



SHAPING  
A  
SUSTAINABLE

# TOMORROW



MAGAZINE  
2022





SHAPING  
A  
SUSTAINABLE

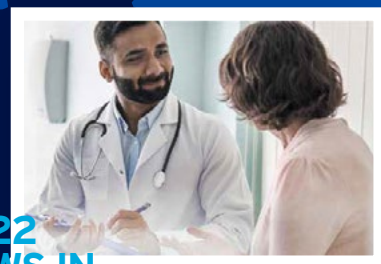
# TO MOR ROW

At Fresenius Medical Care, we feel strongly connected to our mission to continuously improve our patients' quality of life by offering them high-quality products as well as innovative technologies and treatment concepts. This also shapes how we integrate sustainability into our business and tackle global health care challenges. Find out how we deliver on our commitment to future-proof our company for generations to come.

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TO THE  
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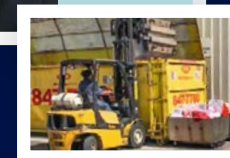
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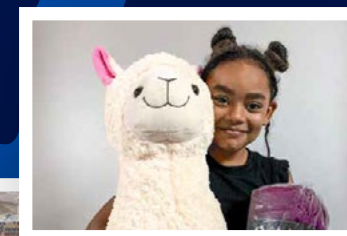
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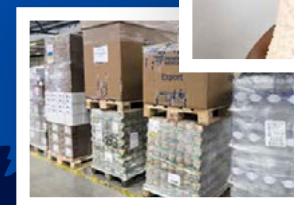
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SHAPING  
A  
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TO  
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MORE THAN

52 M

DIALYSIS TREATMENTS  
IN 2022

PRODUCTS  
IN AROUND

150

COUNTRIES

WALTHAM

AROUND

168 M

DIALYZERS PRODUCED  
IN 2022

No. 1

AMONG ALL  
DIALYSIS PROVIDERS

EVERY

0.6

SECONDS WE  
PROVIDE A DIALYSIS  
TREATMENT

78%

OF OUR PATIENTS WOULD  
HIGHLY RECOMMEND OUR  
SERVICES

69%

OF OUR EMPLOYEES  
FEEL A SENSE OF  
BELONGING AT WORK

42

PRODUCTION  
SITES

# WHO WE ARE

BAD  
HOMBURG

HONG KONG

Fresenius Medical Care is the world's  
leading provider of products and services  
for individuals with renal diseases.

We aim to create a future worth living for  
chronically and critically ill patients -  
worldwide and every day. Through a net-  
work of more than 4,100 dialysis centers,  
we provide dialysis treatments to more  
than 344,000 people around the globe.

As a vertically integrated company, our  
portfolio encompasses a comprehensive  
range of high-quality health care pro-  
ducts and services as well as various  
dialysis treatment options for both in-  
center and home dialysis.

MORE THAN

344,000

PATIENTS  
WORLDWIDE

MORE THAN

4,100

DIALYSIS CENTERS  
IN AROUND  
50 COUNTRIES

AROUND

128,000

EMPLOYEES  
IN MORE THAN  
70 COUNTRIES

RIO  
DE  
JANEIRO





### Helen Giza

Helen Giza was appointed Chief Executive Officer effective December 6, 2022. She joined Fresenius Medical Care in 2019 as Chief Financial Officer and assumed the additional role of Chief Transformation Officer to lead the FME25 transformation program in 2021.

Previously, she was Chief Financial Officer of Takeda Pharmaceutical's U.S. business unit before being named Chief Integration and Divestiture Management Officer on the Takeda Corporate Executive Team in 2018. Prior to Takeda, she held a number of key international finance and controlling positions at companies including TAP Pharmaceuticals and Abbott Laboratories.

Helen Giza is a UK Chartered Certified Accountant and holds a Master of Business Administration from the Kellogg School of Management at Northwestern University in Evanston, Illinois, U.S.

## SHAPING A SUSTAINABLE

# TO MO RR OW

Sustainability as well as sustainable profitable growth are key elements of Helen Giza's vision for Fresenius Medical Care. The CEO and Chair of the Management Board tells us more about it.

### Dear Readers,

At Fresenius Medical Care, we are proud to have an impact on the lives of patients around the world every day – now and in the future. Our reach and influence extends beyond dialysis and health care. We are committed to acting sustainably at all levels of our company. Sustainability is therefore an integral part of our strategy.

For us, sustainability also includes being steadfast in our commitment to equality and our celebration of diversity. And it means taking all the necessary steps to understand and reduce our environmental footprint. Our goal is to become 100% climate-neutral in our operations by 2040. I am convinced that all these activities and our strong commitment to our patients are important components of sustainable profitable growth.



In this magazine, we give you an insight into our efforts to improve our economic, environmental, and social sustainability and support the communities that we live in and serve:

- Meet some of our dialysis nurses, and learn more about their outstanding commitment, shared by many thousands of their colleagues worldwide.
- Take a look at how our care teams are helping patients during the war in Ukraine. For me, they are real heroes.
- Learn more about our efforts to reduce our environmental footprint.
- Read more about our commitment to equality, diversity, and inclusion across our entire value chain for our patients, employees, and suppliers.
- Find out more about our corporate citizenship activities.

All of these initiatives and achievements are possible thanks to the commitment of our global teams. I hope that you find these stories as inspiring as I do. Through our collective effort, we can all serve as a powerful example of what it means to be sustainable, and therefore equitable and diverse on the global stage.

Thank you for your continued cooperation and commitment.

**Helen Giza**  
CEO and Chair of the Management Board

“  
WE ARE COMMITTED TO  
ACTING SUSTAINABLY AT ALL  
LEVELS OF OUR COMPANY.  
I AM CONVINCED THAT ALL  
THESE ACTIVITIES AND OUR  
STRONG COMMITMENT TO OUR  
PATIENTS ARE IMPORTANT  
COMPONENTS OF  
SUSTAINABLE PROFITABLE  
GROWTH.  
”

HELEN GIZA,  
CEO AND CHAIR OF THE  
MANAGEMENT BOARD





# 2022

## NEWS IN BRIEF



### PREMIER VALUE-BASED KIDNEY CARE PROVIDER IN THE U.S.

In March, Fresenius Medical Care entered into a binding agreement to create an independent new company combining Fresenius Health Partners with InterWell Health and Cricket Health. The transaction received regulatory clearance in the U.S. in August.

