds, and affiliations of our employees.

Another excellent example of an employee-led initiative is the newly founded PRIDE chapter in India, supporting the cultural change at Siemens Healthineers toward being inclusive of all gender identities and sexual orientations. In Asia-Pacific, we have a Young Generation Network focused on attracting, developing, and retaining the next generation of talent within the region.

Our ambition is to have 20 percent of our employees participate in ERGs and innovation networks by 2030.

Employee Resource Groups and Innovation Networks



Currently, we have more than 4,480 Healthineers who are active participants and contributors to ERGs.

The SHIFT ecosystem brings together resources and ideas from employees, external business partners of Siemens Healthineers, and selected affiliates. It is designed to encourage together resources and ideas from external business partners of Siemens Healthineers, employees and selected affiliates. Last year, we had around 3000 employees connected to our SHIFT ecosystem events.

Walking the talk

To make our sustainability goals a reality, it is crucial that everyone in the organization is fully committed to them. When we all work together, we win together and can confidently work on creating a more sustainable future.

We believe that our employees' ideas can shape our business for the better. In FY 2023, we opened a new chapter of Idea Management at Siemens Healthineers. This new chapter emphasizes the affiliation of central idea management with the Healthineers Performance System (HPS). HPS stands for continuous improvement as a team sport, which is to be achieved through a methodical approach. These are also values that Idea Management at Siemens Healthineers, is committed to. In short, the new program is designed to achieve lean decision-making processes, stronger integration of ideas with productivity generation, and higher satisfaction through faster turn-around times and an intuitive idea tool. In the first step, a new Idea Management Tool and a completely revised idea management process were rolled out in June 2023 to employees of Siemens Healthcare GmbH in Germany, with more than 17,000 users. Other units will follow in 2024.

In FY 2023, 5,270 ideas were implemented globally realizing a total business value of EUR 47.4 million.

A recent success story that demonstrates the positive impact of our employees' ideas relates to the delivery of batteries for the emergency power supply of our CT systems. The batteries were previously delivered from a location in China. Due to their limited minimum shelf life, they had to be transported by air freight.

However, thanks to the dedication of two Healthineers, we were able to arrange to purchase freshly charged batteries from the supplier's German factory. This small change allowed us to switch from air freight to more eco-friendly sea freight, and the supplier agreed to provide this service free of charge. The benefits of this change are remarkable. The idea not only saves EUR 250,000 in logistics expenses, but also improves our ability to plan and enhances our overall flexibility in operations. Moreover, by opting for sea freight, we significantly reduce our GHG emissions, thereby helping to protect the environment.

This success story clearly illustrates our dedication to finding new solutions that align with our commitment to sustainability. By making conscious choices like this, we can drive positive change, reduce our environmental footprint, and continue to excel in delivering high-quality healthcare solutions to our customers worldwide. Together, we are making a difference in both cost efficiency and sustainability.

World Earth Day and GREEN Teams



Multiple GREEN Teams, spread across the globe, are actively involved in a range of sustainability projects aimed at reducing waste and conserving energy. As part of our dedication to sustainability, we celebrated World Earth Day by highlighting the efforts of these teams. They have achieved remarkable results in different regions, including switching to innovative transportation methods that have reduced GHG emissions, encouraging sustainable practices in the cafeteria to minimize food waste, and implementing energy-saving initiatives.

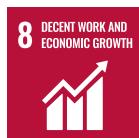
These GREEN Teams serve as an essential driving force in promoting sustainability both within the workplace and in everyday life. Their efforts exemplify our employees' dedication to investing in our planet and creating a more sustainable future. As we continue to expand our employees' understanding of sustainability and engage in impactful initiatives, we reaffirm our commitment to making a positive difference in the world.

4.5

Respect human rights

At Siemens Healthineers, we prioritize strict compliance with relevant laws, corporate regulations, and industry practices as an essential aspect of our operations across all countries. Our commitment to upholding human rights is equally paramount. We not only recognize the importance of human rights but also actively promote respect for human rights across all our operations. At Siemens Healthineers, we firmly believe that all employees should uphold exemplary ethical standards. Beyond delivering valuable products, services, and solutions, we contribute to society by embracing sustainable and responsible business practices. Our commitment extends to thought leadership and community engagement, recognizing the far-reaching impact these initiatives have on the lives of millions of individuals.

We are contributing to the following SDGs:



SDG 8:

Decent work and
economic growth



SDG 16:

Peace, justice and
strong institutions

Our commitment to respecting human rights is anchored in our Business Conduct Guidelines (BCGs), which clearly state:

"We respect the personal dignity, privacy, and personal rights of every individual."

As the BCGs are our ethical and legal framework, this establishes human rights as a core element of how we want to conduct our business and a binding principle for all managers and employees worldwide. Human rights are therefore highlighted in our internal regulations wherever applicable. The most senior level of the Company responsible for implementing the BCGs and human rights policies is the Managing Board. The BCGs, which were updated in 2023, were developed by a global Company workgroup that included some of the Company's main stakeholders. They were also approved by the Workers' Council in Germany.

Our overall approach is to raise awareness and, by enacting appropriate policies, minimize or eliminate any adverse effects for employees resulting from, for example, their religion, age, ethnicity, disability, sexual orientation, or gender. This approach also extends to other people, such as members of indigenous communities, children, or those belonging to other vulnerable groups.

Although we operate in many markets around the world in which political, economic, and geographical conditions might present an elevated risk of adverse human rights impacts, we are committed to act as good global citizens wherever we do business.

As Siemens Healthineers is an active participant in the United Nations Global Compact, we regard its Ten Principles and the IndustriALL Global Union framework agreement as binding for the entire Company. We therefore expect our employees, suppliers, and business partners worldwide to comply with—among others—the following general guidelines:

- The International Bill of Human Rights, consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights
- The European Convention on Human Rights
- The International Labor Organization's Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy
- The ILO Declaration on Fundamental Principles and Rights at Work (in particular: elimination of child labor, abolition of forced labor, prohibition of discrimination, freedom of association, and the right to collective bargaining, and fundamental freedoms)
- The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises

In addition to promoting ethical and environmentally sound actions, we recognize the importance of assessing, monitoring, and taking action to protect human rights by developing appropriate strategies. Such strategies also involve our partners.

With respect to our supply chain, Siemens Healthineers works closely with our parent corporation, Siemens AG. We have established special procurement programs to:

- track the signing by suppliers of the Siemens Group [Code of Conduct for Suppliers and Third Party Intermediaries](#). This document (a Siemens Group Code also applicable for Siemens Healthineers) covers, e.g., human rights and labor practices, such as prohibition of forced labor, prohibition of child labor, health and safety for employees, and grievance mechanisms.
- conduct risk assessments based on the OECD list of high- and low-risk countries.
- carry out audits of selected suppliers, especially with regard to human rights topics (child labor, working conditions, wages, sub-suppliers, etc.); these supplier audits primarily focus on quality-oriented risk mitigation and are conducted by our Supplier Quality Management via onsite visits. Within the scope of supplier quality, adherence to the requirements of the aforementioned Code of Conduct is also assessed.
- contract supplier audits of human rights topics to be performed by external audit companies. Since FY 2009, external sustainability audits have been conducted and are designed to verify adherence to the requirements of the Code of Conduct and assess the sustainability performance of our supply chain.
- assess and validate worldwide and for all subsidiaries the risk of importing and exporting "conflict minerals" and request information from all suppliers on where the minerals have been mined.
- describe and implement mitigation measures, if applicable and necessary, based on audit findings and information provided, which will be validated together with the supplier. If a supplier fails to implement the measures, it will be phased out.

The goal of all these activities is to reduce or eliminate human rights-related risk and ensure supply chain stability while providing our customers with high-quality products and services. We expect our suppliers to share our ethical, social, and compliance standards, as set out in our Responsible Sourcing Principles, and to apply these within their own supply chains as well.

Starting in FY 2015, we implemented a stricter "Central Warning Message" process which ensures faster and more effective responses to major breaches of the Code of Conduct. Any local blocking of a supplier is now also reported at the global level, where a central decision is reached as to whether the supplier should be blocked worldwide. This allows us to block suppliers for all organizations within Siemens Healthineers at short notice.

In FY 2023, no violations of human rights were identified or raised by suppliers or supplier employees. External sustainability audits identified minor violations of human rights clauses in the Code of Conduct for suppliers; mitigation measures were implemented and tracked by the auditor.

In addition to the special procurement programs, we added special assessment criteria targeting human rights for large projects in higher-risk countries in order to promote awareness of the topic and protect our ability to respond appropriately to potential adverse findings. No significant human rights risks were identified in these projects.

Training

In addition to several on-demand training sessions, two global instructor-led training campaigns for selected target groups are currently being conducted on the topics of antitrust and compliance, including human rights topics. All new employees are trained on the Company's mandatory Business Conduct Guidelines, which include content on the subject of human rights.

Reporting

Any individual, either inside or outside the Company, can report suspected human rights violations anywhere in the world, either using the Company's Let Us Know mechanism or directly to the Company's ombudswoman in Germany. Let Us Know is managed and operated by a third party on behalf of the Company. It is available in 29 languages and reports can be made anonymously. All reports are forwarded to headquarters in Germany, tracked in real time in a global Company database, and followed up. Investigations are conducted when appropriate. Repeated issues, in particular, are targeted for remediation. We conduct anonymous company-wide surveys of employees several times each year to determine whether employees believe that the Company takes appropriate steps to address wrongdoing. We are committed by policy to protecting individuals who make good faith reports from any form of retaliation. Workers can also take steps under local law and regulations for compensation, should they incur any negative impacts. These may include, for instance workers' compensation insurance claims, discrimination claims filed with government agencies, which can be settled with the Company for compensation in appropriate cases.

Specific actions and initiatives

In support of Article 35 of the EU Charter of Fundamental Rights, which states that "everyone has the right of access to preventive healthcare and the right to benefit from medical treatment under the conditions established by national laws and practices," Siemens Healthineers has enshrined Healthcare Access as a focus topic, with the goal of ensuring that the populations of underserved countries have access to affordable and reliable healthcare (see [2.1 Improve access to care](#)).

This year, Siemens Healthineers again made a strong commitment to helping people in need. Through Siemens Caring Hands e.V., we supported projects in Turkey and Ukraine, among other countries.

Regarding new government regulations, we have implemented the measures outlined in the German Supply Chain Due Diligence Act, or SCDDA (*Lieferkettensorgfaltspflichtengesetz, LkSG*), which entered into force on January 1, 2023. We established a cross-functional working group to evaluate the impacts of the law and close potential gaps in our existing processes, if needed. In line with the SCDDA, the Management Board named the Head of Compliance as the Company's Human Rights Officer.

The Siemens Healthineers Policy Statement describes our human rights strategy and our commitment to respect human rights and environment-related obligations. The Policy Statement as well as the Rules of Procedure for the handling of complaints are available on the website of Siemens Healthineers. The SCDDA risk management process has been defined to identify, evaluate and prioritize risks related to human rights and environmental obligations. This Policy Statement, along with the Rules of Procedure for the handling of complaints, are available on the website of Siemens Healthineers. The SCDDA risk management process has been defined to

identify, evaluate, and prioritize risks related to human rights and environmental obligations for both own business operations and the supply chain. The results of the analysis will be reported for the first time at the beginning of 2024.

Furthermore, we are monitoring the pending EU supply chain directive, U.S. measures addressing supply chain compliance, and multilateral efforts (such as those by the EU, the UK, the U.S., and Canada) to impose economic sanctions in response to concerns about human rights and forced labor. We aim to be ready and in compliance with these laws and similar measures when they go into effect.

Siemens Healthineers is an innovator of products and services based on AI. While AI is an impressive tool for providing access to healthcare and overcome staff shortages, it also requires a thorough analysis of potential human-rights impacts. We are closely monitoring the developments pertaining to the European AI Act and other related laws and regulations, and we support the EU's ALTAI (Assessment List of Trustworthy AI) approach in particular. Even before the AI Act was passed and implemented, some businesses within Siemens Healthineers started to implement the ALTAI approach on a voluntary basis to ensure that human-rights issues such as anti-discrimination and bias in the context of algorithm training are properly managed.

We have implemented a culture of integrity that goes beyond compliance with laws and regulations. Industrial environmental protection, product responsibility, responsible and diversity-oriented personnel management, occupational health and safety management, and supplier commitment to our own high standards will all help to support human rights as an integral part of our Company.

4.6

Keeping our employees healthy and safe

In 2023, Siemens Healthineers continued its efforts to foster and maintain a health and safety culture with the ultimate goal of having zero occupational harm.

Occupational health and safety relies first and foremost on preventive, individually tailored, target group-oriented, and health-promoting measures to support the physical and mental well-being of all employees.

In order to comply with legal requirements and further develop its internal processes and standards for occupational health and safety, Siemens Healthineers has implemented a comprehensive Environment, Health, and Safety Management System (EHS MS).

All manufacturing and logistics sites of Siemens Healthineers are required to participate in the third-party certification scheme of the global Siemens Healthineers EHS MS in accordance with ISO 14001:2015 (Environment) and ISO 45001:2018 (Occupational Safety and Health). New acquisitions need to establish an approved implementation plan for manufacturing and logistics sites. Other covered sites required to participate in the third-party certification scheme are determined by Siemens Healthineers and included within the Company's global context record. Country Organizations must implement an EHS MS. However, third-party certification depends on customer needs and is up to Country Management decision making.

In FY 2023, we successfully added three country organizations—Australia, New Zealand and Turkey—to our global ISO 14001 and ISO 45001 certificates issued by an accredited ISO third-party registrar.

