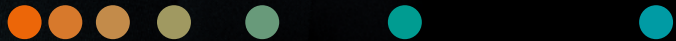


Sustainability Report 2022

siemens-healthineers.com/sustainability



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Foreword

Sustainability is a central element for us and for our employees.
For everything we do, everywhere.

Siemens Healthineers has set itself clear goals for the company's future—for sustainable profitable growth, as outlined in our "New Ambition" phase of Strategy 2025. We want to create value for our employees, customers, shareholders, and the communities in which we live—through breakthroughs for the well-being of patients, for everyone, everywhere. At its core, this has been the aim of our Company since its foundation. Therefore, it is also self-evident that we would make a powerful contribution to the efforts of the Sustainable Development Goals (SDGs) of the United Nations (UN).

Our first Sustainability Report, released in 2021, explained our ambitions and described the areas in which we are committed to achieving them. In this current report, we can show for the first time the progress we have made: on new measures, aspects, projects, including data for the Varian Business Area.

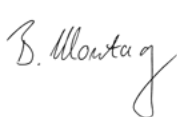
Innovation drives sustainability— sustainability advances innovation

We are convinced that we can only drive sustainability through further innovations in products, systems, and services. This report presents innovations that our Company


brought to market in the previous fiscal year that contribute in particular to enabling better access to care: The focus is on digitalization, the use of Artificial Intelligence (AI), the further upgrading of our robotics solutions, and sensor technology in our systems. This report also documents ways in which we are innovating in our operations—e.g., production processes and building technology—in order to reduce our CO₂ footprint.

People drive sustainability— sustainability advances people

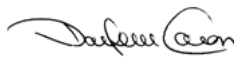
An important focus of this year's report lies on our measures in the area of social commitment. To achieve our sustainability goals, we see a decisive lever in the commitment of our employees and in the unifying values of our Company. We are committed to advancing diversity, equity, and inclusion. In doing so, we are constantly learning with our employees how to achieve even more sustainable results—and how to do this in dialogue with our customers, shareholders, and partners. We also see this report as an ongoing invitation to engage and exchange. Because we all know that a sustainable future can only be achieved together.



Dr. Bernd Montag
CEO



Dr. Jochen Schmitz
CFO



Darleen Caron
CHRO



Elisabeth Staudinger
MBM

About this report

We are pleased to present our Sustainability Progress Report for fiscal year (FY) 2022. This report describes the ways in which we are delivering on our purpose and provides detailed information about our strategy, programs, governance, and sustainable value creation. The content of this report was shaped by a materiality analysis, which was carried out in FY 2020 and updated after the acquisition of Varian in FY 2021. Sustainability is an integral part of our company's DNA. The Sustainability Report FY 2022 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. The events that developed and escalated during this reporting period presented unexpected and unprecedented challenges for both businesses and societies, but our focus remains the same.

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

Our contribution to the world is needed more than ever, and our innovative technologies and services improve the lives of many.

Reporting approach

Our Sustainability Report FY 2022 describes our progress in the focus areas we defined in our sustainability materiality analysis:

- Access to healthcare and innovation
- Climate and environmental responsibility
- Social responsibility
- Corporate governance and compliance

The report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards Core Option. It also documents our progress on the implementation of the Ten Principles of the United Nations Global Compact

Review period and reporting boundaries

The reporting period covers FY 2022 (October 1, 2021, to September 30, 2022) at Siemens Healthineers. In general, the Business Areas and Regional Units (Regions) of Siemens Healthineers are all covered by the report.

With the combination of Siemens Healthineers and Varian in April of FY 2021, we are in a better position to push the boundaries of innovation and shape the future of healthcare and cancer care. Unless indicated otherwise, the FY 2022 figures for Siemens Healthineers include the Varian Business Area. All comparative figures from the previous fiscal years are reported without Varian. Any exceptions are indicated as such.

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 ensure 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.

As a result, these figures might 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. In particular, they may be subject to less extensive internal documentation, data generation, and auditing requirements, both with respect to the data as well as to the IT systems used and the general control environment. We report on certain sustainability key performance indicators (KPIs) over a multi-year period.

You will find information about our core KPIs in the report. All sustainability indicators are included in Appendix [A.3 Our sustainability indicators \(longlist\)](#). 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 2022 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.6 Independent auditor's limited assurance report](#).

Siemens Healthineers and sustainability

Pages 6–24



1.1

Our purpose

When our health is at risk, we rely on physicians to make the best possible decisions—from quick, early diagnoses to the most effective treatments and follow-ups. Every individual expects and deserves high-quality, individual care, despite the growing cost pressures healthcare systems face today. What all healthcare systems have in common is their demand for high-value care—providing 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.

Siemens Healthineers strives to become an even more important player in healthcare with the ability to shape global patient care and global healthcare and further expand access to affordable care for those who do not have it.

Our products, services, and solutions help physicians, medical staff, and healthcare providers to prevent illnesses from occurring and to correctly diagnose and determine the right treatments for people who do become ill, helping them to recover faster. We are always evolving and raising the bar. We continuously adapt to new challenges and constantly bring breakthrough innovations to market—for the benefit of patients, medical professionals, and society.

These challenges, while common to all of humanity, affect different parts of the world differently:

- Fast-growing countries need to build up professional, affordable, and accessible healthcare solutions, not only in metropolitan centers, but also in remote, rural areas.
- Developed countries have ageing populations with a growing burden of chronic diseases, which means they need to balance a high quality of care with rising healthcare costs.

1.2

Siemens Healthineers at a glance

Siemens Healthineers is a global provider of healthcare solutions and services, with activities in numerous countries around the world, and about 15,000 granted patents. 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, along with its subsidiaries and Siemens Healthineers as a strong brand. Siemens Healthineers AG is incorporated in the commercial register in Munich, Germany, and has its headquarters in Erlangen, Germany. The Company’s business operations are conducted by the direct and indirect subsidiaries of Siemens Healthineers AG. As of September 30, 2022, the Siemens Group held just over 75 percent of the shares in Siemens Healthineers AG, unchanged from the prior year.

Siemens Healthineers had about 69,500 employees as of September 30, 2022 (September 30, 2021: about 66,000) and generated revenue of EUR 21,714 million and a net income of EUR 2,054 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 sites are in the United States, China, and Germany. 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 care 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 2022 Siemens Healthineers purchased goods and services valued at around EUR 10,300 million (FY 2021: EUR 7,500 million) from other external parties, which accounts for almost 40 percent of our total revenue.

Siemens Healthineers is strongly positioned relative to this spectrum, which 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 these 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)

- We are a market leader in diagnostic imaging with our systems for computed tomography, magnetic resonance imaging, molecular imaging, X-ray products, ultrasound systems, and imaging IT.

Varian (VAR)

- We are dedicated to forging a new, more unifying, smarter standard of oncology—connecting us all through more intelligent data, insights, and solutions.



Diagnostics (DX)

- We bring clinical and workflow excellence to laboratories of any size with our testing systems, automation, and IT.
- With our point-of-care testing systems, we deliver lab-accurate, actionable, and timely results on the spot.

Advanced Therapies (AT)

- Our portfolio consists of highly integrated products, solutions, and services across multiple clinical fields, which we provide to the therapy departments of healthcare providers.
- We strive to improve patient outcomes and reduce treatment costs by facilitating routine and complex minimally invasive procedures.

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 base.

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. With a broad selection of diagnostic test settings—from centralized reference and hospital laboratories to clinical 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 provides laboratories and points of care with a range of antigen, Polymerase Chain Reaction (PCR), and antibody tests designed to specifically identify the SARS-CoV-2 respiratory pathogen. Diagnostics' product range also includes efficient workflow solutions for laboratories and informatics products that are integrated with our offerings to improve provider productivity. Diagnostics generates profits mainly from long-term contracts that include an initial instrument placement followed by ongoing reagent sales, which results in a predictable and resilient revenue stream.

Our **Varian segment** provides innovative, multi-modality cancer care technologies along with solutions and services to 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 business serves the end-to-end needs of customers with integrated equipment and digital solutions, and 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 utilizes conventional radiotherapy expertise to develop integrated solutions for proton therapy. The Multi-Disciplinary Oncology business comprises technology-enabled optimized workflows, clinical services, and consulting capabilities 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 as well as a robotic-assisted platform for endovascular coronary and peripheral vascular interventions. 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, among them planning and design, maintenance, operational management, financing, training and education services, for example within partnerships with hospital operators, so called value partnerships. Our service offerings include equipment performance management, clinical education and e-learning, asset management, managed departmental services for laboratories and healthcare facilities, consulting and digital health products and services.

Our Company


Employees
~69,500

Represented
in more than
70 countries
worldwide



Sells to healthcare
providers in
180 more than
countries



Net income:
2,054
million €



Revenue
21,714
million €

Adjusted
EBIT margin: **16,8%**

Siemens Healthineers has defined strategic priorities to ensure its competitiveness beyond 2025. To deliver on our Strategy 2025 we introduced three phases—“Reinforcing,” “Upgrading” and “New Ambition.”

We launched phase three New Ambition at the start of FY 2022.

At the core of **New Ambition** are our unique capabilities, which we keep strengthening every day: Patient Twinning, Precision Therapy, and Digital, Data and AI. Building on these unique strengths, New Ambition is intended to help patients fight the most complex diseases while helping us win in our core markets and enter new growth markets.

Our Businesses and Regions have dedicated strategies in place to contribute to our New Ambition. These strategies complement and tie into the five priorities, so-called growth vectors, that we will focus on during the New Ambition phase.

The five vectors focus on Comprehensive Cancer Care, Cardiovascular and Neuro-vascular Care, Networked Care & Digitally-enabled Services, China Healthcare, and Access to Care (further information: Siemens Healthineers Annual Report FY 2022). Siemens Healthineers Strategy 2025 also contributes to the United Nations Sustainable Development Goals.

Siemens Healthineers Strategy 2025



1.3

Our sustainability strategy

Sustainability has always been part of our DNA. Sustainability means achieving our business aspirations while protecting ecological and social integrity in the interests of current and future generations.

Drawing on our long history, we innovate sustainably to provide healthcare that allows people all over the world to live better lives.

We focus on access to healthcare and innovation, our climate and environmental responsibility, our social responsibility, and governance and compliance for sustainability.

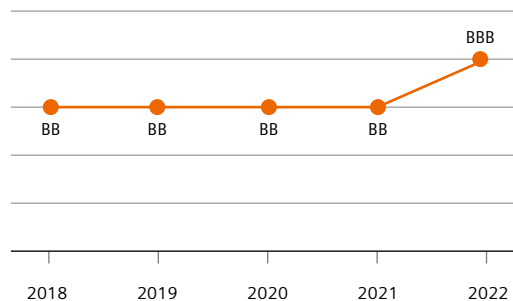
Since our founding we have contributed to a regenerative and healthy environment by improving the efficiency of our production facilities and the products themselves. In 1993, for instance, we reduced the amount of wastewater produced by our plant in Rudolstadt by 94 percent. In 2003, the Axiom Iconos R200 X-ray machine was designed to allow 99 percent of the material to be reused. It also dramatically reduced radiation exposure by up to 93 percent and achieved significant power savings. Shortly after Reiniger, Gebbert & Schall was founded in 1886, the Company began offering machine rentals. Since 1998, Siemens Healthineers has been refurbishing medical systems, thereby saving resources, and creating opportunities for sustainable and low-cost use of standard medical technology. Moritz Reiniger, one of our founders, began systematically training young employees as early as 1877. He was a driver of personal growth among the Company's employees from the very beginning. In the 1930s, Reiniger, Gebbert & Schall and its successor Siemens-Reiniger-Werke were among the first

companies to appoint a female board member. Responsible leadership has become an integral part of life at our Company in many ways.

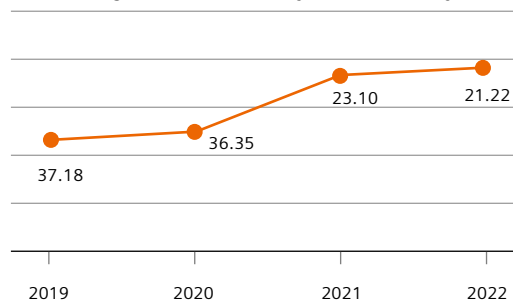
Today, this is reflected in our corporate policies and corporate culture, which is characterized by our ability to act fast and sustainably in adapting to new trends and in driving developments to help people live longer and healthier lives. Our commitment to sustainability is also reflected in our ESG ratings. This recognition reinforces the value of our sustainability strategy and at the same time provides us with a benchmark for continuous improvement.

Our highlights in FY 2022

ESG rating result MSCI (June 22)



ESG rating result Sustainalytics (February 22)



Materiality assessment

The content of the Sustainability Progress Report FY 2022 is shaped by a materiality analysis which was conducted in FY 2020 and updated following the acquisition of Varian in FY 2021. The material topics in our report are structured according to their relevance for environmental, social, and governance (ESG) issues.

Integrating information on how Siemens Healthineers is helping to achieve the SDGs has also enriched our assessment of the most important issues. Our materiality analysis was divided into three steps.

Step 1: Identifying potential subjects

We began by creating an extensive collection of potential sustainability topics, taking into account our business model. We based the topics on the SDGs, trend and competition analyses, global reporting standards (e.g., GRI, SASB), 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. In particular, we clustered topics according to content. Representatives of our various stakeholder groups, including our Managing Board, were involved in the validation phase.

Results of the analysis

The materiality analysis yielded 14 material topics, which were grouped into four focus areas and serve as key points for our sustainability reporting. The materiality analysis complies with GRI requirements.

Improve quality of life through access to healthcare and innovation



- Improve access to care
Increasing access to care, strategy for emerging markets
- Innovate through responsible digitalization and Artificial Intelligence
Responsible digitalization, innovation management
- Personalized healthcare
Personalized healthcare (precision medicine)
- Transform toward preventive care
From healthcare to wellcare
- Leverage partnerships and collaboration for innovation
Partnerships and collaboration with global institutions, clinical studies

Our commitment to a regenerative and healthy environment



- Combat climate change by reducing emissions
Energy efficiency, decarbonization
- Transform toward a circular economy
Circular economy

Our social commitment: Advance diversity, equity, and inclusion, and drive employee engagement



- Invest in our people
Jobs and job creation in a dynamic environment, developing people/attracting and retaining talent
- Expand diversity, equity, and inclusion
Employee engagement, diversity, equity, and inclusion
- Respect human rights
Human rights

Governance



- Product quality and safety
Product quality and safety, regulatory compliance for medical devices
- Clear leadership commitment
Leadership commitment (for sustainability)
- Apply best business ethics through compliance
Compliance and integrity, ethics, cybersecurity, data (customer) privacy
- Responsibly grow long-term business value
Business model resilience/portfolio transition, growth in adjacent market fields

Our commitment to the United Nations Sustainable Development Goals

The UN SDGs were created in 2015 and form a globally accepted and widely used framework for public and private sustainability ambitions. The 17 UN SDGs should be achieved by 2030.

We endorse the UN SDGs so that we can create a better future for our planet and its inhabitants. The degree to which a company can help achieve the UN SDGs varies significantly. As a healthcare provider, we have identified three core SDGs, which are supported, for example, by our products, our solutions, our business operations, our leadership, and our employees.

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 health coverage. We are also helping to fight both noncommunicable and communicable diseases. These efforts are reflected in the focus topic “Improve quality of life through access to healthcare and innovation.”



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

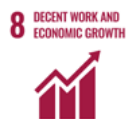
In order to unleash the power of our ~69,500 Healthineers, we are profoundly convinced that embracing diversity in all its forms is a critical success factor. Although in this report we are focusing on gender diversity, we are committed to expanding to all other forms of diversity, including nationalities, religions beliefs, sexual preferences. In support of our gender diversity goals we are deploying efforts at multiple organizational levels from our senior management and talent pipeline. Accordingly, we want to play our part in ending all forms of discrimination against women. These efforts are reflected in the focus area “Advance diversity and inclusion and drive employee engagement.”



SDG 12: Responsible consumption and production “Ensure sustainable consumption and production patterns”

We are contributing to this goal by focusing on sustainable handling of our resources, and on 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 areas “Contribute to a regenerative and healthy environment” and “Create sustainable value through responsible business and leadership.”

In addition to the three core SGD's where we can contribute the most, we have identified six other SGD's (regarded as primary SGD's) that we support through our business.



SDG 8: Decent work and economic growth "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"

Our growth ambitions are reflected in our Strategy 2025 (see section [1.2 Siemens Healthineers at a glance](#)). These ambitions enable us to contribute to economic growth, secure productive employment and decent work, and safeguard labor rights.



SDG 9: Industry, innovation and infrastructure "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation"

Innovation is key to our Company. We invest significant resources in researching and developing new innovations.



SDG 10: Reduced inequalities "Reduce inequality within and among countries"

We are contributing to this goal by fostering an inclusive culture among our employees—one that embraces people irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status. We are also reducing inequalities by enabling access to healthcare with our products and solutions.



SDG 13: Climate action "Take urgent action to combat climate change and its impacts"

We are committed to tackling climate change by reducing emissions in our value chain. Our work here includes discussing emissions reduction with our suppliers, increasing energy efficiency in our own operations, and lowering energy consumption in the use phase of our products.



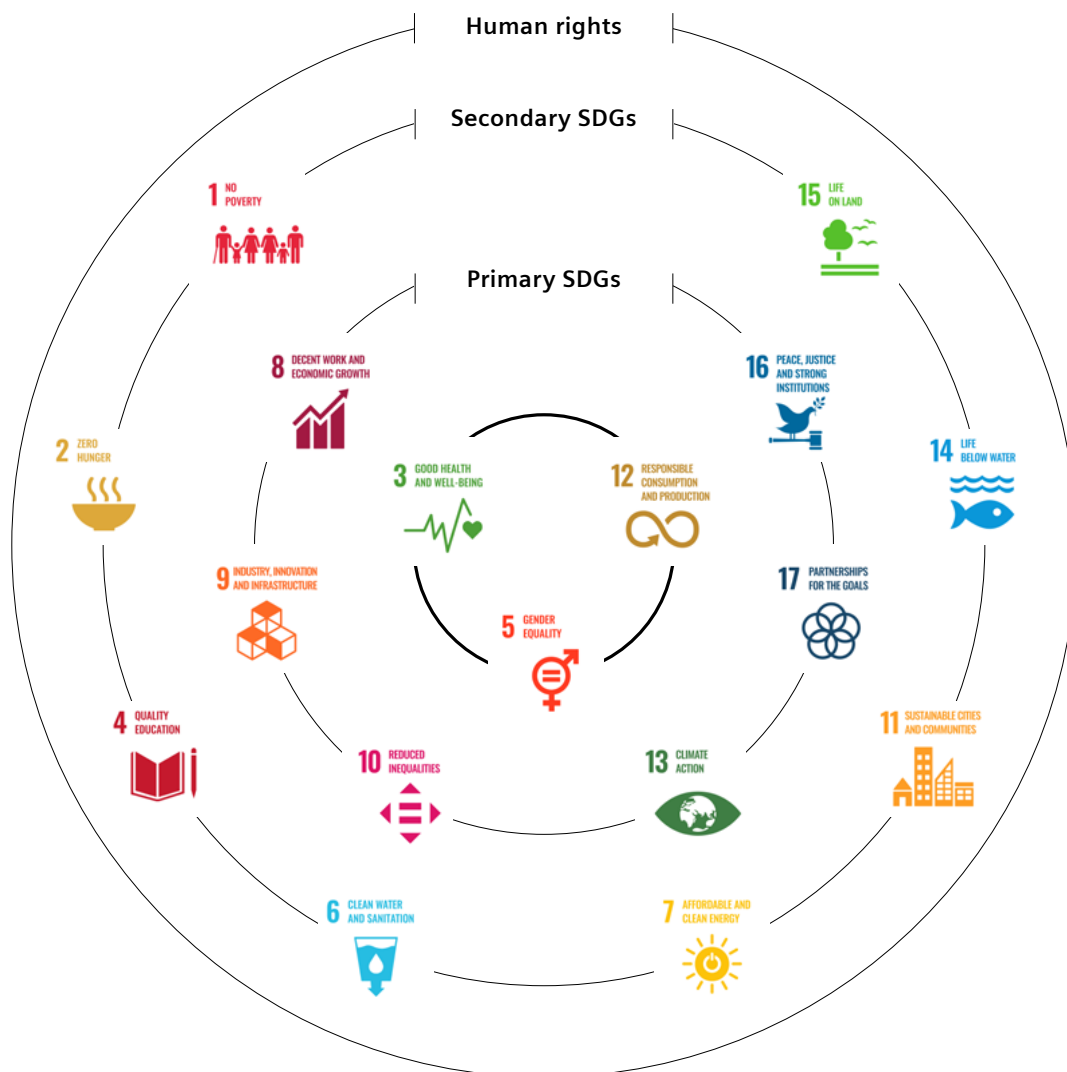
SDG 16: Peace, justice and strong institutions "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"

We have a robust compliance framework that is designed to avoid corruption and bribery. Strong leadership commitment at all levels of our Company supports the development of strong institutions.