The new company, which operates under the name InterWell Health, brings together Fresenius Health Partners' expertise in value-based kidney care, InterWell Health's clinical care models and strong network of 1,700 nephrologists, and Cricket Health's tech-enabled care model utilizing its proprietary informatics, StageSmart™ and patient engagement platforms. The result is an innovative, stand-alone entity that is equipped to transform kidney care.



# 2022

### STRENGTHENING OUR CULTURE OF INTEGRITY

At the Asia-Pacific Ethics & Compliance Day in April, employees in the region dealt with the importance of compliance and integrity at Fresenius Medical Care through a series of interactive events.

Under the motto "Get Confy with Compliance", they participated in activities such as a quiz, designing a compliance mascot or slogan writing to strengthen collaboration and get everyone to feel confident and comfortable ("confy") in dealing with compliance.



### PUTTING OUR PATIENTS FIRST

As part of its efforts to continuously improve patient care, Fresenius Medical Care has surveyed 41,000 patients in Latin America in recent years to find out how they rate the care we provide in our clinics.

The PX Intelligence platform launched in the past year as part of the Patient Experience Program will make it much easier to manage this data in compliance with valid data protection guidelines: The system provides intuitive and digital access to the survey results and action plans, and even makes it possible to monitor the effectiveness of these plans over time.





## CELEBRATING OUR PRODUCTION SITES

In January, our L'Arbresle plant in France achieved a major milestone and manufactured 100,000 dialyzers in one day! This was thanks to installing FX4 shopfloor machines with a maximum capacity of 2,000 dialyzers per hour.

In addition, several production sites around the globe celebrated anniversaries: Congratulations to Brazil, Serbia and Mexico!



20th

anniversary in April:  
Jaguariúna, Brazil

40th

anniversary in May:  
Vršac, Serbia



35th

anniversary in June:  
Erika de Reynosa, Mexico



## PATIENT CARE DURING HURRICANE IAN

In September, Fresenius Medical Care mobilized its North American disaster response team to ensure continued care for patients and assist employees as Hurricane Ian headed toward Florida's west coast.

The team supported patients by moving them to other clinics outside the evacuated areas. Patients were provided with emergency kits and instructions for touching base with their care teams during and after the storm in order to continue vital treatments should their regular dialysis center not be accessible. For people who administer dialysis treatment at home, staff delivered necessary supplies and checked in on them as needed.



## VIRTUAL PATIENT JOURNEY

The Virtual Clinic is a web-based, interactive 3D platform that allows health care professionals, technicians and IT specialists to experience the full scope of Fresenius Medical Care's ecosystem covering both the patient and the customer journey. The Virtual Clinic comprises an entire complex with buildings and corridors that open up to allow users to visit several therapy areas.

There they can discover the wide range of available medical devices and services and learn how they can be integrated in clinical practice to improve patients' health. Videos and animated graphics as well as different apps take participants on an exciting journey and allow them to explore innovative therapies in a playful way. Further developments are in the pipeline.



Visit our Virtual Clinic:  
[www.fme-digital.com](http://www.fme-digital.com)

The medical device and therapy-related information contained in the Virtual Clinic are aimed exclusively at health care professionals located in the European Union.



# UNITED BY A SHARED PURPOSE

Every day, many thousands of nurses on all continents make a significant contribution to our patients' wellbeing. They come from different cultures and bring their own experience and beliefs with them.

Nurses like Christine Bardon from France, Lorie Atkins from the U.S. and Tetyana Kazmyrova from Ukraine. Wherever they come from, they are all united by a shared purpose:  
To create a future worth living. For patients.  
Worldwide. Every day.



“THE  
POSITIVE  
FEEDBACK IS  
A DRIVING  
FORCE THAT  
MOTIVATES  
ME EVERY  
DAY.”

CHRISTINE BARDON,  
FRANCE

## EDUCATION IS KEY

→ Being diagnosed with kidney disease can feel overwhelming, and the treatment options are complex. That is why it is important to educate patients along their entire journey.

Christine Bardon has made this her life's work. As a consulting nurse, she supports patients with education that is tailored to their individual needs. "I wanted to be closer to patients before dialysis, and also during their treatment," says Bardon. She works as a patient education expert at the NephroCare clinic in Tassin-Charcot, France, and cares for patients at different stages of chronic kidney disease.

"Each week, I meet stage 4 patients in a group setting to discuss topics such as kidney function, medication and nutrition," she says. "For stage 5 patients, I make individual appointments where we talk about dialysis techniques, treatment sessions, and kidney transplants." Bardon has a close relationship with her patients and their families. "They are always so appreciative, and the positive feedback is a driving force that motivates me every day."



## A CALLING FOR CARING

→ In addition to being a registered nurse for Fresenius Medical Care, Lorie Atkins supports her husband who has been on dialysis for more than 20 years. As such, she has the unique perspective of being both a care partner and a nurse.

Atkins has a strong faith and says, "My purpose is to give people hope." As a Kidney Care Advocate, she has two recommendations for care partners of people being treated at home. The first is to make dialysis a fun day. She suggests ordering a takeout or watching a movie.

The second is to not become a servant. There are some things patients can and should do themselves - which makes everyone feel better. She has a message for center staff, too: "What we do matters. It's not just that we show up and do our job. We really make a difference."



“  
WE REALLY  
MAKE A  
DIFFERENCE.  
”

LORIE ATKINS,  
U. S.

“  
I'M INSPIRED  
BY THE  
GRATEFUL  
LOOK IN MY  
PATIENTS'  
EYES.  
”

TETYANA KAZMYROVA,  
UKRAINE



## TEAMWORK KNOWS NO BOUNDS

→ After twelve years at the hemodialysis center in Chernihiv, Tetyana Kazmyrova thought she had seen it all: Working in a large team providing outstanding personal care to almost 100 patients with chronic kidney disease, she had watched a young dialysis patient carry her pregnancy to term under the professional supervision of the clinic's staff; and for two years during the pandemic, she worked three shifts a day in the COVID-19 patients' ward to ensure treatment for a handful of patients without becoming infected herself.

And then Russia invaded Ukraine. Being under siege, losing power and water and having to work in a cold basement to treat patients and offer them and their families shelter, Kazmyrova realized why she had become a nurse in the first place. "The war has united us. We looked like an independent combat unit, getting up every morning at six, putting on our uniforms and continuing to provide full-scale hemodialysis therapy even under the most extreme conditions," she explains. "We realized that the most important thing is human life. Our team members turned out to be real heroes. They practically lived at work, with the bravest standing for hours in the bread line."

Kazmyrova feels the war has forged an even stronger bond between colleagues and patients. "We've been through a lot together, but most of all I'm inspired by the grateful look in my patients' eyes. That motivates me even more to protect them and save their lives."