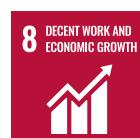
Our efforts in the area of occupational health and safety are directly related to:



SDG 3:
Good health and
well-being



SDG 4:
Quality education



SDG 8:
Decent work and
economic growth

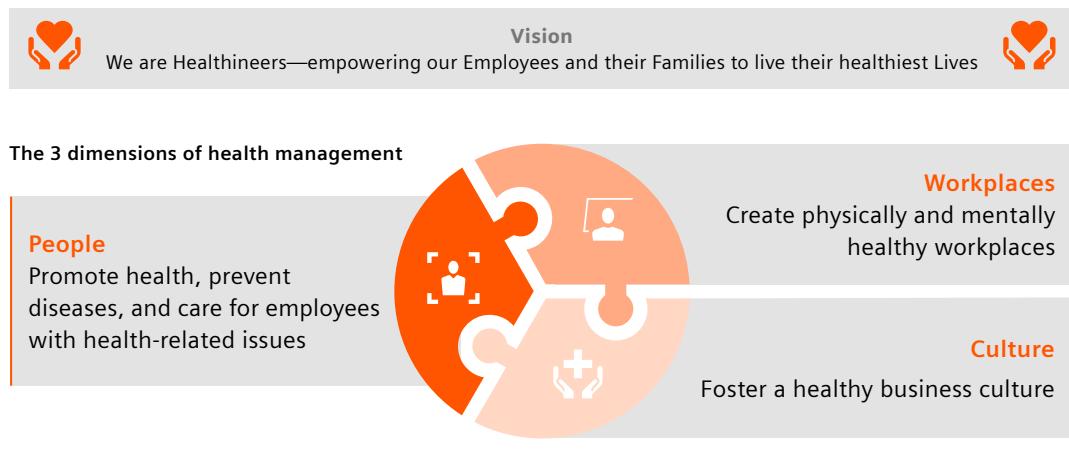
Health management

The health and well-being of our employees is of the utmost importance for the success of Siemens Healthineers. Our employees devote every working day to improving the health of patients worldwide—and our Health Management supports them in staying healthy themselves. Because of what we do, we are particularly committed to providing a healthy work environment for our employees and motivating them to care for their own health and well-being.

Holistic health management means more than offering healthy food options, mindfulness classes, and gyms; it is mainly about creating a healthy work environment and motivating managers and employees to take care of one another. This requires a multi-dimensional and interdisciplinary approach involving employees, managers, supervisors, senior leadership, HR, and EHS.

Following our vision of “We are Healthineers—empowering our Employees and their Families to live their healthiest Lives,” we have defined three dimensions that we consider key to addressing occupational health management holistically: people, workplaces, and culture.

Health management strategy



People: We sustain and promote the health and well-being of each individual, focusing on five health management action fields: mental well-being, physical activity, healthy nutrition, medical services, and substance use.

Workplaces: The provision and improvement of healthy workplaces includes workplace risk assessments, exposure control, ergonomics, healthy nutrition in our canteens, etc..

Culture: We want to foster a business culture in which people care about each other, respect individual needs with regard to work-life integration, and act as role models for healthy work habits and lifestyles.

Global Health Days 2023

In the spirit of our motto "A Culture of Health matters," the first Global Health Days took place from July 10 to 13, 2023. The goal of the event was to empower our employees to take care of themselves and others by offering a wide range of activities that foster a culture of health at Siemens Healthineers.

Highlights included engaging talks by topic experts, best practice sharing, interactive sessions, and "daily nudges." Local offerings, both virtual and in-person, complemented the global program. With 194 activities globally we reached more than 12,000 participants. The total Net Promotor Score (NPS) of 76 for all activities shows the excellent perception of the Global Health Days 2023.

"A Culture of Health" is about everyone nurturing their own health and well-being as well as that of others. With the Global Health Days 2023, we took yet another step toward embracing this mindset and making it an integral part of our way of working.

Examples of local Health Management programs

In addition to our global activities, local programs have been established in many countries and business units to sustain and promote the health and well-being of our employees. These include:

→ Health4All in Latin America (LAM)

The vision of Health Management LAM is to offer in all countries face-to-face activities that encourage employees to exercise, relax, and interact with others, thereby promoting physical health and mental well-being.

In FY 2023, the Health4All program in LAM set up an integrated strategy that allows us to win together, taking into account employees' needs without losing sight of the business by providing multiple health promotion activities. The impact of this program is also reflected in the Healthineers Forum with an increase from 7.5 to 8.1 scoring in the health domain. This translates to a 9.3 percent increase in promoters and a 10 percent decrease in detractors. This improvement was buoyed by our decision to simultaneously implement health campaigns for the entire region—the most noteworthy campaigns being those focusing on breast and prostate cancer prevention.

In addition, individual and team conversations about ergonomics, remote work, and active break sessions were held. Furthermore, medical examinations for all employees were performed based on the inherent risks of their work activities. This helped to improve the health of Healthineers in Latin America.

→ Mental Health Awareness month in the U.S. and Canada

Mental Health Awareness Month in May 2023 was an opportunity for our employees in the U.S. and Canada to come together, break the stigma around mental health, and promote self-care. Conversations about mental health have gained some much-needed momentum, and in line with the motto “be kind to your mind,” the Health Management teams, EHS, and HR collaborated to organize a series of events aimed at educating, raising awareness, and sharing practical strategies for managing stress and establishing healthy habits. To support those objectives, we used a variety of different resources, including Cigna EAP and Headspace.

→ EGYM Wellpass in Germany

The demand for increased flexibility associated with the new Healthineers Way of Working goes hand in hand with shifting employee needs related to health and well-being. To address this development, Siemens Healthineers has introduced an innovative employer-subsidized fitness program for employees at certain locations in Germany. With the EGYM Wellpass program, our employees get unlimited, highly flexible access to more than 6,000 sports and wellness facilities throughout Germany, including fitness and yoga studios, swimming pools, climbing and bouldering facilities, CrossFit Boxes, and many more offerings in the network. In addition, one family member of the employee can take advantage of the same offer for an attractive monthly fee. With this innovative program, we aim to support the health and well-being of our employees and their family members wherever they live in Germany.

Occupational diseases

Although we do everything to protect our employees from negative work-related health impacts, long-term low threshold exposures to health risk factors, in combination with individual vulnerabilities can still negatively impact the health of employees.

In FY 2023, a total of 21 cases of occupational illnesses were diagnosed for employees of Siemens Healthineers (FY 2022: 30 cases). No fatalities were reported due to occupational illnesses.

Occupational Safety

Continual improvement in occupational safety

Our global focus is on proactively eliminating or reducing safety-related risks. With this strategy, we aim to improve both leading and lagging safety performance indicators by engaging leadership, fostering employee participation and empowerment, and diligently managing high-risk activities.

All programs in our Safety Strategy align with our Siemens Healthineers values:

→ We listen first and We step boldly

Our leaders foster an environment in which employees and their safety are prioritized and never compromised.

The **Safety & Health Walk and Talk (S&HWaT)** conducted by leaders, allows employees to share their experiences at work and provide leaders with direct feedback on their safety and well-being. Leaders identify areas in need of improvement and can provide direct feedback to employees.

The number of Safety & Health Walk and Talks increased significantly in 2023, thanks to a global communication campaign and training programs. Our leaders appreciate the opportunity to listen to employees about their concerns and ideas on safety, and employees have leveraged these events to raise awareness of key health and safety issues in their working environments.

→ We own it

Employee participation is the most important aspect of proactive risk management. All employees of Siemens Healthineers are strongly encouraged to contribute to our **Near-Misses and Good Observations** unsafe conditions and unsafe acts program (**NMGO**) and to report their observations via an easy-to-use tool.

These reports serve as the basis for important operational learning and help minimize risks in advance. Our EHS organization works with employees, managers, and supervisors to analyze these reports and take necessary actions to eliminate hazards before incidents/accidents can occur.

In order to promote NMGO reporting, we have introduced a global web-based training for all employees. As a result of continuous promotion and new training opportunities, our employees reported 6,000 NMGOs in 2023, which is 128 percent higher than last year.

→ We learn passionately

Even one incident or accident is one too many, but each serves as a lesson to help us learn and improve. After analyzing these incident/accidents, we identified five safety aspects that require further improvement to reduce risk in the occupational environment. These aspects are:

- Hazardous energy control
- Electrical safety
- Lifting and rigging
- Biohazards
- Working at height

An **Operational Control project** was established with the participation of the Global EHS community and experts from within the businesses to define minimum operational requirements for executing tasks that involve any of the aspects listed above.

→ We win together

An increased focus on proactive management of safety risks via Safety & Health Walk and Talk, the Near miss and Good Observation programs, and increased data quality is reflected in the safety performance. The number of work-related accidents decreased, also resulting in improvements in global accident rates (LTIFR & TRIR).

Additional information can be found in Appendix [A.2 Longlist of sustainability indicators](#).

	FY22	FY23
LTIFR ¹⁾ Employees and temporary workers	0.28	0.26
TRIR ²⁾ Employees and temporary workers	0.51	0.47

Data excluding CTSI Oncology Solutions

¹⁾ Lost Time Injury Frequency Rate (LTIFR): number of lost-time cases (LTC) x 200,000/work hours; LTC are accidents that result in at least one lost day of work

²⁾ Total Recordable Injury Rate (TRIR): number of recordable injury cases x 200,000/work hours

Governance for sustainability

Pages 95–115

5.0

Governance for sustainability

Sustainability governance at Siemens Healthineers is critical to ensuring that the industry's activities, products, and operations are aligned with environmental, social, and economic sustainability goals. This involves creating frameworks, policies, and practices that promote responsible and ethical behavior.

For us, responsible corporate governance consists of our corporate values, on the one hand, and the external regulations and national and international guidelines to which we are committed, on the other.

We have integrated these requirements into our sustainability strategy and both our global and local guidelines. Compliance, integrity, fairness, and responsibility in all our activities are part of our DNA at Siemens Healthineers.

Respect for human rights is an essential part of our responsibility as a global company. We have strict ethical standards and require all employees, from the Managing Board to managers and our employees, to comply with these standards.

5.1

Product quality and safety

“Quality is a mindset. For Everyone. Everywhere. Every day”— our quality culture makes a difference

“We don’t compromise on quality” is a principle that is deeply anchored in our culture. It stands for the personal commitment of every Healthineer to focus on continuously improving customer satisfaction.

This tenet is also reflected in the Quality Policy of Siemens Healthineers, which can be briefly summarized as

*“Quality is personal—
Quality is mandatory—
Quality is total.”*

As Siemens Healthineers, we put the patient first: That goes for when we design sustainable products that are free of dangerous substances, when we develop new software to enhance product functionality, when we test our products prior to release to ensure that our devices function effectively, or when we perform maintenance or install updates on the installed systems in the hospital so that they can continue to be operated safely.

Healthineers around the world are passionate about and dedicated to ensuring that our patients can trust our products. Every day. Everywhere.

The Quality Policy of Siemens Healthineers addresses people, products, and processes, and emphasizes our culture of continuous improvement, creativity, and personal commitment. We expect all Healthineers to be qualified and engaged. Also, our Company is required to ensure that employees have the necessary



skills and work continuously to develop these capabilities, reflecting both the demands of our New Ambition and the world around us. Our processes require us to foster efficiency with lean and digitalized workflows, end-to-end, and demonstrate compliance with all applicable global regulatory requirements. And most importantly, our standard of quality is expressed in our products—through their safety, performance, and efficacy in supporting physicians, medical staff, and healthcare providers in the diagnosis and treatment of their patients.

The high quality of our products and services is what contributes to:



SDG 3:
Good health and
well-being



SDG 12:
Responsible consumption
and production

Quality management systems at Siemens Healthineers and regulatory compliance

Healthcare products and related services are subject to stringent quality standards. These are controlled by authorities and other regulatory bodies based on applicable legal, regulatory, and technical requirements enacted by the countries in which our products are manufactured, exported, or imported. These requirements serve to protect patients, users, and third parties and ensure that the products and services meet their intended use as specified, are not used off-label (which is clearly prohibited by Siemens Healthineers) and are safe and effective. Quality management and regulatory compliance are essential for our business. It is imperative for us to comply with the various international and national regulations that apply to the wide variety of medical and nonmedical products and services of our Company. In short: Regulatory compliance is non-negotiable.

Our manufacturing units are certified according to the international quality management standards described in ISO 13485, which covers the whole lifecycle of our products, from design and development to disposal. Depending on the product portfolio and target markets, the manufacturing units comply with additional national quality regulations and standards, such as the 21 CFR 820 Quality System Regulation in the U.S., RDC 655 in Brazil, State Council Decree No. 739 of the People's Republic of China, and Ordinance No. 169 in Japan. The product portfolio of Siemens Healthineers is distributed to more than 180 countries worldwide and must consider the local regulations in each country. This approach is defined in the quality management systems (QMS) of our individual manufacturing units. Our country organizations, which perform sales and service activities, have rolled out an integrated management system based on ISO 9001, ISO 14001, and ISO 45001.

Appropriate organizational structures foster an effective QMS within our organizational units. Accountability for the effectiveness of the QMS in an organizational unit lies with the respective head. It is their responsibility to ensure that quality-related targets are supported and prioritized, and that processes, products, and services are in line with the principles of the Quality Policy. Quality Heads in each organization drive the effective and efficient implementation and maintenance of the QMS in compliance with the applicable statutory requirements.

Training and education play a significant role in the safe and effective use of medical devices, instruments, and in-vitro reagents.

In addition to employee training programs designed to deliver skills and foster adherence to processes, Siemens Healthineers also offers product and application training for its customers' clinical users and technical personnel. Safety-related aspects are integrated into the product and application training.

The Managing Board and Quality Board of Siemens Healthineers are committed to maintaining and continuously enhancing quality and regulatory compliance by communicating to the organization the importance of meeting customer needs and applicable regulatory requirements, establishing our Quality Policy, ensuring that quality objectives are set, conducting management reviews and internal audits, and ensuring the availability of resources.

To keep our QMSs effective, we audit our process landscape regularly using a risk-based approach. Furthermore, our units are subject to audits and inspections by authorities and external parties such as the U.S. Food and Drug Administration (FDA), European Notified Bodies, Medical Device Single Audit Program

(MDSAP) recognized auditing organizations, and the National Medical Products Administration (NMPA) in China. The results of the internal and external audits and inspections serve as valuable input for continuous improvement and corrections, and preventive actions are deployed if necessary.

The processes of the QMSs are continuously updated as needed and reviewed at different management levels, triggered by a multitude of relevant input sources, such as customer feedback, process performance, or adjustment changes in response to the local, national, or global context of the Company. A well-established review process allows the management to closely monitor the required product and service processes and introduce measures where needed. We review risks and opportunities and consider them in the context of our organization, allocate and manage resources, including training for quality-related activities, and assess the impact of changes on the effectiveness of the QMSs. Relevant results of these activities are fed back into the improvement cycles of the affected unit, facilitating continuous improvement. If adjustments to the QMS are necessary, the affected unit uses the defined change management process to adapt its system.

Our QMSs, the Quality Policy, and internal quality management processes and procedures provide a strong framework for product and service development throughout the whole product lifecycle. The quality management approach of Siemens Healthineers is intended to protect patients, users, and third parties and to implement sustainable measures to ensure that products and services meet the necessary specifications.

Customer satisfaction and continuous monitoring

Siemens Healthineers recognizes the voices of our customers as essential input for continuous improvement. We have implemented several global customer feedback programs to gain systematic insights into our customer journeys. Regular surveys and ongoing dialogue help us learn more about customer needs and evaluate their general perception and opinions of us so that we can secure and grow our business.

