

HUMAN DIMENSION

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Human Dimension

Focus on people –
innovative care,
uncompromising quality

People are at the heart of our business activities. We accompany them through various stages of their lives – sometimes even on a lifelong basis. In doing so, we treat them with respect, as equals, and with an understanding of their needs at different stages of their lives. Since the well-being and safety of our patients are always our top priority, we offer them medical treatments and products that meet strict quality and safety standards.

**WE SERVE PATIENTS BEYOND
EXPECTATIONS**

**Bold in our ambitions.
Turning ideas into actions.**

We want to promote access to high-quality healthcare and medicine. To this end, we are increasingly focusing on innovative and digital treatment options that enable us to reach even more people.

**WE BRING HEALTHCARE
INNOVATION TO PEOPLE**

**Learning with our customers and
partners. Pushing therapies to the
next level.**

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Comment from the Sustainability Advisory Board

**Dr. Fiona Adshead**

Expert on sustainability and healthcare

“Sustainable healthcare is designed to provide high-quality care today, without compromising the health of future generations or that of our planet. Research shows this is increasingly what patients want: the best care today with minimal environmental impact, and digitalization is one way of delivering this.

Digital approaches can help in personalizing care, supporting the effective use of products and services, reducing the need for travel, and giving people more control over their own health. The results are often improved patient experience, better health outcomes, and reduced environmental impact by reducing waste and decarbonizing care.”

In the following, we explain how we proceed with our central topics in the area of patients.

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QUALITY MATTERS: ACCESS TO SAFE HEALTHCARE

Our mission is to save lives and improve the quality of life and health of patients. To achieve this, we provide access to affordable, innovative medical products and high-quality clinical care. We also create the right conditions for safely handling medicinal products.

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We believe that therapies and health education must be equally accessible to all people – regardless of their age, income, ethnicity or level of education. It is our task to ensure security of supply – even in crisis situations. We have established strict quality and safety requirements for the operations and outcomes in our clinics and manufacturing facilities, in accordance with applicable laws and recognized frameworks.

We set out to make our treatments more successful by providing high-quality care. This can help to shorten our patients' hospital stays, enhance their quality of life – and improve patient satisfaction.

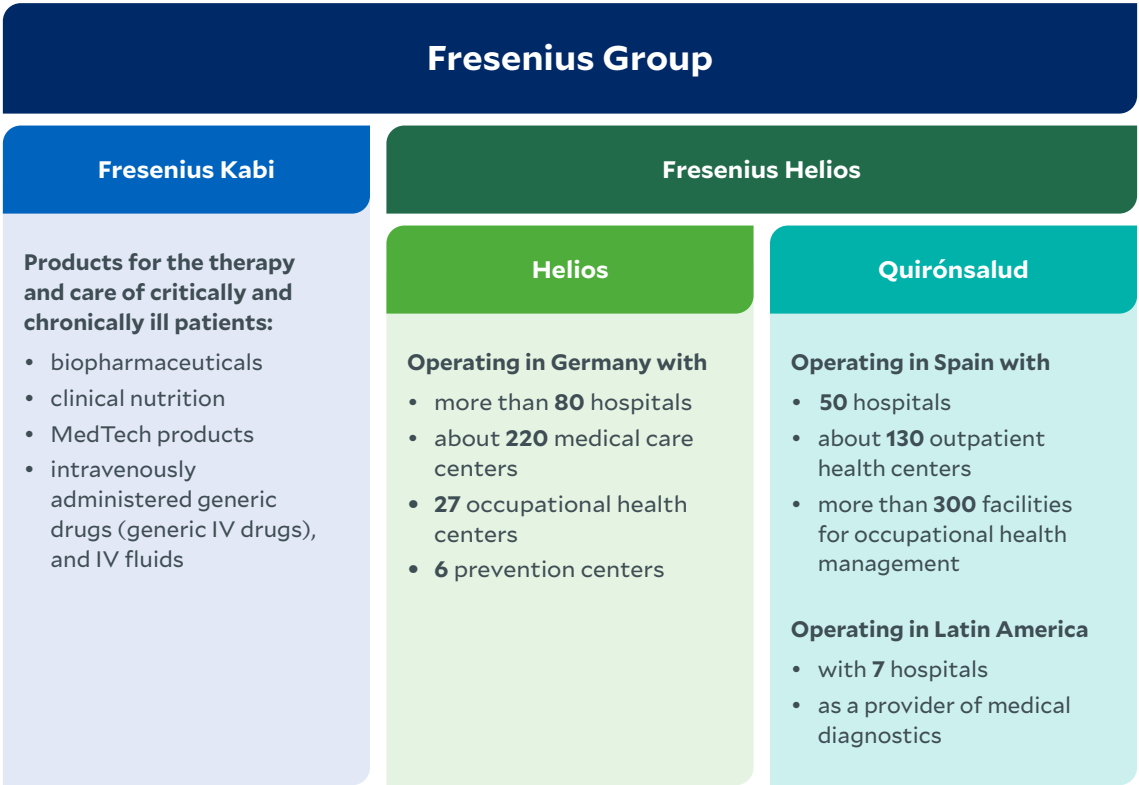
In 2024:



WHAT WE DO: OUR ACTIVITIES AT A GLANCE

We provide a range of healthcare services in hospitals in Germany, Spain, and Colombia and supply high-quality medicines and medical devices for the global market – tailored to different healthcare systems and patients' needs. In our healthcare products, we focus on generics and biosimilars, which are less expensive than original medicines and help to reduce the cost of treatment. This eases the burden on healthcare systems, since they do not have to spend as much on medicines – and relieves patients, who then pay less of their own share for treatment.

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STABLE HEALTHCARE – EVEN IN CRISIS SITUATIONS

People should have unrestricted access to comprehensive medical care, even in unpredictable circumstances. We prepare not only for situations such as natural disasters or pandemic outbreaks, but also for technical failures. Back-up systems in our hospitals ensure that treatments can continue in the event of a power or water outage. Special plans define how we should act during an evacuation or a pandemic – and how we can rectify disruptions to our infrastructure. If our business operations are at risk, a crisis team consisting of permanent and ad-hoc members takes immediate actions to manage all measures for maintaining or resuming the processes affected.

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**WELL-CONNECTED CLINICS: IMPROVING TREATMENT OUTCOMES, REDUCING COSTS**

We pursue the approach of establishing regional care clusters, thereby promoting professional exchange across medical specialties and across our clinics. For this purpose, we combine certain services offered by individual hospitals, and work to improve quality by exchanging experiences and cooperating in matters such as the treatment of cancer or stroke. In this way, we can offer treatments that are cost- and personnel-intensive in a network of clinics. As a result, they do not have to be available at all locations individually.

NUTRITION MAKES A DIFFERENCE

We offer clinical nutrition tailored to the individual needs of, for example, chronically and seriously ill people. We also provide patients in our hospitals with a healthy, balanced diet, which can make a significant contribution to their recovery. Read our **Highlight story: [Nutrition – the key to human health](#)** to find out how we address nutrition as a health factor in our business segments.

HIGHLIGHT STORY**NUTRITION – THE KEY TO HUMAN HEALTH**[Learn more →](#)

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HOW WE LIVE UP TO OUR HIGH QUALITY STANDARDS

We strive to continuously improve patient and product safety by implementing structured processes, training programs, and quality management systems. Our quality management helps us to minimize errors, increase the efficiency of our processes, and strengthen the trust of patients and customers. We also use it to address potential hazards.



Quality requirements – both for our healthcare facilities and the development, production, and distribution of pharmaceuticals and medical technology products – differ depending on the business activity. Our quality management systems are designed to meet these requirements and comply with specific internal and external standards.