SDG 17: Partnerships for the goals "Strengthen the means of implementation and revitalize the global partnership for sustainable development"

As we believe that partnerships will accelerate the achievement of the SDGs, we are involved in numerous scientific and technological partnerships, joint ventures for start-ups, and partnerships with customers. We strive to foster these collaborations by being a reliable and dependable partner.



In dialogue with our stakeholders for sustainability

We constantly bring breakthrough innovations to market—for the benefit of patients, medical professionals, and society—to sustainably enable healthcare for everyone, everywhere. We know that we cannot deliver on our purpose by acting alone. We operate in a global network of diverse stakeholders, representing various interests and opinions. Listening to and understanding their needs is vital to our company's sustainable success, which is based on trusting partnerships and networks that offer mutual benefit for all. Close collaboration and ongoing dialogue with our stakeholders are particularly important to our efforts to tackle sustainability challenges effectively and leverage available opportunities.

Our stakeholders include investors, customers, suppliers, employees, employee representatives, scientists, communities, federations, policymakers, regulatory agencies, the media, non-governmental organizations (NGOs), business organizations, academia, competitors, and sales and business partners. Through our partnerships with some of these stakeholders, we contribute to:



SDG 17: Partnerships for the goals

Given the diversity of the needs and topics of our stakeholder dialogue, we use many different mechanisms, such as stakeholder surveys, subject-specific conversations, roundtable discussions, and knowledge exchange forums like conventions, conferences, and congresses.

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 measure our progress, acceptance, and attractiveness all at the same time.
- 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 section [Materiality assessment](#)).

Our management, the Business Areas, and the Government Affairs department oversee a continuous dialogue with stakeholders. The overall responsibility for managing dialogue with policymakers and government officials lies with the Managing Board of Siemens Healthineers. Within the business, the respective 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.

We maintain different layers of stakeholder engagement, for example:

1. Professional forums, peer groups, and expert panels

We aim to maintain and improve health by enabling healthcare providers to deliver high-value care and increasing access for patients through innovation. For this reason, we maintain a global collaboration network of more than 2,400 leading clinical and academic partners. (For more details, see section [2.5 Leverage partnerships and collaboration for innovation](#)).

We regularly participate in major international industry and scientific conferences and exhibitions, as they allow us to engage with many different stakeholders. In addition, we initiated further industry forums, summits, and think tanks in FY 2022. A comprehensive list of these events is available on our website ([Conferences and Events—Siemens Healthineers](#)).

One example was the Plasma Proteins Science Day in November 2021 where we brought together experts from around the world to share the latest developments in plasma protein testing. We passionately support this exchange of ideas because we believe that sharing research and scientific insights is essential to the evolution of diagnostics and improving patient outcomes.

Furthermore Siemens Healthineers was a Strategic Sponsor of Healthcare Business International 2022 (HBI), the industry's annual C-level conference that brings together operators, investors, advisors, and suppliers. HBI 2022 connected the global for-profit healthcare services industry to build partnerships and accelerate business growth.

Our Siemens Healthineers Shape Experience Website is our virtual exhibition space where we share forward-thinking ideas and solutions to healthcare's most pressing challenges. It is designed to bring together a global healthcare audience—leading physicians, radiology and laboratory professionals, industry leaders—to advance our common purpose of helping people to live longer, healthier lives.

Since January 2021, more than 20 Innovation Think Tank (ITT) Certification Programs were organized at Siemens Healthineers and at various hospitals and universities, bringing together over 100 key opinion leaders and more than 1,500 participants from upward of 80 prestigious research institutions, universities, and hospitals. Global ITT training sessions were conducted in October and November 2021, as well as in February, March, and May 2022. Examples of certification programs that were conducted in FY 2022 include:

- ITT CP Western University Canada (October 2021)
- ITT CP ELMCH, India (November 2021)
- ITT CP Fakeeh University Hospital (January 2022)
- ITT CP Imperial College London (February 2022)
- ITT CP Evora University, Portugal (March-April 2022)
- ITT CP India (May 2022)
- ITT CP University of South Carolina (June 2022)

2. Politics, business associations and similar organizations and society

Dialogue with policymakers is critical for our success and part of our social responsibility. Our engagement with politics is prioritized based on our business strategies and innovation fields, with a particular emphasis on sharing of knowledge and expertise to meet societal demands. Our advocacy activities focus on themes such as oncology, pandemic preparedness, innovation through digital health and AI, global health, access to care, precision medicine, environmental and social sustainability, circular economy, research and innovation, trade policy, and international cooperation.

We are politically neutral and have a zero-tolerance approach toward corruption, violations of fair competition principles, and other breaches of laws and internal regulations.

Siemens Healthineers does not make political donations or contributions (e.g., to elected officials, government officials and bodies, administration officials and bodies, political parties, or political organizations). Our internal guidelines prohibit all forms of support for purely political purposes or for the representation of political interests such as events within election campaigns.

Siemens Healthineers is a member of numerous industry and business associations, some of which advocate for the interests of their members in the political arena. Selected examples are:

- AdvaMed USA
- APACMed for Asia
- Bitkom (German Association for Information Technology, Telecommunications and New Media)

- CAMDI (China Association for Medical Devices Industry)
- COCIR (European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry)
- Digital Europe (European trade association for digitally transforming industries in Europe)
- DITTA (Global Diagnostic Imaging, Healthcare IT and Radiation Therapy Trade Association)
- European Chamber of Commerce
- MedTech Europe (European trade association for the medical technology industry including diagnostics, medical devices, and digital health)
- ZVEI (German Electrical and Electronic Manufacturers' Association)

Siemens Healthineers also engages in regular dialogue with:

- the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services (UNOPS) and the United Nations Development Programme (UNDP)
- NGOs such as the Bill & Melinda Gates Foundation, the Clinton Health Access Initiative, and FIND
- International finance organizations such as the World Bank Group and development banks
- and the European Commission and European Parliament

Siemens Healthineers is engaging in projects and partnerships with:

- the World Health Summit
- the World Economic Forum
- and national development organizations such as the Gesellschaft für Zusammenarbeit und Entwicklung (GIZ) in Germany

For environmental issues, we support the United Nations Framework Convention on Climate Change (UNFCCC) and are part of the Science Based Targets initiative (SBTi). Siemens Healthineers actively supports the Ten Principles of the United Nations Global Compact (UNGC).

3. Employees

Our employees bring our strategy to life. Their views, feedback, and concerns are extremely valuable. To gather their feedback, we launched an engagement survey tool in FY 2021 and conducted surveys every two weeks (see section [4.2 Employee engagement](#)). So far, we have gathered close to a million comments.

Based on the responses, managers initiate discussions within their teams and develop corresponding measures for improvement. The Managing Board (MBM) of Siemens Healthineers is involved in initiating measures on a global level.

In addition, we regularly assess the status of our employer brand and our attractiveness. This is measured by our Brand Perception Survey and complements our Net Promoter Score, which we use to measure customer satisfaction and the quality of our partnerships.

Our sustainability management, governance, and organization

Sustainably driving healthcare is in our DNA and a key element of the corporate culture that unites our global workforce. To manage the inherent complexity of sustainability, we have applied a stringent materiality approach to identify the material ESG topics on which to concentrate our activities. For these topics (see section [Materiality assessment](#)), we have defined clear and measurable targets and a comprehensive set of indicators to track our progress. As outlined in our annual compensation report, ESG criteria have also been an integral element in the remuneration system for members of the Managing Board and senior managers since FY 2020.

Our corporate governance

We introduced governance structures with clearly defined accountabilities at the senior levels of the organization to ensure that we deliver on our sustainability commitments.

Siemens Healthineers AG is subject to the regulations of German stock corporation law. It therefore has a two-tier board structure, consisting of a Managing Board and a Supervisory Board.

As the Company's top management body, the Managing Board is committed and obligated to serve the Company's interests and to achieve sustainable growth in company 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.

Growing governance structures for sustainability

To do justice to the enormous importance of sustainability, Corporate Sustainability of Siemens Healthineers was established in June 2021. In March 2022, the department became a stand-alone Function to further increase the visibility of sustainability, both within Siemens Healthineers and externally. This change comes with new opportunities and levers that will help us further strengthen our sustainability management, governance, and organization.

The central team is fully supported by our senior management. Accordingly, the Head of Sustainability reports to a member of the Managing Board. The Head of Sustainability oversees and manages all strategic sustainability activities across our Company and regularly updates the whole Managing Board on key sustainability-related matters.

The Head of Sustainability leads the Sustainability Committee, which steers critical decisions on key sustainability matters, every two months. The Sustainability Committee is composed of a member of the Managing Board and senior leaders from various Functions, Business Areas, and Regions.

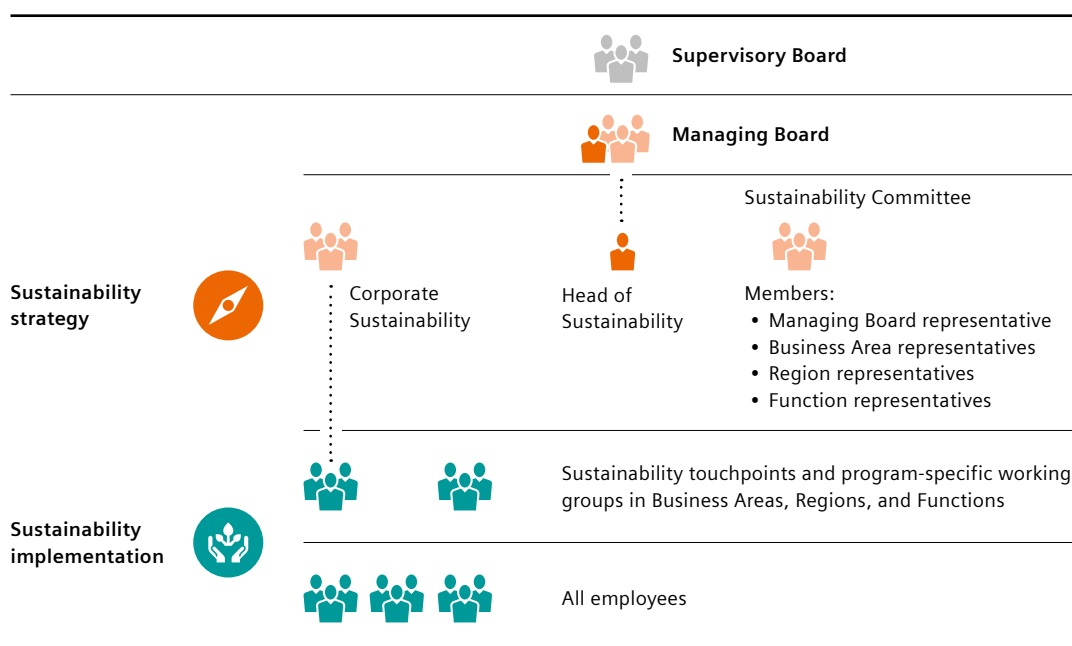
The Head of Sustainability supervises Corporate Sustainability which is accountable for the corporate materiality analysis, developing the

sustainability strategy and respective programs and managing the reporting on progress and performance. Corporate Sustainability works closely with experts in Business Areas, Regions, and central Functions to drive the implementation of our corporate sustainability strategy.

Our focus areas are anchored in the responsibilities and accountabilities of senior leaders to help us bring our sustainability objectives to life. Our progress is measured and monitored

on a quarterly basis. Sustainability is part of the discussions included in the quarterly Performance and Business Reviews.

Program-specific, cross-functional working groups and experts were assigned to further promote sustainability and coordinate the activities (e.g., Procurement, and Environmental Health and Safety) in alignment with and under the guidance of Corporate Sustainability.



Sustainability as an element in long-term variable compensation

Siemens Healthineers Stock Awards (long-term variable compensation) incentivize Managing Board members and selected senior managers to commit themselves to the Company's long-term development, promote sustainable growth, and generate lasting value creation. Twenty percent of the long-term variable compensation is based on ESG criteria. This is measured in terms of three equally weighted targets that track the performance of Siemens Healthineers in the ESG categories.

The Supervisory Board defines the specific ESG KPIs and their targets at the beginning of each fiscal year.

In November 2021, the Supervisory Board resolved the performance criteria and KPIs for the 2022 tranche of the Stock Awards. The ESG indicators are: access to healthcare, measured in terms of, e.g., volume growth of installed devices in underserved countries; reduction in carbon emissions, measured in terms of kilotons (kt) of CO₂e emitted; and improvement of gender balance, measured in terms of the proportion of women in senior management positions.

Our sustainability targets

We have set ourselves ambitious targets for FY 2025 and beyond. Our sustainability goals support our purpose, values, and strategy. By highlighting six core key performance indicators (core KPIs), we have defined clear and measurable targets for moving toward a more sustainable future. From FY 2022, all indicators as well as our targets for FY 2025 and beyond, include Varian. We confirm our aspirations following the inclusion of Varian: The relative target values have not changed. Our goals for

reducing greenhouse gas emissions remain at the same level. The target number for patient touchpoints is unchanged. While efforts to increase patient access to our technologies in the defined underserved countries are similar for Varian as for the other parts of our business, the resulting increase in patient touchpoints is significantly smaller. We have kept the target number of AI products for 2030 at the same level, as the synergetic benefits of the combination of both companies come into play here.

Our six core KPIs reflect our goals across three different pillars for FY 2025.



Improve quality of life through access to healthcare and innovation

220 million

patient touchpoints in underserved countries¹
(FY 20: 147; FY 30: 260)

≥ 35%

revenue from innovations brought to market in the last three years
(FY 20: ~40%, regularly ≥ 35%)

110

AI-supported products on the market
(FY 20: 63; FY 30: 160)



Contribute to a regenerative and healthy environment

160 kt²

net CO₂e emissions from Scope 1 and 2
(FY 19: 247 kt; FY 30: carbon neutrality)



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

26%

women in senior management³
(FY 20: 17%; FY 30: 30%)

Top quartile

Employee Engagement in the healthcare industry benchmark⁴
(FY 20: top 25%; FY 25: top 25%)

¹ Based on 90 countries in scope: Defined by World Bank as low-income and lower-middle income economies and Siemens Healthineers specific additions.

² While our ambition level stays the same, absolute figures include Varian.

³ In addition: adherence to country-specific legal requirements.

⁴ The benchmark is based on peers receiving the same industry-specific questions as Siemens Healthineers.

Improve quality of life through access to healthcare and innovation

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2.0

Improve quality of life through access to healthcare and innovation

Billions of people live in unstable environments that pose significant challenges to health due to **severely limited access** to basic health services. Every two seconds, someone between the ages of 30 and 70 dies **prematurely** from noncommunicable diseases: cardiovascular disease, chronic respiratory disease, diabetes, or cancer. In addition, healthcare systems worldwide face the need to achieve better outcomes at lower costs in response to increasing healthcare costs and uncertain quality of care.

Our commitment to sustainability drives us to play a leading role in using innovation to improve access to care and enable more effective management. To **improve access to care**, we utilize various resources and methods to face critical challenges head-on. This includes partnering with stakeholders, implementing new digital solutions across the health continuum, employing flexible financing and business models, and developing devices with fewer infrastructure requirements. Furthermore, we continue to increase the number of installed systems from our Imaging and Advanced Therapies portfolio, coupled with our Varian linear accelerators. We are also increasing the number of diagnostic tests we provide. We provide additional support by offering specially developed training to ensure high standards of service.

We actively monitor the actual progress of our multiple efforts designed to improve access to care around the globe. In FY 2022, we reached 212 million patient touchpoints in underserved countries, increasing our 2020 figures by 22 percent. We are on track to reach our target by 2030.

We use responsibly digitalization, data and AI to improve quality of care for individuals and streamline efficiencies at all levels of the

healthcare delivery system. We use AI to enable automation, in clinical decision-making; and to improve robotics and image-guided clinical procedures.

To strictly follow a 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, guarantees 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 advance **personalized medicine**. We do this by improving precision and diagnostic accuracy, reducing costly unwarranted variations, personalizing treatment, and advancing therapy outcomes. Tailoring treatment starts with a highly specific diagnosis. Cardiovascular, Neurovascular, and Comprehensive Cancer Care, with a focus on precise and personalized treatment, are strategic priorities for us. Our combination with Varian enabled us to take a major leap forward in cancer care, incorporating patient-centric and automated solutions for adaptive radiotherapy to deliver treatments that adapt to the changing conditions of each patient.

In **preventive care**, Siemens Healthineers actively promotes awareness of early diagnosis and disease prevention and offers 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 various conditions including 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 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

With at least 50 percent of the world's population having no access to safe, affordable, and timely healthcare services,⁵ creating healthcare for all is an urgent task. There are large discrepancies between when and where care can be accessed both within and between countries. When access is limited, it can create a dangerous and costly cycle in which late diagnosis and therapy lead to suboptimal health outcomes. The growing world population is increasing the pressure on healthcare systems and aggravating these problems.

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

People everywhere should be able to easily receive the right care in the right setting at the right time. This need has led to various legal and international frameworks being established. For instance, Article 35 of the EU Charter of Fundamental Rights states that "everyone has the right of access to preventive health care and the right to benefit from medical treatment under the conditions established by national laws and practices." Universal health coverage (UHC) includes the full spectrum of essential health services, from health promotion to prevention, treatment, rehabilitation, and palliative care. Some of the ways to achieve UHC include increasing health financing, training the healthcare workers in underserved countries, and promoting the development and transfer of technologies to underserved countries on favorable terms.⁶

Underserved countries have made great progress in combating communicable diseases. While the importance of diagnostic testing is clear in lower resource settings (primary care),⁷ recent trends also indicate an increasing demand for diagnostic imaging and image-guided interventions for inpatients. In recent decades, the disease burden of noncommunicable diseases and injuries has resulted in a triple burden for health care systems.⁸ This challenge is amplified by fast-growing and ageing populations in underserved countries. It requires a collaborative approach and dedicated measures by all stakeholders. We are committed to taking a leading role here.

By improving access to care, we are promoting good health and well-being, while—at the same time—reducing healthcare related inequalities by providing more accessible and affordable solutions. Our efforts to increase access to care 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

⁵ <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>

⁶ WHO regarding UHC.

⁷ https://www.who.int/health-topics/in-vitro-diagnostics#tab=tab_1

⁸ [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X\(18\)30036-6/fulltext#](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(18)30036-6/fulltext#)

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

Following 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, 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** means people's willingness to seek services or the extent to which care professionals and patients perceive the benefits of technological innovations. 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 care 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. To increase acceptance, we support our customers with solutions such as Syngo Carbon Remote Scanning⁹, which helps healthcare providers achieve a higher level of diagnostic consistency and virtual access to experts.

→ **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, reimagining the role of hospitals, improving patient throughput, empowering primary care services, and maximizing use. Our [MAGNETOM Free.Max](#) and [MAGNETOM Free.Star](#) are examples of how Siemens Healthineers helps close patient care gaps. Read more about the role of our Free.Platform in improving access to care in the subchapter on our portfolio-related projects.

The following sections state the goals and actions that Siemens Healthineers is pursuing to improve access to care.

Our ambition to further increase access to high-quality care

Improving access to care is a focus topic of both our sustainability strategy and Corporate Strategy. By placing double emphasis on this topic, we strengthen our commitment to further increasing access to high-quality diagnostic services and solutions for patients in underserved countries.