One important objective is the timely and compliant evaluation of any customer complaints that come to our attention. Our global and standardized complaint handling process enables systematic recording and complaint processing in a uniform and timely manner. Our employees are trained to manage this sensitive topic and understand how to identify, submit, and handle complaints based on their role and responsibilities. Customer complaints are assessed and managed according to company-wide guidelines, ensuring that learning flows back into the product specifications for future production, the installed base, and services. These topics are also considered during new developments, thus ensuring that our systems remain state-of-the-art. Complaints are carefully investigated and properly documented, and appropriate actions are taken as needed. If applicable, we report adverse events and field safety corrective actions to the regulatory authorities, in line with country-specific laws.

To measure customer satisfaction and the quality of our partnerships, we use several KPIs, such as the net promoter score (NPS), as an overarching feedback instrument. The question "How likely is it that you would recommend Siemens Healthineers to a colleague or business partner?" is integrated in various forms in all of our customer satisfaction surveys. Insights on overall perception are supplemented with additional programs to collect feedback on, for instance, product, project, and service level or application training.

We constantly assess customer feedback and follow up on alerts to clarify, on a case-by-case basis, whether our customers need specific attention and care or whether any of the issues mentioned require immediate action or further consideration.

By incorporating this feedback into comprehensive monitoring processes, we can provide the required transparency on quality-related topics and guarantee strict processing of responses and action on the insights gained.

Product safety and efficacy throughout the complete product lifecycle

To ensure the safety and effectiveness of our products, our manufacturing units follow process and product requirements such as the risk management standard ISO 14971 for product risk management, the IEC 60601 or IEC 61010 series for safety and essential performance of our products, and other international standards and national requirements in the country of the end user. Compliance is therefore a key topic during the product development process; it involves using standards and maintaining the required documentation of evidence.

Various key processes focus on product safety and efficacy

The process for clinical lifecycle management includes the aspects of clinical evaluation, clinical development, clinical investigations (see section [6 Partnerships](#)), and post-market clinical follow-up. It is aligned with applicable regulatory requirements and internal processes such as product lifecycle management and product risk management.

To ensure safe use in the context of, for instance, radiation safety or handling of certain substances, our QMSs follow a product risk management process in line with ISO 14971. This internal process provides input on both the design and safety of our products, information on which is included in our user documentation and labels. For example, if we consider medical products with specific hazards, such as the emission of X-ray radiation: With appropriate risk mitigation, radiation can be used to provide highly valuable diagnostic information. For that reason, our labeling material contains a description of this radiation and how to protect patients, users, and others from unwanted radiation.

Environmental protection throughout the product lifecycle

EcoDesign

Improving environmental performance is also a key consideration in product design and manufacturing at Siemens Healthineers. As part of our global EHS management system, environmental requirements and improved design targets are included in product development. We continue to strengthen our approach here: to support the ambitions of the EU Green Deal and prepare for future legislative developments like the EU's Ecodesign Regulation.

Siemens Healthineers performs Lifecycle Assessments (LCAs) for all of its new products to optimize the environmental aspects over all lifecycle phases—from the design, development, manufacture, and use, right through to their end-of-life treatment.

Chemical management

Siemens Healthineers uses substances of concern in certain products and manufacturing processes. In many cases, these substances are used only in very small quantities and they often serve essential product functions for which no technical and/or more environmentally sound substitutes are available. Whenever feasible, we replace these substances through design, balancing risks with the benefits for customers and patients. It is therefore essential for our Company to control the risk by providing information about product ingredients, using labeling and other measures, and focusing on avoiding substances of concern in future products.

It was for this reason that we implemented a chemical management system as part of our EHS management system starting in 2006.

We systematically onboard suppliers using BOMcheck, an industry platform designed to provide information about substances of concern in products and enable information exchange along the supply chain. We were one of the founding members of the BOMcheck platform. In FY 2023, we added 79 new suppliers to BOMcheck and therefore achieved an 87 percent success rate for BOMcheck closure of new suppliers processed by the Center of Competence at Siemens Healthineers. This share increases to 99 percent taking into account the suppliers who declare outside the platform via a template that corresponds to the guidelines and substance regulations of the BOMcheck declaration. For the remaining suppliers, information is, where needed, obtained through a self-managed approach of the responsible business unit.

We provide information on product content to individual customers upon request, and we are currently engaged in efforts to standardize these information requests across the industry. As a service for our customers, Siemens Healthineers provides detailed information about substances of concern in hardware products that can be accessed via an internet link. Siemens Healthineers fulfills all applicable legal obligations, such as notification in the case of "substances of very high concern" (SVHC), to the European Chemicals Agency's SCIP database, where we were part of the pilot user group. Also, correct labeling and the management and provision of material safety data sheets are part of our standard procedures.

For our customers, we provide information on safe and environmentally sound disposal within the user documentation and, where applicable, in the form of safety data sheets. This documentation is available for registered users of our Document Library. For downstream parties such as recycling companies, we provide this information upon request.

Extended Producer Responsibility

Extended Producer Responsibility (EPR) is a policy approach, under which producers are given significant responsibility—financial and/or physical—for the treatment or disposal of post-consumer products.

Siemens Healthineers takes its EPR responsibilities seriously. The Company has implemented a comprehensive take-back program for its medical devices. This program is designed to ensure that devices are disposed of or recycled in an environmentally friendly manner at the end of their service life. The Company also works with certified disposal companies to ensure that the disposal process is carried out in accordance with all relevant legal requirements.

It is essential to minimize the impact that the disposal of medical products has on humans and the environment.

Siemens Healthineers provides services to take back and refurbish or recycle its used medical devices to extend product life, conserve environmental resources, and protect the environment. Siemens Healthineers also provides the specific WEEE (Waste of Electrical and Electronic Equipment) label, user documentation, and disposal instructions in accordance with European Directive 2002/96/EC on waste electrical and electronic equipment. Any disposal should be avoided, if possible, for example, by designing waste out of the product and by thoroughly considering the circularity of products (See [3.2 Transform toward a circular economy](#)).

Market access—access to healthcare

“We don’t compromise on quality” is also an important criterion for market access. It demonstrates that quality and process assurance are systematically addressed and comply with all applicable laws and regulations.

For product release, we verify whether the product complies with the relevant laws in the country of the end user. For example, we have completed implementation of the European Medical Device Regulation (EU MDR), which came into effect in 2021.

Siemens Healthineers has established an effective process to constantly monitor changes in global regulatory requirements.

With the monthly addition of around 20 new or modified regulations and laws that apply to our product portfolio, it is essential for us to act quickly to anticipate potential new requirements, assess the impact of these changes, and implement any new stipulations in our processes and products accordingly.

This is key to ensuring rapid market access for enhanced or new products and thus safeguarding the health and safety of users, patients, and employees.

5.2

Global release process

Communication in the medtech industry is highly regulated, and therefore, Siemens Healthineers must ensure that all external communication activities comply with the laws and regulations of countries in which product promotion is regulated.

Our Quality Management System includes a Quality Regulation that defines the release process for all communication materials and content that are communicated externally, made available to the public, and are related to the advertising and promotion of, for example:

- medical devices
- services, and/or
- technology

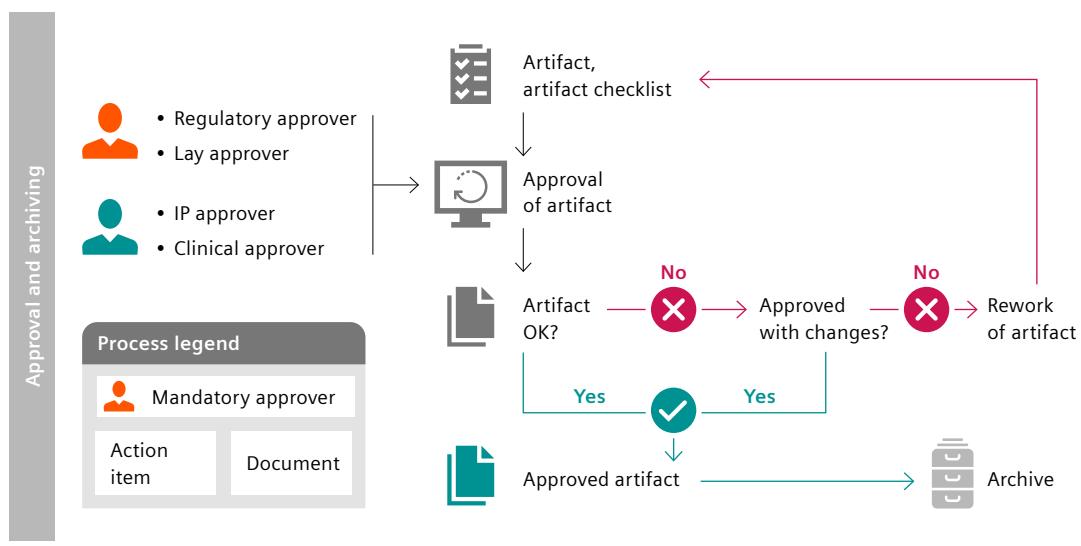
as regulated by healthcare-related authorities, such as food and drug administrations (e.g., the FDA, NMPA, the European Commission, and/ or specific EU member states). The requirements of this regulation are mandatory for all employees and organizational units of Siemens Healthineers.

Our release process follows defined steps, namely approval and archiving.

During the approval phase, the artifacts and the required evidence are assessed by designated mandatory approvers:

- **Regulatory approver:** Confirms compliance with local applicable regulatory requirements and ensures that the described product features are covered by the regulatory approval in the respective country according to the submitted specifications.
- **Lay approver:** Checks the artifact for relevant legal issues. In some countries, this approver also checks content pertaining to additional local legal requirements.
- Depending on the content of the artifact, additional approvers must be engaged:
 - **IP approver:** Checks the artifact for relevant IP issues, such as invention, patent, design, or trademark. IP-related aspects are of special importance if a new (not previously published) device, service, or technology-related technical content is part of the artifact.
 - **Clinical approver:** Confirms that the analytical claims (IVDs) and/or clinical claims are substantiated with sufficient clinical data (Medical Devices)/performance data (IVDs) and documented in the clinical evaluation (Medical Devices)/performance evaluation (IVDs) report.

Process for the release of artifacts



While our quality regulation defines the general rules, each department must implement the requirements in their respective processes.

A digital tool supports the global release process of artifacts of Siemens Healthineers in compliance with the defined rules and regulations. Advertising and promotional material, related feedback, supporting documents, and approvals are stored in one place with a unique identifier to document and archive the complete release process. Active access to the tool is restricted to users who have completed the web-based training program on how to use the tool.

For the release of all artifacts—around 11,000 in FY 2023—the use of the release tool is mandatory. In 2023, the former release tool, which was outdated from a technical perspective, was replaced with a new tool featuring an improved UI experience and increased accessibility.

Within Siemens Healthineers, the QT Management has received a mandate to ensure compliance with statutory requirements for quality management, national medical device, and pre- and post-market regulations. To ensure process reliability, all quality-relevant units of Siemens Healthineers are audited on a regular basis. The frequency of audits in an organization is determined on the basis of a risk assessment. The audit of the global release process usually takes place annually. If "deviations" (i.e., non-conformities) are found during the audits, these are documented in the audit report. Non-conformities must be corrected under the supervision of QT. The audit reports are also made available to the operating units (Business Areas/Business Lines) so that they can carry out a risk assessment for themselves.

5.3

Responsibly grow long-term business value

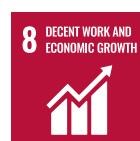
In today's fast-paced business world, the concept of responsible growth has become established as a critical component for the long-term success of companies in all industries. For Siemens Healthineers, the importance of responsible growth goes beyond traditional business objectives and encompasses ethical considerations, social impact, and the inherent responsibility to contribute to healthcare.

It is part of our New Ambition strategy phase, to contribute to the global fight against complex diseases and to enter new growth markets while remaining successful in our core markets. It is about aligning business goals with societal needs and ethical considerations while creating sustainable value for all stakeholders.

As a reliable and innovative partner across the healthcare continuum, we are actively reshaping the healthcare market and contributing to significant advancements in the field.

Within the Imaging segment we are the leader in AI – from scan automation to shortening MR exams to pre-analyzing images. With its Radiation Oncology Solutions, our Varian segment develops, builds, and delivers innovative cancer care technologies and solutions for care teams around the globe to help them treat millions of patients each year. In Diagnostics, we are increasingly using automated workflows in laboratory diagnostics, while the Advanced Therapies segment supports the development of cutting-edge technologies and services that advance image-based clinical procedures.

We play a decisive role in reshaping the healthcare market and are contributing to:



SDG 8:

Decent work and
economic growth



SDG 12:

Responsible consumption
and production

Our Management Board sets the corporate strategy. The Corporate Strategy team plays a critical role in the development and execution of strategy across the global organization. The team identifies, for instance, new business opportunities and areas of expansion, while providing market and competitive intelligence and working out M&A strategy. The mission of our Market and Competitive Intelligence department is to provide the organization with the competitive and market information it needs to support well-grounded decisions that keep us one step ahead of our competition.

The Corporate Strategy team employs robust frameworks and tools for strategy development and implementation, including a comprehensive situation and context analysis, as well as Hoshin Kanri planning to ensure effective strategy implementation. In accordance with the Hoshin Kanri method, the management teams of Business Areas, Regions, Business Horizontals, and Functions are tasked with defining their long-term (three-year horizon) breakthrough targets and short-term (annual horizon) objectives aligned with the corporate strategy. This process also involves integrating sustainability principles and establishing a resilient supply chain with a focus on a low-carbon footprint and making sustainability a top priority in their goal setting.

Once annual goals are established, breakthrough goal owners and sub-teams in each organization work together to create high-level activities and detailed action plans necessary to achieve their goals. A set of KPIs, including financial and non-financial targets, is established to track progress against the strategy and provide focus, transparency, and accountability.

The Hoshin Kanri Workshop 2023 for our Imaging segment focused on recalibrating breakthrough targets, with a new target emerging on environmental sustainability and energy efficiency. Participants collaborated on various topics. A deep-dive session on environmental sustainability emphasized the need for more sustainable imaging models to reduce the carbon footprint. The workshop aimed to align strategy with customer needs and explored ways to contribute to a more sustainable future in healthcare.