# BUILDING A CULTURE OF BELONGING

→ Diversity in a company is a great source of strength and can inspire innovation and success. That's why diversity, equity and inclusion (DE&I) are integral values at Fresenius Medical Care - with regard to the Company's roughly 128,000 employees worldwide as well as our more than 344,000 patients.

We strive to create a culture of belonging as a comprehensive and ongoing effort to run our company in a more just and sustainable way. By promoting DE&I, we foster fair treatment for all employees and a corporate culture that values and recognizes every person in the Company as an individual.

Diversity is part and parcel of inclusion and means giving every employee a seat at the table, encouraging them to be authentic and make their voice heard. By breaking down stereotypes and

preventing discrimination against any group of people, we want to make sure that no one feels left out and ensure that the same standards apply to everyone.

Fresenius Medical Care has a responsibility to society at large to achieve the

highest level of health for a diverse patient population, regardless of their socio-economic background. This is where the third element, equity, comes into play. Our overarching vision is to eliminate racial and ethnic disparities in the care of patients and their communities.

A corporate culture that embraces diversity, equity

and inclusion is reassuring and inspiring for patients and employees, while encouraging and fostering suppliers, as the following stories demonstrate.

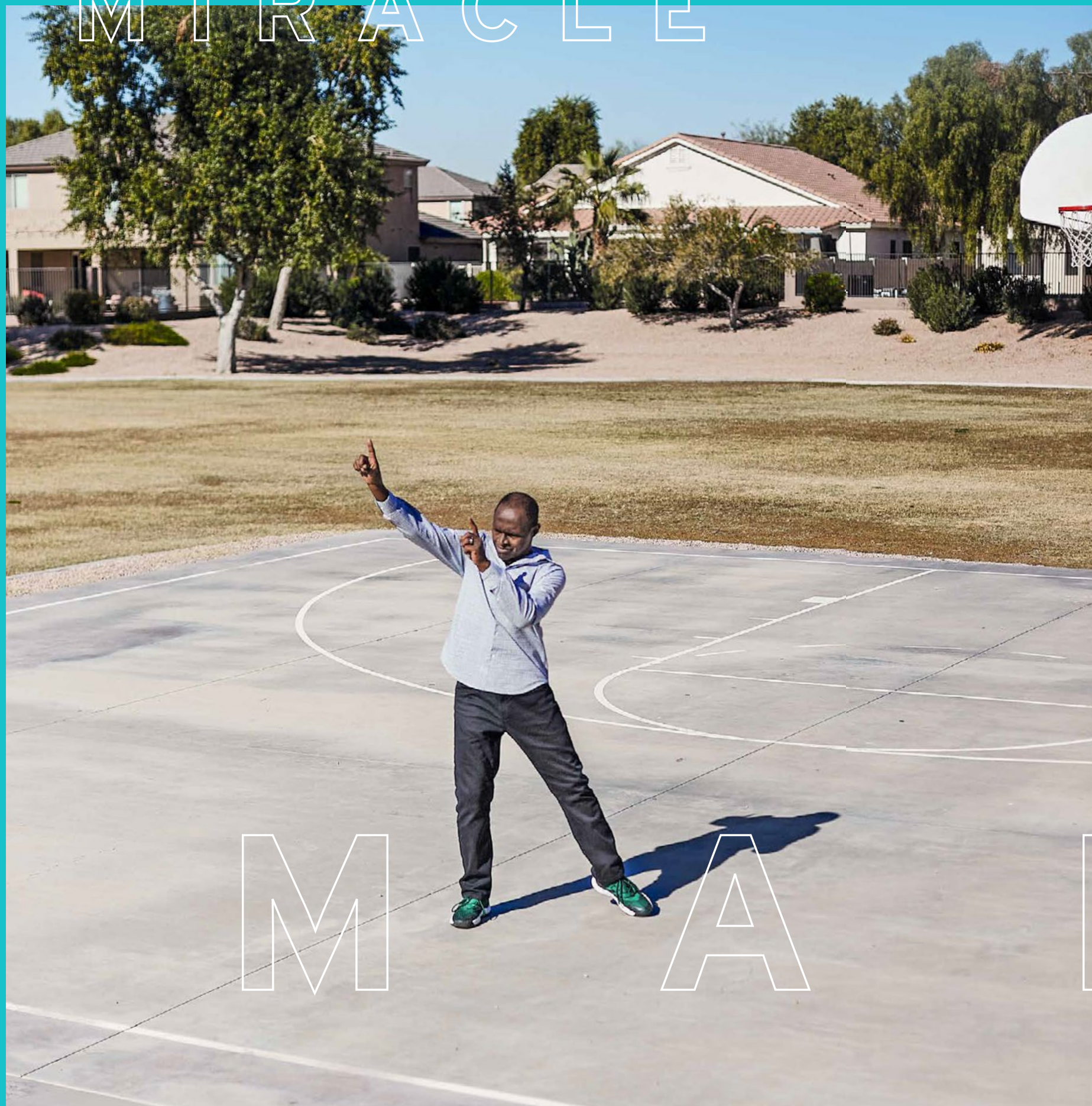
MORE THAN  
**344,000**  
PATIENTS

MORE THAN  
**8,000**  
DIVERSE SUPPLIERS IN  
THE U.S.

AROUND  
**128,000**  
EMPLOYEES



# MIRACLE



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A

N

How Raymond Scott turned his journey as a patient with chronic kidney disease into a source of strength for advocacy and mentorship.

→ **Raymond Scott from South Carolina was 29 years old and fresh out of the military when he received the unexpected diagnosis of kidney failure. "I saw myself as ten foot tall and bulletproof. I couldn't be touched. And then I 'crashed' into dialysis unplanned and without warning. When the physicians told me that my kidneys were failing, it left me feeling empty and hollow," Raymond Scott recalls the fateful hospital visit in 1998 where he had gone to see the physician about a lingering cough and high blood pressure. "They were explaining things to me, but I wasn't hearing it. All I could think was: How much time do I have left?"**



That was 25 years ago. Today, he looks back on two-and-a-half decades as a dialysis patient in which he has thrived, regained his positive outlook on life and become a husband and father of two teenagers. He and his wife, Analyn, have turned their journey as kidney patient and devoted caregiver into a source of strength to educate others far beyond their immediate circle of family and friends.

## RAYMOND & ANALYN

The couple, who lives in Phoenix, AZ, has produced a documentary and a compilation of books, as well as recording a regular podcast. In 2015, they also launched a non-profit organization to spread the word about the warning signs of kidney disease and the available treatment options to empower dialysis patients to live a better life.