We assess the quality of our products and services using indicators and defined targets.



Details on our goals can be found under [Our sustainability ambition.](#)

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CONSTANTLY LEARNING, AND EXTENDING SPECIALIST KNOWLEDGE

Our employees can only apply the latest medical standards and procedures – and thus ensure a high quality of treatment – if they are familiar with them. Therefore, they regularly attend online and on-site training courses, in which they receive further training on treatment procedures, patient safety, and hygiene management. Training in surgical procedures and crisis scenarios is even more hands-on: In our clinics and in three of our own simulation and emergency academies, doctors and nursing staff play through various situations that might occur during day and night shifts.



HIGHLIGHT STORY

**CLINICAL SESSIONS:
ONLINE TRAINING FOR
CLINICAL PROFESSIONALS**[Learn more →](#)

Find out more about the promotion of professional exchange at our Spanish hospitals in the **Highlight story: [Clinical sessions: Online training for clinical professionals.](#)**

SAFETY IN OUR FACILITIES

Everything we do is designed to help our patients recover, while providing them with the best possible treatment. For this reason, specialist staff carry out regular inspections in our healthcare facilities to minimize potential risks to patients. For example, we employ hygiene specialists and epidemiologists to prevent and contain infections caused by contact with germs.

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UNCOVERING AND LEARNING FROM MISTAKES

If an incident occurs in one of our clinics, we will record it – whether or not anyone has been harmed. Employees must report all incidents; including dangerous situations and near misses. Our error management also includes investigating allegations of faulty treatment, whether justified or not. We record and evaluate adverse events in reporting and learning systems to identify and correct potential errors in our processes. We also conduct peer reviews – specific audits in the medical and nursing areas in which cases are discussed by experts. We also manage our own liability cases so that we can learn from our mistakes and improve for the future.

WELL PREPARED FOR THE OPERATING ROOM – A NEW APPROACH TO SOBRIETY

“Before surgery involving anesthesia or sedation: the more sober you are, the better it is.” This belief is still widespread. As a result, patients abstain from drinking for more than 12 hours before an operation and become dehydrated: This not only causes discomfort but can also lead to serious complications. Helios has developed a three-stage traffic-light system with so-called sobriety cards. These take into account the individual patient’s state of health and are given to the patient before surgery. The sobriety concept was awarded second place in the German Patient Safety Award 2024 from the Patient Safety Action Alliance.

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Fasting Card
Açlık kartı

GREEN
YEŞİL

УКАЗАНИЕ ПО ПРИЁМУ ПИЩИ: ЗЕЛЕНАЯ КАРТА
البطاقة الخضراء للإمتناع عن الأكل و الشرب

Dear Patient, due to your upcoming operation / examination your oral intake is limited to the following:

1. Normal Diet
2. Light Diet, e. g. toast, yoghurt, milk
3. Clear liquids, tea and coffee, if desired with honey, sugar and / or some milk

Till the eve of your operation / examination
Till midnight
Till transport to operating theatre / examination

For your own safety, please adhere to these recommendations.

Değerli hastamız, yaklaşan ameliyatınız / muayeneniz nedeniyle yemek yemenize izin verilenler şunlardır:

1. Normal Yemek
2. Hafif Yemek (toast, yoğurt, süt)
3. Sade içecekler, çay ve kahve (istenirse bal, şeker ve / veya az süt ile)

Ameliyatınızdan / muayenenizden önceki akşama kadar
Gece yarısına kadar
Ameliyat ve muayene bölümüne çağrılınıza kadar

Kendi güvenliğinizi için lütfen bu tavsiyeleri uygulayın.

Уважаемый(ая) пациент(ка), в связи с предстоящей операцией / обследованием для вас разрешена следующая схема питания:

1. Нормальная пища
2. Легкоперевариваемая пища, например белый хлеб, йогурт, молоко
3. Прозрачные жидкости, включая чай и кофе, при желании с медом, сахаром и / или с добавлением небольшого количества молока

До вечера перед операцией / обследованием
До полуночи
До вызова на операцию / обследование

Пожалуйста строго придерживайтесь этих указаний в целях Вашей безопасности.