Financial targets are set through the annual operating budget planning process in each business. To monitor performance against the budget and to define corrective actions in case of deviations, quarterly performance dialogues are held. Sustainability has already been an integral part of these dialogues for more than three fiscal years, with each Business, Region, and Horizontal reporting its non-financial performance quarterly. This ensures that sustainable practices are properly emphasized alongside financial goals. We prioritize an efficient and resilient supply chain through the implementation of a supplier code of conduct and risk management. We are also improving the resilience of our service operations by moving to more remote services.

Overall, we implement rigorous processes for our annual operating plan, portfolio planning, and people strategy, all of which contribute to responsible growth and the long-term enhancement of the Company's business value.

By also integrating ethical concerns, social impact, and environmental responsibility into our growth strategy we aim for a positive change in the healthcare landscape. By growing responsibly, we believe we can simultaneously achieve financial success, improve patient care, contribute to a better future and the well-being of society.

5.4

Clear leadership commitment

As one of the leading companies in medical technology, we are actively working to shape the future of healthcare. However, we see it as our responsibility to not only improve healthcare affordability and accessibility, but also to promote environmental stewardship and enhance the well-being of communities, both within the workplace and the surrounding areas. We want to show how change is possible and work for a world that meets today's needs without harming the chances of future generations.

Our next-level ambition for sustainability aims to drive this change and is strongly backed by the top-level leadership of the organization.

With the clear leadership commitment to integrate sustainability into the Company's strategy, operations, and decision-making processes, we help to achieve SDG 16, which promotes peace, justice, and strong institutions for sustainable development.



SDG 16: Peace, justice and strong institutions

As outlined in this report, our thorough analysis of stakeholders' needs and expectations enabled us to sharpen our framework. Rich dialogues and fruitful debates with the entire leadership team of Siemens Healthineers and the involvement of numerous Healthineers across all levels and regions of the organization enabled us to direct our commitment toward what is most important for us collectively as a team.

The teamwork of more than 50 project members, 115 employees in focus groups, 100 senior leaders, talents, and sustainability experts underscore the strong commitment across the organization to our purpose and sustainability strategy. Each pillar of the next-level sustainability framework is led by senior leaders of the Company, and all Managing Board members have individual targets.

This is an example of our clear commitment to sustainability and will enable our leaders to further drive our sustainability agenda as an integral part of business.

Spreading the word

In the realm of sustainability, leadership is not just about direction; it is about fostering a shared vision that crosses boundaries and nurtures collective responsibility. At Siemens Healthineers, we understand that communication is at the heart of inspiring change, illuminating paths toward a sustainable future.

Throughout FY 2023, all Managing Board members demonstrated their dedication to sustainability by communicating about issues such as fostering health equality for all, promoting diversity, equity and inclusion, advancing environmental protection, and responsibly creating shareholder value.

In the past year, our board members were committed to raising awareness of sustainability, such as on International Women's Day, on World Health Day, and during Breast Cancer Awareness Month. They did this through external and internal social media activities and at events such as the World Economic Forum and the World Health Summit.

5.5

Apply best business ethics through compliance

At Siemens Healthineers, we pledge to uphold integrity and prioritize global and ethical responsibility as we strive to achieve our business goals.

We have a widespread presence across numerous countries worldwide, serving customers from both the private and public sectors, and offering a diverse array of products.

As a global company, we operate within the legal frameworks of multiple nations while navigating dynamic political, social, and cultural landscapes. The business environment in which we operate, along with its compliance requirements, is intricate and ever evolving.

We take a zero-tolerance approach to corruption and other violations of applicable laws or codes of conduct of industry associations of which we are a member. This applies in everything we do, be it sales, marketing, clinical trials, or manufacturing.

By applying best business ethics through compliance, we are contributing to:



SDG 16:

Peace, justice and
strong institutions

The compliance system of Siemens Healthineers

In order to fulfill our role as a responsible and trusted partner of society, Siemens Healthineers has established a compliance management system that is based on law, the codes of industry associations to which we belong, the Business Conduct Guidelines (BCG), and our compliance policies.

Our compliance management system is designed to ensure that our worldwide business practices comply with internal and external rules, and is based on the three pillars of prevention, detection, and response. Overall responsibility for compliance lies with the CEO, the heads of Business Areas and Functions, and the heads of Zones. These parties act as role models in matters of compliance and integrity. They also set the right tone to ensure that all employees act appropriately. We set good examples for our customers, business partners, shareholders, and the wider global community by creating a working environment based on trust and collaboration and by acting in accordance with our Business Conduct Guidelines.

Our BCGs, refreshed in 2023, provide the ethical and legal framework for our Company. They serve as the foundation of all our decisions and activities, outline the values of Siemens Healthineers and are key to maintaining integrity in business conduct. They contain the basic principles and rules for conduct within the Company and for the Company's conduct in relation to its employees, managers, external partners, and the public. The BCGs are binding for the Managing Board and for all managers and employees worldwide.

Preventive measures include compliance risk management, the preparation of topic-specific guidelines and procedures, and comprehensive training and consultation for our employees. Reporting channels for indications of compliance violations, such as the Let Us Know whistleblower system and the Ombudswoman, as well as professional and fair internal investigations, are essential for detecting and fully investigating misconduct. Clear responses and clear consequences are in place to punish misconduct and to correct weaknesses.

To ensure that our compliance management system is implemented worldwide in line with our requirements, our internal Audit Organization conducts compliance checks and audits on a continuous basis.

The global compliance structure at Siemens Healthineers combines strong governance with trained compliance officers. Managers embody our commitment to compliance and ensure that business decisions and actions in their areas of responsibility always align with applicable laws and with our own policies and principles.

Compliance risk management

To be effective, our compliance management system is adapted to business-specific risks and various local laws. We also use the findings of compliance risk management and compliance controls and audits to derive measures for further development of the compliance management system.

Early detection of compliance risks, especially in the areas of anti-corruption, anti-money laundering, antitrust, data privacy, export control, and human rights and ethics, enables us to make informed decisions about how best to avoid or reduce them. Bottom-up and top-down activities, business processes, and tools are designed and integrated to quickly and consistently identify and respond to potential

Compliance system



- Anti-Corruption
- Antitrust
- Data Privacy
- Anti-Money Laundering
- Collective Action
- Export Controls and Customs
- Human Rights

risk scenarios. A mandatory compliance risk assessment for all Business Areas and Zones worldwide was conducted in 2023 and subsequently every three years. Identified risks are addressed by both local and central measures and reported in the enterprise risk management program, where appropriate. In an effort to increase our use of data analytics to improve risk assessment and integrate digital tools in our compliance tasks, we introduced the Risk Management Tool (RMT) for documenting and monitoring compliance risk.

In addition, we are currently planning to introduce an automated application for submitting conflict of interest reports, which is designed to offer users a more comprehensive and centralized process.

We also perform antitrust risk exposure assessments throughout the year for countries or Business Areas that have been identified, using a risk-based approach, by the Chief Compliance Officer, Legal, and the Head of Compliance responsible for the respective Zone of the selected country or the organizational unit. Both compliance risk assessment reviews and antitrust risk exposure assessment workshops for select countries were conducted in 2023.

The Compliance Review Board (CRB) reviews and evaluates the effectiveness of the compliance management system on a regular basis. The CRB is established at the corporate level for Siemens Healthineers AG and for every Zone and meets each quarter of the Company's fiscal year.

In addition, our compliance mechanisms are designed to account for any new developments, such as compliance risks associated with new digital business models or unplanned impactful events.

Cooperation with business partners

Cooperating with business partners (e.g., distributors, sales agents, customs clearing agents, consultants, consortium partners, and resellers) is part of our business. Their integrity is essential to protecting Siemens Healthineers from liability and reputational risks. We ensure that the relationship with our business partners is responsibly evaluated, managed, and monitored throughout its duration. Both business partners and suppliers agree to follow the Siemens Group Code of Conduct for Suppliers and Third-Party Intermediaries.

The management is fully responsible for the proper selection, onboarding, and monitoring of business partners on an ongoing basis and owns the business partner relationship. Governance for this business partner management is the responsibility of Global Partner Management as part of Customer Relationship Management Excellence. The Compliance Organization helps the management to safeguard effective business partner compliance.

This means that decisions about a business partner relationship must be transparent, risk-oriented, and based on state-of-the-art due-diligence compliance procedures. Depending on the risk classification of the business relationship and any identified risks, appropriate remedial measures are initiated. After successful completion of the due diligence, the business partner relationship must be continuously monitored by the respective business organization. This is supported by a tool-based, ongoing auditing and monitoring process.

In 2023, in an effort to establish clear, centralized oversight, we completed the full evaluation and integration of business partners for acquired company Varian into our Business Partner Tool (BPC).

Compliance training

In order to anchor compliance and integrity in the organization, target group-oriented and risk-based compliance training is mandatory for all employees.

Knowledge in the fields of compliance is conveyed by means of mandatory in-person and web-based training on core compliance topics, such as anti-corruption, money laundering, antitrust, data protection, export control, and human rights.

As part of our ongoing commitment to our guiding framework, employees receive mandatory training on the BCGs upon hire.

In addition to the mandatory training, we also provide further training material, which can be used with target groups and is available on the global learning platform and/or the Intranet pages on the respective compliance-related topics. As a result of the global pandemic, many classroom training programs were converted into virtual learning experiences as this allowed training to continue without interruption. Now, following the pandemic, we have kept both versions—in-person and virtual classrooms. In order to respond quickly to the demands of virtual formats, we leverage new and modern technologies to create training and awareness content in a fast and agile manner. When possible, we strive to integrate ethical dilemmas into real-life training scenarios that require employees to weigh their decisions in a compliant and ethical way.

Last year, we rolled out a comprehensive, global web-based training program for new hires with a new and modern storytelling approach. This program was specifically customized for the needs of our Company and covers all relevant general compliance topics as well as topics specific to Siemens Healthineers, and several language versions have been released successively.

Training measures are planned and initiated in accordance with regional requirements. Compliance with mandatory training for the defined and regionally specified target groups is tracked by a learning management system, and employees' training implementation status is regularly reported to the management of the respective unit.

Compliance metrics and whistle-blowers

Siemens Healthineers provides all employees and external third parties with protected reporting channels to report violations of external and internal rules using the Let Us Know reporting system. Messages generated in this way are forwarded to our Compliance organization and tracked. In addition, possible misconduct can also be reported directly to Compliance officers, human resources personnel, or managers. Our employees regularly use these reporting channels.

In FY 2023, there were approximately 118 reported compliance cases that required further fact reporting or investigation. The total number of disciplinary actions for compliance violations in the same timeframe was 51.

The number of disciplinary actions in a fiscal year does not necessarily relate to compliance cases reported during the same period: Often, disciplinary actions are not carried out in the year in which the underlying cases were reported or the investigation—which follows a careful process—was completed. In addition, a compliance case can lead to several disciplinary measures or none at all.

From our point of view, the results are a good indication that our Compliance Management System is properly designed and implemented effectively. We consider the number of violations to be commensurate with the nature of our business, the framework in which we operate, and the large number of different geographic regions.

Collective action and the integrity initiative of Siemens Healthineers

If progress is to be made in the fight against corruption and for fair competition, then many stakeholders must act together.

In the year under review, the Chinese Universities Compliance Alliance was established. Siemens Healthineers partnered with the most prestigious universities in China to integrate educational resources and cultivate future compliance professionals on a national scale.

Worldwide sustainable development cannot be achieved alone. In that spirit, the Collective Action Project aims to create a fair and ethical business environment in China by working with industry players, such as private and state-owned enterprises and government authorities, to share compliance strategies, compliance landscapes, and best practices. This year, more than ten sessions were held with various state-owned enterprises. Siemens Healthineers also shared best practices of corporate compliance management with the National Health Commission of the People's Republic of China (P.R.C.).

Additionally, in the MESA (Middle East & South Asia) zone, Siemens Healthineers in Saudi Arabia recently collaborated with MecoMed (Middle East and Africa Medical Devices and Diagnostics Trade Association) alongside various medtech companies to further its commitment to enhancing the country's healthcare system. This collaboration established a valuable platform for discussing, brainstorming, and discovering solutions that have the potential to significantly improve the medtech industry. Our work here also contributes to achieving the Saudi Vision 2030 goals, which include providing better access to critical services, improving the quality and efficiency of health services, and promoting the prevention of health risks.

In Poland, Siemens Healthineers continues to support MedKompas, an initiative of the Polish Chamber for Medical Devices (POLMED). MedKompas provides educational anti-bribery workshops at Polish hospitals free of charge and works to implement compliance systems at healthcare institutions. This year, it sponsored debates focused on the upcoming system designed to protect whistleblowers' legal rights and the consequences of this new system for hospitals. MedKompas also conducted training on anti-corruption and ethical issues in Wrocław, Kielce, Zakopane, Warsaw, and Pszczyna that were attended by over 300 healthcare employees, including hospital directors, hospital management, physicians, and nursing staff. As a result of the training programs provided as part of this initiative, two additional hospitals signed on to implement their own anti-corruption systems.

We work with various interest groups and possible partners to create fair and equitable market conditions—in other words, a level playing field—for all marketplace participants and to eliminate the temptation of corruption for all concerned.

Siemens Healthineers and its Compliance Team continue to promote integrity, ethical behavior, and the fight against misconduct in the industry by continuing our strong membership participation in industry associations. Industry associations on the national and international level have developed codes of conduct to regulate all aspects of the industry's relationship with healthcare professionals and healthcare organizations. The aim is to ensure that interactions are always ethical and professional while maintaining the trust of regulators—and most importantly, patients. Siemens Healthineers adheres to both compulsory and voluntary restrictions, such as the ban of direct sponsorships, and is highly engaged in code-related activities.

In support of our continuous efforts to go beyond traditional compliance, we are currently developing an independent initiative dedicated to business ethics. By developing training programs, resources, and tools to identify and navigate complex ethical challenges, the initiative aims to empower our compliance professionals to serve as trusted partners in promoting ethics throughout the Company. It will also enhance their ability to effectively communicate ethical expectations and enhance awareness for ethics and ethical leadership across all business functions. As part of this endeavor, we will develop an ethical decision-making framework to guide employees in making principled choices based on our Company values as well as our commitments to Collective Action and Human Rights. Additionally, the program explores the idea of integrating ethics-related competencies into the hiring process.

Fiscal Year 2023 and outlook

The compliance activities described above will continue to guide our work in the next fiscal year. One of the priorities for FY 2024 is to further evaluate and automate current processes. In addition, we will continue to closely monitor capabilities and rapid developments in the field of AI. We strive to provide our global compliance team, as well as employees, with education and support for the compliance-related and ethical questions surrounding AI that our Company will face in the future.

Furthermore, in an effort to foster a more comprehensive and centralized reporting process, we plan to roll out our automated application for the submission of conflict of interest reports in all countries.