→ “We could never have guessed what would lie ahead of us,” says Analyn Scott. “But looking back we wouldn’t change a thing. This is part of our purpose and destiny. I call Raymond a ‘miracle man’ for what he’s been through. It has given us this strong sense of responsibility and urgency to reach as many people as possible so they can be better informed and master the challenges that come with this disease.”

By Analyn Scott’s estimate, she and her husband have reached thousands of people throughout the U.S. and abroad, either through social media or on one of their cross-country tours in a recreational vehicle (RV), which have taken them from tribal communities in their home state of Arizona to African-American congregations in New York City’s Harlem neighborhood.

#### A shared future

“We’ve come to realize that the general population is often clueless about kidney disease. That’s simply not acceptable. Even we are still learning new things about the disease every day. We want to help other patients to have all the information they need about their disease - for their own sakes and that of their partners or their children, who want to have them around for as long as possible.”

“ I CALL  
RAYMOND A  
‘MIRACLE MAN’  
FOR WHAT  
HE’S BEEN  
THROUGH. ”

ANALYN SCOTT



1IN9

Analyn and Raymond Scott founded 1in9 Charities, Inc., to inspire hope and change the trajectory of kidney disease.



HOME THERAPY  
With home dialysis, the therapy options include peritoneal dialysis (PD) and home hemodialysis (HHD).



It took the couple several years to adjust to their new situation. Raymond Scott started treatment with peritoneal dialysis at a Fresenius Medical Care dialysis clinic in February 1998. “At the beginning, we didn’t know that the average life expectancy for someone with kidney failure was five to ten years. But we said, let’s stick together and not let what’s coming change our shared future,” he recalls this sudden, momentous life change. “Things got a little bit easier once I started receiving regular dialysis treatment, particularly because I wasn’t going through it alone.” Less than a year after starting his treatment, he and Analyn got married and were able to go on a Caribbean cruise for their honeymoon.

#### Five years of freedom

In 2001, Raymond Scott received a kidney as a living donation from his brother and started getting used to this new sense of independence. But after just five years, his body rejected the donated organ and he had to resume in-center visits, this time with hemodialysis three times a week. “Many dialysis patients think that once they have received a transplant, it’s over. But that’s not true for all of us,” he says. “Looking back, I consider it a gift from my brother. He gave me five years of freedom to do the things I wanted.”

This second round of dialysis starting in 2006 allowed Raymond and Analyn to continue to live their lives together and grow their family. Transitioning to home hemodialysis with an NxStage machine in 2012 was another milestone that gave Raymond Scott greater flexibility and independence. It also made the couple feel more strongly about educating other patients on the available treatment modalities and how these can help them to lead a better life.

An invitation to the annual fundraising gala of the National Kidney Foundation in 2015 was a pivotal moment for the Scotts. It allowed them to expand their outreach from friends and relatives to the general public. “That night, we heard things about kidney disease that floored us. For instance, that 26 million Americans, or one in nine adults, are at various stages of kidney disease, but most of them don’t know it. Or that African-Americans are four times more likely to develop kidney failure,” says Analyn, who went on to channel her commitment into a foundation called 1in9 Charities, Inc.

Her husband had taken up the challenge to take part in 2016’s Dancing with the Stars Arizona. After months of training, he performed Pharrell Williams’s hit song “Happy”, helping to raise both funds and awareness for his future campaigning on behalf of kidney patients.





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Raymond Scott's patient journey has certainly been an eventful one - peritoneal dialysis, transplantation, and home dialysis.

→ Since then, the Scotts have been busy organizing various community events, such as free health screenings throughout Arizona and beyond. "Kidney disease doesn't discriminate and can affect anyone of any race or background. That's why prevention and early detection are so important," explains Analyn Scott. But beyond personal education, she sees it as a matter of health equity. "Diabetes and high blood pressure are key risk factors that are more prevalent in the African-American community and among other minority populations."

#### Asking the right questions

What the couple found during their nationwide outreach campaign is a lack of awareness, often coupled with limited access to information about a healthy lifestyle and treatment options once kidney disease or failure has been diagnosed.

"My wife is a fierce advocate on my behalf. That's why I love to call her my bulldog," says Raymond Scott. "But not everyone has someone like that who asks doctors the right questions - and keeps asking them, again and again. Patients like me need the opportunity to have those conversations. We deserve to be informed and empowered to make decisions that can have a huge impact on our life and longevity. I'm living proof of that."

## WE ARE COMMITTED TO ADVANCING GLOBAL HEALTH EQUITY

**Dr. Amaka Eneanya, Head of Strategy and Operations at Fresenius Medical Care's Global Medical Office, explains why health equity is a crucial part of achieving diversity and inclusion.**

#### Dr. Eneanya, can you tell us what health equity means exactly?

**ENEANYA:** Everyone should have a fair opportunity at attaining their full health potential, and no one should be disadvantaged or kept from achieving this potential based on where they live or on their sex, gender, race/ethnicity, disability, or sexual orientation. Health equity has been brought to the forefront in the U.S. because of all the racial injustice we have witnessed throughout the pandemic, as well as inequities in connection with socio-economic conditions in general. There are subpopulations, mostly racial and ethnic minorities, that tend to have the worst health outcomes. Taking care of patients is actually only a small part of health care. A dialysis machine doesn't guarantee that somebody has access to safe, nutritious food or lives in a secure, adequate home. Yet a meager diet and unsafe living conditions are all social determinants that are associated with poor health outcomes.

#### Are there any projects or initiatives that you are particularly proud of?

**ENEANYA:** Obtaining sound data is a key objective because it helps us track and monitor not only inequities but also progress. We have built two dashboards that hold great promise. One allows us to identify inequities around home dialysis and transplant care at a very granular level by region, race/ethnicity, language or age. We can dive in and see the areas with the greatest need and figure out what the problem is, for instance whether it's a referral issue or whether the patient is unable to follow up clinic visits.

The second dashboard tries to track the disparities in terms of who is referred for transplant evaluation. It will help dialysis centers to gather all the data they need to refer a patient to a transplant center. It's a one-stop shop that also allows us to see the patient's progress. We are also looking into how we can incorporate more social determinants into our medical records. It's important that patients are able to self-report these details - where and how they live, whether they receive social support and whether food or housing security is an issue - in a setting where they feel comfortable. If we can identify people who are struggling with these issues, we can work with local community partners to help them.