عزيزي المريض / عزيزتي المريضة، لغرض إجراء العملية أو الفحص، يُسمح لك فقط بالشرب و تناول الطعام التالي:

1. الطعام العادي.
2. طعام سهل الهضم، على سبيل المثال: توست، زبادي، حليب.
3. السوائل الشفافة، بما في ذلك الشاي والقهوة، وبمجرد الرغبة مع العسل، السكر أو أقل من الحليب.

حتى الليلة قبل العملية أو الفحص
حتى منتصف الليل قبل العملية أو الفحص
حتى الدعوة للعملية أو الفحص

يرجى الالتزام بهذه الإرشادات من أجل سلامتك.

Fasting Card
Açlık kartı

RED
KIRMIZI

УКАЗАНИЕ ПО ПРИЁМУ ПИЩИ: КРАСНАЯ КАРТА
البطاقة الحمراء للإمتناع عن الأكل و الشرب

Fasting Card
Açlık kartı

YELLOW
SARI

УКАЗАНИЕ ПО ПРИЁМУ ПИЩИ: ЖЁЛТАЯ КАРТА
البطاقة الصفراء للإمتناع عن الأكل و الشرب

Dear Patient, due to your upcoming operation / examination your oral intake is limited to the following:

Değerli hastamız, yaklaşan ameliyatınız / muayeneniz nedeniyle yemek yemenize izin verilenler şunlardır:

Уважаемый(ая) пациент(ка), в связи с предстоящей операцией / обследованием для вас разрешена следующая схема питания:

عزيزي المريض / عزيزتي المريضة، لغرض إجراء العملية أو الفحص، يُسمح لك فقط بالشرب و تناول الطعام التالي:

1. Normal Diet
2. Light Diet, e. g. toast, yoghurt, milk
3. Clear liquids, tea and coffee, if desired with honey, sugar and / or some milk
4. The following:

Till the eve
Bir akşam önce
Do evening
Till / saate kadar / Do
Till midnight
Gece yarısına kadar
Do morning
Till / saate kadar / Do
Till transport
Cajrılınıza kadar
Do morning
Till / saate kadar / Do
Till / saate kadar / Do

For your own safety, please adhere to these recommendations. Kendi güvenliğinizi için lütfen bu tavsiyeleri uygulayın.

Green: Clear beverages allowed until just before the surgery.
Yellow: Individual instructions.
Red: Do not eat or drink anything from now on.

RECORDING AND IMMEDIATELY REPORTING SIDE EFFECTS

Side effects after taking medication can never be completely ruled out, as different bodies often react in different ways. At the same time, the benefits of a medicine must always outweigh the risk of adverse reactions or events. For this reason, we monitor the effects of medicines: Fresenius Kabi observes the risk-benefit ratio of products according to defined processes, recognizes changes at an early stage, and can react in time. The business segment forwards reports of side effects directly to the authorities and informs the public and customers via defined channels.

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Digitalization and cybersecurity: Hand in hand for patient safety

Digitalization offers us crucial opportunities for high-quality, sustainable patient care, for example through the use of artificial intelligence for more efficient therapies. We rely on digital solutions – both to communicate with our patients and to manufacture products. Our priority is to protect sensitive medical data and our systems from cyberattacks.

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New technologies and digital treatment methods are advancing day-to-day work in the healthcare sector. Services such as telemedicine are becoming more widespread. AI-supported analysis tools can also bring significant benefits. For example, by identifying diseases more quickly, we can improve our treatment options and contribute to the success of a therapy.

Our aim is to optimize processes both internally and throughout our value chain. Where possible, we digitize existing processes and introduce new digital workflows. We always keep an eye on the risks associated with digitalization, such as cyberattacks, and take necessary measures to protect our processes and data.