We will continue to strengthen our efforts by identifying potential opportunities to expand access to healthcare within our collective action projects and by further developing our business ethics initiative in support of Human Rights and Collective Action.

In a continuous effort to further develop our compliance management system and learn from our employees' views, we review and respond to feedback from our employees through the Healthineers Forum. (see [4.2 Employee engagement](#))

We continue to raise awareness in the areas of diversity and inclusion with the Legal and Compliance Diversity, Equity & Inclusion (LC DE&I) initiative team. The team reflects the global focus of the department by bringing diverse backgrounds, cultures, and experiences to the table to establish a solid foundation from which our LC DE&I community can grow and evolve in the coming years. This year, the team established goals for advocacy, action, association, support, and guidance as well as education on DE&I within the LC community in addition to providing a designated central internal website and a mailbox for employee suggestions and questions.

Data privacy

Compliant handling of personal data is of the utmost importance for Siemens Healthineers. We are aware of the sensitivity of the personal data we are entrusted with. When using personal data, we take measures to safeguard the rights of any person whose data we process. We have a global organization with local data privacy coordinators for every legal entity.

A management system under which we are certified, and internal regulations and standards ensure a high level of data protection

To meet the legal and internal requirements for data protection, we have implemented an Information Security and Data Privacy Management System whose mechanisms meet the high requirements of the ISO 27001 standard, extended by ISO 27701, under which we are certified.

This system comprises various controls to ensure the operational implementation of the protection of the personal data of our customers, business partners, and employees across the entire Siemens Healthineers Group. Internal regulations, such as our Business Conduct Guidelines, oblige every employee to comply with data privacy and security requirements.

Keeping internal awareness high through regular training

Based on our global data privacy directive, our employees must participate in regular trainings at least once a year, depending on their scope of responsibility. Participation is tracked and monitored across the organization at regular intervals.

Essential components of our Data Privacy Management System

Uniform and appropriate data privacy standards for Siemens Healthineers are set out in our global data privacy directive. Data exchanges with group companies of Siemens Healthineers located outside the EU in countries not offering an adequate level of data protection take place only in compliance with the General Data Protection Regulation (GDPR).

All Siemens Healthineers processing activities of personal data are documented and reviewed within the Company's central database. Furthermore, we conduct regular internal audits on topics related to data privacy. Our suppliers and partners are selected carefully and monitored diligently to ensure their compliance with data privacy requirements.

Privacy by design and default is embedded into the development cycle at Siemens Healthineers and its related processes.

We have implemented a global data privacy breach process that provides central reporting channels and enables effective and timely information of authorities and affected parties, if required.

Data subjects can execute their rights or send their request for information on how Siemens Healthineers processes their personal data through an easily accessible, secure online platform.

Cybersecurity

The healthcare sector plays a crucial role in safeguarding the health and well-being of people and is an indispensable pillar of societies and their further development. Siemens Healthineers is committed to increase cyber resilience across our supply chain, starting with our suppliers, extending to our organization and customers, all in pursuit of delivering secure healthcare services for patients.

Ransomware or other cyber-attacks potentially disrupt availability and access to healthcare or result into a breach of sensitive patient data and may therefore significantly jeopardize patient care. Consequently, Siemens Healthineers spends great efforts on the prevention of cyber risks to our healthcare products, solutions, and services, which are partly increasing due to digitalization: e.g., large amounts of patient information and other sensitive data are kept within interconnected networks, where the privacy of the data, and the safety of the patients treated with our products are a priority. Furthermore, devices used in healthcare connect with a high and increasing number of interfaces, through which criminal hackers might succeed in accessing either a single device or complete network.

Siemens Healthineers places a strong focus on cybersecurity to support the protection of our customers, their patients, and our organization from cyber-attacks.

We have established a centralized organization to govern cybersecurity. Our strategy embeds resources within our Business Lines and geographical regions, standardizing processes to continuously enhance security by design in our products and solutions, and our supporting organization. We provide annual all employee cybersecurity training. In 2023, we introduced a new course, where users can complete it as barrier-free (accessible) or in an interactive mode in eleven languages. In addition, regular phishing simulations, awareness campaigns, other programs, and role-based training are offered throughout the year. For expert roles, we also maintain a dedicated Cybersecurity Certification program across the organization. We continually engage with our customers, regulators, and industry partners to listen, learn, and shape the cybersecurity standards further.

Since December 2020, Siemens Healthineers has implemented a Cybersecurity Management System (consisting of an Information Security and Data Privacy Management System) whose mechanisms meet the high requirements of the ISO 27001 standard, extended by ISO 27701, under which we are certified. It covers governance and assurance for our global business. We continue to enhance our business, cyber risk management, impact assessments, and the related controls targeting for the purpose of recertification.

Partnerships

Pages 116–122

6.0

Partnerships

Because no organization can solve healthcare and ecological challenges in isolation, we partner with organizations that have an aligned vision and complementary skillset to mutually amplify our impact.

Partnerships for sustainability

Siemens Healthineers believes that sustainability requires innovation—in products, systems, services, processes, and every part of the healthcare sector. And while we strive to pioneer breakthroughs for everyone, everywhere, no single entity can address the sustainability challenges of our field in isolation. We need both innovation and collaboration.

By working directly with organizations that share our vision and offer skills that complement our own, we can develop holistic solutions that reach farther, optimize resource utilization, and reduce waste more efficiently than we could on our own, while ensuring that our customers can deliver high-quality care.

How we find our partners

We have developed a framework to help us evaluate the strategic and sustainable potential of partnerships and clearly identify mutual benefits.

To start, our partners' objectives must strategically align with our own mission and values; they must have a direct connection to one of our business priorities or a focus pillar of our next-level sustainability strategy, such as Healthcare Access or Resource Preservation. Furthermore, the objectives of our partners should reflect our particular priorities in terms of geography, clinical condition or technology.

Next, we explore how the partnership can bring shared value by coordinating our respective strengths and skillsets. Siemens Healthineers offers: clinical and medical technology expertise and experience, training, equipment, strategic vision, and innovation. In our partners, we seek contributions in areas such as financing, delivering care, and knowledge in shaping policy, for example.

Our successful partnerships bring us the added value of diverse perspectives, expertise, and resources so that we can develop innovative solutions in collaboration to address the needs of communities worldwide. Sustainably.

Moreover, they allow us to measure our progress, acceptance, and attractiveness in the pursuit of sustainability goals by establishing clear roles and outcome metrics for both parties.

Our partners

Our partner organizations have a wide variety of goals, such as expanding workforce education and training, making access to healthcare more equitable, and improving outcomes in developing countries. They all, however, share the same motivation: to deliver high-quality care and overcome the major challenges in healthcare. Below is an overview of our collaborations in FY 2023.

City Cancer Challenge Foundation

City Cancer Challenge (C/Can) supports city-led cancer solutions to improve and sustain access to equitable, quality cancer care in low- and middle-income countries (LMICs). In collaboration with the cities, C/Can co-creates a transformative cancer care model. Through our partnership, we support the planning, development, and implementation of locally-led solutions and leverage our expertise in cancer diagnostics, digital health, and radiotherapy.

UNICEF

UNICEF operates in more than 190 countries, advocating for the protection of children's rights, to help meet children's basic needs, and to expand their opportunities to reach their full potential. Launched in 2022, our partnership with UNICEF helps end preventable maternal, newborn, and child deaths by improving access to healthcare in Sub-Saharan Africa. Through this partnership, we seek to increase access to diagnosis, reduce the turnaround time for results, inform and accelerate life-saving interventions, and ultimately improve health outcomes for mothers and children.

AO Foundation

The AO Foundation is a leading education, innovation, and research organization. It serves a global community of 520,000 surgeons in the field of orthopedic trauma, spine, and craniomaxillofacial surgery. The foundation provides training to more than 80,000 surgeons each year. Launched in 2007, our partnership focuses mainly on providing imaging systems—mobile C-arms—for hands-on courses, and providing new curriculum and educational concepts for intraoperative imaging, especially for LMICs. In total, 142 courses are being supported by the grant in 2023. Of those, 69 are in Latin America. A new VR (virtual reality) module on intraoperative imaging of the pelvis is under development to provide education that is also suitable for remote areas.



Task Force for Global Health

The Task Force for Global Health takes on the world's most complex diseases to eliminate them or bring them under public health control while strengthening local health systems. Our partnership has helped advance universal access to safe and affordable healthcare in many LMICs and across different disease areas through investments in infrastructure and expanding access to laboratory testing, which is critical in the diagnosis and treatment of a variety of diseases.

World Stroke Organization

The World Stroke Organization works to improve stroke prevention, treatment, and rehabilitation, with a vision to build a world where people live free from the effects of stroke. Through tailored technology consulting, joint education initiatives, and a focus on increasing stroke certifications in LMICs and other countries, this key collaboration aims to create an ecosystem that extends access to advanced stroke care for a wider population, saving countless lives globally.

GIZ

The German Agency for International Cooperation (GIZ) is Germany's main development agency and one of the largest in the world. It provides effective solutions in the field of international development cooperation. The collaboration aims to improve health outcomes and facilitate access to cancer diagnostics technologies especially in low- and middle-income countries in Africa. The collaboration has also expanded education programs for experts.

Partnerships and collaboration for innovation

Innovation is often the product of a long journey involving multiple partners working with us all the way from product development to product launch, regulatory approval, and expanding the boundaries of science to provide novel clinical value.

Innovation comes in many forms, and we want to capture all the ideas that can bring us closer to our mission. However, managing a large network of collaborative institutes and minds also means taking responsibility for keeping the process under control.



SDG 17: Partnerships for the goals

Innovating healthcare together

At Siemens Healthineers, we have established a global collaboration network that includes leading clinical institutions, academic partners, and patient organizations to collaboratively drive innovation. Many of these partnerships span more than a decade. They are supported by a large network of scientists within the organization. Our collaboration activities are also supported by the SHIFT ecosystem.

The act of engaging and partnering with healthcare organizations (HCOs)²² is often described as a "collaboration." These projects are an integral part of the business strategy. They aim to advance the performance and usability of products and services, to extend access to markets, to drive new innovations and technologies, and to support scientific research.

Global network with more than 2,400 collaboration partners worldwide



Our global network of more than 2,400 collaborations including world leading institutions and top hospitals

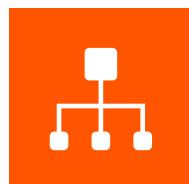
²² Covers healthcare organizations and other publicly funded organizations or private organizations that received a so-called research grant from a government entity.

At Siemens Healthineers, we manage a large, global partnership network embedded in a complex landscape of compliance, regulatory requirements, tax legislation, and intellectual property rights. To effectively manage this complex landscape and to simplify and standardize conduct associated with the collaborative projects within our partnerships, we have established dedicated tools and an internal directive on stipulations for collaboration management. This approach serves two purposes: to mitigate risks associated with

collaborations, and to regulate the collaboration process in terms of roles and responsibilities, approval processes, and administration. It is valid for all employees involved in planning and/or conducting collaborations and is binding for all Business Areas and Regional Units worldwide.

All collaborations with healthcare organizations or other entities that are either publicly funded or are given a research grant from any governmental entity worldwide must observe the four basic compliance principles:

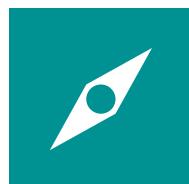
Governance



Collaboration Office

- Support of the governance owner (SHS CTO)
 - Guidelines definition and execution
 - Monitoring compliance with directive
- Organize and lead Collaboration Council and Collaboration Community
- Facilitate and moderate cross-business units partnerships

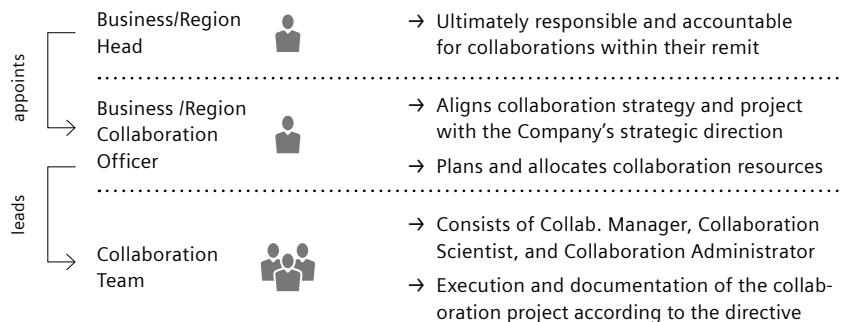
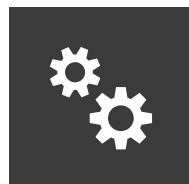
Strategy



Collaboration Council and Collaboration Circle

- Drive customer-focused initiatives
- Improve, implement, and harmonize new guidelines and processes

Operations



In addition, regular audits by the internal audit team of Siemens Healthineers are conducted and deficiencies are reported to the Managing Board of Siemens Healthineers together with the requested mitigation measures for identified deficiencies.

The separation principle, the fair market value principle, the transparency principle, and the documentation principle. We have established specific bodies, dedicated teams, and roles designed to ensure the collaborations are handled correctly. These bodies are described in the illustration. Partnerships not only bring innovation, they also help to achieve the UN SDGs in all countries, particularly developing countries.

Healthcare as an industry contributes significantly to GHG emissions. We, therefore, recognize the importance of working in partnerships worldwide to exchange and innovate.

Our partnerships to drive green hospitals through innovation and collaboration

Siemens Healthineers has established dedicated scientific partnerships with universities and university hospitals in Europe and the U.S. with the aim of driving innovations that enable our customers to design equitable, resilient, attractive, net zero hospital services. For example, projects in collaboration with the University Hospital Basel, Switzerland and with University of California San Francisco (UCSF), in the U.S. aim to achieve carbon-neutral and resource-efficient operation of the radiology departments at each institution.

Within these projects, the energy consumption of radiology equipment is monitored using smart meters to provide transparent data for baselining energy usage within the department. We are also developing energy dashboards that help identify savings potential. In turn, these insights spark new ideas for saving energy, either through technological innovations or through behavioral and operational changes. The initial results of these projects were published recently.^{12,23}

For examples of how collaborations can foster access to care, please see [2.1 Improve access to care](#).

To learn more about how Siemens Healthineers is working to combat climate change, please see [3.1 Net Zero](#).

Clinical investigation

As well as complying with legal and regulatory requirements, the ethical principles corresponding to the Declaration of Helsinki, and standards for good clinical practice, clinical investigations that evaluate the performance and safety of a medical device or in-vitro diagnostic device also follow this strict internal directive and associated processes. These clinical investigations are generally handled as "special" collaborations and are managed in close consultation with our Clinical and Regulatory Affairs team (see section [5.1 Product quality and safety](#)).