“  
EVERYONE  
SHOULD HAVE  
A FAIR  
OPPORTUNITY  
AT ATTAINING  
THEIR FULL  
HEALTH  
POTENTIAL.  
”

DR. AMAKA ENEANYA,  
HEAD OF STRATEGY  
AND OPERATIONS,  
GLOBAL MEDICAL  
OFFICE



#### How can we improve equitable access to health care globally, not just in the U.S.?

**ENEANYA:** We know that a lot of the information captured in medical records in the U.S. is not standard abroad. In some regions, for example, there are regulations about reporting race and ethnicity. To make a difference, though, we really need to identify the subpopulations with poor health outcomes in other countries and find the reasons why. Some of the outcomes we are interested in include dialysis adequacy, hospitalizations and mortality.

#### To what extent are a company's efforts to build a culture of diversity and inclusion connected to health equity in society at large?

**ENEANYA:** One of our goals is to recruit and retain a more diverse and inclusive workforce that mirrors the patient population. If we have staff who have a similar background and share the same cultural, racial and other lived experiences as patients, they will be better able to understand and serve these people's needs. If Fresenius Medical Care demonstrates that it values health equity, it will attract the kind of people who want to make a difference to the lives of our patient population.

#### What do you see as the biggest challenge to getting there?

**ENEANYA:** As we learn more about the inequities in terms of the care we deliver, it will make us feel uncomfortable at times. That's something we have to expect. We have to embrace this discomfort and really figure out what resources we can bring in to change things for the better.

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# GROWING STRONGER TOGETHER: EMBRACING DIVERSITY

→ **As a global health care provider with employees in more than 70 countries, Fresenius Medical Care is committed to learning about and responding to the diversity of the human experience. Creating a nurturing environment in which everyone can thrive and fulfill their potential means welcoming people of every race, ethnicity, sexual orientation, gender identity, religion or spirituality, nationality, age, and socioeconomic status.**

"At its core, diversity, equity and inclusion are about belonging. We are on a multi-year journey to build an environment in which people feel safe and confident, welcomed, cherished and celebrated," explains Mignon Early, who in 2021 became Fresenius Medical Care's first Vice President DE&I. Trained as a dialysis nurse, Early joined Fresenius Medical Care as a Regional Vice President, later advancing to General Manager, eventually switching back to her

clinical roots as Vice President of Clinical Quality. Faced with a rising tide of major challenges in 2020, from the pandemic to racially motivated killings in the U.S., she felt the calling to address them head-on.

"I realized I had to use my voice as a woman of color and speak up. As an organization, we need to turn inward to create the necessary change that will empower us to make a difference in the lives of fellow employees and patients."

Early led the initial effort to examine issues around diversity, equity and inclusion before taking on the new position of Vice President in charge of Company-wide DE&I. "Having been a nurse, an operator and a corporate leader, I have personally experienced the many ways people at Fresenius Medical Care provide support to each other and to our patients, who often come from minority and underrepresented groups," Early explains. "We can and we are building on that culture."

She is supported by a DE&I Executive Council and a larger DE&I Council with a focus on several key topics. "We want to build an inclusive, high-trust culture for our employees and attract, retain and develop a world-class team that reflects the diversity of our patients and staff," says Early. "Thirdly, we want to position ourselves for success through our commitment to DE&I, and we want to make sure that senior leaders realize their individual potential to make a Company-wide impact."



MIGNON EARLY,  
VICE PRESIDENT DE&I

“  
I REALIZED  
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USE MY  
VOICE AS  
A WOMAN OF  
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”

# BELONGING



→ One initiative is listening to employees, which so far has reached around 11,000 of her colleagues. Early's team also hosts regular workshops on the topic of inclusion and has published a Glossary of Inclusive Terms that will be regularly updated based on employee input. "We're just at the beginning of this journey and can always do more, for instance collecting data-driven insights on our talent," she says. "A company's commitment to DE&I can be a very influential factor in retaining diverse talent and encouraging prospective employees to join a company."

**A bottom-up approach to building an inclusive workplace**

Employee Resource Groups (ERGs) are a particularly successful tool used in the U.S. to expand the reach of DE&I programs. Employees are encouraged to network and form interest groups from the bottom up. ERGs can range from forums to discuss people's professional development and wellbeing to groups centered around their ethnic and cultural background or sexual orientation. Examples include a Women's Employee Resource Group and the LGBTQIA+ and Allies ERG that welcomes colleagues across a wide spectrum of gender identities and sexual orientations.

“  
EMPLOYEE  
RESOURCE  
GROUPS ARE  
A WONDERFUL  
WAY TO FIND  
PEERS AND  
TO BUILD  
A SENSE OF  
BELONGING.  
”

STEPHEN WEBER,  
SENIOR DIRECTOR  
OF CUSTOMER EXPERIENCE  
& LEADER LGBTQIA+  
AND ALLIES ERG



"ERGs are a wonderful way to find peers and to build a sense of belonging through regular events, including celebrating key holidays," says Stephen Weber, Senior Director of Customer Experience at Fresenius Medical Care North America. He is also the leader of the LGBTQIA+ and Allies ERG, which was launched in October 2020 and has grown to more than 300 members in just two years.

"Employees are more likely to perform at their best when they are able to be themselves at work. The benefits of workplace authenticity can be a renewed sense of confidence, happiness at work, job satisfaction, a sense of belonging, a feeling of pride and even a sense of freedom.



**CELEBRATING  
PRIDE MONTH**

Pride Month is about equality, acceptance, celebrating the efforts and achievements of LGBTQIA+ people, educating about LGBTQIA+ history and raising awareness of issues.

At Fresenius Medical Care North America, it means organizing and hosting a rainbow's worth of activities. Workplace events in June 2022 included a queer fireside chat, a virtual cocktail and mocktail making lesson, discussing a bestselling memoir, and inviting a fellow employee to describe her transgender daughter's journey.

→ It means that we listen more closely to one another and take a genuine interest in the Company's success." Weber adds that everyone is welcome to join the ERG and can even join as an ally. "Allies play such a significant role in our community that we felt it was important to call them out by name in the title of our ERG. Allies are a huge resource that any underserved or underrepresented population needs to make change and drive down bias."

Since the first Women's ERG was founded in 2017, their number has grown to 16 groups comprising more than 3,000 members, with more forming as things stand in late 2022. U.S. employees interested in joining an ERG or starting their own can access a dedicated intranet page and toolkit to identify peers as well as find resources and events.