Sustainability strategy

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

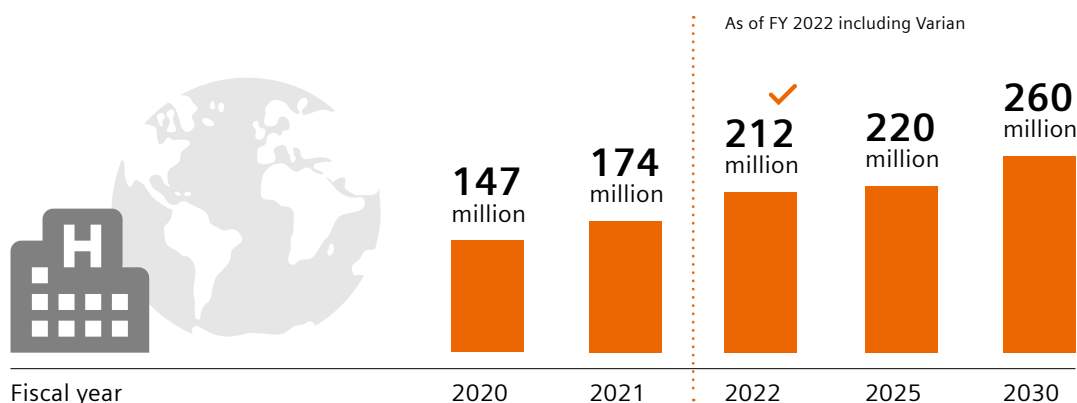
Patient touchpoints therefore indicate the number of people diagnosed and/or treated with our in vivo products in Diagnostic Imaging and Advanced and Cancer Therapies, as well as individuals receiving in vitro diagnostic tests in clinical laboratories or at the point of care.

⁹ Syngo Carbon consists of several products which are (medical) devices in their own right. Some products are under development and not commercially available. Future availability cannot be ensured. Remote Scanning Access is powered by syngo Virtual Cockpit.

More details on the KPIs and their reasoning can be found in [Appendix A.2 Reporting principles](#). Overall, we aim to increase patient touchpoints in underserved countries by more than 75 percent, from approximately

147 million in FY 2020, to 220 million in FY 2025 and 260 million in FY 2030. In FY 2022 we reached 212 million patient touchpoints and are well on track to reach our target.

Patient touchpoints



The achievements are measured and monitored on a quarterly basis, discussed within the quarterly Performance and Business 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 strategic planning at Siemens Healthineers. They complement sales, growth targets, and dedicated initiatives to increase access to care for patients globally. While our KPIs focus on underserved countries, our company's efforts to provide access to care through affordability, acceptability, and availability are global.

Corporate Strategy

As a result of our focus on access to care under the sustainability initiative, access to care is now one of our 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 to be achieved by FY 2025. These goals will be tracked monthly as part of our regular business reviews, which will help to sustain top management awareness and support.

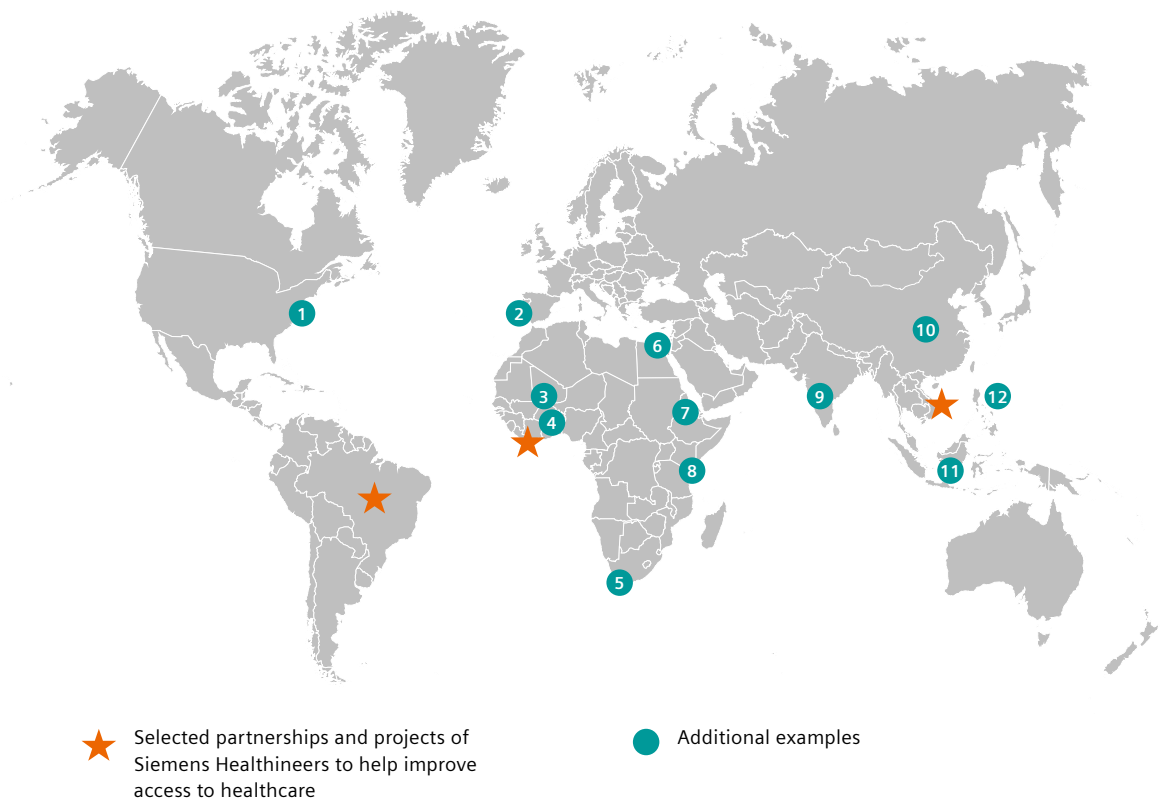
Our approach to improving access to care

We use various methods to resolve the lack of access to care, including collaborations with stakeholders, 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.

The following map provides a snapshot of our recent projects and efforts to improve access to quality care worldwide.

More details on these selected sample projects can be found in the Appendix [A.1 Additional access-to-care projects](#).

Improve access to quality care worldwide



Our partnerships with stakeholders to foster access to care

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 sections [In dialogue with our stakeholders for sustainability](#) and [2.5 Leverage partnerships and collaboration for innovation](#).

★ Siemens Healthineers and UNICEF partner to help improve access to healthcare in sub-Saharan Africa

In February 2022, Siemens Healthineers and the United Nations Children's Fund (UNICEF) announced a partnership to help strengthen fragile health systems in sub-Saharan Africa by improving access to diagnostics and treatment. 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. Point-of-Care (POC) diagnostics can help address gaps by allowing tests to be performed at the same location where care is provided, and facilitating timely diagnosis and treatment initiation. During the five-year partnership period, Siemens Healthineers and UNICEF will explore additional opportunities for collaboration to better respond to the needs of children and their families. The initial focus will be on selected sub-Saharan African countries, starting in Ghana and Côte d'Ivoire.

(More information: [siemens-healthineers.com/press/releases/unicef-partnership?sf160329544=1](https://www.siemens-healthineers.com/press/releases/unicef-partnership?sf160329544=1))



★ Brazil—Bringing diagnostic services to Amazonia

In partnership with Dr. Marcos Menezes, Dr. Maria Teresa Natel, and the non-profit organization “Xingu Mais Catu,” Siemens Healthineers began a pilot project in July 2021 to provide diagnostic services for gynecology and primary care to Brazil’s indigenous communities. The project aims to establish a “hospital boat” with a portable ultrasound system to improve healthcare access for 10,000 Brazilian people by the end of 2022.

By the end of the first phase, 600 exams had been performed with SUS (Sistema Único de Saúde, the country’s public healthcare system), following up on existing diseases. This initiative supports the creation of a command center at INRAD (Instituto de Radiología Sao Paulo) using 5G technology. The command center will allow these types of services to be replicated in other regions of Brazil and other Latin American countries, such as Peru, with the aim of remotely detecting breast cancer in collaboration with the City Cancer Challenge organization.



★ Vietnam—Building a dedicated stroke network and sharing knowledge

In October 2021, Stroke International Services (SIS) and Siemens Healthineers entered into an eight-year Value Partnership to advance stroke management in Vietnam. SIS is the first fully dedicated stroke network in Mekong Delta, and as such, improves access to high-quality stroke care for the area's 17 million inhabitants. With advanced technology and workforce education solutions from Siemens Healthineers, SIS aims to increase stroke treatment standards in the region. SIS will also expand its health services by

establishing new facilities in Ho Chi Minh and Quang Nam provinces. The partnership will deploy innovative medical technology and digital solutions, e.g., VNA, AI-Rad Companion¹⁰, syngo Virtual Cockpit¹¹, and teamplay¹² to accelerate the stroke treatment process. The unique training center for stroke management will be a further step in overcoming the challenges of maintaining a skilled workforce and ensuring timely diagnosis and stroke treatment. Siemens Healthineers will play a key role by providing expert knowledge on technical and clinical aspects.

(More information: [siemens-healthineers.com/vn/press-room/press-releases/en-sis-strategic-partnership](https://www.siemens-healthineers.com/vn/press-room/press-releases/en-sis-strategic-partnership))



¹⁰ Several devices of AI-Rad Companion are planned and under development, not commercially available in all countries, and their future availability cannot be ensured.

¹¹ syngo Virtual Cockpit is not commercially available in all countries. Due to regulatory reasons its future availability cannot be guaranteed. Precondition: Expert-i enabled modality from Siemens Healthineers and appropriately trained personnel operating under applicable federal, state, and local laws as to the specific imaging modality(ies), including radiation and contrast.

¹² Not available in all countries. Future availability cannot be guaranteed. Please contact your sales representative whether the product is available for your country.

Please find further information on examples of projects and partnerships we developed or implemented in FY 2022 below and in Appendix [A.1 Additional access-to-care projects](#):

1. **United States**
Free MAMMOMAT mammograms in Philadelphia with Penn Medicine
2. **Portugal**
Value Partnership with a rural hospital
3. **Mali**
Cancer care with the iSTARC partnership
4. **Ghana**
City Cancer Challenge
5. **South Africa**
Cape Town radiology training program
6. **Egypt**
Supporting the transformation of Alameda Healthcare
7. **Ethiopia**
Screening of COVID-19 patients
8. **Kenya**
Establishing a holistic biomedical engineering laboratory with key partners
9. **India**
The HEAL project with free cancer screening
10. **China**
Using 5G for remote scanning
11. **Indonesia**
Value Partnership to strengthen access to care
12. **Philippines**
Establishing the first stand-alone center for cancer care

Our product portfolio and digital offerings for delivering quality care worldwide

With our outstanding portfolio of both in vitro and in vivo solutions across the entire health-care continuum—from prevention to diagnostics, therapy, and aftercare—we support clinical decisions around the world with the aim of improving access to quality care. By providing new ways to deliver care, digitalization offers great opportunities for underserved countries and remote areas.

Some of our recent product launches, portfolio development, and production updates include the following:

→ Launch of Q-ity™¹³ UA 10 Visual Urine Strips for countries with limited access to care

Many chronic diseases remain undetected, including chronic kidney disease and diabetes—and are preventable with early detection. In April 2022, we launched new urine strips to screen for chronic diseases in countries where access to care is limited. They are a simple-to-use, readily available urinalysis test that can deliver fundamental value to developing markets. These tests 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™ UA 10 Visual Urine Strips deliver fast, reliable results with a dip-and-read test. The product has been launched in multiple developing markets in Africa, the Middle East, and Southeast Asia and will be expanded to other countries.

¹³ 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.

→ **Launch of MAGNETOM Free.Star to make MRI more accessible**



Siemens Healthineers has launched MAGNETOM Free.Star, a cost-effective whole-body MRI scanner designed to significantly improve access to MRI worldwide. Together with MAGNETOM Free.Max, MAGNETOM Free.Star is part of a new generation of scanners with excellent image quality and digital technologies. The two MRI systems are based on the “High-V” MRI platform and are the smallest and most lightweight whole-body scanners Siemens Healthineers has ever built.

In developing countries, and even in rural regions of many industrialized nations, MRI scanners are not widely available, with 50 percent of the world’s population having inadequate or no access to MRI. MAGNETOM Free.Star requires less than one liter of liquid helium to maintain its cool temperature. Previously, several hundred liters of this scarce raw material were required. Additionally, the installation of a quench pipe, a safety mechanism conventionally used to discharge helium into the open air in case of an emergency, is no longer needed. A large helium supply and construction measures are no longer necessary for the High-V MRI scanners, as

the compact systems can be rolled through normal hospital doors, obviating the need to alter existing infrastructure during installation. Significantly lower energy consumption makes this solution attractive from both an environmental and an operational perspective. The costs over the entire lifecycle of the system are up to 30 percent lower compared to conventional scanners.

→ **Angola and Yemen—Installation example of our MAGNETOM Free. platform**

MAGNETOM Free.Max, which was launched a year before MAGNETOM Free.Star, has already celebrated great successes in improving access to care:

In March 2022 for example, we installed the first system of our MAGNETOM Free. Platform in sub-Saharan Africa in Cabinda, Angola. It is the first MRI system in Angola outside of the capital Luanda and has brought access to MRI to a new region.

In April 2022, we installed the first MRI system in a local hospital in Sanaa, Yemen, and provided the relevant training to the local staff with both remote and in-person training to help them respond to the challenging circumstances on the ground.



2.2

Innovate through responsible digitalization and Artificial Intelligence

The digitalization of healthcare means that clinicians must deal with exponentially increasing volumes of granular patient data, which can overwhelm human decision-making. In response to this, we are developing innovative digital products to capture, aggregate, and transform sensor-acquired data into actionable insights that help automate processes and enable clinicians to make critical care decisions faster and more easily. Advances in digital connectivity and the Internet of Things (IoT) have improved our ability to exchange and combine data from different devices, sensors, and systems, which increases the need for AI and big-data processing.

Siemens Healthineers uses responsible digitalization and AI to increase the quality, efficiency, and effectiveness of care at all levels of the healthcare delivery system. It also uses them to automate and improve internal design, development, production, and logistics processes. Digitalization decreases the time-to-market for new ideas, which creates opportunities that we intend to leverage.

AI is deployed across our portfolio, from diagnosis and treatment to patient follow up, in order to automate routine clinical processes and generate important actionable insights from the sensor data as it becomes available. It enables conditional automation of our products, robotic solutions and services; allows the prediction of the outcome of a therapy or intervention; provides support for making therapy decisions; and helps to manage chronic diseases, for example, using our Noona App (Varian).

We offer a broad and scalable range of software solutions to support multimodality reading and structured reporting. 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



SDG 9:
Industry, innovation and infrastructure

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

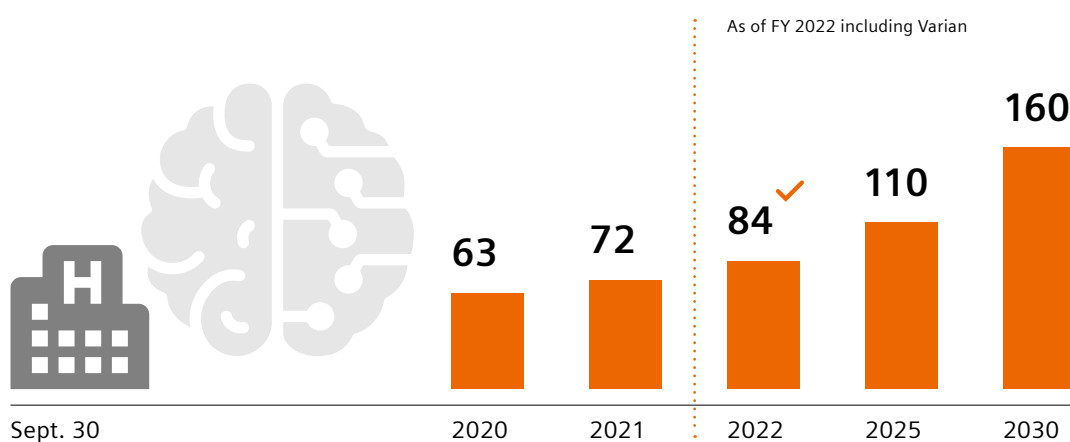
In addition to being an important tool for lowering the cost of care through standardization and automation, AI is also essential for enabling access to high-quality care in remote and underserved regions of the world. Digitalizing our portfolio allows us to serve regions where expertise is lacking. We do this by delivering remote clinical support, including the operation of medical devices by skilled clinicians aided by AI, sensorics, and robotics (our key technologies).

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. Here, it aims to reduce waiting times for treating medical emergencies such as heart attacks and strokes, and to improve the overall cost-effectiveness of treatment.

As of September 30, 2022, we had an overall number of 84 AI-supported products and solutions in our portfolio. As our data collection process evolves, we gained better transparency and adjusted our FY 2021 data accordingly. Our goal is to increase this number to 110 by FY 2025, and to 160 by FY 2030. For details on the definition of AI-enhanced products and solutions, see [Appendix A.2 Reporting principles](#).

AI-products



Innovation management

As a medtech company, research and development (R&D) and innovation are the cornerstones of our success in groundbreaking technological developments and trends. In FY 2022, we reported R&D expenses of EUR 1,785 million (2021: EUR 1,546 million). The resulting R&D intensity, defined as the ratio of R&D expenses to revenue, was 8 percent (2021: 9 percent).

We focus on three key technologies, which are related via digital twins, to create innovative technologies, products, and services, and pioneering business models. Digital twin insights help us internally to digitalize our factories and products, and our patient twins help our customers and clients to digitalize healthcare. The key technologies cover three areas of innovation in our products and services:

→ Artificial Intelligence

At Siemens Healthineers, AI is an integral part of our key innovations. We successfully employ AI for data analysis and interpretation, decision-making, intelligent robot control, and automation based on digital twins.

→ AI-supported smart sensing technology

The key technologies applied in sensorics range from laboratory diagnostics testing, computed tomography (CT) detectors, and electromagnetic measurement fields of magnetic resonance imaging (MRI) to ultrasound transducers. They aid in assessing in vitro biomarkers, imaging-based biomarkers, and vital signs. They improve optical perception in humans and machines,

and integrate wearable technologies. In FY 2022 we launched several new products that incorporate new sensorics technology, such as Atellica SARS-CoV-2 Omicron variant antigen assay, the high-end CT system NAEOTOM Alpha¹⁴, the MR system MAGNETOM Free.Star, ARTIS icono biplane angiography system, the mobile Mobilett Impact X-ray detector system, and the new Symbia Pro.spectra SPECT/CT scanner.

SARS-CoV-2 testing portfolio detects Omicron variant

Siemens Healthineers has announced that the company's SARS-CoV-2 tests are well designed to detect the Omicron SARS-CoV-2 variant designated as a variant of concern by both the WHO and ECDC on November 26, 2021. A recent evaluation revealed that the emergent variant is unlikely to affect results for CLINITEST Rapid Antigen Test¹⁵, FTD SARS-CoV-2 PCR test¹⁶, and Atellica IM/ADVIA Centaur SARS-CoV-2 Antigen Assay (CoV2Ag).¹⁶

NAEOTOM Alpha

In 2021 Siemens Healthineers launched NAEOTOM Alpha, the world's first CT scanner equipped with a photon-counting sensor. Thanks to the revolutionary direct signal conversion enabled by its QuantaMax detector, NAEOTOM Alpha offers high-resolution images significantly reduced dose¹⁷, spectral information in every scan, and improved contrast at lower noise. Photon-counting CT has the potential to advance medical diagnostics toward precise,

¹⁴ NAEOTOM Alpha is not commercially available in all countries. Its future availability cannot be guaranteed.

¹⁵ Sensitivity of 97.25 percent and a specificity of 100 percent (compared to a PCR, or nucleic acid-detection method). Not available for sale in the U.S. Product availability may vary from country to country and is subject to varying regulatory requirements. CLINITEST and all associated marks are trademarks of Siemens Healthcare Diagnostics Inc., or its affiliates. All other trademarks are the property of their respective owners.

¹⁶ These tests have not been FDA cleared or approved. They have been authorized by FDA under an EUA for use by authorized laboratories. The molecular ("PCR") test has been authorized only for the detection of nucleic acid from SARS-CoV-2, not for any other viruses or pathogens. The antigen test has been authorized only for the detection of proteins from SARS-CoV-2, not for any other viruses or pathogens. These tests are only authorized for the duration of the declaration that circumstances exist justifying the authorization of emergency use of in vitro diagnostics for detection and/or diagnosis of COVID-19 under Section 564(b)(1) of the Act, 21 U.S.C. § 360bbb-3(b)(1), unless the authorization is terminated or revoked sooner. Product availability may vary from country to country and is subject to varying regulatory requirements.

¹⁷ Reduction in radiation dose by up to 45 percent for ultra-high resolution (UHR) scans compared with conventional CT detectors with a UHR comb filter.

noninvasive diagnosis in cardiology, pulmonology, oncology, and emergency medicine.