"Medical imaging contributes about 5–10 percent to the energy use in medical facilities. Over the past 10 years, since we pioneered the innovation field of green radiology in collaboration with Siemens Healthineers, we could show that significant energy savings can be achieved without compromising patient operations. And we haven't reached the end yet."

Prof. Elmar Merkle, MD
Department Chief Radiology and Nuclear Medicine
University Hospital Basel

²³ Heye T, et al. The Energy Consumption of Radiology: Energy- and Cost-saving Opportunities for CT and MRI Operation. *Radiology*. 2020;295(3):593–605.

1 Siemens Healthineers
and sustainability

2 Healthcare
Access

3 Resource
Preservation

4 Diverse and Engaged
Healthineers

5 Governance for
sustainability

6 Partnerships

A Appendices

Appendices

Pages 123–152

A.1

Reporting principles

Ernst & Young has provided independent assurance on specific corporate sustainability data outlined in this report. The KPIs that were subject to the limited assurance are described in this section.

Contribute to a regenerative and healthy environment

Greenhouse gas emissions

The principles and methods of the Greenhouse Gas Protocol are applied for calculating the greenhouse gas inventory for Scope 1, 2, and 3. Organizational system boundaries are defined following the operational control consolidation approach. In the operational system boundaries, the reporting year is defined as fiscal year from October to September.

All emissions are expressed in CO₂ equivalents (CO₂e) and cover both carbon dioxide and all other significant greenhouse gases as defined in the Kyoto Protocol (methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride). Secondary emission factors are updated annually; supplier-specific emission factors are requested annually and updated if necessary. Biogenic emissions were assessed as not material and are therefore out of scope.

Given the nature of Scope 3 emissions, it is important to note that comprehensive data availability may present inherent limitations. Unlike operational emissions within Scopes 1 and 2, Scope 3 emissions cannot be entirely measured. They often involve a significant amount of estimated or modeled data based on company-specific assumptions. To ensure the most accurate representation of actual emissions and avoid underestimation, we

adopt a conservative approach when handling uncertainties related to future emissions.

Scope 1 and 2 emissions

The GHG inventory for Scope 1 and 2 emissions is calculated using both the market- and location-based approach. In the market-based approach for Scope 2, supplier-specific emission factors are applied, this includes the usage of energy attribute certificates. In case supplier-specific factors are not available, emission factors by the International Energy Agency (IEA) are used.

We report environmental data for continuing operations. For Scope 1 and 2 emissions, meticulous data collection is conducted for the most environmentally relevant sites, ensuring a high level of accuracy in the reported figures. For the residual sites where no data is available, we employ extrapolation techniques using internal averages for primary and secondary energy per square meter to estimate the energy consumption and to reflect complete consumption in our figures. The difference amounts to 19 percent of the total square meters. Fugitive gases were not extrapolated for nonreporting sites. IEA emission factors were applied in the calculation of extrapolated factors for nonreporting sites.

Scope 3 emissions

Scope 3.1 emissions comprise emissions from purchased goods and services. These are derived from the model calculation of an external partner. The model classifies our

suppliers according to product or service categories and country of origin and assigns an industry average emission factor. Emission reduction measures of our suppliers are assessed in surveys and are also taken into account.

Scope 3.4 emissions comprise emissions from upstream logistics and distribution services. These are derived from the model calculation of an external partner. The model classifies our suppliers according to product or service categories and country of origin and assigns an industry average emission factor. Emission reduction measures at our suppliers are assessed in surveys and are also taken into account.

Scope 3.6 emissions comprise emissions from business travel at Siemens Healthineers. They cover emissions resulting from air travel including radiative forcing, as well as those from rail transport and rental cars. Emissions were calculated using primary data from travel providers.

Scope 3.11 emissions include energy- and fugitive gas-related emissions from the use phase of sold products over the expected lifetime. For the emissions calculation we consider sales volumes in regional markets and specific product user scenarios. We apply emission factors for electricity consumption from the IEA and for fugitive gas leakages by the Intergovernmental Panel on Climate Change (IPCC). It is assumed that emission factors improve by 2.6 percent annually due to the worldwide greening of the electricity grid (World Energy Outlook, Stated Policies scenario, FY 2022: 1.5 percent). In accordance with the accounting requirements of the Greenhouse Gas Protocol Scope 3 Calculation Guidance, future greenhouse gas emissions over the lifetime are considered. Based on these reporting principles, we calculate our Scope 3.11 emissions. We have started to proactively collect customer information regarding their specific energy mix used during product operation to ensure the most accurate reflection of emissions associated with our sold products.

In addition to the reporting principles of the GHG Protocol for Scope 3, we consider emissions reductions by our green electricity initiative when calculating our "Scope 3.11 emissions including directly sourced green electricity". Emissions from use phase are partly neutralized with green electricity certificates purchased according to geographical market boundaries. These certificates cover emissions that occur at our customers in the reporting year and over the expected lifetime of the products.

Improving quality of life through access to care and innovation

Patient touchpoints in underserved countries²⁴

"Underserved countries" refers to 90 countries classified by the World Bank as low-income and lower-middle-income economies, plus countries specified by Siemens Healthineers in Africa and those in conflict regions in the Middle East. Touchpoints are calculated using the installed base of Imaging, Advanced Therapy, and Varian equipment, and on the number of laboratory tests sold. Based on available utilization data and expert opinion, the calculation assumes an average of 2,800 touchpoints annually per installed unit of imaging and Advanced Therapy equipment, and individual patient touchpoints by Varian product groups (400–662 patient touches annually), and an average of 3.6 laboratory tests required for one touchpoint.

Advance diversity, equity, and inclusion, and drive employee engagement

Women in senior management

The term "senior manager" as reference to a specific group of managers is not uniformly defined but varies from company to company. At Siemens Healthineers, it refers to positions that have a particularly high level of responsi-

²⁴ Excluding business with COVID-19 antigen tests.

bility and decision-making authority and are crucial to the Company's success. Two aspects are considered when filling these positions: the importance of the position within the Company, and the candidate's profile. Among other things, the position should have a significant strategic role in the Company's own organization, provide a substantial amount of autonomy and freedom to make decisions, and focus heavily on mid- and long-term thinking. Candidates are expected to clearly demonstrate their contribution to Siemens Healthineers Strategy, be committed to running a sustainable business, and be able to fulfill the requirements of Siemens Healthineers Leadership Model. Depending on the role (Business Manager, Project Manager, or Function or Key Expert), the weighting may vary.

Employee engagement

The Employee Engagement Index is calculated by an independent third-party provider. It is the average score of the following questions and is based on the employee Net Promoter Score (eNPS) methodology:

- How likely is it you would recommend Siemens Healthineers as a place to work?
- If you were offered the same job at another organization, how likely is it that you would stay with Siemens Healthineers?
- Overall, how satisfied are you working at Siemens Healthineers?
- How likely is it you would recommend Siemens Healthineers products or services to others?

The engagement score is calculated by averaging each employee's overall score, which is based on the average of each employee's latest score per engagement question. The index determines the employee engagement level or percentile rank within the healthcare sector.

A.2

Longlist of sustainability indicators

Due to rounding, numbers may not add up precisely to the totals provided. The sustainability indicators include the Business Area Varian from FY 2022 onward; all prior-year figures are reported without Varian, unless explicitly stated otherwise. To reflect the organizational setup from Siemens Healthineers as of FY 2023, the regional split was adjusted accordingly. In regard to employee data, sub-categories may not always add up to the total number due to the non-consideration of non-consolidated companies. The age-cluster in this category was revised.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit					As of FY 2022 including Varian	
				FY 19	FY 20	FY 21	FY 22	FY 23	targets
Healthcare access									
Access to healthcare	90 underserved countries	Fiscal year	Million patient touchpoints	172	147	174	212	221 ✓	220 (FY 25)
Innovation									
R&D employees	Total	Fiscal year	No.	7,491	7,983	8,154	10,157	13,074	
Granted patents ²⁵	Total	Sept. 30	No.	13,607	13,471	13,737	15,160	15,850	
Combat climate change by reducing emissions (1)									
Scope 1— Direct GHG emissions	Total	Fiscal year	kt CO ₂ e	138	105	106	130 ²⁶	133 ✓	
	thereof by natural gas	Fiscal year	kt CO ₂ e	63	48	46	46	45	
	thereof by fugitive gases	Fiscal year	kt CO ₂ e	14	5	5	16	23	
	thereof by other energy carriers	Fiscal year	kt CO ₂ e	0.2	0.2	0.4	0.1	0.6	
	thereof by fleet	Fiscal year	kt CO ₂ e	60	52	54	67	64	

²⁵ The reported figures from FY 2019 and FY 2020 cover granted patents and registered utility models. As of FY 2021, only granted patents are reported.

²⁶ Correction of FY 2022 value.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	FY 22	FY 23	As of FY 2022 including Varian targets
Combat climate change by reducing emissions (2)									
Scope 2— Energy indirect GHG emissions	Total (market-based)	Fiscal year	kt CO ₂ e	60	36	40	55 ²⁶	47 ✓	
	thereof electricity (market-based)	Fiscal year	kt CO ₂ e	54	26	34	50	40	
	thereof district heating (market-based)	Fiscal year	kt CO ₂ e	7	10	6	6	7	
Scope 2— Energy indirect GHG emissions	Total (location-based)	Fiscal year	kt CO ₂ e	185	203	206	203	190 ✓	
	thereof electricity (location-based)	Fiscal year	kt CO ₂ e	167	181	183	185	177	
	thereof district heating (location-based)	Fiscal year	kt CO ₂ e	18	22	23	18	13	
Scope 3— Other indirect GHG emissions	Total	Fiscal year	kt CO ₂ e	3,005	2,921	3,386	4,363	4,032 ✓	2,660 (FY 30)
	thereof purchased goods and services	Fiscal year	kt CO ₂ e	1,517	1,533	1,886	2,326	2,304 ✓	
	thereof upstream transportation and distribution	Fiscal year	kt CO ₂ e	296	329	377	590	380 ✓	
	therein air transport	Fiscal year	kt CO ₂ e	182	228	246	337	190	
	therein road transport	Fiscal year	kt CO ₂ e	110	93	122	248	178	
	therein ocean transport	Fiscal year	kt CO ₂ e	4	9	9	5	11	
	thereof business travel with radiative forcing	Fiscal year	kt CO ₂ e	171	91	46	104	172 ✓	
	thereof use of sold products	Fiscal year	kt CO ₂ e	1,021	968	1,077	1,343	1,175 ✓	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Combat climate change by reducing emissions (3)									
Scope 3—Other indirect GHG emissions	Total (including directly sourced green electricity)	Fiscal year	kt CO ₂ e	3,005	2,921	n/a	3,752	3,280	
	Use of sold products (including directly sourced green electricity)	Fiscal year	kt CO ₂ e	1,021	968	n/a	732	424	
Scope 3—Other indirect GHG emissions	Business travel w/o radiative forcing	Fiscal year	kt CO ₂ e	73	38	22	46	80✓	
Scope 1 + 2 GHG emissions	Total	Fiscal year	kt CO ₂ e	198	141	145	185	180✓	160 (FY 25)
GHG emissions intensity (emissions per revenue)	Scope 1 and Scope 2	Fiscal year	kt CO ₂ e/million EUR	0.01	0.01	0.01	0.01	0.01	
GHG emissions intensity (emissions per revenue)	Scope 3	Fiscal year	kt CO ₂ e/million EUR	0.21	0.20	0.20	0.20	0.19	
	Scope 3 including directly sourced green electricity	Fiscal year	kt CO ₂ e/million EUR	0.21	0.20	n/a	0.17	0.15	
Number of charging poles on company ground	Total	Sept. 30	No.	n/a	n/a	277	346	415	
Energy consumption: Primary energy	Total	Fiscal year	1,000 gigajoules	1,081	904	859	871	803	
	therein gas & liquid gas	Fiscal year	1,000 gigajoules	1,044	888	836	849 ²⁶	800	
	therein gas from renewable sources	Fiscal Year	1,000 gigajoules	n/a	n/a	n/a	0 ²⁶	0	
	therein fuel oil, gasoline, diesel	Fiscal year	1,000 gigajoules	37	3	5	3	4	
Energy consumption: Secondary energy	Total	Fiscal year	1,000 gigajoules	1,566	1,614	1,632	1,830	1,809	
	therein electricity (total)	Fiscal year	1,000 gigajoules	1,386	1,450	1,424	1,620	1,636	
	therein electricity from renewable sources	Fiscal year	1,000 gigajoules	505	1,253	1,201	1,295	1,257	
	therein district heating	Fiscal year	1,000 gigajoules	180	164	207	210	173	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets

Combat climate change by reducing emissions (4)

Renewable energy use ²⁷	Total	Fiscal year	1,000 gigajoules	579	616	625	1,295	1,257	
Non-renewable energy use	Total	Fiscal year	1,000 gigajoules	2,068	1,902	1,866	1,405	1,355	
Volatile organic compounds	Total	Fiscal year	Metric tons	43	41	35	33	35	
Ozone depleting substances	Total	Fiscal year	Metric tons (R11 equiva- lent) ²⁸	0.06	0.05	0.01	0.01	0.02	

Transform toward a circular economy

Life Cycle Assessments Full scale LCA	Total	Fiscal year	No.	7	11	16	21	44	
Life Cycle Assessments Screening LCA	Total	Fiscal year	No.	50	56	49	45	49	
Total LCA (Full scale & screening)	Total	Fiscal year	No.	57	67	65	66	93	
Environmental Product Declarations (EPD)	Total	Fiscal year	No.	49	55	49	52	61	

Additional environmental KPIs (1)

Waste ²⁹	Total	Fiscal year	1,000 metric tons	22.3	44.6	25.3	29.7	35.8	
	thereof non- hazardous waste—total	Fiscal year	1,000 metric tons	18.5	21.8	21.9	26.0	25.8	
	recycled and recovered	Fiscal year	1,000 metric tons	n/a	n/a	18.6	22.5	22.3	
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	16.6	15.9	
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	5.9	6.5	