Weber and Early also have high hopes for a recently launched ERG mentoring program. "It can be a great way to find a mentor and help people unlock their potential. Through mentoring and sponsorship, we can equip employees from underrepresented populations with skills, tools, and internal advocacy to promote them to more senior roles and ultimately assume leadership positions," Early says. The next step on this journey will be to foster and grow ERG programs globally, starting with a Women in Technology group.

“IT CAN BE A GREAT WAY TO FIND A MENTOR AND HELP PEOPLE UNLOCK THEIR POTENTIAL.”

”

MIGNON EARLY,  
VICE PRESIDENT DE&I

52%  
ETHNICALLY DIVERSE  
WORKFORCE (IN THE U.S.)

# POSITIVE PURCHASING POWER

Two local businesses represent Fresenius Medical Care's network of diverse and inclusive suppliers.

→ Fresenius Medical Care works with thousands of suppliers at its different locations worldwide. These suppliers provide us with the necessary products and services to keep our company running and enable us to be a reliable partner for our patients around the globe.

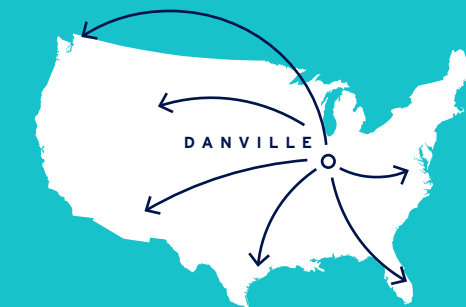
Fresenius Medical Care partners with the business community around its locations and relies on local suppliers to provide services such as landscaping, repairs, cleaning, and much more. Fresenius Medical Care North America's diverse supplier network empowers local entrepreneurs and their employees. In 2022, the network included more than 8,000 suppliers, accounting for over \$1.7 BN.

For us, diversity in sourcing means working with businesses owned by minorities, women, people with disabilities, veterans, or small businesses, to name a few.

Many diverse suppliers are small businesses that often encounter unique challenges such as being allocated smaller loans, higher interest rates, and shorter pay-back terms. By incorporating supplier diversity in procurement, we enrich and diversify our supply chain while promoting the economic development of diverse businesses.

## HOMEGROWN HAWAIIAN SUCCESS STORY

To dispose of medical waste from its dialysis centers on the islands of Hawaii, Fresenius Medical Care has for more than 25 years relied on Hawaii Bio-Waste Systems. The company was founded in 1991 by local physician Gary Kondo and has grown from modest beginnings to become the local leader in biowaste management, servicing more than 1,200 medical and pharmaceutical institutions in Hawaii. When Kondo passed away in 2011, his son Kevin took over as President and CEO of the

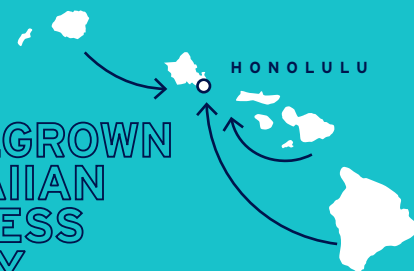


## FEMALE INGENUITY TO THE RESCUE

One of these suppliers is EnvirOx, a woman-owned business based in the U.S. state of Illinois that supplies Fresenius Medical Care North America with sustainable cleaning products and services.

"We were excited to have the opportunity to collaboratively solve the problem of getting the floors in dialysis clinics clean, and making sure they stay clean, in the most effective and sustainable way," says EnvirOx owner and president Diana Stewart, who took over the company from her father.

"It's rare for a cleaning chemicals manufacturer to be woman-owned, and I'm proud to be a female business owner and a role model for my daughters and other women."



minority-owned business. Hawaii Bio-Waste Systems collects medical waste from Fresenius Medical Care clinics on Oahu, Big Island, Maui, and Kauai and manages their reusable sharps container program. "Being a small business means we can customize our services to Fresenius Medical Care's needs, which has helped our long-term partnership grow," says Kondo. "As a diverse supplier, we are supporting both the Company's sustainability and supplier diversity programs."





# PULLED OFF A MIRACLE

How Fresenius Medical Care managed to save the lives of dialysis patients in Ukraine under the most difficult conditions

This story reflects developments from February through October 2022; the situation in Ukraine remains fluid and changes from day to day.

→ Roman Shurduk sees himself as someone who “hopes for the best and prepares for the worst”. As Fresenius Medical Care’s General Manager in Ukraine, he had a hunch early on that the Russian invasion was coming and started stockpiling dialysis products for patients. Before the first gunshots were fired on the morning of February 24th, he and his team were busy distributing months’ worth of supplies to resellers. “As an organization, we were as well prepared as we could possibly be,” says the former lawyer in retrospect several months later. “We are proud that we were able to continue providing care for our patients. And we plan to keep on doing that, as the situation on the ground can change at short notice.”

Shurduk and his team focused on providing all-round support under incredibly difficult conditions. Even as fierce battles raged through spring and early summer, Fresenius Medical Care employees kept two of the country’s three dialysis centers in Chernihiv and Cherkasy running to the greatest possible extent, as well as setting up new warehouses and supply routes with the support of the Company’s crisis team. For safety reasons, operations at the third clinic in Kharkiv have been paused since March 2022.



“ALL OF US,  
WHATEVER OUR  
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ENERGY TO  
SAVE LIVES.”



They sheltered and treated patients, fed their families, distributed humanitarian aid to their communities and organized successful evacuations once all other options were exhausted. “All of us, whatever our function, tapped into this amazing source of energy to save lives,” recalls Shurduk, whose team of around 160 treats more than 250 patients across Ukraine.

#### Escape to Lviv

The dialysis center in the city of Kharkiv, which was cut off by Russian troops from the outset, had opened just three months previously as a spacious, modern facility with large windows. As the physicians and the medical director were forced to shelter at

home, a skeleton staff of five nurses and the technical director stepped in to provide treatment to more than 50 patients before finally evacuating them and their relatives to Lviv. The city close to the Polish border had become a safe haven and a logistics hub for getting supplies into Ukraine, not just for Fresenius Medical Care.

“We had planned for various disruptive scenarios, but war in Europe was not on our radar,” says Jan Althaus, Vice President of Global Supply Chain Operations. “Normally we have enough products in the country to last two to three weeks, but we soon realized that this might not be sufficient, so we had to adjust. That included setting up a new warehouse in Poland and using private volunteer drivers to make last-mile deliveries to our clinics.”

Besides consumables, Fresenius Medical Care managed to distribute truckloads of humanitarian aid, such as tents, batteries, power banks for mobile phones, dry goods and even pet food. “With backups at the border and a lack of safe corridors, we had to be really creative to get patients and their families the things they urgently needed,” says Althaus.