For example, NAEOTOM Alpha can be used to scan a patient's lung at a high scan speed and obtain high-resolution images with inherent spectral information—all without the patient having to hold their breath. Based on the spectral information, materials inside the body obstructing an area of interest can be selectively removed from the image. Hence, physicians can assess issues quickly and start treatment promptly. By reducing the radiation dose, regular examinations, such as lung cancer screenings using CT imaging, can be made routinely available for larger patient populations. Additionally, thanks to myExam Companion¹⁸ from Siemens Healthineers, the technical complexity of photon-counting CT imaging does not mean increased complexity for the user.

In over 15 years of research into photon-counting CT imaging, Siemens Healthineers has filed over 500 patents related to this technology and collaborated closely with clinical partners. More than 20 systems have already been installed and are routinely used in clinical settings. So far, over 8,000 patients have been scanned.

MAGNETOM Free.Star

MAGNETOM Free.Star, a Magnetic Resonance system that belongs to the new generation of scanners from Siemens Healthineers, is a virtually helium-free scanner (DryCool technology) with an ultra-compact footprint that makes it far easier to install. The myExam Companion leverages the new possibilities of digitalization and AI to deliver high-quality results easily in routine MRI scans. The total cost of ownership over the entire lifecycle of the system is up to 30 percent lower than with conventional scanners.

Overall acceleration and improvement in MRI imaging with AI, introduced first in 2020

In addition, we are accelerating and improving magnetic resonance imaging with AI throughout our entire MR portfolio. The quality of MRI is defined by the trade-off between scan time, resolution, and image noise. Improving one of these pillars usually requires compromising on one of the others. Deep Resolve, a deep learning solution for image reconstruction, can eliminate this dilemma. It enables clinicians to choose a significantly faster scan time while reducing noise and keeping the same resolution or even increasing image quality.

For example, the Deep Resolve algorithms can speed up average scan times for brain MRI by up to 70 percent while doubling the resolution, or reduce knee imaging duration on a 3-tesla system from the standard ten to just two minutes while retaining the same image quality and diagnostic value. This is especially valuable for patients who feel uncomfortable in MRI scanners, which is often the case for children, for example.

ARTIS icono biplane with detectors specially designed for cardiovascular care

Cardiovascular diseases continue to be the most common cause of death worldwide. The latest innovation of Siemens Healthineers in the cardiology portfolio is ARTIS icono biplane, an angiography system with detectors optimized in size for use in the catheterization lab. The system offers new features for diagnosing cardiac arrhythmia, coronary heart disease, and structural heart disease that simplify clinical workflows and provide excellent image quality at a low radiation dose.

ARTIS icono biplane helps save time in the case of complex cardiovascular diseases and their interventional treatment, and has

¹⁸ myExam Companion is not available in all countries.

the potential to lower doses of contrast agent. It provides excellent image quality at a low radiation dose for physicians and patients using a unique type of X-ray exposure regulation that takes contrast-to-noise ratios into account, thus maintaining the same high level of image quality, regardless of patient size and angulation.

Treatment of patients with cardiac arrhythmia requires electromapping of the heart to help the electrophysiologist identify the source of the arrhythmia and treat it by means of an ablation. Thanks to the new feature “vFFR” (vessel fractional flow reserve), only two images are needed to generate a three-dimensional visualization of the affected vessel to obtain the necessary information. This image-guided method offers several advantages: Even though using a pressure wire (the current gold standard) for diagnosis is a routine intervention, patients are still at risk of vascular injury. Furthermore, the medications needed for the procedure can make patients feel unwell; it also requires a certain amount of time to induce the cardiac stress needed for the pressure wire examination.

The new ARTIS icono ceiling helps meet the challenges of imaging the organs of tall or large patients by combining mechanical flexibility with high positioning accuracy and intelligent workflows.

To achieve consistently high image quality in line with the ALARA (as low as reasonably achievable) dose principle, Siemens Healthineers developed a new image chain called OPTIQ-for the ARTIS icono angiography family. OPTIQ provides constant CNR¹⁹ (Contrast-to-noise ratio) independent of C-arm angulation and patient size—in support of ALARA dose.

For precise image reconstruction, ARTIS icono ceiling provides 3D data acquisitions obtained both at the patient’s head and from the patient’s side over a complete angular range of 200 degrees.

Mobilett Impact²⁰

Siemens Healthineers also launched Mobilett Impact, our newest mobile X-ray system, at this year’s European Congress of Radiology (ECR) in Vienna. The system combines all the benefits of a mobile X-ray system for bedside imaging with full wireless digital integration at an economical price. With Mobilett Impact, the entire imaging workflow can be performed right at the patient’s bedside. The system requires little training to operate, delivers consistent results, and is optimized for high operational efficiency.

Symbia Pro.specta SPECT/CT scanner

Siemens Healthineers also introduced Symbia Pro.specta, a single photon emission computed tomography/computed tomography (SPECT/CT) system with advanced SPECT and CT imaging technologies. System capabilities include low-dose CT of up to 64 slices with impressive detail; automatic SPECT data-driven patient motion correction and data-driven respiratory motion correction for additional image clarity; and myExam Companion for an intuitive and automated workflow to guide the user through the entire examination process.

Most comprehensive ultrasound portfolio refresh

Siemens Healthineers launched its refreshed ACUSON family at this year’s ECR in Vienna. The refreshed ultrasound portfolio—

¹⁹ The constant CNR is achieved within the physical limit of the X-ray tube.

²⁰ The system is not yet commercially available.

which includes twelve new transducers across multiple ultrasound systems, and expanded AI-powered tools—is designed to further improve clinical adaptability and address challenges in various clinical applications.

The AI-powered solutions are particularly beneficial for regions where there is an apparent need to fill the gap between demand for advanced devices and the availability of trained professionals managing the operations.

→ **Imaging, therapy, and lab robotics**

We use robotics for laboratory assistance, radiation delivery, patient handling, therapy application, and special forms of imaging robotics.

This year Siemens Healthineers presented 3D imaging integrated with endoluminal robotics for precise transbronchial lung biopsy. Lung cancer is the leading cause of cancer deaths worldwide. Screening programs can help to detect undetermined lesions at an earlier stage when most lesions are small and difficult to access. During biopsy of suspicious lung nodules, small lesions need to be sampled from a flexible, moving organ: the lung. To avoid repeated invasive exams for the patient, precise navigation is critical.

This issue was addressed by integrating the capabilities of the mobile 3D imaging system Cios Spin from Siemens Healthineers with Intuitive's Ion endoluminal system for transbronchial robotic-assisted shape-sensing biopsy. This integration significantly

improves the operator's ability to reach nodules and obtain biopsies of all lesions in the lung with low complication rates. This could also reduce procedure times and decrease the number of scans, potentially reducing radiation dose as a result²¹.

On top, Siemens Healthineers also introduced the new angiography system ARTIS icono ceiling, which is both an imaging and therapy robotics solution for precise tumor embolization. The number of cancer cases is increasing worldwide, resulting in a greater need for minimally invasive tumor treatment options such as transarterial chemoembolization (TACE). Early diagnosis and treatment require a high level of interventional precision to make the embolization of the tumor-feeding vessels as selective as possible. For these super-selective procedures and other complex interventions, Siemens Healthineers developed its new, ceiling-mounted ARTIS icono ceiling angiography system.

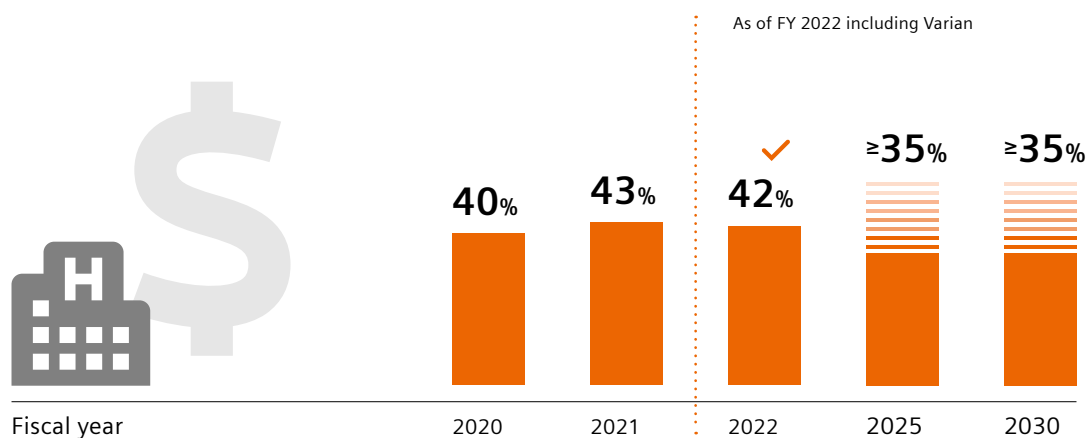
New controls and drives available with the Omni Spin C-arm of ARTIS icono ceiling enable fast rotation and precise system movements. Three-dimensional images can be acquired in as little as two and a half seconds, thereby reducing motion artifacts. Thanks to the system's high positioning accuracy, the vascular tree needs to be visualized only once for image-guided catheter navigation during Roadmap, thus potentially reducing contrast agent and dose. Intelligent image guidance tools also aid users in anatomical navigation and software-supported identification of tumor-feeding vessels.

²¹ Early case series have shown significant improvement of the operator's ability to reach reliable diagnostic yield to overcome nodule motion and divergence in most patients.

It is our goal to generate ≥ 35 percent of our revenue from innovations brought to market in the last three years by FY 2025. In FY 2022, we generated about 42 percent of our revenue from innovations (FY 2021: 43 percent).

For details on the definition of revenue from innovations see Appendix [A.2 Reporting principles](#).

Revenue from innovations



Technology Excellence (TE) is a central entity that actively supports the operational units using a cocreation-based approach with all activities that can be better performed centrally. Central innovation management is an essential part of TE. It fosters networking and focus between the groups and keeps an eye on our core technologies and the latest trends and innovations.

Other teams within TE aim for

- a uniform user experience;
- increased speed and efficiency of product development through targeted reuse that creates maximum customer value while minimizing lifecycle costs using Baukasten²² components;
- a company-wide logic for total cost of ownership;
- and an integrated digital tool landscape, including streamlined and end-to-end supply chain management that uses digital processes.

Technology Excellence manages the long-term technology of Siemens Healthineers. It focuses on future technology and innovation trends across our strategic key technologies and innovation fields.

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

Technology and Innovation Management (TIM) is at the heart of systematically organizing innovative practices throughout Siemens Healthineers. It supports a creative culture in which breakthrough ideas are generated continuously across Business Areas, and makes it easier to break down complex, large-scale innovation objectives into manageable goals.

The TIM approach is based on the innovation dialogue with all operational units from all segments. Here, the various R&D and Product-Lifecycle-Management (PLM) teams identify overarching joint activities and evaluate and propagate them. The TIM team and the CTO are responsible for moderating and propagating cross-Functional opportunities.

Intellectual property management is an essential part of our business. Taken together, our Intellectual Property (IP) assets are of material importance to our current and future business. We protect our technology and innovation base, products, systems, services, (and other marks) by, for instance, filing patents, utility models, designs, trademarks, and copyrights, and by registering domains with appropriate regional coverage. As of September 30, 2022, we held 15,160 granted patents.

²² Baukasten refers to the set of all elements (hardware and software) required to build products in a portfolio, and the architectural concept for connecting these elements.

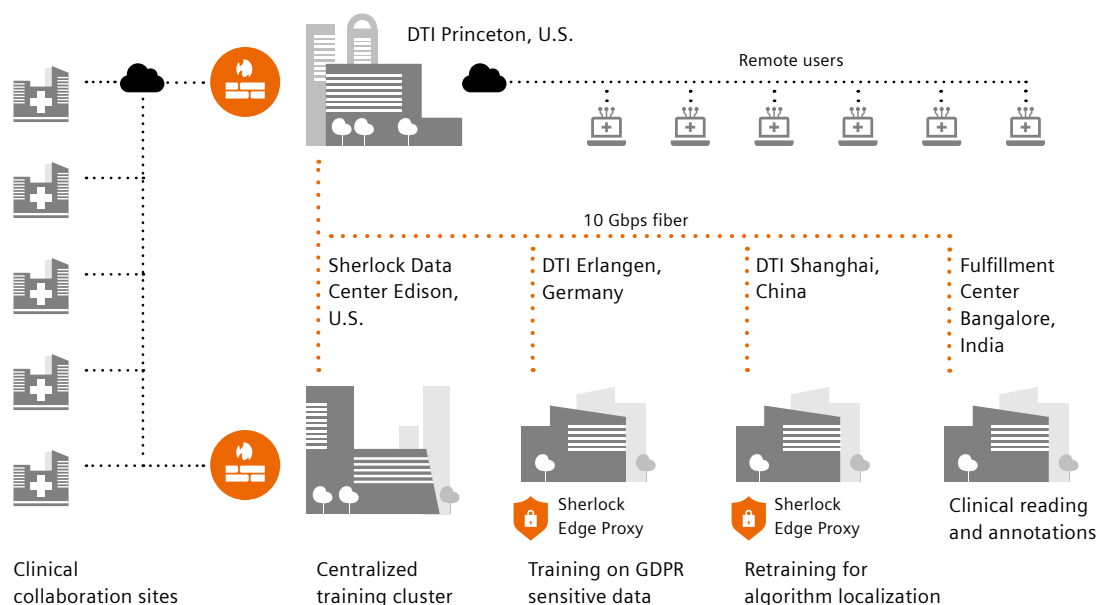
To bring AI into routine clinical practice, we have the following:

- **A data lake** that can potentially access more than 1.4 billion curated images, reports, and pieces of clinical data. As well as billions of operational data points, which are used to train the algorithms.
- **Powerful infrastructure**
Our array of regional Digital Technology & Innovation (DTI) centers includes the supercomputer Sherlock, which operates

at 100 petaFLOPS (floating-point operations per second). In FY 2021, we switched the electricity supply for Sherlock to 100 percent solar and wind.

- **Strong partners**
Our partners are well-respected healthcare providers who work with our team of hundreds of talented, award-winning AI and data scientists. Our data collaboration network has over 140 partners with 1.23 billion images, reports, and pieces of clinical and operational data.

AI Factory 2.0—Powerful infrastructure



Scalable infrastructure to optimize AI performance and expand Sherlock to geographically distributed sites

Siemens Healthineers is scaling up the development of high-performance AI-solutions through novel training methods such as self-supervised learning, which reported its first successful training with over 100 million clinical images in the scientific literature²³.

The quality gate system is used to manage innovation within the segments and is deployed within the standard product development process.

The business impact of TE support on the segments' achievement of their goals through innovation is evaluated in terms of productivity and maturity. As part of the annual strategic planning (following the Hoshin Kanri methodology), target agreements are made and continuously monitored during the year. This monitoring process includes quarterly reviews of the activities with the operational business leadership. In cases of deviation or mitigation, structured problem-solving processes run by cross-functional teams are set up temporarily.

²³ Self-supervised Learning from 100 Million Medical Images, <https://arxiv.org/pdf/2201.01283.pdf>

2.3

Personalized healthcare

Every person is unique, and every treatment should be tailored to an individual's own needs, lifestyle, and medical history. Gaining a precise understanding of a patient's condition is therefore the most effective way of improving outcomes.

The goal of personalized healthcare is to provide the right treatment at the right time for every patient. Tailoring treatment starts with a highly specific diagnosis without unwarranted variation, and then integrating all relevant patient-specific information and insights to gain a holistic understanding of the individual. These unique characteristics steer the personalization of treatment.

For example, our FAST (Fully Assisting Scanner Technologies) Integrated Workflow with the FAST 3D camera reduces unwarranted variations. The FAST 3D camera captures the patient's shape, position, and height in three dimensions. Using infrared measurement, it even recognizes body contours: for example, when people are wearing clothes or blankets that mask their form. To address patient variability in MRI, our BioMatrix Technology adjusts to each individual patient by anticipating patient motion, adapting to challenging patient anatomy, and accelerating patient preparation. In another example, our Symbia Pro.specta (see [2.2 Innovate through responsible digitalization and Artificial Intelligence](#)) offers automatic SPECT data-driven patient motion correction and data-driven respiratory motion correction to reduce unwarranted variations.

To address the patient-specific issues, Siemens Healthineers offers an Enhanced Liver Fibrosis (ELF) test²⁴, a key prognostic test to determine which individual patients with advanced fibrosis are most at risk of progressing to cirrhosis or liver-related outcomes. Siemens Healthineers contributes to:



SDG 3:
Good health and well-being



SDG 10:
Reduced inequalities

by designating personalized healthcare as one of its key Value Promises.

Personalized healthcare is a material topic for Siemens Healthineers, since it contributes significantly to improving patient outcomes.



Siemens Healthineers defined Cardiovascular Care, Neurovascular Care, and Comprehensive Cancer Care as strategic priorities with a focus on offering more precise and personalized treatment. Innovations for improving care along the diagnostic and therapeutic disease pathways for cardiovascular diseases, stroke, and cancer are developed in cross-functional

²⁴ Atellica, ELF, and all associated marks are trademarks of Siemens Healthcare Diagnostics Inc., or its affiliates. All other trademarks are the property of their respective owners. Product availability may vary from country to country and is subject to varying regulatory requirements. Please contact your local representative for availability.

teams and integrated into the R&D roadmaps of our business segments. Our segments then make decisions on these innovations. The decisions are based on factors such as how well the innovations fit into one or more of our Value Promises.

To further advance personalized healthcare, Siemens Healthineers innovates with its customers by partnering with them on, for example, quantification of imaging. Image quantification provides insights for tumor analysis and about tumor growth, which enables clinicians to tailor the treatment for every patient.

The combination of Siemens Healthineers with Varian enabled us to make major strides in cancer care and is also a step toward the development of personalized oncology solutions. At the Business Area Varian, the development of patient-centric, personalized radiotherapy includes innovative, automated solutions for adaptive radiotherapy. This clinical technology is powered by Artificial Intelligence to efficiently deliver treatments that adapt to daily changes in a patient's anatomy over the course of treatment. This is designed to potentially limit the side effects of radiotherapy on healthy tissue, and therefore improve the quality of life for cancer patients through greater precision and personalization.

Further details on how Siemens Healthineers manages the topic of personalized healthcare are available on our homepage²⁵.

²⁵ <https://www.siemens-healthineers.com/insights/expanding-precision-medicine>

2.4

Transform toward preventive care

Today's healthcare systems are not only expected to deliver high-quality care—treating the most complex medical cases with the most sophisticated tools and expertise—they must also deliver equitable care to everyone, wherever they live. Preventive care plays a key role in reducing the cost of healthcare systems, which will help make healthcare affordable and available in all countries.

Early detection can play a significant role if the practice is expanded beyond the field of diagnostics and into prevention and therapy.

Siemens Healthineers provides 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, which 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 care decisions relying on in vitro diagnostic test results. Our comprehensive laboratory, point-of-care, and molecular diagnostic portfolio plays a vital role in detecting early disease states and identifying patient populations at higher risk.

There is also a growing focus on lab-based prognostic testing. Diagnostic assays help identify patients with a condition at the time of testing. Prognostic assays predict those at higher risk of developing disease or a related clinical event in the future, providing crucial opportunities for intervention to improve outcomes.²⁶ Prognostic utility requires longitudinal testing in trial populations to correlate performance with outcomes (i.e., did the patient develop the condition in the timeframe studied). Sometimes a test can be both diagnostic and prognostic.