By using digital solutions, we can improve diagnostics, offer new treatment options, and enhance interaction with our patients.

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SMART PATIENT CARE: SELF-DETERMINED AND INFORMED

Our patient care includes various digitalized processes, from preparing patients for admission – for example via video conferencing or chats with patients – to app-based post-treatment check-ups at home. Both Helios and Quirónsalud have virtual portals for patients. There they can find treatment documentation and recommendations, book appointments and participate in video consultations.

It is important to us to support and educate people in the use of our products. To this end, Fresenius Kabi offers information and support programs, such as the KetoApp, which helps people with chronic kidney disease to plan an appropriate and varied diet in line with their illness.

USING DIGITAL SOLUTIONS TO PREVENT HUMAN ERROR

Digital applications help us to provide better patient care. Integrated software solutions in our clinics in Germany alert our employees of possible interactions between medications, thereby increasing patient safety. Digital products also support us with complex treatments: Digitally controlled infusion systems, in conjunction with information programs and analyses, help our nursing staff avoid infusion-related errors.

Digitalization also plays an important role in training context. Find out more about it in our **Highlight story: [Virtual reality training at Fresenius Kabi](#)**.



VIRTUAL REALITY TRAINING AT FRESENIUS KABI

[Learn more →](#)

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MORE EFFICIENT PLANNING WITH DIGITALIZED LOGISTICS AND REAL-TIME DATA

The digitalization of logistics processes offers a number of advantages for our production facilities: Fresenius Kabi uses track-and-trace systems for its products, for example. This enables the business segment to track medicines, syringes, and parenteral infusion solutions throughout the delivery process, and makes it possible to see where they are currently located, when they will arrive, and approximately when they will be used up. We are also integrating digital solutions into our manufacturing processes in order to reduce the consumption of materials and energy, while improving production quality. One important initiative is a data platform that collects production- and quality-specific data worldwide. Going forward, this platform will enable real-time analysis to identify production issues at an earlier stage and reduce reject rates.



USING MEDICINES SAFELY AND EFFICIENTLY WITH SMART LABELS

Medical professionals in hospitals often need to be able to administer the right medication quickly. The accuracy of medication can make the difference between life and death. With scannable data matrix barcodes on the packaging of Fresenius Kabi products, hospital staff can quickly and reliably identify medications and integrate them into management systems.

This gives them more time for their patients – even in emergency situations. Automatic identification minimizes the risk of human error: it eliminates the possibility of employees making mistakes through manual data entry, medication mix-ups, or the use of expired pharmaceuticals.

TECHNOLOGY PROVIDES SUPPORT, BUT PEOPLE DECIDE: ARTIFICIAL INTELLIGENCE AT FRESENIUS

We can make healthcare and production more efficient by using analysis methods and processes supported by data and AI. In everyday clinical practice, real-time data can help us to make prognoses, develop personalized treatment approaches, and take preventive measures.

At Fresenius, we are closely examining how we can and want to use AI. Our aim is to define uniform rules across the Group for the development and use of AI applications. The AI programs we use must always be compatible with Fresenius' ethical standards and values. An internal guideline helps our employees recognize potential risks.

We use AI in various ways. You can find three examples from our day-to-day work in our **Highlight story: [The smart future of healthcare](#)**.



CYBERSECURITY: STRENGTHENING RESILIENCE TO CYBERTHREATS

While digitalization brings many benefits, it also carries risks. Cyberattacks can have consequences, e.g., when sensitive data is exposed, or can cause delays in treatment or production in the event of system failure.

Effective protection against cyberattacks requires the commitment of all employees. Our Cybersecurity Training & Awareness Program (CTAP) helps to raise awareness of threats and to enable a rapid response. Through interactive learning content, regular phishing simulations, and the Phishing Alert Button, we sensitize employees and train them in dealing with potential threats.