The clinic in Chernihiv, north-east of the capital Kyiv, also managed to stay open until mid-March despite a blockade and incessant shelling that kept physicians from reaching the facility. Staff collected patients from all over town and sheltered them in the basement, which became a distribution center for humanitarian aid to local residents.

#### A crucial hub

After water and electricity had been cut off, Fresenius Medical Care coordinated the evacuation of 114 people, including their pets, initially on foot and finally on a dedicated train to Cherkasy in the south. The city, which had until then remained largely unscathed, grew into a crucial hub for Fresenius Medical Care’s efforts to care for Ukrainian patients until affairs returned to a tenuous “new normal” in the summer. By then, supplies were flowing at almost pre-war levels and clinics like the one in Chernihiv had resumed operations but remained on alert to adapt to new developments in the ongoing war with changes to their operations or even organizing new evacuations. “It was impressive to see how the medical director and a dedicated team of nurses and physicians handled such a huge inflow, while our technical director took care of humanitarian aid,” says Shurduk.

“The situation was dire. If we had stayed in Chernihiv, we would have been looking at five or more fatalities a day. People had gone without dialysis for three weeks,” Shurduk recalls. “Instead, we pulled off a miracle. We owe that to our team and its dedication.”



Roman Shurduk with the technical director of the clinic in Kharkiv, and nurses from the center in Chernihiv.



“WE HAD TO BE  
REALLY CREATIVE  
TO GET PATIENTS  
AND THEIR FAMILIES  
THE THINGS  
THEY URGENTLY  
NEEDED.”

JAN ALTHAUS,  
VICE PRESIDENT OF  
GLOBAL SUPPLY CHAIN OPERATIONS  
FRESENIUS MEDICAL CARE



# MAKING CLIMATE PROTECTION A PRIORITY

As a leading global provider of renal health care, we have a special responsibility for our patients. We take a broad understanding of care that includes ensuring a safe and sound living environment for our patients, employees, and communities. Environmental protection is therefore part of our overall corporate responsibility. Based on this, we tailor our sustainability efforts to our business and leverage our commitment to future-proof it for generations to come. We do this in small steps that add up to make a big impact.

To this end, the climate protection targets we announced in 2022 will play an important role in our global business operations in the years to come. Based on the emissions reported in 2020, we aim to:

- reduce direct and indirect CO<sub>2</sub> emissions (Scope 1 and 2) by 50% by 2030,
- become climate-neutral in our own operations by 2040.



The plant in St. Wendel, Germany, is one of our biggest production sites for dialyzers.

GOAL  
1

## REDUCE OUR CO<sub>2</sub> EMISSIONS BY 50% BY

GOAL  
2

## BECOME CLIMATE- NEUTRAL IN OUR OWN OPERATIONS BY

“OUR SUSTAINABILITY GOALS BENEFIT FROM THE OPERATIONAL EXPERTISE AND COMMITMENT OF OUR EMPLOYEES.”

”

CHARLOTTE STANGE,  
GLOBAL HEAD OF  
SUSTAINABILITY



We are continuously implementing our roadmap to meet these targets. It is important that we focus on what we want to achieve, while adapting flexibly to dynamic global circumstances. This means modifying our approach as data availability increases and opportunities change.

Our employees met the challenge

We have introduced a number of measures and initiatives that will enable us to save energy and avoid emissions. While climate protection is a global issue, we also rely on the expertise of our employees on the ground to make sure that the processes they work with every day are as climate-friendly as possible.

Going forward, we will implement a consistent approach to identify, track and report initiatives to achieve greater energy efficiency and transfer best practices.

For Charlotte Stange, Global Head of Sustainability, climate protection is a matter of the heart. She appreciates the commitment of the Company’s employees: “We’re already seeing great examples at a local level today. To move towards our climate protection targets, we will build on the operational experience and commitment of our colleagues at our sites and in our clinics.”

-15,900 T

ST. WENDEL,  
GERMANY

One of our biggest production sites in St. Wendel, Germany, generates close to 100 % of the electricity it needs using its own heat recovery steam generators. As a result, we prevented annual emissions of approx. 15,900 tons of CO<sub>2</sub>, or around 2 % of our total global emissions.

-5%

L'ARBRESLE,  
FRANCE

Our L'Arbresle dialyzer manufacturing plant in France has reduced gas consumption by 5 % by optimizing its water-rinsing procedure. This is part of the distilling process for producing fibers, which are a vital component in dialysis machines.

Connecting our operations  
to clean energy

To reduce emissions in the long term, it is important that we have access to renewable energy. At the same time, we are aware that by supporting projects for generating green energy, we can also positively impact local communities. However, we cannot gain physical access to green electricity at all of our facilities, for example, by building our own wind or solar parks next door to our plants.

-20%

BANDAR ENSTEK,  
MALAYSIA

At our plant in Bandar Enstek, Malaysia, the regional manufacturing hub for Southeast Asia, employees have identified and successfully implemented energy-saving projects leading to a 20 % reduction in electricity consumption.

An alternative is to conclude virtual power purchase agreements (vPPA) with energy producers. These allow us to access power indirectly from renewable energy sources without getting it directly from the operator. Measures like this allow the Company to contribute to the generation of renewable energy by facilitating the development of clean energy projects. As vPPAs are not globally available, we are currently focusing on the U.S. and Canada as well as countries in the European Union. We are also looking into projects in which we can generate as much clean energy as we need for our own operations to achieve the climate target.

Climate protection is an  
ongoing journey

Making climate protection a priority in a global business setup is a complex and, above all, long-term process, as Charlotte Stange is aware: “Making our business more sustainable and contributing to global climate goals is an ongoing and challenging journey. A key to success lies in seeing this as a joint effort.” She adds, “Recent global developments have clearly shown us that companies must be prepared to adjust quickly to unforeseeable world events. Working together as a team makes a major difference.”



REPORTING



160

projects reported in our 2022 Corporate Citizenship Survey, touching the lives of more than 115,000 people in Europe, the U.S., Asia and South America.

CARE

WITH A CAPITAL

Having the word “Care” in your name is a promise and at the same time a responsibility to truly look after patients and people around the world.

For Fresenius Medical Care, corporate citizenship means being an accountable member of society and caring for people in need. We are committed to continuously engaging with communities around our locations and providing them with assistance and advice, with a particular focus on three areas closely related to our company purpose.

Since effective health care revolves around carrying out research, innovating, and then sharing the insights we gain, our work is focused on empowerment and education to advance scientific knowledge. We reach out to a broad audience, from children to patients and their families. Our goal is to inform people about kidney health and prevention as well as to accompany patients with renal disease on their life journey.