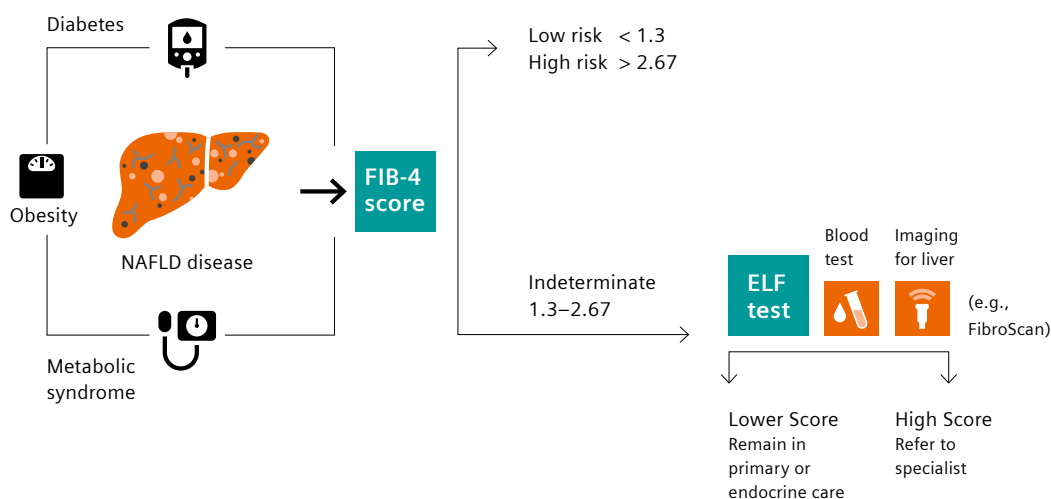
²⁶ https://www.ncbi.nlm.nih.gov/books/NBK98240/pdf/Bookshelf_NBK98240.pdf

A leading example of a prognostic test is Siemens Healthineers Enhanced Liver Fibrosis (ELF™) Test²⁷

About 25 percent of the global population suffers from non-alcoholic fatty liver disease (NAFLD) with a subset (20–30 percent) who develop non-alcoholic steatohepatitis (NASH), which can lead to cirrhosis and liver decompensation. Progression is typically silent, and the disease is often identified late, limiting opportunities for intervention and increasing the risk of complications. Given the many millions at risk, NASH is producing a significant burden of disease, and efforts are increasingly focused

on earlier identification in phases in which the disease is more manageable.²⁸ The ELF test is a fully automated quantitative test that measures three direct markers of fibrosis and delivers an automatically calculated numeric score. In patients with advanced fibrosis caused by NASH, ELF scores < 9.8 have been shown to identify patients at lower risk of disease progression, while values ≥ 11.3 are associated with the highest risk.²⁹ Multiple guidelines now recommend ELF testing in at-risk patients. These guidelines include the recently released American Association of Clinical Endocrinology (AACE)³⁰ targeted at the prevention of cirrhosis, as well as several international guidelines.

AACE testing parameters for preventing fibrosis progression to cirrhosis in NAFLD



²⁷ Sanyal AJ, et al. *Hepatology*. 2019;70(6):1913-1927.

²⁸ Kanwal F, et al. *Gastroenterology*. 2021;161(3):1030-1042.e8.

²⁹ ELF US IFU. 11205858_EN Rev. 01 August 2021.

³⁰ Cusi, K. et al. *Endocrine Practice* 28 (2022) 528e562.

Siemens Healthineers initiated holistic steps to implement preventive care as a core topic with the aim of ensuring high-quality testing and support for optimal diagnosis, treatment, and monitoring of patient diseases and population health, and promoting preventive care.

We are ...

- exploring innovative new technologies, assays, and software (including decision making software),
- digitalizing healthcare to manage data as a strategic preventive asset, and to help build a self-learning health system,
- meeting compliance and environmental and safety requirements as an integral part of our product-development process,
- delivering supply worldwide.

We continuously investigate new opportunities to anticipate and fulfill market needs, expand boundaries, and drive the advancement of healthcare.

2.5

Leverage partnerships and collaboration for innovation

As accurately described in UN Sustainable Development Goal 17, nobody alone is as clever as we are together. Therefore, we nurture a network of bright minds in a collaboration scheme as an important means of sharing knowledge and expertise in public and private sectors worldwide.



SDG 17:
Partnerships for the goals

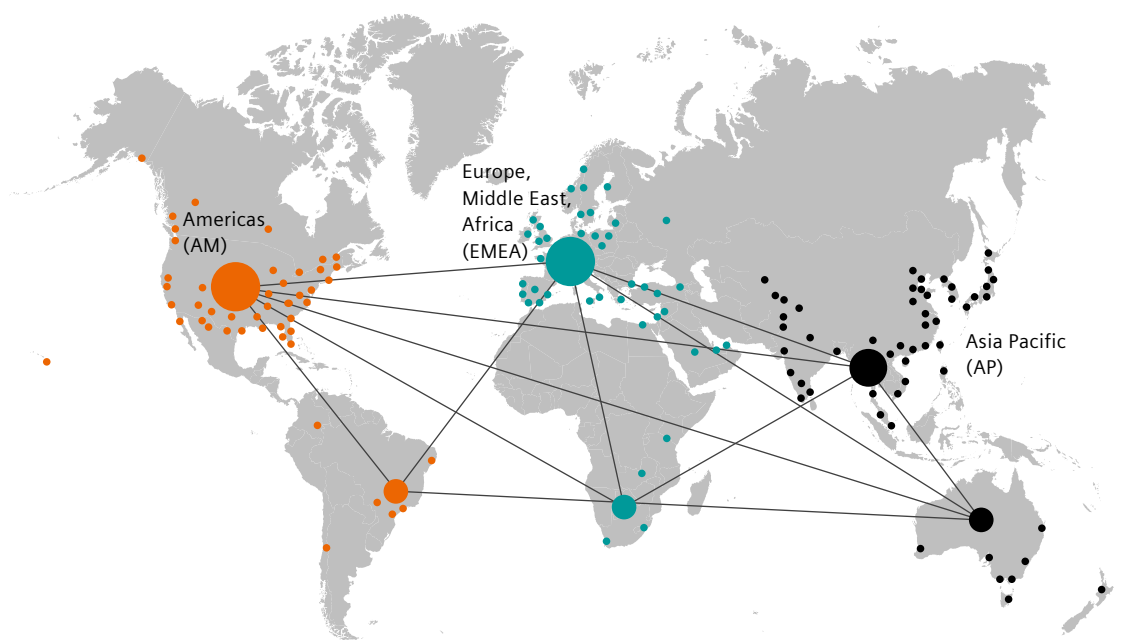
Innovation comes in many forms, and we want to capture all ideas that can bring us closer to our mission. However, managing a large network of collaborative institutes and minds also means taking responsibility for keeping the process under control.

Innovating healthcare together

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

The act of engaging and partnering with Healthcare Organizations (HCOs³¹) is often described as a “collaboration.” These projects are strategic tools and 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

³¹ and other publicly funded organizations or private organizations which received a so-called research grant by 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 to 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 receiving a research grant from any governmental entity worldwide must observe the four basic compliance principles: 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 following illustration.

Governance



Collaboration Office

- Support of the governance owner (SHS CTO)
 - Guidelines definition & execution
 - Monitoring compliance to directive
- Organize & lead collab. council and collab. community
- Facilitate and moderate cross-business units' partnerships

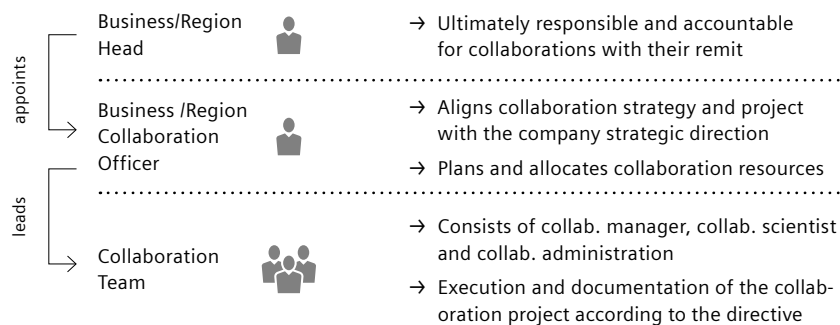
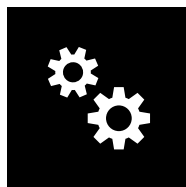
Strategy



Collaboration Council

- 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.

Our partnerships to drive green radiology and innovation

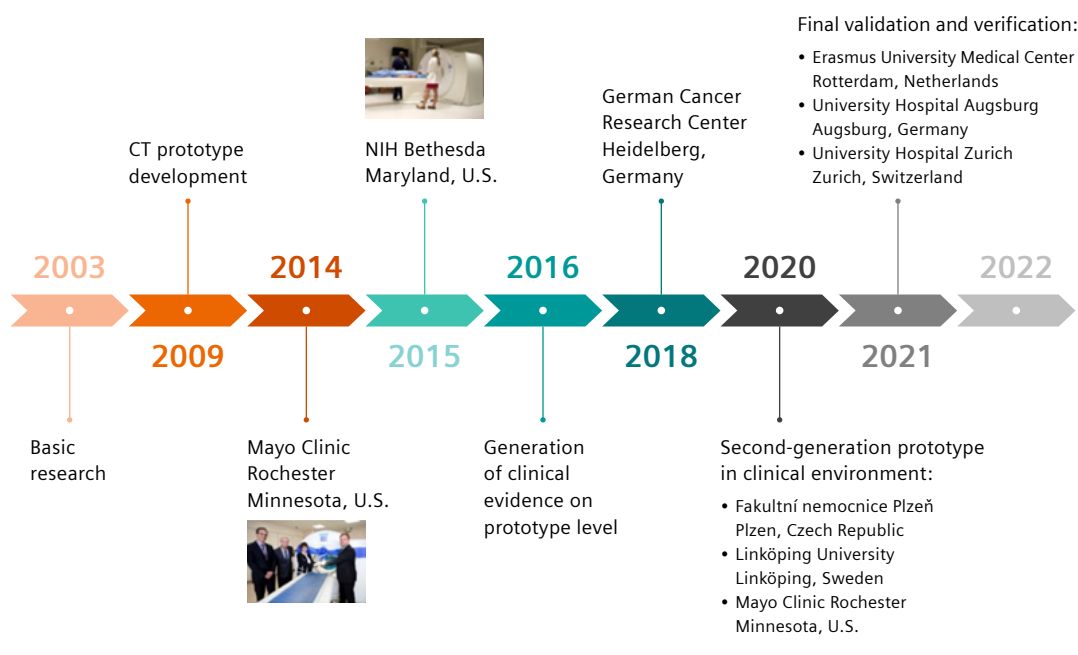
Research and innovation-driven collaborations advance energy-efficient green radiology services. A collaborative project established with the University of California San Francisco (UCSF) aims at transparently documenting the impact of radiology imaging on greenhouse gas emissions by monitoring the energy consumption of all imaging equipment at UCSF using smart meters and monitoring software from Siemens Smart Infrastructure. As part of this project, MR scanner energy consumption is linked to the system state so that it can be reduced and optimized. This is a key step toward establishing a carbon neutral radiology imaging service at UCSF, in which the energy consumption of

imaging devices will be offset by renewable energy credits. To learn more about how Siemens Healthineers is working to combat climate change, please see section [3.1 Combat climate change by reducing emissions](#).

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.

Partnerships not only bring innovation, they also help to achieve sustainable development goals in all countries, particularly developing countries. For examples on how collaborations can foster access to care, please refer to section [2.1 Improve access to care](#).

Innovation journey of the photon-counting CT system



Clinical studies

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 studies 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 studies 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).

Our commitment to a regenerative and healthy environment

Pages 55–73



3.0

Our commitment to a regenerative and healthy environment

There is no health without a healthy planet. With this awareness, Siemens Healthineers is committed to combating climate change by reducing CO₂ emissions, to driving circular economy by improving resource efficiency, and to taking additional actions to protect the environment.

Climate change and pollution have a direct impact on human health—this has been confirmed by many institutions like the Intergovernmental Panel on Climate Change (IPCC). While the healthcare sector primarily contributes to the social component of sustainability to improve human health and well-being, it also has an impact on the environment and climate.

Siemens Healthineers takes responsibility for achieving sustainable growth while helping to nurture a sustainable planet by reducing our environmental footprint and thereby lowering climate-related health risks.

We support the global efforts approved by 175 countries in the Paris Agreement, to limit global warming to 1.5 degrees Celsius. We joined the Science Based Targets initiative (SBTi) in October 2021 and agreed on ambitious targets for our own operations as well as relevant value chain emissions. Over the past year, we have made great progress toward

our goal of making our own operations carbon neutral by 2030, and we have started the Supplier Carbon Assessment and Reduction program with our most important suppliers with respect to CO₂ impact. CO₂ reduction across the value chain is a highly complex subject that needs to consider various aspects to take an impactful approach. As we implement reduction measures and gain learnings, we will continuously revisit our roadmap.

Supporting the transition from a linear to a circular economy is a crucial aspect of sustainable development. We actively contribute to circular economy through circular product design and by keeping our installed products in safe and reliable use by servicing, maintaining, updating, and upgrading them regularly. We also drive waste prevention and the reuse and refurbishment of resources, materials, parts, components, and products. For example, over 5,000 refurbished systems from the ecoline product portfolio are installed at our customers' sites.

Siemens Healthineers has an Environmental Health and Safety (EHS) management system in place to manage its environmental performance. All relevant production and office sites are obliged to implement an environmental management system which fulfills the requirements of the internationally recognized ISO 14001:2015 standard.

3.1

Combat climate change by reducing emissions

Siemens Healthineers is responding to the urgent call from scientists for a decarbonized global economy by taking specific actions and pursuing a long-term climate strategy and goals.

Commitment

Siemens Healthineers has defined CO₂ reduction targets that are validated by the Science Based Targets initiative (SBTi).

Siemens Healthineers commits to achieving carbon neutrality by FY 2030 for its own operations. We will reach this target by reducing absolute Scope 1 and 2 emissions by at least 50 percent by FY 2030 from our baseline in FY 2019. Unavoidable residual Scope 1 and 2 emissions will be neutralized by purchasing high-quality carbon credits (and through direct investments in climate protection projects) beyond our value chain by FY 2030.

In order to reduce the impact of greenhouse gas (GHG) emissions along our entire value chain, we conducted an analysis and assessed the emission levels and influenceability of emission sources along the upstream and downstream value chain. Scope 3 emissions are the most significant emission sources and include categories such as purchased goods and services, logistics, business travel, and the use phase of sold products. Siemens Healthineers commits to reducing Scope 3 GHG emissions by 13.5 percent by FY 2030 from our baseline in FY 2019.

To help us reaching our CO₂ reduction target, our cross-functional Combat Climate Change program is supported by our executive management. As a growing company, we see the need for decoupling business growth from negative climate impacts by deploying innovative and future-proof processes, products, services, and solutions, and by supporting the carbon-free energy transition.

We address—among others—the following SDGs:

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



SDG 9:

Industry, innovation and infrastructure

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 12:

Responsible consumption and production

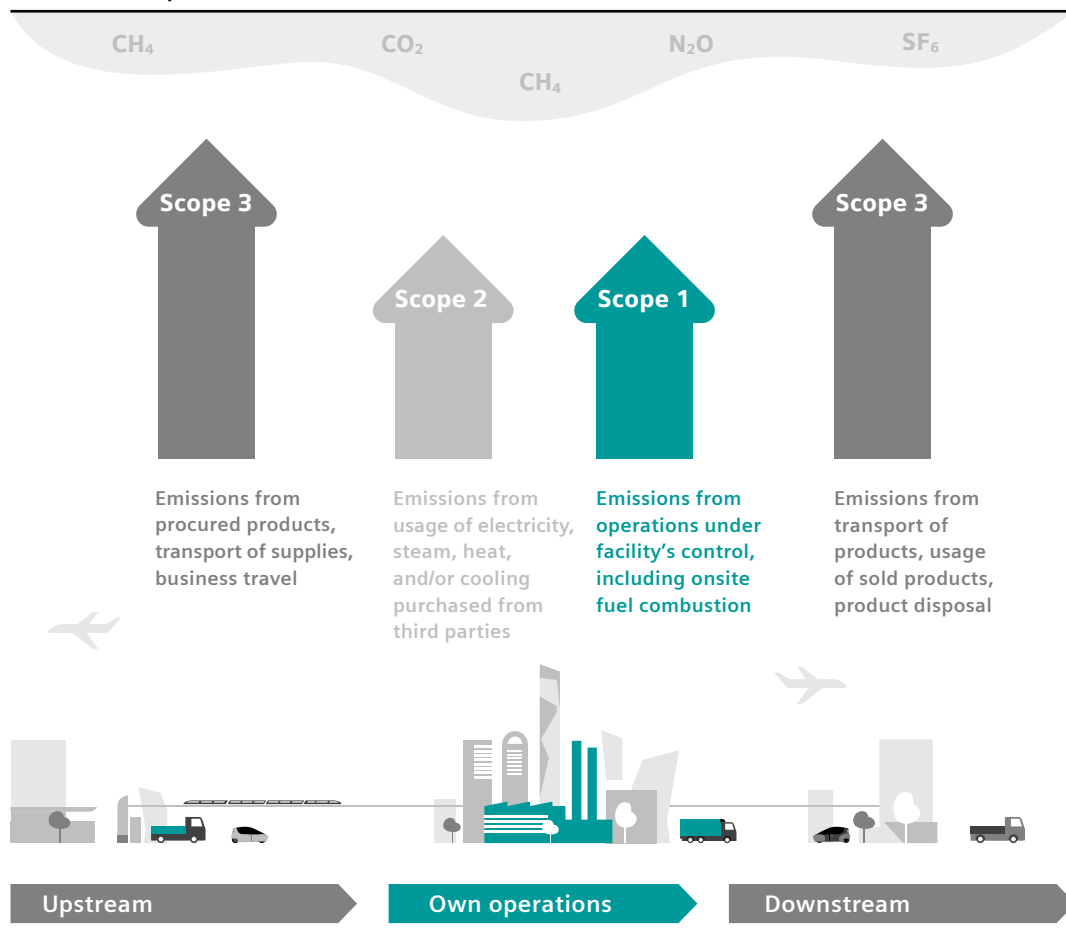
13 CLIMATE ACTION



SDG 13:

Climate action

Overview Scope 1, 2, and 3



With the combination of Siemens Healthineers and Varian, we have adjusted our baseline year emissions. This applies to Scope 1, 2, and 3. Therefore, in this chapter, all baseline year values include Varian data. For baseline year data without Varian, see Appendix [A.3 Our sustainability indicators](#).

In our baseline year, FY 2019, our Greenhouse Gas (GHG) Scope 1 and 2 emissions accounted for about 6 percent of our total carbon footprint.

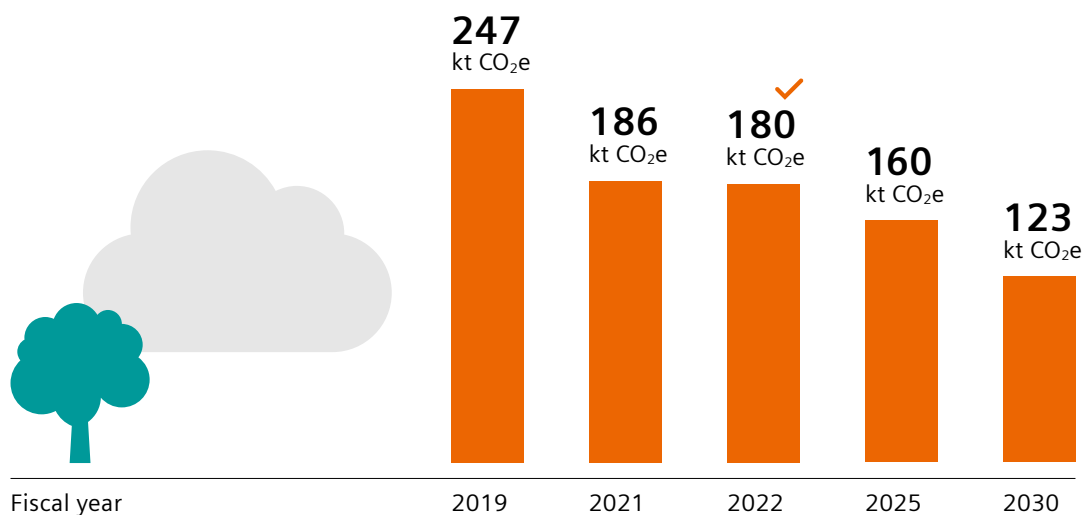
These emissions result from our worldwide operations including the energy consumption in both our operating facilities and vehicle fleet, as well as fugitive gases.

For our own operations, we have committed to reducing absolute Scope 1 and 2 GHG emissions by at least 50 percent by FY 2030 compared to FY 2019 (247 kt), for a total of less than 123 kt absolute GHG emissions. We have also set a medium-term target of 160 kt CO₂e in FY 2025. Currently, with Scope 1 and 2 emissions of 180 kt CO₂e in FY 2022, we already have a target fulfilment level of nearly 55 percent.

By analyzing the adverse effects, we can explore levers and introduce appropriate measures. Adverse effects mainly relate to energy inefficiencies and fossil energy sources in our facilities and vehicle fleet. Increasing energy efficiency, switching to lower carbon fuels and technologies in our facilities, and the vehicle fleet are our main levers. Additionally, we aim to cover the vast majority of our own

electricity needs with renewable energies to reduce our Scope 1 and 2 CO₂ emissions at our sites and operations. Therefore, our focus is on the avoidance and mitigation of greenhouse gas emissions—and only if carbon avoidance and carbon reduction are not possible, unabated emissions will be neutralized by purchasing high qualitative carbon credits and investing in climate protection projects from FY 2030 on.