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We also foster a sustainable security culture with targeted training campaigns, continuous awareness initiatives, and interactive on-site sessions.

Our **Group-wide cybersecurity strategy** includes various measures for strengthening our resilience to cyberattacks, reducing cyber risks, and preventing damage.

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The foundation of our success: Our employees

Committed to Life – our nearly 180,000 employees put this promise into practice every day: whether in direct contact with patients, relatives, and business partners or behind the scenes in administration and production. As an employer, it is our responsibility to provide good and safe working conditions for our employees. We seek direct interaction with our employees – because their wide variety of experiences and views help us to constantly improve. After all, we want to remain the employer of choice in future in the highly competitive healthcare market.

WE LIVE THE POWER OF ONE TEAM

Respectful collaboration. Empowering responsibility.

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Comment from the Sustainability Advisory Board

**Fabian Kienbaum**

Expert on corporate governance, leadership, and new work

“As a proud member of the Fresenius Sustainability Advisory Board, I believe that sustainability begins with people – their well-being is the foundation of long-term success.

To build a responsible and future-ready organization, companies must ensure fair working conditions, which include equal opportunities, workplace safety, and comprehensive health and well-being initiatives.

At the same time, fostering a culture of continuous learning, inclusion, and empowerment is key to managing change and driving innovation. Organizations that embrace these principles do not just build strong, resilient, and competitive businesses – they create a sustainable future where economic success, social responsibility, and environmental consciousness go hand in hand.”

In the following, we explain how we address these challenges along our central topics.

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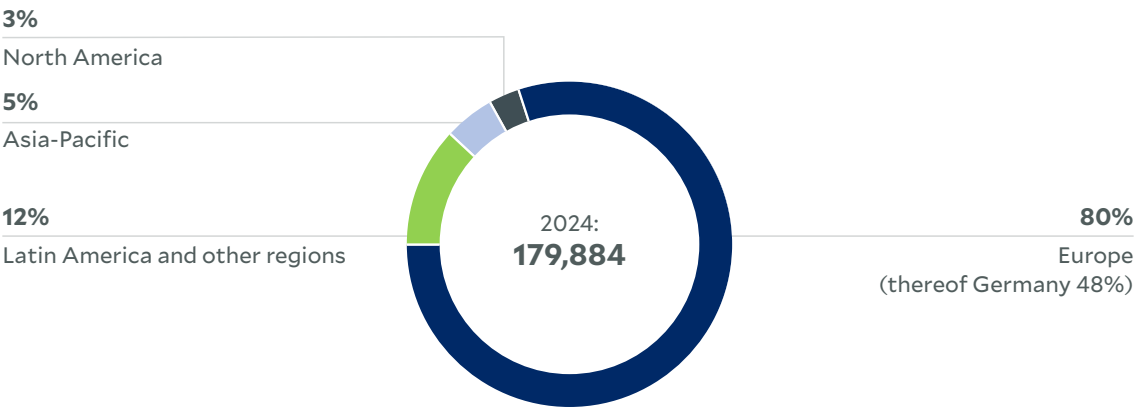
OUR GREATEST ASSET: OUR EMPLOYEES

With the commitment they demonstrate day and night, our employees are a key factor in our success. In a market environment characterized by staff shortages, we are finding creative ways to attract new talent. To ensure that people enjoy working for us and remain enthusiastic, we offer them more than just an average job. It is important to us that we promote their professional and individual development.

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INTERNATIONALLY POSITIONED: EMPLOYEES BY REGION



COUNTERING THE STAFF SHORTAGE:
HOW WE IDENTIFY TALENT

In many areas of healthcare, particularly nursing, there is a shortage of skilled staff. In our search for the right person to fill a specific role, we approach high potentials in a targeted and appreciative manner. We look for suitable candidates both inside

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and outside the company, using digital platforms and partnerships, such as with schools, universities and technical colleges. We also support our employees with their career changes. By publishing job vacancies internally, we enable them to move within the Group and internationally. This helps them to develop further and retain their specialist knowledge.