²⁷ As of FY 2022 considering renewable energy certificates.²⁸ R11 equivalent measures ozone depletion potential.²⁹ As of FY 2022 detailed breakdown of waste metrics is reported.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian	
							FY 22	FY 23
Additional environmental KPIs (2)								
Waste	disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	n/a	n/a	3.3	3.5	3.4
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	2.6	2.6
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.9	0.8
Share of recycled and recovered non-hazardous waste	Recycled and recovered non-hazardous waste	Fiscal year	% of total non-hazardous waste	n/a	n/a	85%	87%	87%
Waste	thereof hazardous waste—total	Fiscal year	1,000 metric tons	3.3	4.0	3.1	3.0 ³⁰	3.5
	recycled and recovered	Fiscal year	1,000 metric tons	2.1	2.2	1.9	1.8 ³⁰	2.5
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	1.6 ³⁰	2.2
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.2	0.3
	disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	1.3	1.8	1.2	1.1	1.0
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.0	0.0
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	1.1	1.0
Share of recycling in hazardous waste	Recycled hazardous waste—total	Fiscal year	% of total hazardous waste	64%	55%	62%	63%	72%

³⁰ Correction of FY 2022 due to increase in data transparency.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian	
							FY 22	FY 23
Additional environmental KPIs (3)								
Waste	thereof construction waste	Fiscal year	1,000 metric tons	0.5	18.8 ³¹	0.3	0.8	6.6 ³²
	recycled	Fiscal year	1,000 metric tons	n/a	n/a	0.2	0.4	6.2
	landfill	Fiscal year	1,000 metric tons	n/a	n/a	0.1	0.4	0.4
Share of recycled and recovered construction waste	Recycled and recovered construction waste	Fiscal year	% of total construction waste	n/a	n/a	55%	48%	95%
Waste	Total w/o. construction waste	Fiscal year	1,000 metric tons	21.8	25.8	25.0	28.9	29.2
	thereof waste (w/o. construction waste) for disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	n/a	n/a	4.5	4.6	4.4
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	2.7	2.6
	for disposal to other, chemical and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	1.9	1.8
	thereof recycled and recovered waste (w/o. construction waste)	Fiscal year	1,000 metric tons	17.7	21.2	20.5	24.3	24.8
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	18.3 ²⁶	18.1
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	6.0	6.7

³¹ Reason for increase: Building extension at one of our sites.³² Increase due to relocation of manufacturing sites and product lines.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Additional environmental KPIs (4)									
Material recycling rate	Material recycled waste	Fiscal year	% of total waste (w/o construction)	n/a	n/a	n/a	63%	62%	
Share of material recycling in recycling	Material recycled waste	Fiscal year	% of recycled waste (w/o construction)	n/a	n/a	n/a	75%	73%	
Disposal rate	Waste to landfill	Fiscal year	% of total waste (w/o construction)	n/a	n/a	18%	9%	9%	
Recycling rate	Recycled waste	Fiscal year	% of total waste (w/o construction)	81%	82%	82%	84%	85%	
Water withdrawal ³³	Total	Fiscal year	Million cubic meters	1.14	1.14	1.16	1.28	1.33	
	thereof surface water	Fiscal year	Million cubic meters	0.00	0.00	0.00	0.00	0.01	
	thereof groundwater	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.25	0.26	
	thereof 3 rd party water	Fiscal year	Million cubic meters	n/a	n/a	n/a	1.03	1.06	
	thereof other sources	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	
Water withdrawal	withdrawals in water-stressed areas	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.16	0.17	
Share of water withdrawals in water-stressed areas	withdrawals in water-stressed areas	Fiscal year	% of total withdrawals	n/a	n/a	n/a	12%	13%	
Water consumption	Total	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.22	0.26	
	consumption in water-stressed areas	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.01	

³³ As of FY 2022 detailed breakdown of water metrics.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Additional environmental KPIs (5)									
Discharge	Total	Fiscal year	Million cubic meters	1.11	1.08	1.14	1.05	1.05	
	thereof surfacewater	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	
	thereof groundwater	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	
	thereof 3 rd party water	Fiscal year	Million cubic meters	n/a	n/a	n/a	1.05	1.05	
	therein sanitary wastewater	Fiscal year	Million cubic meters	0.56	0.55	0.54	0.62	0.65	
	therein manu- facturing processes	Fiscal year	Million cubic meters	0.19	0.19	0.19	0.20	0.25	
	therein other (including losses)	Fiscal year	Million cubic meters	0.31	0.29	0.35	0.13	0.05	
	therein cooling water discharged as wastewater	Fiscal year	Million cubic meters	0.04	0.06	0.07	0.11	0.12	
	thereof other	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	
Discharge	Cooling water (returned unchanged)	Fiscal year	Million cubic meters	0.00	0.00	0.00	0.00	0.00	
Sites with implemented water strategy	Total	Sept. 30	No.	n/a	n/a	n/a	45	57	
Rate of sites with water strategy	Total	Fiscal year	% of sites	n/a	n/a	n/a	80.3%	92.0%	
Environment-related incidents ³⁴	Total	Total		n/a	n/a	n/a	4	0	
Number of relevant (=reported) sites	Total	Total		n/a	35	36	56	62	
Sites with EHS management system certified to ISO 14001:2015	Total	Total		20	30 ³⁵	30	31	36	
Internal EHS audits	Total	Total		17	14	13	11	13	

³⁴ New definition as of FY 2022.³⁵ New calculation based on Cority sites as of FY 2020.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Expand diversity, equity, and inclusion (1)									
Number of employees	Total	Sept. 30	No.	52,018	54,276	55,526	69,470	71,035	
	EMEA	Sept. 30	% Share of total employees	45%	45%	45%	42%	42%	
	Americas	Sept. 30	% Share of total employees	29%	29%	29%	30%	28% ³⁶	
	Asia-Pacific and Japan	Sept. 30	% Share of total employees	n/a	n/a	n/a	17%	17%	
	China	Sept. 30	% Share of total employees	n/a	n/a	n/a	11%	11%	
	Workers (Blue-collar)	Sept. 30	% Share of total employees	13%	13%	13%	11%	11%	
	Officer (White-collar)	Sept. 30	% Share of total employees	87%	87%	87%	89%	88%	
	age < 30 total	Sept. 30	% Share of total employees	n/a	n/a	n/a	14%	13%	
	age 30–50 total	Sept. 30	% Share of total employees	n/a	n/a	n/a	61%	61%	
	age > 50 total	Sept. 30	% Share of total employees	n/a	n/a	n/a	25%	25%	
	age < 30 EMEA	Sept. 30	% of total employees in region	n/a	n/a	n/a	12%	12%	
	age 30–50 EMEA	Sept. 30	% of total employees in region	n/a	n/a	n/a	59%	60%	
	age > 50 EMEA	Sept. 30	% of total employees in region	n/a	n/a	n/a	29%	28%	
	age < 30 Americas	Sept. 30	% of total employees in region	n/a	n/a	n/a	10%	9%	

³⁶ Region highly affected by non-consideration of non-consolidated companies in FY 2023.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Expand diversity, equity, and inclusion (2)									
Number of employees	age 30–50 Americas	Sept. 30	% of total employees in region	n/a	n/a	n/a	53%	54%	
	age > 50 Americas	Sept. 30	% of total employees in region	n/a	n/a	n/a	37%	37%	
	age < 30 Asia-Pacific and Japan	Sept. 30	% of total employees in region	n/a	n/a	n/a	25%	26%	
	age 30–50 Asia-Pacific and Japan	Sept. 30	% of total employees in region	n/a	n/a	n/a	64%	65%	
	age > 50 Asia-Pacific and Japan	Sept. 30	% of total employees in region	n/a	n/a	n/a	11%	10%	
	age < 30 China	Sept. 30	% of total employees in region	n/a	n/a	n/a	14%	12%	
	age 30–50 China	Sept. 30	% of total employees in region	n/a	n/a	n/a	82%	83%	
	age > 50 China	Sept. 30	% of total employees in region	n/a	n/a	n/a	4%	5%	
Number of employees nationalities	Total	Sept. 30	No.	120	128	129	140	143	
Average age employees	Total	Sept. 30	No.	42	42	42	42	42	
Female employees	Total	Sept. 30	No.	15,724	16,517	17,112	21,754	22,417	
	Total	Sept. 30	% Share of employees	30%	31%	31%	31%	32%	
	EMEA	Sept. 30	% of total employees in region	29%	30%	30%	30%	31%	
	Americas	Sept. 30	% of total employees in region	34%	34%	34%	34%	34%	
	Asia-Pacific and Japan	Sept. 30	% of total employees in region	n/a	n/a	n/a	30%	31%	
	China	Sept. 30	% of total employees in region	n/a	n/a	n/a	31%	31%	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets

Expand diversity, equity, and inclusion (3)

Employees in management positions	Total	Sept. 30	No.	5,925	6,303	6,565	8,250	8,531	
	therein female employees	Sept. 30	No.	1,327	1,450	1,588	2,095	1,911	
Women in senior management roles	Total	Sept. 30	% Share of total senior management	16%	17%	20%	23%	25%✓	30% (FY 25)
Number of disabled employees	Germany	Sept. 30	No.	744	765	768	730	814	

Advance our people (1)

Employee engagement index	Total	Fiscal year	Positioning versus benchmark	n/a	Top 25%	Middle Range	Top 25%	Top 10%✓	Top 25%
Employees with permanent working contract	Total	Sept. 30	No.	47,889	49,808	50,801	64,576	66,077	
Employees newly hired	Total	Fiscal year	No.	5,810	5,217	5,620	9,916	7,574	
	thereof EMEA	Fiscal year	% Share EMEA new hires to total new hires	38%	40%	36%	32%	27%	
	thereof Americas	Fiscal year	% Share of Americas new hires to total new hires	28%	29%	30%	32%	33%	
	thereof Asia-Pacific and Japan	Fiscal year	% Share of APJ new hires to total new hires	n/a	n/a	n/a	26%	32%	
	thereof China	Fiscal year	% Share of CHN new hires to total new hires	n/a	n/a	n/a	10%	8%	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Advance our people (2)									
Employees newly hired	Female employees— total	Fiscal year	% Share of female new hires to total new hires	36%	35%	35%	36%	38%	
	thereof EMEA	Fiscal year	% Share of female new hires in EMEA	36%	35%	40%	33% ²⁶	44%	
	thereof Americas	Fiscal year	% Share of female new hires in Americas	37%	38%	35%	38% ²⁶	30%	
	thereof Asia-Pacific and Japan	Fiscal year	% Share of female new hires in APJ	n/a	n/a	n/a	35%	41%	
	thereof China	Fiscal year	% Share of female new hires in CHN	n/a	n/a	n/a	41%	38%	
Employee exits	Total	Fiscal year	No.	3,767	3,539	4,407	6,622	6,335	
	thereof decision employee	Fiscal year	No.	2,118	1,721	2,562	3,765 ²⁶	3,308	
	thereof other reasons (= not decision employee)	Fiscal year	No.	1,649	1,818	1,845	2,857 ²⁶	3,027	
	therein dismissals	Fiscal year	No.	583	627	368	647 ²⁶	1,081	
Employees holding own company stocks	Total	Sept. 30	No.	24,353	27,087	28,807	28,675	36,350	
Number of employees	Germany	Sept. 30	No.	13,653	14,211	14,462	17,586 ²⁶	18,211	
Employees with collective bargaining agreement	Germany	Sept. 30	No.	13,319	13,870	14,118	12,991	13,598	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Advance our people (3)									
Contractually agreed weekly working hours	Total	Sept. 30	No. (average)	39.4	39.4	39.4	39.7	39.5	
	EMEA	Sept. 30	No. (average)	37.7	37.7	37.7	37.9	37.3	
	Americas	Sept. 30	No. (average)	40.6	40.6	40.6	40.5	40.6	
	Asia-Pacific and Japan	Sept. 30	No. (average)	n/a	n/a	n/a	42.6	42.6	
	China	Sept. 30	No. (average)	n/a	n/a	n/a	40.0	40.0	
Apprentices	Total	Fiscal year	No.	652	554	614	585	705	
Apprentices and dual students	Germany	Fiscal year	No.	516	421	436	434	466	
	thereof for third parties	Fiscal year	No.	4	5	3	2	1	
	thereof internally	Fiscal year	No.	512	416	433	432	465	
	therein new apprentices	Fiscal year	No.	132	142	126	148	185	
Spent on employee training	Total	Fiscal year	Million EUR	72	57	59	79	87	
Spent on employee training per employee	Total	Fiscal year	EUR	1,384	1,050	1,063	1,159	1,238	
Number of training hours	Total	Fiscal year	No. (million)	n/a	2.7	1.7	2.1	2.2	
Average training hours per employee	Total	Fiscal year	No.	n/a	38	31	31	31	
Number of employees in countries certified as Great Place To Work	Total	Fiscal year	% share of employees	n/a	n/a	n/a	n/a	67%	> 80% (FY 25)

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Occupational health and safety (1)									
Fatalities—work related	Total	Sept. 30	No.	n/a	0	0	0	0	0
	therein contractors	Sept. 30	No.	0	0	0	0	0	0
	therein temporary workers	Sept. 30	No.	n/a	0	0	0	0	0
	therein Siemens Healthineers employees	Sept. 30	No.	0	0	0	0	0	0
Fatality rate	therein temporary workers	Sept. 30	No.	n/a	0	0	0	0	0
	therein Siemens Healthineers workers	Sept. 30	No.	0	0	0	0	0	0
Working hours ³⁷	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Million h	n/a	n/a	134.2	157.4	166.8	
	thereof Siemens Healthineers employees	Sept. 30	Million h	98.4	103.0	112.7	132.2	135.1	
	thereof temporary workers	Sept. 30	Million h	n/a	n/a	21.5	25.2	31.7	
Lost time injuries ³⁷	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	232	222	213	
	therein Siemens Healthineers employees	Sept. 30	No.	179	145	211	211	206	
	therein temporary workers	Sept. 30	No.	n/a	n/a	21	11	7	