CO₂e emissions (Scope 1 and 2) including Varian



In our baseline year, FY 2019, about 94 percent of our climate impact occurred along our value chain, including both upstream and downstream activities (Scope 3), in which purchased goods and services as well as the use phase of our sold products are the main sources of emissions. Based on calculations according to the GHG Protocol, purchased goods and services (Scope 3.1) accounted for 40 percent of all

emissions, followed by the use phase of products (Scope 3.11) at 32 percent. Upstream transport and logistics (Scope 3.4) and business travel (Scope 3.6) had shares of 7 percent and 5 percent respectively.

Siemens Healthineers has committed to reducing absolute Scope 3 GHG emissions.

To reduce GHG emissions in our supply chain, Siemens Healthineers will increase engagement with suppliers on transparency and emissions reduction initiatives, and will adapt logistics modes accordingly. Furthermore, we will drive 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 energy efficiency initiatives, customer engagement, and investment in green electricity for the use phase. The supply of green electricity for the operation of sold products will be supported by the purchase of corresponding energy attribute certificates and by long-term investments in renewable energy plants. We engage with our customers to raise awareness concerning the energy-efficient and climate-friendly use of our medical equipment.

Measures

Siemens Healthineers has already made significant progress in cutting CO₂ emissions with various company-wide initiatives: our Serve the Environment Program and our Product-Related Environmental Protection Program.

The Serve the Environment Program is about implementing energy efficiency programs at individual sites and switching to renewable electricity.

The Product-Related Environmental Protection Program has been in place since 2005 and addresses the entire product lifecycle. A dedicated team of experts across all business areas and relevant Functions defines the relevant requirements, conducts company-wide and/or business projects, and shares best practices to help implement innovations across the Company.

Both programs and their measures were the starting point of our engagement against climate change. In FY 2022, one of our areas of focus has been the harmonization and optimization of Scope 1, 2, and 3 carbon accounting within newly set system boundaries. With our combination in April 2021, Varian Medical Systems was fully integrated into the system boundaries, and new baselines were established from previous emission data. Furthermore, the governance structure around the climate strategy was set, and is subject to continuous improvement in order to establish processes and responsibilities to help us achieve our climate strategy targets. Another relevant aspect of this fiscal year was the further development the decarbonization roadmaps for the material emission sources—including determining of the associated climate-related costs and GHG savings potentials.

Siemens Healthineers has initiated the following measures so far, and we will continue to specify and implement concrete measures in the future:

Sites and operations (Scope 1 and 2)

- **Carbon-neutral operation** has been introduced as a global standard for all new buildings. Our three new sites in Forchheim (Germany), Bangalore (India), and Oxford (UK) are part of this commitment already. Some sites are already carbon neutral: 40 Liberty Boulevard in Malvern, Pennsylvania (U.S.); Cary, North Carolina (U.S.); Erlangen, all buildings except Henkestrasse 127, which consumes a small amount of natural gas (Germany); Shenzhen (China).
- **Identification and implementation of energy efficiency** measures for existing sites. Examples of energy efficiency projects in FY 2022 include: (1) China: enhance chiller efficiency, reducing electrical

power consumption by 15%; (2) Germany, Erlangen: roof renovation; (3) Germany, Kemnath: new refrigeration concept; (4) USA, Walpole: compressed air supply improved.

- **Use of renewable energy:**

Siemens Healthineers has started to switch to carbon-free power in recent years. In FY 2022, 80 percent of all electricity was supplied from renewable energy sources, with a major proportion coming from wind power, as well as from photovoltaic systems and biofuel-based heating systems (biogas and wood pellets). We are helping to drive the transition to renewable energy sources globally.

Vehicle fleet (Scope 1 and 2)

- **Incentivization of electric and low-emission vehicles:**

We encourage and incentivize the use of electric and other low-emission vehicles. The car models offered to employees are reviewed on a yearly basis, and moving forward the review will consider GHG emissions.

- **Increased remote service offerings:**

In line with the implementation of our customer service vision “from onsite to online,” we are reducing onsite services by increasing online and remote services, leading to reduced mileage of our service fleet and lower GHG emissions.

- **Promotion of remote office working solutions:**

Siemens Healthineers promotes digital working solutions, which allows employees to work remotely or from home (see 4.1 Invest in our people, subchapter “We step boldly: Attracting and retaining talent”). In Germany, employees are able to work up to 60 percent of their individual working hours at home or remotely. This measure will not only have an impact on Scope 1 and 2 GHG emissions resulting from the vehicle fleet—it will also actively support the reduction of CO₂ emissions caused by employee commuting.

- **Initiatives to reduce car usage:**

In addition, there are several initiatives to reduce individual car use, each of which is customized to suit local circumstances, needs, and requirements. The following is a list of examples:

- We are spearheading several local initiatives to encourage our employees to cycle rather than drive.
- We are introducing a ride-sharing concept in the Nuremberg metropolitan area including Erlangen and Forchheim.
- We support local projects focused on mobility concepts.

Supply chain (Scope 3.1 and 3.4)

- **Drive and foster the Supplier Carbon Assessment and Reduction program:**

In this program, we drive engagement with direct suppliers by requesting primary data on products purchased and other climate-related activities, e.g., the amount of green electricity purchased and used, or planned reduction measures.

- **Dedicated program for our top 1,000 suppliers:** The value chains of these suppliers account for the vast majority of our upstream emissions. Our aim is to decouple growth from emissions using either circular or 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 targets:** For the product lines that significantly contribute to the 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.
- **Reducing SF6:** For our Radiotherapy division, we are investigating technical solutions for reducing emissions of SF6, which is used as an isolation gas.

- **Lower emissions from our products in use phase through green electricity:**

Electricity is needed to use our medical equipment. Like many other companies, our products' CO₂ footprint in the use phase is highly dependent on the local electricity grid. A reduction of CO₂ footprint in the use phase—at our customers—requires energy transition, moving from the fossil-fuel-based electricity grid to a more renewable-source-based electricity grid (wind, solar, biomass).

While we strive to continuously improve the energy efficiency of our products to enable lower CO₂ emissions in the use phase, our development cycle and lead time require us to adopt an interim solution. Since FY 2021, Siemens Healthineers sources green electricity certificates to neutralize a part of the GHG emissions that occur in the use phase of sold products over the entire lifetime. In FY 2022, we sourced 1,587 GWh (FY 2021: 720 GWh) of renewable energy attribute certificates, which is equivalent to 611 kt CO₂e of emissions savings (FY 2021: 378 kt CO₂e). This is a means to increase the demand for renewable electricity in the respective market, and supports the expansion of renewable technologies.

- **Enhancing education:** We provide our customers with instructions, training, and education on the energy-efficient use of our products.
- **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. In 2005, we implemented a process to perform lifecycle

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 alongside other operating information, such as energy consumption, and encourage users to run the device in an environmentally friendly and carbon-conscious way.

- **Increasing customer awareness of using green electricity:** We recommend using renewable electricity to make the use phase carbon neutral and to uncover further potential for CO₂ reduction. For example, the first carbon-neutral radiology imaging service was established at the University of California San Francisco³².
- Siemens Healthineers is an active member of **COCIR**³³ and **MedTech Europe**³⁴, thereby playing a leading role in developing the future of healthcare. Being a member 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 implemented in 2008. The SRI complements other COCIR activities, such as the EU GPP (Green Public Procurement) criteria for medical devices. Siemens Healthineers was also actively 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 eco-friendly products that encourage human and environmental health.

³² <https://www.ucsf.edu/news/2021/11/421756/siemens-healthineers-and-ucsf-create-first-carbon-neutral-radiology-imaging>

³³ European Coordination Committee of the Radiological, Electromedical, and Healthcare IT Industry.

³⁴ European trade association for the medical technology industry including diagnostics, medical devices, and digital health.

Business travel (Scope 3.6)**• Reduction of business air travel:**

The restrictions associated with the global COVID-19 pandemic throughout the fiscal years 2020 to 2022 led to a significant decrease in emissions due to the increase in digital meetings. Therefore, Siemens Healthineers will further strengthen its digital collaboration capabilities.

• Business and corporate events:

Hosting and travelling to events has a significant environmental impact. We are working to address this with a series of initiatives aimed at reducing carbon emissions and promoting sustainable events first introduced in FY 2022.

- The first-ever sustainability guide for events was published.
- We identified key opportunities in mobility, venue, and supplier selection, communication, and social aspects.

• Raising awareness among employees:

We will continue to raise awareness among our employees about the negative impacts of climate change, by encouraging them to avoid business travel whenever possible, promote low-emission travel alternatives such as rail travel, and plan unavoidable and necessary business trips in advance.

The measures set out by Siemens Healthineers can be divided into short- and medium-term measures. Final targets should be reached by FY 2030, with interim targets being set by FY 2025.

Scope 1 and 2 energy consumption

The energy consumption of Siemens Healthineers during FY 2022 was 2,759 terajoules (FY 2021: 2,491 terajoules (without Varian)). This increase is mainly due to the data integration of Varian.

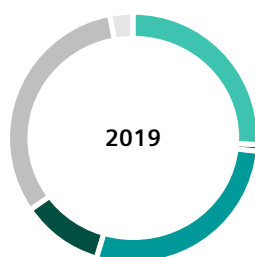
In FY 2022, 48 percent of the total energy consumed was from renewable sources. Moreover, 80 percent of the electricity consumed by the worldwide sites and operations was from renewable energies (FY 2021: 84 percent, without Varian).

Greenhouse gas emissions

Scope 1 and 2 emissions in fiscal year amounted to 180 kt CO₂e. This is an overall decrease of 3 percent compared to last year. As shown below, we have an increase in emissions resulting from the vehicle fleet, while we have a decrease of Scope 1 emissions coming from natural gas and other energy carriers, as well as a decrease in all Scope 2 emissions.

Scope 3 emissions without consideration of green electricity were 4,363 kt CO₂e. Taking the reduction by green electricity certificates into account Scope 3 emissions amounted to 3,752 kt CO₂e³⁵. Most of Scope 3 emissions came from purchased goods and services and the use phase of sold products.

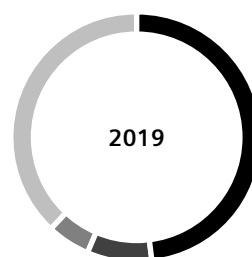
Greenhouse gas emissions (Scope 1 & 2) at Siemens Healthineers, including Varian



In kt CO ₂ equivalent	2019	2021	2022
Total Scope 1 + 2	247	186	180
Scope 1	162	128	129
■ Natural gas	64	50	45
■ Other energy carriers	1.8	0.8	0.1
■ Fleet	69	60	67
■ Fugitive gases	26	17	17
Scope 2 (market-based)	85	59	51
■ Electricity	78	54	45
■ District heating	7	6	6

The charts consider re-baselining of previous fiscal years. With the combination of Siemens Healthineers and Varian in FY 2021, a historic emissions recalculation was triggered due to our threshold policy for structural changes, methodology changes, and significant errors. In the table, emission figures for FY 2019 and FY 2021 are adjusted. The emissions reflect the system boundaries for our corporate carbon management as well as our commitment with the Science Based Targets initiative.

Greenhouse gas emissions (Scope 3) at Siemens Healthineers, including Varian



In kt CO ₂ equivalent	2019	2021	2022
Total Scope 3			
without consideration of green electricity	3,694	4,094	4,363
with consideration of green electricity	3,694	3,706	3,752
■ 3.1 Purchased goods and services	1,782	2,375	2,326
■ 3.4 Upstream transport and distribution	303	386	590
■ 3.6 Business travel	209	56	104
■ 3.11 Use of sold products			
without consideration of green electricity	1,400	1,277	1,343
with consideration of green electricity	1,400	889	732

³⁵ For details on the consideration of green electricity certificates see section A.2 Reporting Principles.

Governance

The responsibility for developing our climate strategy and for managing its cross-functional implementation lies with the Combat Climate Change program team, which is part of the Environmental Protection, Health Management and Safety Function, and is supported by representatives in the Business Areas and Regions.

The Combat Climate Change program is managed by a dedicated Program Lead and consists of five workstreams. Each workstream is supervised by a workstream lead, consists of representatives of the relevant parties, and is responsible for developing measures. All carbon-reduction measures identified by the workstream are evaluated. The Program Lead reviews the effectiveness of the workstream setup and proposes modifications for improvement as needed.

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 GHG Protocol.

All our sites are included in our climate management strategy, and our database is continually being expanded to improve site management. Siemens Healthineers aims to improve the efficiency of the annual data reviews in the future.

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.

The Combat Climate Change Working Group Committee reviews these measures and prepares decision proposals for the Sustainability Committee (see section [Our sustainability management, governance, and organization](#)).

Achievements are measured and monitored on a quarterly basis, reported to members of the Managing Board, and play a role in Performance and business reviews.

This effort is supported by our global EHS management system and by our company-wide EHS policy. The EHS management system is externally registered with ISO 14001:2015 and ISO 45001:2018.

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 circular economy 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 longest possible lifetime
- Keeping our installed products operating safely and reliably by servicing, maintaining, updating, and upgrading them regularly
- Reusing resources, materials, parts, components, and products by, e.g., recycling or refurbishing them
- Eliminating waste and disposal

We aim to further incorporate these principles into our products, services, and processes. By continuously leveraging circular practices and business models at Siemens Healthineers, we are contributing to:

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8:

Decent work and economic growth

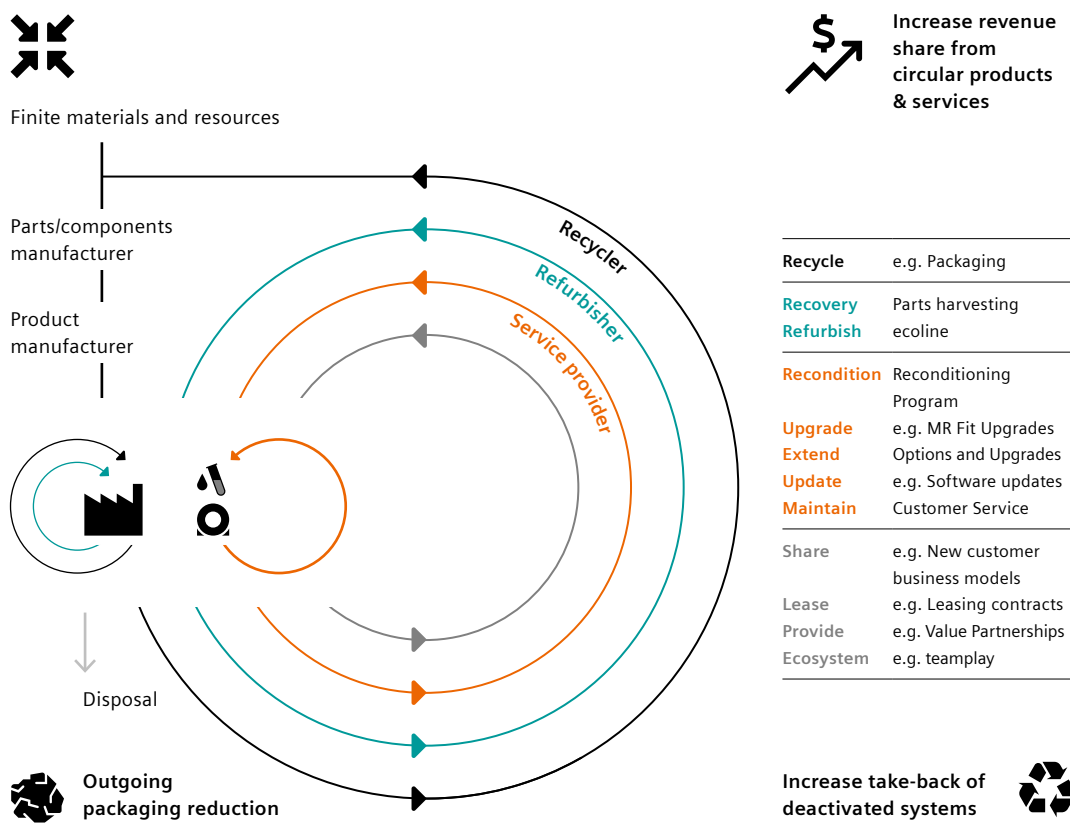
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 12:

Responsible consumption and production

Our understanding of the circular economy



Designing products to allow circular approaches

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 also 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 2022 are the MAGNETOM Free.Star, a platform-based product, and a Baukasten-based "3D camera" solution used for many different product types.

Keeping our installed products operating safely and reliably by servicing, maintaining, updating, and upgrading them regularly

→ **Service and maintenance:** Our hardware products are manufactured for longevity and reparability. 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, which is available 24/7 in over 150 countries and takes care of an installed base of about 700,000 medical systems and laboratory devices. More than 114,000 of these devices are already supported by Smart Remote Services. In FY 2022, we successfully performed 58,000 remote updates on 67,000 remote-update-capable and connected systems. This does not yet include the Varian portfolio. (More information: [siemens-healthineers.com/services](https://www.siemens-healthineers.com/services))

- **Software solutions for service:** Varian offers the SmartConnect® system, a remote monitoring solution for linear accelerators. While customers benefit from higher clinical availability, service technicians have to make fewer customer visits, which reduces travel and therefore carbon emissions.

As another example, Service Software ONLINE enhances remote service with the aim of increasing the average uptime of medical devices from Siemens Healthineers and internal productivity. Pre-analyzed machine data is presented in a simple and user-friendly interface to support Customer Services experts during incident management or for predictive product monitoring. Success of the approach is determined by monitoring the gain in efficiency, with the aim of continually raising it. In FY 2022, application-specific solutions for X-ray tubes for CT systems and coils for MR systems were implemented, and common applications targeting event logs and network and DICOM (Digital Imaging and Communications in Medicine) issues were developed.

- **Service parts cycle:** The handling of service parts is a key element in securing a return cycle for our products and components. In FY 2022, over 450,000 used parts were returned to our logistics department, where a considerable portion (over 50 percent) were repaired and/or reused, depending on economic factors. This represents an increase of more than 35 percent.

For example, X-ray tubes for Computer Tomography and other radiographic and fluoroscopic imaging systems go through a reuse process in the Technology Center Power & Vacuum Products. Many parts and components from the X-ray tube assembly (such as housings, oil pumps, and motors) and even parts from the X-ray tube itself (such as beam-forming elements or isolators)

can be reused in the service parts cycle. In this context, we follow very strict processes that specifically apply to the reuse of X-ray-emitting products and components. In FY 2022, net savings of EUR 23 million were achieved by reusing parts and components for service.

The Varian segment operates a service-parts refurbishment program with an initial focus on higher value and higher volume service parts such as PC boards, power supplies, and computers. Although the total number of parts currently makes up a small percentage of total volumes, the aim is to continue methodically scaling the program while maintaining our high quality standards.

- With its **Asset Lifecycle Development** approach, Siemens Healthineers is utilizing various business models to create a comprehensive business environment for planning, improving, and replacing medical imaging equipment. It includes the possibility of upgrading a system or adding new hardware and software solutions during the system's lifecycle, as well as our consultative Asset Planning Session and the refurbishment of medical imaging devices. All elements contribute to a circular economy as they are an investment in the longevity of medical equipment.

(More information: [siemens-healthineers.com/medical-imaging/asset-lifecycle-development](https://www.siemens-healthineers.com/medical-imaging/asset-lifecycle-development))

- **System upgrades:** Comprehensive system upgrades extend the life span of our products and keep them state-of-the-art by updating them to the latest generation of hardware and software while keeping some components in use and recovering those parts that need to be exchanged. Our BioMatrix Fit Upgrades can, for example, reduce carbon emissions from MRI by up to 27 percent. This is possible because the MRI system

becomes more energy-efficient after the upgrade, with key components such as the magnet remaining in use while new components with the latest technology are built around it. In FY 2022, more than 65 BioMatrix Fit Upgrades were performed globally.

(More information: [siemens-healthineers.com/magnetic-resonance-imaging/biomatrix-upgrades](https://www.siemens-healthineers.com/magnetic-resonance-imaging/biomatrix-upgrades))

→ **Hardware and software solutions:** Medical imaging devices from Siemens Healthineers are manufactured in such a way that state-of-the-art hardware and software solutions can be added to them at any stage in their lifecycle. For example, when customers decide to invest in new clinical fields, the installed system can be configured specifically to the required clinical applications, thereby preventing the need for an early replacement, and extending the life of the installed system. For example, Syngo Carbon³⁶, a new enterprise imaging and reporting solution, opens up new opportunities in image interpretation, reporting, AI, and data management and provides extensive tooling and open data models across modalities in one integrated and user-friendly workspace.