In our healthcare facilities, in production, and in administration, our employees make an important contribution to our company. Their skills and energy are the key to our success.

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In the summer of 2024, third-year nursing trainees took over responsibility of the radiotherapy and radiation oncology ward at Helios Hospital in Berlin-Buch. They were supported by experienced nursing staff and their teachers.



STRENGTHENING INDIVIDUAL PROFESSIONAL COMPETENCE



HIGHLIGHT STORY

A STRONG TEAM FOR THE FUTURE

[Learn more →](#)

We focus on training and development to meet the current and future demand for qualified employees in our hospitals, production, and administration. Throughout the Group, we offer various training and development opportunities, enabling us to train our own nursing staff, for example.

In Germany, employees can undergo basic, advanced, and further training at the Helios Academy and numerous training centers. In Spain, qualified nursing staff can further specialize in various fields, such as occupational health care or obstetrics and gynecology.

We also use creative methods to counter staff shortages. Find out more in our **Highlight story: [A strong team for the future.](#)**

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EQUAL TREATMENT AND OPPORTUNITIES FOR ALL

At Fresenius, we support equal opportunities for all people and firmly oppose discrimination of any kind:

We have clearly stated in our guidelines that we reject all forms of discrimination.

In addition, the Management Board signed the Diversity Charter for Fresenius in 2023. The overall aim of the Diversity Charter Initiative is to promote the recognition, appreciation, and inclusion of diversity in the world of work in Germany.

**RETAINING OUR EMPLOYEES –
OVER THE LONG TERM**

We believe that a good working environment is essential to ensure that our employees stay with us for the long term. That is why we offer appropriate compensation and attractive working conditions, including pension plans and employee participation programs. To help our employees achieve a good work-life balance, we also offer them flexible working hours, working from home, part-time work, and job-sharing wherever possible. These offers may vary depending on country and business segment. For employees approaching retirement, we offer transition programs, for example based on long-term time accounts.

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PERSONALIZED BENEFITS FOR OUR HOSPITAL EMPLOYEES

Working from home and flexible working hours are not feasible in our clinics due to the nature of this work. We offer other benefits here, such as private supplementary health insurance and retirement benefits at Helios and Quirónsalud. Helios employees in Germany can also have their children looked after in our own and affiliated kindergartens.

SUPPORTING FAMILIES WHERE LEGAL REGULATIONS ARE LACKING

In the United States, Fresenius Kabi offers employees up to eight weeks paid family leave following the birth or adoption of a child. This also applies to the care of foster children or of seriously ill family members.

THE SOCIAL COMMITMENT OF OUR EMPLOYEES IS IMPORTANT TO US

Volunteering in one's free time calls for a great deal of commitment and empathy, which we value highly. To encourage social commitment among our employees, Helios launched the "Herzenssache" (Matter of heart) program in 2022. "Herzenssache" refers to activities in which our employees support charitable associations or organizations for the benefit of their communities – and which they can submit for consideration in the program. In 2024, a wide range of such activities were supported with a total of €50,000. In addition to supporting important social projects with "Herzenssache", we also want to show our appreciation for the commitment of our employees.

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KNOWLEDGE MANAGEMENT: RETAINING, EXTENDING, AND SHARING KNOW-HOW

We support the individual development of our employees with various learning opportunities. These include mandatory training in areas such as environmental protection, quality management or integrity. We also promote digital expertise among our workforce, as technology plays an increasingly important role in our day-to-day work.

Our aim is to increase the average training rate:



+ 20%

Talent Development

We want our employees to develop professionally. By 2030, we will increase annual training hours per employee by 20%.