Secondly, we engage in regional and local activities to improve the quality of and

access to care for patients. For example, the Fresenius Medical Care Foundation works to find better ways to help patients who need a donor organ and aims to educate the public about the importance of kidney transplantation. Raising awareness among potential kidney donors is one crucial way to save more lives.

Third, we also provide ongoing support to building sound communities where our dialysis centers are located and caregivers work, tailored to local needs and specific socio-economic conditions.

This broad approach to care encompasses numerous activities company-wide. Our 2022 Corporate Citizenship Survey reported over 160 projects, touching the lives of more than 115,000 people in Europe, the U.S., Asia and South America.



Children around  
the world are  
learning healthy  
habits.



Girls and boys can  
don the cape and  
become Kidney  
Kid.



The partnership with  
the Boys & Girls Club  
of America teaches  
kids all about kidney  
heath.

## A SUCCESSFUL MISSION KIDNEY KID LANDS AT THE BOYS & GIRLS CLUB OF AMERICA

→ Sometimes you need a superhero to learn about the importance of leading a healthy lifestyle from an early age. Fresenius Medical Care's Kidney Kid is exactly that superhero, who flies around the world and has taught more than 50,000 children so far why it pays off to stay physically fit, keep a healthy diet, and drink water instead of soda.

Launched in 2017 by Fresenius Medical Care in Asia as an innovative edutainment program for children and their parents, Kidney Kid has since gone global with animated videos, interactive learning, and physical games aimed at children aged 6 to 12.

In 2022, Fresenius Medical Care partnered with the Boys & Girls Club of America, a U.S. non-profit organization which has offered after-school programs to children and teens for 160 years. Since launching their joint effort, they have enlightened around 2,000 children at 20 Kidney Kid events, demonstrating their health equity commitments in action and helping us to bring health education to local, at-risk communities.



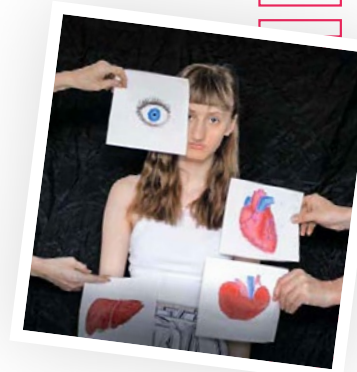
Students in Poland  
learned about the  
importance of organ  
donations and shared  
their insights.

## SECOND LIFE PRO-TRANS- PLANTATION CAMPAIGN IN POLAND

→ Showing your commitment to others can take many forms, as high school students from the Wielkopolska region in Poland demonstrated with their creative contributions to Fresenius Medical Care's annual local pro-transplantation campaign. Called "Second Life", it has since 2009 successfully raised awareness of how organ donations can save lives.

What better time than Valentine's Day to talk, write, or make a drawing to come forward and consent to donating a vital organ, be it a heart or a kidney? Despite the disruptions of the pandemic, hundreds of students learned about transplantation, signed their own declarations of intent and developed thoughtful and touching messages to get the word out, from thank you notes to physicians and nurses to a colorful mural.

This mostly digital approach is a new, creative addition to "Second Life", which has so far been presented at more than 900 high schools in Poland and taught around 400,000 students about the importance of donating vital organs.





Donations of household staples and toys bring a smile to the faces of children in the state of Rio de Janeiro.

## BRAZILIAN KIDNEY FOUNDATION

# DONATE AND WE'LL DOUBLE IT

→ When Fundação do Rim,

the Brazilian Kidney Foundation, was dangerously close to running out of money, Fresenius Medical Care in Brazil stepped in with an offer to its employees. If they donated to the charity, the Company would double the gift. About 300 staff members agreed to contribute a monthly sum to Fundação do Rim to help young kidney patients from disadvantaged families.

Through a census, the foundation oversees the registration of children and young people with chronic kidney disease in the state of Rio de Janeiro. Currently, the institution assists around 170 people. The funds are used to buy necessities such as food, blankets and clothing, plus the occasional toy as a surprise. The charity also offers physiotherapy and music therapy sessions, and runs art projects and a nutritional supplementation program to drive home the importance of a healthy diet.

**Especially the youngest need support.**



**Brazilian children and adolescents receive regular assistance.**



## :: FURTHER GLOBAL INITIATIVES



## RENAL SUPPORT NETWORK

# FUNDING TO BUILD LASTING FRIENDSHIPS

Founded by kidney patient Lori Hartwell in 1993, the U.S.-based Renal Support Network aims to empower people like her to become knowledgeable about their illness, be proactive in their care, and stay hopeful about their future. Fresenius Medical Care supports the network annually, including sponsoring an annual Kidney Ball for teens with kidney disease, where they can meet and grow their network of friends.



## HUMACYTE

# SUPPORT FOR SURGEONS IN UKRAINE

As a drawn-out war was unfolding in Ukraine, biotechnology company Humacyte decided to help surgeons on the frontlines save lives. Backed by a substantial investment from Fresenius Medical Care, the company started delivering its universally implantable blood vessels for vascular repair and replacement to a growing number of Ukrainian hospitals. The bioengineered blood vessel, called HAV (Human Acellular Vessel), can remodel its vascular structure to imitate the recipient's own living tissue and replace the original vessel. Humacyte's technology provided an urgently needed option to treat traumatic blood vessel injuries in a war zone.

## TAKING CARE OF EACH OTHER

The Fresenius Medical Care CARES Fund was created to help employees facing unforeseen financial or personal hardship, or immediately after a natural disaster. It relies primarily on individual donations from employees and support from Fresenius Medical Care.

The CARES Fund was originally set up in the U.S. and intended for U.S. employees. In 2022, it was expanded to include colleagues and their families in Ukraine. As a result of generous contributions, we were able to award around \$1,6 M to more than 1,200 employees in 2022.

The fund is a unique resource that enables us to support each other in times of need. It shows how we can work together to really make a difference in the lives of our colleagues and their relatives.





# THANK YOU!

→ **WE APPRECIATE  
THE CONFIDENCE  
OUR PATIENTS  
AND CUSTOMERS  
PLACE IN US  
AND THE PASSION  
AND COMMITMENT  
OUR EMPLOYEES  
SHOW EVERY DAY.**

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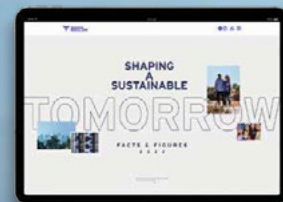
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