(More information: [siemens-healthineers.com/magnetic-resonance-imaging/options-and-upgrades/upgrades](https://www.siemens-healthineers.com/magnetic-resonance-imaging/options-and-upgrades/upgrades))

Reusing resources, materials, parts, components, and products, for example, by refurbishing them

→ **Refurbishment of medical imaging devices:** Another key element of our circular economy is the refurbishment of medical imaging devices. This maximizes the use of our products and components while keeping resources and raw materials

within their functional and economic lifecycle. Our refurbished devices, known as the ecoline product portfolio, include magnetic resonance, computed tomography, molecular imaging, X-ray, and angiography systems. Around the globe, over 5,000³⁷ ecoline devices from Siemens Healthineers are installed at customer sites. The refurbishment is conducted at the manufacturing sites in Germany and the U.S. Our ecoline systems contain components that have been in use and are refurbished to a “good as new” standard of quality. All ecoline systems are manufactured according to externally certified procedures in compliance with the applicable standards for medical devices (ISO 13485³⁸). This takes place in alignment with the procedures of the global refurbishment standard for medical imaging equipment (IEC 63077³⁹).

(More information: [siemens-healthineers.com/refurbished-systems-medical-imaging-and-therapy/ecoline-refurbished-systems](https://www.siemens-healthineers.com/refurbished-systems-medical-imaging-and-therapy/ecoline-refurbished-systems))

Refurbishment of blood gas testing devices: In our point-of-care business, the handheld devices for blood gas testing (EPOC) and diabetes testing (DCA Vantage) are also available as refurbished products. The refurbishment process employs documented internal procedures that include a thorough inspection of the equipment for cleanliness and functionality, decontamination, and cleaning, and replacement of any damaged parts with new components. Factors such as test card utilization and age of the equipment are then reviewed to determine whether additional components, such as motors, switches, or batteries, need to be replaced with new parts. The equipment is then upgraded with any necessary components such as hardware, firmware,

³⁶ Syngo Carbon consists of several products which are (medical) devices in their own right. Some products are under development and not commercially available. Future availability cannot be ensured.

³⁷ An adjustment of the figure calculation to the corporate structure as well as natural fluctuations in the transition of fiscal years results in a lower figure than in the previous year.

³⁸ ISO 13485:2016: Medical devices—Quality management systems—Requirements for regulatory purposes.

³⁹ IEC 63077:2019: Good refurbishment practices for medical imaging equipment.

or software to comply with current manufacturing specifications. Every year, more than 1,000 refurbished handheld EPOC blood gas devices are provided to our customers. In FY 2022, we even achieved a number of 1,300 for both device categories.

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

(More information on: [siemens-healthineers.com/refurbished-systems-medical-imaging-and-therapy/tradein](https://www.siemens-healthineers.com/refurbished-systems-medical-imaging-and-therapy/tradein))

Eliminating wastewater

- **Improving water quality and reducing waste through wastewater management:** Our diagnostic testing devices process billions of patient results annually across the globe. They are also available with a

comprehensive wastewater treatment solution. This wastewater treatment solution performs liquid waste management in a single unit and is a comprehensive method for improving water quality, reducing contaminants, and minimizing waste. Reducing water consumption can save approximately 15–30 percent of the energy used to process and deliver water to the production sites.

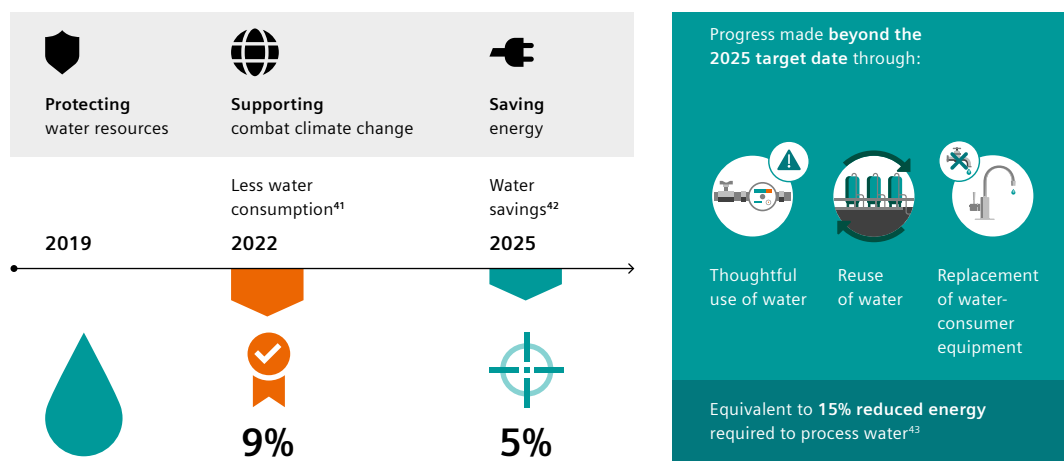
Reducing water consumption helps to support environmental sustainability by:

- protecting water resources
- contributing to combat climate change
- saving energy required to process and deliver water to production sites
- and thereby reducing the impact of air pollution.

Initiatives contributing to progress beyond the 2025 target date: thoughtful use of water, reuse of water, replacement of old equipment with high water consumption.

The strong commitment of Siemens Healthineers to sustainability⁴⁰

Actively managing the ecological footprint of Laboratory Diagnostics production sites



⁴⁰ Data can vary by production site and year depending on production capacity and product mix. Data shown is an average across all Laboratory Diagnostics production sites.

⁴¹ LD IEP data 2021 compared with 2019 data from 12 Laboratory Diagnostics production sites.

⁴² Siemens Healthineers environmental targets are aligned with the Paris Agreement and the 17 UN SDGs.

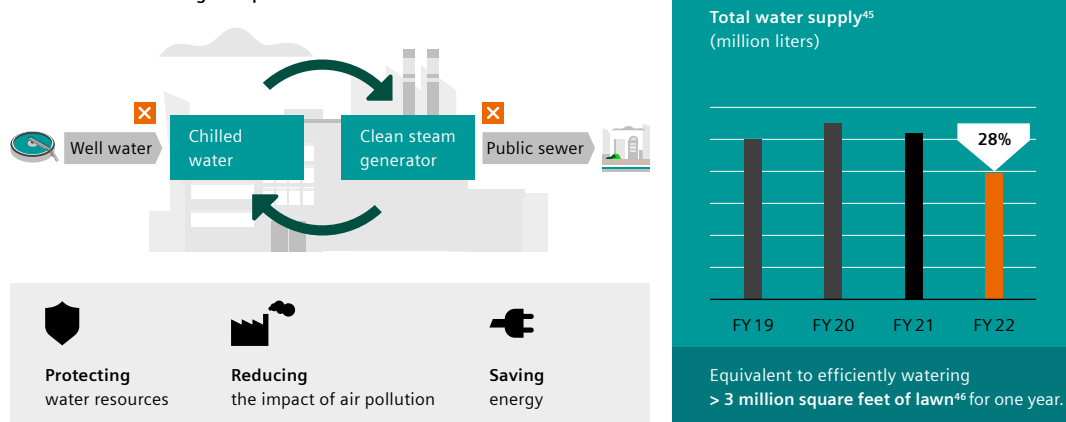
⁴³ www.epa.gov/sustainable-water-infrastructure/energy-efficiency-water-utilities. Energy consumption depends on local sources and water facilities.

Our production site in Glasgow, Delaware, U.S. successfully implemented an initiative to actively manage its ecological footprint by reengineering the cooling water system as a closed-loop system.

- This enabled the site to achieve water savings of up to 28 percent⁴⁵
- These are savings of 8,288,529 gallons (U.S.) or 31,375,469 liters.

Supporting the fight against climate change

Reengineering the production site's cooling water system as a closed-loop system enabled the site⁴⁴ to achieve water savings of up to 24%.⁴⁵



- Siemens Healthineers also helps customers to meet regional and local liquid waste effluent regulatory requirements as necessary. These innovative solutions also help customers to optimize their operations and ultimately reduce spending on environmental solutions and disposal costs.
- **Responsible waste disposal—minimize plastics waste in water:** In the case of products that can no longer be comprehensively upgraded or refurbished, wherever possible we actively promote their responsible disposal and recycling according to 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.

For instance, as part of a project in 2022, we were able to save 30 metric tons of wood by reusing the wooden transportation boxes for one of our X-ray tubes. In another project, we were able to reduce the weight of the cardboard packaging used to ship cover parts for our angiography systems by more than 70 percent and decrease its volume by over 50 percent.

⁴⁴ Water savings measured at Siemens Healthineers Glasgow site, Delaware, U.S. The production site uses well water and protects local community water resources.

⁴⁵ Data measured from 2020–2022. Data can vary by year depending on production capacity and product mix.

⁴⁶ www.watercalculator.org/wp-content/uploads/2020/04/WFC-Methodology-August-2020.pdf

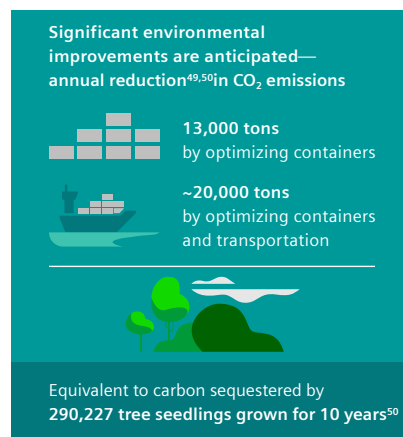
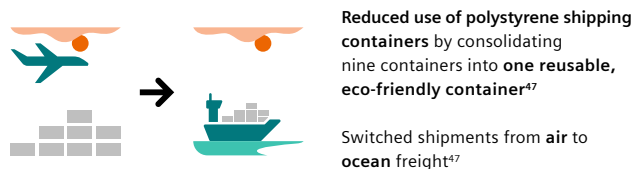
In another example, we achieved significant environmental improvements by replacing nine smaller containers with one reusable container. Reducing disposable waste, incineration of plastic waste, and fuel consumption for freight by switching from air to sea freight helps reduce CO₂ emissions

and air pollution in general, combating climate change. More than 33,000 tons of annual CO₂ reduction is anticipated, and this figure will continue to improve. This is equivalent to the carbon sequestered by 290,227 tree seedlings grown for ten years.

~20,000 tons annual reduction in CO₂ emissions from reduced use of polystyrene containers and switching from air to ocean freight

New sustainability requirements and goals for reducing our environmental footprint are opportunities for behavioral change

Lab Diagnostics processes for shipping to internal warehouses must ensure temperature control and maintain product integrity throughout transportation.



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

Circular Economy across Siemens Healthineers

Our Circular Economy 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.

Indicators supporting the Circular Economy 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.

⁴⁷ U.S.-based central warehouse for Lab Diagnostics products.

⁴⁸ Large, reusable container shipments from warehouse to warehouse. New container shipping started Oct 2021 in selected countries (U.S., Brazil, India, Japan, Peru, Germany, and Australia).

⁴⁹ Calculated project achievements in FY 2022 for Siemens Healthineers U.S. warehouse. Also, Management Studies. ISSN_2328_2185_Vol_5.pdf; page 13.

⁵⁰ Theoretical worldwide average using <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results>. Also, The impact of waste-to-energy incineration on climate.

3.3

EU taxonomy

The EU taxonomy aims to channel investments into sustainable projects and activities so that the EU can achieve its 2030 climate and energy targets and Green Deal goals, and reach climate neutrality by 2050.

Siemens Healthineers supports the objectives of the EU sustainable finance agenda with the EU taxonomy serving as a cornerstone of supply chains. In particular, the taxonomy will provide the transparency needed to steer investments toward the sustainable activities required to achieve decarbonization and environmental goals. While the taxonomy's current environmental objectives focus on direct greenhouse gas emissions, reporting for our environmental portfolio has so far placed the emphasis on energy efficiency. The change of this key parameter requires us to adjust our environmental reporting.

We report our revenue and our capital and operating expenditures to the Siemens AG Group. Siemens Healthineers contributes to and is integrated into the Group KPIs reported in the Siemens AG Sustainability Report FY 2022 and the Siemens Annual Report FY 2022.

Our EU taxonomy approach

Today's criteria refer to sectors that are responsible for almost 80 percent of Europe's direct greenhouse gas emissions⁵¹. Siemens Healthineers concluded in the analysis of activities contributing to revenue that the current 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 the main activity of Siemens Healthineers. 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. We will review the pending delegated act with the four new environmental targets and the corresponding technical assessment criteria and reassess the economic activities regarding their taxonomy eligibility.

Capital expenditures related to taxonomy-eligible economic activities concern the real estate sector exclusively and are assigned to the environmental goal of climate change mitigation. For these activities, capital expenditures are determined based on additions to property, plant and equipment, intangible assets, and additions to right of use assets in 2022, excluding revaluations.

In accordance with the delegated act, we assessed relevant operating expenses and checked them for taxonomy-eligible economic activities. In doing so, we determined the totality of operating expenses 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.

⁵¹ See European Commission, 21 April 2021: Q&A ([europa.eu](https://ec.europa.eu/commission/presscorner/detail/en/qanda_21_1805))
https://ec.europa.eu/commission/presscorner/detail/en/qanda_21_1805

Our social commitment: Advance diversity, equity, and inclusion, and drive employee engagement

Pages 74–97



4.0

Our social commitment: Advance diversity, equity, and inclusion, and drive employee engagement

Our corporate culture is defined by three fundamental elements: our purpose, our values, and our behaviors.

We pioneer breakthroughs in healthcare. For everyone. Everywhere.

It unites our ~69,500 Healthineers across over 70 countries, including colleagues from Varian, ECG Management Consultants, and Corindus. Our values demonstrate clear commitments to achieve our purpose:

We listen first.

We learn passionately.

We win together.

We step boldly.

We own it.

Our values are the essence of our daily work. They define how we collaborate with each other and operate within the societies we inhabit, and they are the standards to which we hold ourselves accountable.

Just as we place people and their well-being at the center of our work, the societies in which we operate and our employees are equally important to us. As an employer, we strive to be attractive to talented individuals regardless of race, ethnic origin, gender identity, gender expression, sexual orientation, disability, religion, beliefs, age, class, or socio-economic status, or any other protected class or characteristic that has been historically marginalized.

An inclusive work culture is provided to encourage each of our employees to make the best use of their talents for Siemens Healthineers. We strongly believe that as a diverse company,

we can better reflect our customers and understand their needs. In bringing together a wide range of backgrounds and perspectives, we become more innovative, and we grow more economically resilient.

One particular focus of our sustainability strategy is to increase the number of women in senior management positions. To do this, we commit to increasing the share of women in senior management to 30 percent by 2030. In addition, we are focusing on employee engagement and have set ourselves the goal to be in the top 25 percent of the healthcare industry benchmark by 2025.

The value of health and safety is often only truly acknowledged when it is compromised. At Siemens Healthineers, we feel particularly committed to providing a healthy and safe work environment to our employees and motivating them to care for their own health and well-being. In addition, we consider our employees' safety, our social responsibility, and a success factor in our business. Fostering a corporate safety culture is therefore of the utmost importance for us.

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. As a leading medtech company, Siemens Healthineers has a particular duty not just to improve people's lives via innovations, but also to set a special example of how to treat one another.

4.1

Invest in our people

We learn passionately: Developing people

Passionate learning is a core part of our corporate values because we see lifelong learning as the best foundation for making decisions that encourage creativity, out-of-the-box thinking, and continuous development. It is an essential aspect of our lives for both personal and professional development. To tailor our future learning offerings to the specific needs of our organization, Siemens Healthineers introduced the new learning platform, SkillUP, for all employees in spring 2022.

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

In the past fiscal year, a total budget of EUR 78.7 million was spent on continued training at Siemens Healthineers. In total, more than 2,090,757 training hours were completed. On average, this represents 31 hours per employee. In terms of gender, this translates into 25.6 hours of training for women and 33.4 hours for men. Looking at the type of employment, employees in manufacturing invested an average of 40.5 hours and those working in administration 29.7 hours.

This is a key contribution to:



SDG 4:
Quality education



SDG 8:
Decent work and economic growth

Training

~79

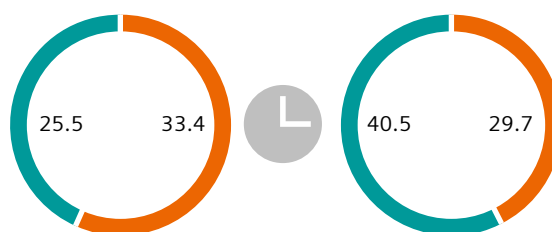
million EUR

investment
in continued
training



2,090,757

training hours completed



• Women
• Men

• Manufacturing
• Administration

We win together: Jobs and job creation in a dynamic environment

Looking within: Our Internal Job Market

We are immensely proud of the breadth of talent and knowledge demonstrated by our ~69,500 employees around the globe. It is essential for us to invest in opportunities for those employees to develop and advance to create the solutions of tomorrow in the healthcare industry.

Our **Internal Job Market** initiative amplifies career opportunities for existing employees of Siemens Healthineers and Varian alike. Siemens Healthineers has committed itself to making open positions more transparent to all colleagues.

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

Empowering tomorrow's leaders

Investing in our talent is about more than just the programs we offer; it's about developing leaders for the future that can help us reach our New Ambition together.

In 2022, we evolved the way we assess and develop our talent by introducing **Talent Reviews**. Through this robust process, we focus on the needs of the business today and in the future by ensuring that we have the right people, programs, and structures in place to support our future leaders. Talent Reviews go beyond traditional succession planning to create a

holistic view of the organization's strengths, development areas, and talent pipeline. This approach balances the current needs of the organization with thoughtful planning for the future.

By identifying and accelerating talent in the organization, Talent Reviews mutually benefit both the employee and the Company. For employees, it is a chance to take ownership of their career. Empowered to advance their career, employees are encouraged to raise their hand for opportunities and build their managerial skills. Meanwhile, leaders are given the chance to address gaps and break out of silos. Through a cross-functional, cross-regional approach, leaders gain more visibility into our talent and the opportunities to best develop talent.

With guided development journeys, focus on meaningful experiential learning, and true commitment from our leadership teams, we ensure that Healthineers are ready to succeed in our most critical roles.

One venue for further leadership growth is one of our Signature Leadership Programs, **Leaders4Leaders**, an opportunity for senior leaders to enhance their leadership and impact at Siemens Healthineers while expanding their comfort zone and self-awareness. Global participants reflect on the transition from managers of people to leaders of leaders and delve deeper into the priorities and requirements of their leadership behavior and impact.

The talent pipeline we are cultivating is robust and diverse, drawing upon the full array of strengths our Company has to offer. Through targeted efforts, we are identifying and empowering early talent to become the leaders of tomorrow.

Investing in the innovations of tomorrow

The world is changing fast. Defining future workforce requirements is one of the key challenges that businesses face. Siemens Healthineers has begun to redefine new working environments worldwide so that they reflect regional and new technological demands.

At our sites around the globe, we are strengthening open innovation and collaboration in research, development, and production as well as in the customer journey through digitalization concepts. Our recent developments in this field:

- The Innovation Hub currently under construction in Bengaluru, India, will set standards for the workplace of the future. The new campus aims to intensify collaboration and creativity, coupled with environmentally friendly, sustainable, energy-efficient solutions. When completed, the campus will be the largest site of Siemens Healthineers globally in terms of built-up area.
- A new center tailored to the special requirements of apprenticeship and training is currently being built in Erlangen, Germany. With a total investment of EUR 58 million, the facility meets the latest digital standards to be able to teach new training content, such as the basics of digitalization, 3D printing, and robotics, using the appropriate technology.
- To better integrate research and development with production, Siemens Healthineers opened an Industry 4.0-equipped logistics center in Kemnath, Germany, in December 2021. By increasing production efficiency, we are better equipped to meet the growing demand for imaging products.

By empowering our people and investing in the innovations of tomorrow, we are contributing to:

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8:

Decent work and economic growth

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



SDG 9:

Industry, innovation and infrastructure

We step boldly: Attracting and retaining talent

Healthineers Way of Working

During the COVID-19 pandemic, about half of our colleagues around the world had to work offsite. The pandemic has also changed the way we work and the overall perception of offsite working. Results from Healthineers Forum show that out of nearly 36,000 respondents, 50 percent prefer to work partially from home.