Fresenius

Details on our goals can be found under
[Our sustainability ambition.](#)

HIGHLIGHT STORY



**CLINICAL SESSIONS:
ONLINE TRAINING FOR
CLINICAL PROFESSIONALS**

Learn more →

We believe that internal exchange in specialist groups is essential for the continuous development of our employees. By pooling expertise, we can also take a more holistic approach to patient care. This can help to improve treatment outcomes. Doctors from various **specialist disciplines** come together in, for example, so-called tumor boards, where they discuss the course of cancer patients' illnesses and examine individual treatment options.

Find out more about the promotion of professional exchange in our Spanish hospitals in the **Highlight story: [Clinical sessions: Online training for clinical professionals.](#)**

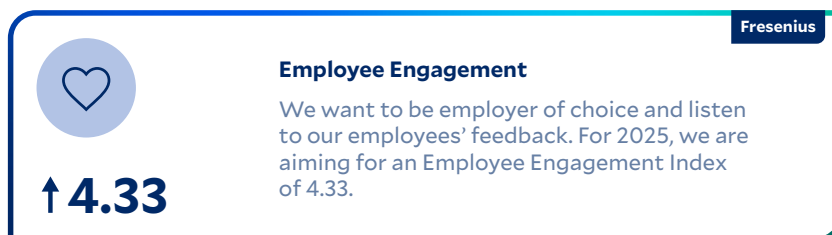
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STRENGTHENING FEEDBACK CULTURE AND INITIATING DISCUSSION

We listen to our employees and take their opinions seriously. In regular feedback meetings, we not only plan individual career paths or advanced education and training courses, but also give our staff the opportunity to express their wishes and criticisms. Our Group-wide employee survey also encourages people to give us feedback – either positive or negative. A regular exchange also takes place with employee representatives and works councils.

UNDERSTANDING WHAT DRIVES OUR EMPLOYEES

We want to find out what our employees value about their working environment and where we as an employer can improve. We therefore evaluate the results of our employee survey in detail and derive specific measures. We use the Employee Engagement Index (EEI) to measure how strongly employees identify with Fresenius as an employer and how committed they feel to the company. The EEI serves us as an important indicator of our employees' satisfaction.



Details on our goals can be found under
[**Our sustainability ambition.**](#)

Human Dimension



#FutureFresenius chat with Michael Moser, Member of the Management Board responsible for sustainability.

DIRECT LINE TO THE MANAGEMENT BOARD: COMMUNICATION AT EYE LEVEL

In the #FutureFresenius chat, employees can ask questions directly to the Management Board – either in person or via a live webcast. This format is held several times a year with different members of the Management Board. A dedicated intranet blog The Board Hub, also provides regular updates for employees around the world.

SAFETY FIRST: HOW WE PROTECT OUR EMPLOYEES

We are responsible for the safety of our employees and use management systems to ensure that we comply with legal requirements and internal occupational health and safety guidelines. Our employees are required to report any violations. We use risk assessments to identify potential hazards and to evaluate associated risks, and also assess psychological and psychosocial risks in terms of health and safety.

All business segments carry out training for specific workplace risks. In the clinics, the training courses cover basic safety aspects and special topics such as hand hygiene, safely handling medical

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instruments, protection against infection, or dealing with emergencies. The training courses at our production sites cover topics like proper handling of work equipment and chemicals.

Get an insight on how we use innovative methods to prepare employees for specific working environments, in our **Highlight story: [Virtual reality training at Fresenius Kabi](#).**

TAKING HEALTH AND WELL-BEING SERIOUSLY: PHYSICAL AND MENTAL PREVENTIVE CARE

We use various measures to prevent illnesses. Our employees can be vaccinated, for instance, and have check-ups by our company doctors. We also take their mental health very seriously: Hotlines provide a first point of contact for inquiries or support needs. Helios also offers courses in which employees learn how to deal with emotional stress situations in their everyday working lives. When employees return to work after a long period of illness, we support them according to their individual situation, for example by adapting their workplace or offering them new roles.