³⁷ Excluding CTSI Oncology Solutions.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Occupational health and safety (2)									
Lost time injury frequency rate (LTIFR) ³⁷	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Lost time injuries per 200,000 working hours	n/a	n/a	0.3	0.3	0.3	
	therein Siemens Healthineers employees	Sept. 30	Lost time injuries per 200,000 working hours	0.4	0.3	0.4	0.3	0.3	
	therein temporary workers	Sept. 30	Lost time injuries per 200,000 working hours	n/a	n/a	0.2	0.1	0.0	
High-consequence work-related injuries (excluding fatalities) ³⁷	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	n/a	33	23	
	therein temporary workers	Sept. 30	No.	n/a	n/a	n/a	0	0	
High-consequences injuries rate ³⁷	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	0.02	0.05	0.03	
	therein temporary workers	Sept. 30	No.	n/a	n/a	0.00	0.00	0.00	
Recordable injuries (LTC + RWC + MTC + fatalities) ³⁷	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	487	401	390	
	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	428	378	375	
	therein temporary workers	Sept. 30	No.	n/a	n/a	59	23	15	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Occupational health and safety (3)									
Total recordable injury rate ³⁷	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	0.73	0.51	0.47	
	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	0.76	0.57	0.56	
	therein temporary workers	Sept. 30	No.	n/a	n/a	0.55	0.18	0.09	
Reported cases of occupational illness ³⁷	Selected Countries	Sept. 30	No.	n/a	n/a	20	30	21	
Occupational illness frequency rate (OIFR)—Siemens Healthineers ³⁷	Selected Countries	Sept. 30	Cases per 200k working hours	n/a	n/a	n/a	0.05	0.03	
Governance									
Supplier quality audits with sustainability questions	Total	Fiscal year	No.	238	251	298	269 ³⁸	295 ³⁸	
	thereof EMEA	Fiscal year	No.	104	104	115	124 ³⁸	93 ³⁸	
	thereof Americas	Fiscal year	No.	79	80	89	75 ³⁸	77 ³⁸	
	thereof Asia-Pacific and Japan	Fiscal year	No.	n/a	n/a	n/a	22 ³⁸	48 ³⁸	
	thereof China	Fiscal year	No.	n/a	n/a	n/a	48 ³⁸	77 ³⁸	
External sustainability audits	Total	Fiscal year	No.	31	27	31	25	18	
	thereof EMEA	Fiscal year	No.	5	2	4	5	3	
	thereof Americas	Fiscal year	No.	6	4	3	1	4	
	thereof Asia-Pacific and Japan	Fiscal year	No.	n/a	n/a	n/a	5	1	
	thereof China	Fiscal year	No.	n/a	n/a	n/a	14	10	

³⁸ Varian is not yet fully integrated.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	FY 22	FY 23	As of FY 2022 including Varian targets
Apply best business ethics through compliance									
Agreed improvement measures out of external audits	Total	Fiscal year	No.	652	563	616	428	263	
	thereof Legal & Compliance	Fiscal year	No.	138	102	117	56	47	
	thereof basic human rights	Fiscal year	No.	193	190	262	186	104	
	thereof prohibition child labor	Fiscal year	No.	12	5	5	5	2	
	thereof health and safety	Fiscal year	No.	249	219	196	150	85	
	thereof environmental protection	Fiscal year	No.	22	18	12	10	13	
	thereof supply chain	Fiscal year	No.	38	29	24	21	12	
Number of compliance cases reported	Total	Fiscal year	No.	n/a	84	110	115	118	
Number of disciplinary sanctions	Total	Fiscal year	No.	77	47	18	53	51	
	thereof warnings	Fiscal year	No.	52	11	7	19	11	
	thereof dismissals	Fiscal year	No.	7	16	10	15	8	
	thereof others	Fiscal year	No.	18	20	1	19	10	
Donations	Total	Fiscal year	Million EUR	4.3	4.5	9.5	8.3	7.4	
	thereof EMEA	Fiscal year	Million EUR	0.4	1.0	2.0	3.3	2.3	
	thereof Americas	Fiscal year	Million EUR	3.0	2.6	2.3	3.9	3.9	
	thereof Asia-Pacific and Japan	Fiscal year	Million EUR	n/a	n/a	n/a	n/a	1.2	
	thereof China	Fiscal year	Million EUR	n/a	n/a	n/a	n/a	0.1	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian		
							FY 22	FY 23	targets
Responsibly grow long-term business value									
Net Income per employee	Total	Fiscal year	Thousand EUR	31.5	26.9	26.5	29.6	21.5	
Purchasing Volume (PVO)	Total	Fiscal year	Million EUR	6,400	6,600	7,500	10,300	10,200	
	Emerging markets	Fiscal year	Million EUR	1,300	1,400	1,600	2,300	2,100	
Number of strategic (> EUR 10,000 annual volume) suppliers	Total	Sept. 30	No.	27	23	25	18	24	
Number of countries with relevant Siemens Healthineers (strategic) suppliers	Total	Sept. 30	No.	127 (42)	127 (42)	137 (32)	143 (31)	120 (27)	

A.3

GRI content index

According to GRI 1, the Sustainability Report 2023 of Siemens Healthineers has been prepared in reference to the GRI Standards. The reported GRI topics are based on our materiality analysis. This analysis was conducted in FY 2020 and was reviewed for relevancy and adjusted accordingly in August 2021, after the acquisition of Varian.

Statement of use

Siemens Healthineers has reported the information cited in this GRI content index for the period from October 1, 2022 to September 30, 2023 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	SDGs
GRI 2 General Disclosures 2021			
GRI 2-1	Organizational details	p. 8	
GRI 2-2	Entities included in the organization's sustainability reporting	p. 4	SDG 3
GRI 2-3	Reporting period, frequency and contact point	p. 4	
GRI 2-5	External assurance	p. 148	
Activities and workers			
GRI 2-6	Activities, value chain and other business relationships	p. 8	
Governance			
GRI 2-9	Governance structure and composition	p. 25	SDG 16
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	p. 25	SDG 17
GRI 2-13	Delegation of responsibility for managing impacts	p. 25	SDG 16
Strategy, policies and practices			
GRI 2-22	Statement on sustainable development strategy	p. 3	SDG 3, SDG 16
GRI 2-23	Policy commitments	p. 85	SDG 8, SDG 12, SDG 16
GRI 2-26	Mechanisms for seeking advice and raising concerns	p. 108	SDG 16
Stakeholder engagement			
GRI 2-29	Approach to stakeholder engagement	p. 19	SDG 8, SDG 16, SDG 17

GRI Standard	Disclosure	Location	SDGs
GRI 3 Material Topics 2021			
GRI 3-1:	Process to determine material topics	p. 15	
GRI 3-2:	List of material topics	p. 16	
GRI 3-3:	Management of material topics	p. 30, p. 50, p. 51, p. 64, p. 72, p. 78, p. 97	
GRI 201 Economic Performance 2016			
GRI 201-1	Direct economic value generated and distributed	p. 9	
GRI 302 Energy 2016			
GRI 302-1	Energy consumption within the organization	p. 129	
GRI 303 Water and Effluents 2018			
GRI 303-3	Water withdrawal	p. 133	
GRI 303-4	Water discharge	p. 134	
GRI 303-5	Water consumption	p. 133	
GRI 305 Emissions 2016			
GRI 305-1	Direct (Scope 1) GHG emissions	p. 127	SDG 7,
GRI 305-2	Energy indirect (Scope 2) GHG emissions	p. 128	SDG 8,
GRI 305-3	Other indirect (Scope 3) GHG emissions	p. 128	SDG 9,
GRI 305-4	GHG emissions intensity	p. 129	SDG 11,
GRI 305-5	Reduction of GHG emissions	p. 51	SDG 12, SDG 13
GRI 306 Waste 2020			
GRI 306-2	Management of significant waste-related impacts	p. 61	
GRI 306-3	Waste generated	p. 130	SDG 6,
GRI 306-4	Waste diverted from disposal	p. 130, p. 131	SDG 8,
GRI 306-5	Waste directed to disposal	p. 131	SDG 12
GRI 308 Supplier Environmental Assessment 2016			
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	p. 142, p. 143	
GRI 401 Employment 2016			
GRI 401-1	New employee hires and employee turnover	p. 137, p. 138	

GRI Standard	Disclosure	Location	SDGs
GRI 403 Occupational Health and Safety 2018			
GRI 403-1	Occupational health and safety management system	p. 89	SDG 13
GRI 404 Training and Education 2016			
GRI 404-1	Average hours of training per year per employee	p. 74	SDG 5
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	p. 74	
GRI 405 Diversity and Equal Opportunity 2016			
GRI 405-1	Diversity in governance bodies and employees	p. 69	SDG 5, SDG 8, SDG 10
GRI 414 Supplier Social Assessment 2016			
GRI 414-2	Negative social impacts in the supply chain and actions taken	p. 142, p. 143	

A.4

Independent auditor's report on a limited assurance engagement

To Siemens Healthineers AG, Munich

We have performed a limited assurance engagement on the disclosures marked with the symbol ✓ (hereafter the "disclosures") in the Sustainability Report of Siemens Healthineers AG, Munich (hereafter the "Company"), for the reporting period from October 1, 2022 to September 30, 2023 (hereafter the "report").

Our engagement exclusively related to the disclosures marked with the symbol ✓ in the English PDF-version of the report. The report is published as a PDF-version at siemens-healthineers.com/company/sustainability.

Responsibilities of management

The Company's management is responsible for the preparation of the disclosures in the report with reference to the Sustainability Reporting Standards of the Global Reporting Initiative (hereafter the "GRI criteria") and for the selection of the information to be assessed.

These responsibilities of the Company's management include the selection and application of appropriate sustainability reporting methods and making assumptions and estimates about individual sustainability disclosures that are reasonable in the circumstances. Furthermore, management is responsible for such internal control as management considers necessary to enable the preparation of the disclosures in the report that are free from material misstatement, whether due to fraud (manipulation of the disclosures) or error.

Independence and quality assurance of the audit firm

We have complied with the German professional requirements on independence as well as other professional conduct requirements.

Our audit firm applies the national legal requirements and professional pronouncements—in particular the BS WP/vBP ["Berufssatzung für Wirtschaftsprüfer/vereidigte Buchprüfer": Professional Charter for German Public Accountants/German Sworn Auditors] in the exercise of their Profession and the IDW Standard on Quality Management issued by the Institute of Public Auditors in Germany (IDW): Requirements for Quality Management in the Audit Firm (IDW QS 1) and accordingly maintains a comprehensive quality management system that includes documented policies and procedures with regard to compliance with professional ethical requirements, professional standards as well as relevant statutory and other legal requirements.

Responsibilities of the auditor

Our responsibility is to express a conclusion with limited assurance on the disclosures in the report based on our assurance engagement.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board (IAASB). This standard requires that we plan and perform the assurance engagement to obtain limited assurance about whether any matters have come to our attention that cause us to believe that the disclosures in the Company's report are not prepared, in all material respects, with reference to the GRI criteria.

In a limited assurance engagement, the procedures performed are less extensive than in a reasonable assurance engagement, and accordingly, a substantially lower level of assurance is obtained. The selection of the assurance procedures is subject to the professional judgment of the auditor.

In the course of our assurance engagement we have, among other things, performed the following assurance procedures and other activities:

- Inquiries of employees responsible for data capture and consolidation as well as the preparation of the disclosures about the reporting processes, the data capture and compilation methods as well as internal controls to the extent relevant for the assurance of the disclosures,
- Identification of likely risks of material misstatement with regards to the disclosures,
- Analytical procedures on the disclosures at Group level and at the level of the Business Lines and Business Areas,
- Inquiries and inspection of documents relating to the collection and reporting of sustainability data related to the disclosures,
- Evaluation of the presentation of the disclosures in the report.

Assurance conclusion

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the disclosures marked with the symbol ✓ in the Sustainability Report of Siemens Healthineers AG for the period from October 1, 2022 to September 30, 2023 have not been prepared, in all material respects, with reference to the GRI criteria.

Munich, November 22, 2023

Ernst & Young GmbH
Wirtschaftsprüfungsgesellschaft

Dr. Eisele
Wirtschaftsprüfer
(German Public Auditor)

Johne
Wirtschaftsprüferin
(German Public Auditor)

Restriction of use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the assurance report is intended solely to inform the Company about the result of the assurance engagement. As a result, it may not be suitable for another purpose than the aforementioned. Accordingly, the assurance report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company alone. We do not accept any responsibility to third parties. Our assurance conclusion is not modified in this respect.

General engagement terms and liability

The "General Engagement Terms for Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms]" dated January 1, 2017 are applicable to this engagement and also govern our relations with third parties in the context of this engagement (de.ey.com/general-engagement-terms). In addition, please refer to the liability provisions contained there in no. 9 and to the exclusion of liability towards third parties. We accept no responsibility, liability or other obligations towards third parties unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We make express reference to the fact that we will not update the assurance report to reflect events or circumstances arising after it was issued, unless required to do so by law. It is the sole responsibility of anyone taking note of the summarized result of our work contained in this report to decide whether and in what way this information is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

A.5

Notes and forward-looking statements

This document contains statements related to our future business, financial performance, and future events or developments involving Siemens Healthineers that may constitute forward-looking statements. These statements can be identified by words such as "expect," "look forward to," "anticipate," "intend," "plan," "believe," "seek," "estimate," "will," "project," or words of similar meaning. We may also make forward-looking statements in other reports, prospectuses, presentations, material delivered to shareholders, and press releases.

In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations and certain assumptions of the management of Siemens Healthineers and many are beyond the control of Siemens Healthineers.

These are subject to a number of risks, uncertainties, and factors including, but not limited to, those described in disclosures, in particular in the chapter "Report on material risks and opportunities" in the Annual Report.

Should one or more of these risks or uncertainties materialize, should events of force majeure such as pandemics occur, should underlying expectations including future events occur at a later date or not at all, or should assumptions prove incorrect, the actual results, performance, or achievements of Siemens Healthineers may vary (negatively or positively) materially from those described explicitly or implicitly in the relevant forward-looking statement.

Siemens Healthineers neither intends nor assumes any obligation to update or revise these forward-looking statements in light of developments which differ from those anticipated.

This document includes supplemental financial measures that are or may be alternative performance measures (non-GAAP measures).

These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Siemens Healthineers in terms of net assets and financial positions or operational results as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements.

Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

Due to certain regional limitations of sales rights and service availability, we cannot guarantee that all products included in this report are available through the Siemens sales organization worldwide. Availability and packaging may vary by country and are subject to change without prior notice. Some/all of the features and products described herein may not be available in the United States or other countries. If a special disclaimer applies, it will be indicated in a footnote on the respective page.

A.6

Further information and useful resources

Additional information

Siemens Healthineers Annual Report 2023 is available at:

siemens-healthineers.com/annual-report-2023

Further sustainability information

Further information on our commitment to sustainability and additional sustainability-related indicators is available here:
Sustainability (siemens-healthineers.com/sustainability)

Further information on research, development, and innovation at Siemens Healthineers is available here: Innovations with impact
(siemens-healthineers.com/innovations)

Publishing information

Siemens Healthineers AG

Siemensstr. 3
91301 Forchheim, Germany
siemens-healthineers.com

Sustainability: sustainability@siemens-healthineers.com

Media Relations: press.team@siemens-healthineers.com

Investor Relations: ir.team@siemens-healthineers.com

Published by Siemens Healthineers AG