Flexibility and a mix between onsite and offsite working defines the post-pandemic workplace at Siemens Healthineers. **Healthineers Way of Working** aims to provide greater flexibility in the way we work. Healthineers can choose the best place to work, for themselves and for team performance, within existing legal boundaries. It provides the flexibility to choose the best location for productive work, and improves work-life balance and integration (e.g., to accommodate personal needs like healthy nutrition, exercise, family, and socializing).

This way, we can reduce the environmental footprint by limiting travel and commuting and also provide more dedicated onsite space for activities like networking, socializing, and team building, while minimizing space allotted for routine activities that many prefer to do at home. Hybrid collaboration across onsite and offsite places is supported by functional elements such as meeting rooms and project rooms.

Five cornerstones define Healthineers Way of Working:

- **Pick the best place for yourself and for team performance**
We trust and empower everyone to choose the best place for team performance in line with mutual expectations—it's a team sport.
- **Face-to-face goes online**
We believe that camera-on is the default setup for collaboration in online meetings, with consideration for privacy.
- **Place follows activity**
We choose activity-based places over assigned standard desks.
- **Digital user experience anywhere**
We provide an inspiring digital experience wherever we work, and we are mindful of cybersecurity and data privacy.
- **Healthy and safe everywhere**
We support a healthy and safe working environment and enable employees to take care of their own health and safety.

Attracting talent

Since the Initial Public Offering (IPO) from Siemens AG and the initial public offering, we have focused on building a reputation of Siemens Healthineers as an employer for internal and external talents. 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 69,500 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 talents who are inspired by our company's purpose. Our deepest motivation is to care for the health and lives of people. And we share that 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 healthcare with the aim of improving outcomes and making quality healthcare accessible to all.

Our strong workplace culture has been commended by the **Great Place to Work™** Institute. In the past year, we received the “Great Place to Work” certification in ten countries in which more than two thirds of our colleagues work. In the Asia-Pacific region, we were even named one of the best workplaces overall.

We have been ranked as one of the best workplaces in Canada (in healthcare), India (in healthcare), Germany, and the UK. Moreover, we have been certified as a Great Place to Work™ in Argentina, Austria, Colombia, Morocco, Portugal, and the US.

In FY 2022, we received over 582,000 applications worldwide. Of those, 88,000 were shortlisted. In total, our HR colleagues conducted more than 25,000 job interviews and hired more than 10,000 new staff. On average, we receive over 35 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 6,700 employees left the Company during the same period.

Our Chief Human Resources Officer (CHRO) and HR Leadership Team, in cooperation with senior management, share the responsibility for monitoring progress on achieving our goals for creating the kind of work environment and culture that we aspire to. Cultivating a modern corporate culture that puts the employee at the center and creates a trusting working environment allows us to retain talent and attract high-quality applicants on the external market. The CHRO and HR Leadership Team are responsible for ensuring that our Talent Acquisition teams can attract and hire the talent we need. The HR department has resources dedicated to shaping the organization’s culture, working environment, and recruitment. Corporate Communications has resources dedicated to building the Employer Value Proposition and employer-brand awareness and attractiveness in collaboration with the HR Talent Acquisition teams.

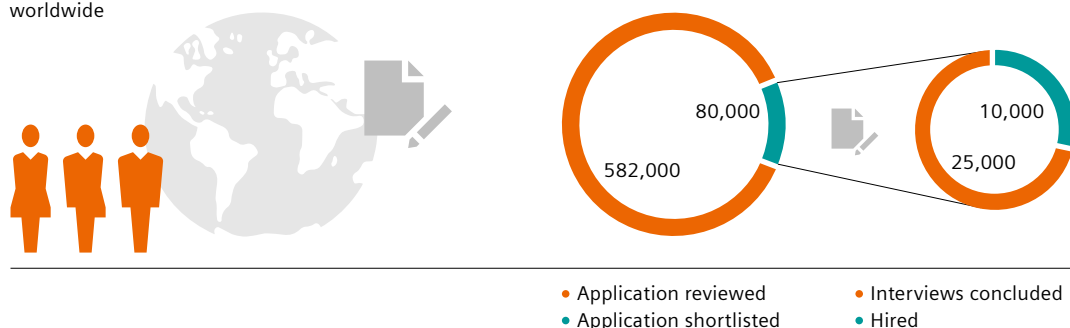
Applications

582,000

applications received worldwide

~ Over 35

applications per job post



Retaining talent

Pioneering breakthroughs requires top talent. In order to retain the leading minds of healthcare within our Company, it is essential that we provide our employees with the best possible support from the time they join the Company until the time they leave. As we operate in many different countries, the measures and benefits vary according to local needs and social circumstances.

We provide, for instance, various onboarding programs, a global employee assistance program, 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 an indispensable part of cultivating appreciative, 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., regardless of an employee’s gender identity and expression, race, ethnicity, sexual orientation, disability, caste, age, or any other protected class or historically marginalized category. In addition, the Company reviews compensation annually, prior to salary planning, where market data is 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 on the basis of our defined, market-based “pay-parity” methodology. Siemens Healthineers negotiates wages with employee representatives in free, collective bargaining negotiations.

As further testimony to our unwavering commitment to fair payment for employees, in 2022, we reviewed our 16 largest countries (selected by revenue) on the basis of our defined, market-based pay-parity methodology. We are working with the regional organization in these largest countries to establish a long-term cultural change in support of our targets.

Investing in our employees' future: Share Matching Program

Another way in which our employees can be closely involved in the Company is through the Share Matching Program⁵² of Siemens Healthineers. 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 on the part of the respective Company. 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.

With our efforts around attracting and retaining talents we are, in particular, supporting the following SDGs:



SDG 8:
Decent work and
economic growth



SDG 10:
Reduced inequalities

⁵² Information about employee stock ownership is available in our longlist (see section A.3 Our sustainability indicators longlist).

4.2

Employee engagement

We listen first: Employee engagement

With Healthineers Forum, every voice counts

We communicate with those around us every day—with customers, with partners, and with our colleagues. Bringing 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 sustained, inclusive, and sustainable economic growth.



SDG 8:
Decent work and economic growth

There is no clearer example of these priorities in practice than Healthineers Forum. Since its introduction two years ago, **Healthineers Forum** has provided an anonymous, voluntary, and consistent venue for employees of Siemens Healthineers to discuss what is on their minds and which challenges they are facing in their daily work.

By **listening first**, our Healthineers Forum creates space for employees to share feedback and engage in collaborative, confidential 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.

Colleagues from the Varian Business Area were fully integrated into Healthineers Forum in September 2022. In addition, each employee gained access to a personalized dashboard that allows them to track their own engagement in comparison to the organization as a whole. These enhancements were made based on the employee feedback to better meet their needs.

Siemens Healthineers sets the ambitious target to maintain an employee engagement level in the top 25 percent of the industry benchmark for the healthcare sector. In FY 2022, we are scored in the top 25 percent of the industry benchmark.⁵³

We establish communities, such as the 50 global HR survey champions, to ensure discussions about survey results can take place regularly—even, for example, on the shopfloor, where access to personal computers is less common.

HR is responsible for the governance of this approach to employee engagement and provides managers with advice and guidance to improve working situations in all levels of the organization. Each team manager is responsible for driving employee engagement in their team. The CHRO is responsible for driving improvements against the top priorities and fostering dialogues with senior managers in the organization.

The global HR team dedicated to Healthineers Forum is responsible for all global approaches (strategy, change management, training and information material, consultancy on general

⁵³ In FY 2021, our communication around the target setting and achievement was based on the related employee engagement score. However, the score required for a certain percentile range is adjusted on a quarterly basis and is therefore not a suitable benchmark for a stable target setting. For that reason, the employee engagement level will be measured against the percentile rank as of FY 2022. For more explanation of the employee engagement index, see section A.2 Reporting principles.

topics, etc.). In close collaboration with the Communication team they regularly inform about Healthineers Forum and share best practice examples.

Employees' voices made an impact

Based on employee feedback in Healthineers Forum, which offered close to a million comments, Siemens Healthineers has identified five global focus areas: "Mental & Physical Health," "Workload, Strategy & Mission," "Diversity, Equity, and Inclusion," and "Total Rewards."

To invest in our employees' mental well-being, for example, we offer the app **Headspace®** to all employees worldwide. It provides a wealth of evidence-based meditation sessions and mindfulness exercises to help reduce stress, improve sleep, increase focus, and boost individual resilience.

Additionally, the **LifeWorks Employee Assistance Program** offers all employees and their loved ones 365-day support to prioritize mental health and personal well-being.

United in our culture

To bring the new working culture to life, our leaders have hosted over 2,000 sessions in FY 2022 to discuss how our individual contributions tie into our business strategy. We created the **Culture@Work Dialogues**, a space for teams to discuss the values and behaviors that guide us, and to explore bringing the values and behaviors to life in all that we do.

4.3

Expand diversity, equity, and inclusion

We own it: Diversity, equity, and inclusion

A Global DE&I Council rooted in our shared values

As a medtech company, our deepest motivation is to care for the health and lives of people everywhere. And we can only live up to our purpose and values when we have an organization that seeks diversity, actively pursues equity, and fosters an environment of inclusion. To help us embrace Diversity, Equity, and Inclusion (DE&I) throughout the Company, the **Global DE&I Council** has been established in conjunction with three regional DE&I councils to support our efforts in how we work, collaborate, and make decisions. This council is comprised of some of the most senior leaders in the Company.

Building upon the foundation of our shared values, we are developing a more inclusive culture that is diverse and equitable, and able to unleash the potential in every one of us and the power we have as a team.

With this ambition, we are contributing to:

To help us accomplish this, in July 2022, we introduced our DE&I Framework to fully incorporate DE&I into our New Ambition. Four cornerstones guide us: diverse workforce, inclusive culture, commercial impact, and social impact.

The Global DE&I Council will drive our DE&I strategy and roadmap. Its members also maintain a close link between our business objectives and DE&I objectives. Furthermore, the Global Council will observe our progress at the Company level and help remove obstacles. The council will also provide oversight, guidance, and resource allocation for grassroots efforts championed by our various Employee Networks, such as Employee Resource Groups (ERGs), across Siemens Healthineers and seek input from Regional DE&I Councils to amplify their efforts.

In conjunction with the Global DE&I Council, three Regional DE&I Councils are set for the Americas, Asia Pacific, and Europe, Middle East, and Africa. They serve as a resource for the regions, an extension of the Global DE&I Council, and help operationalize DE&I initiatives in the Regions. Each Regional DE&I Council will set regional targets and priorities and provide a voice for regional needs.



SDG 5:
Gender equality



SDG 10:
Reduced inequalities

Creating space for our people and culture

To further ensure that our people practices, and processes are aligned to support our company culture and DE&I, the People and Culture team was formed within Human Resources. By listening to the voices of our employees, we will bring greater focus to the moments that matter in an employee's experience: from hiring and onboarding, to developing meaningful learning opportunities and talent programs, and to other needs that emerge. A newly created position, the Head of DE&I and Culture, will drive forward our company-wide strategy and help elevate, execute, and accelerate our DE&I and Culture priorities, supported by a DE&I and Culture team.

Management and employee structure

Siemens Healthineers is led by a four-member Managing Board and overseen by the Supervisory Board, which consists of ten people. There are four women and ten men on the two boards in total. For more details, please see Annual Report. The proportion of female employees is 31 percent. Twenty-nine percent of our employees are under 35, while 54 percent are in the 35–54 bracket and 17 percent are older than 54. The median age in the year under review was 42.1. 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.

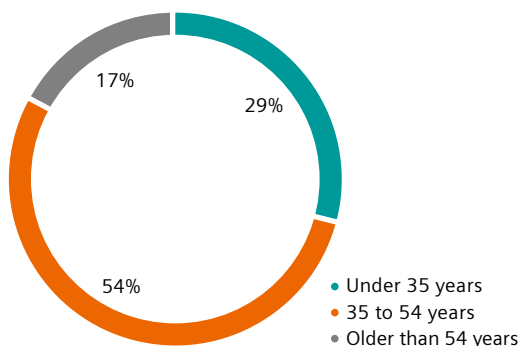
Employee structure

42 years

is the median age of our employees



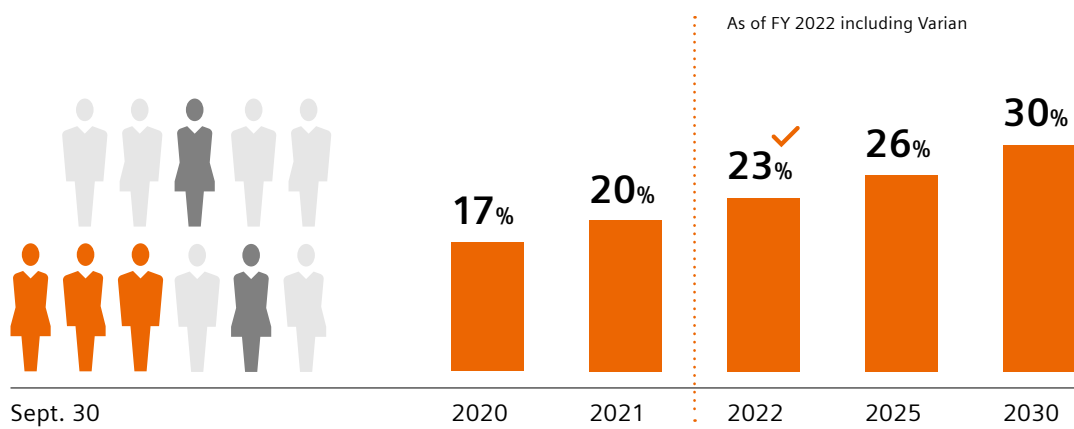
Employee age



One of the goals pursued by Siemens Healthineers is to increase the number of women in senior management positions (for a definition see section [A.2 Reporting principles](#)). To improve gender equality, the proportion is to be increased

to 26 percent by FY 2025, and to 30 percent by FY 2030. These goals were externally communicated in February 2021. As of September 30, 2022 we reached 23 percent women in senior management positions (September 30, 2021: 20 percent, excl. Varian).

Women in senior management positions



Grassroots connections with global impact

We bring our whole selves to work, with all of 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 can support our cultural change, provide employees with networking opportunities, and give them a say. More than 5,000 Siemens Healthineers' employees are involved in networking and group opportunities like these. Groups vary based on regional needs, allowing employees within similar time zones to meet in real time to foster exchange and discussion.

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 across departments, and build a sense of community and belonging across the entire business.

Introduction of gender-neutral 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.

Furthermore, employees are personally deciding on whether to use gender-neutral language in their personal communications.

4.4

Respect human rights

Siemens Healthineers considers close adherence to applicable laws and corporate rules and practices fundamental to its business activities in every country where we operate. The same applies for human rights. As well as acknowledging them, we also support that human rights must be respected, and that all employees must uphold high ethical standards. Siemens Healthineers adds value to society not only through our products, services, and solutions but also through sustainable and responsible business practices, thought leadership, and community activities, as these activities directly and indirectly affect millions of people.

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 is a binding principle for all managers and employees worldwide. Human rights are therefore highlighted in our internal regulations wherever applicable.

Our overall approach is to raise awareness and minimize or eliminate any adverse effects for employees as a result of, for example, their religion, age, ethnicity, disability, sexual orientation, or gender, as well as for other people, such as members of indigenous communities, children, or other vulnerable groups.

Even though we are operating in many markets around the world in which political, economic, and geographic 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, so 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. Special procurement programs have been established 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 Quality Management via onsite visits. Within the scope of supplier quality, adherence to the requirements of the abovementioned 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 decision is reached centrally on whether the supplier should be blocked worldwide. This allows us to block suppliers for all organizations within Siemens Healthineers at short notice.

In addition to the special procurement programs, we added special questions related to human rights for large projects in higher-risk countries to create awareness of the topic and ensure our ability to respond to potential adverse findings. Overall, several projects covering Saudi Arabia and multiple locations in Europe were reviewed in FY 2022. 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 ongoing 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 have human rights content.

Reporting

Any individual, either inside or outside the Company, can report suspected human rights violations anywhere in the world using the Company's Let Us Know mechanism. Let Us Know is managed and operated by a third party on behalf of the Company. Reports can be made anonymously. All reports are followed up, and investigations are conducted when appropriate. We are committed to protecting individuals who make good-faith reports from any form of retaliation.

Specific actions and initiatives

Siemens Healthineers has been supporting those in need in the Ukraine with our products and beyond. The mobile X-ray and C-arm systems that we donated are up and running in hospitals.

We donated approximately 100 tons of food and beverages for the people in Ukraine. Siemens Healthineers also supported the people by providing EUR 1 million in immediate monetary aid.

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 Access to Care as a focus topic, with the goal of supporting that the population of underserved countries have access to affordable and reliable care (see section [2.1 Improve access to care](#)).

Our Company strongly embraces diversity and inclusion because we want everyone who works for us or does business with us to feel included and welcomed as their true, authentic selves. To support this ideal, Siemens Healthineers U.S. joined 267 companies that have signed the Business Statement Opposing Anti-LGBTQ State Legislation, stating their clear opposition to harmful legislation aimed at restricting the access of LGBTQ people in society to the healthcare they need (see section [4.3 Expand diversity, equity, and inclusion](#)).

"We can count on highly innovative partners and suppliers who share our values, help us achieve our targets as part of our value chain and join us on our challenging journey."

Global Supplier Day 2022

To support the sustainability goals of Siemens Healthineers, it is also essential to work closely with our suppliers to foster sustainability in our end-to-end supply chain. Global Supplier Days, an event organized by Strategic Procurement, was held in 2022 and approximately 200 suppliers from 22 countries took part. For the first time, Procurement honored outstanding sustainable performance with the Sustainability Award as part of the event.

Regarding new government measures, we have been implementing the new German act on corporate due diligence obligations in the supply chain (Lieferkettensorgfaltspflichtengesetz), which will enter into force for Siemens Healthineers on January 1, 2023. We have established a cross-functional working group to evaluate the impacts of the new law and close any possible gaps in our existing processes, if needed. 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 has been 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.

4.5

Safeguard occupational health and safety

Occupational health and safety is imperative for Siemens Healthineers—it is part of our DNA. While safety prevents the occurrence of sudden, traumatic events, such as injuries and accidents, health protection provides measures for the long term. These two dynamics require very different but complementary measures to ensure that our people are always kept safe and healthy.

It is easy to appreciate the value of health or safety when it is at risk. Changes in these factors dramatically affect our lives. We do everything possible and reasonable to set up and implement programs in these key areas. The Environment, Health, and Safety (EHS) policy statement of Siemens Healthineers is the foundation of our actions:

1. **PROTECT** the safety of our employees, contractors, and visitors
2. **PROMOTE** the health and well-being of our employees
3. **CONTRIBUTE** to a sustainable future throughout the product lifecycle
4. **COMPLY** with EHS regulations

The EHS management system (EHS MS) of Siemens Healthineers is designed to meet ISO 14001:2015 and ISO 45001:2018 requirements and is certified by a third party. All organizations of Siemens Healthineers are obligated to implement and maintain a corresponding EHS MS. With the exception of newer businesses that are still in the process of implementing the EHS MS, every organizational unit of Siemens Healthineers and every site within the organizational units that meets the criteria is included on the third-party ISO 14001 and ISO 45001 certificates. For example, our main Varian and POC Epocal organizational units have EHS MS implementation plans in place so that their relevant sites will be added to our third-party certificates.

Some country organizations are also within the scope of the global EHS MS third-party certification. Country organizations that choose not to get third-party certified according to ISO 14001:2015 and ISO 45001:2018 are still required to implement the global EHS management system.

Our efforts around occupational health and safety are directly related to:

3 GOOD HEALTH AND WELL-BEING



SDG 3:

Good health and well-being

8 DECENT WORK AND ECONOMIC GROWTH



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. This is why 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. Our efforts aim both to ensure that all Healthineers remain fit for work and to improve their personal well-being so that they can leverage their full potential.

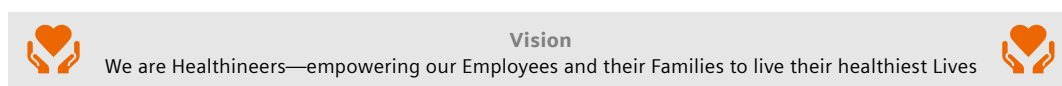
Holistic health management is more than just the provision of healthy food options, mindfulness classes, and gyms; it is mainly about creating a healthy work environment and motivating managers and employees to

take care of one another. We require a multi-dimensional and interdisciplinary approach involving employees, managers, supervisors, senior leadership, HR, and EHS.

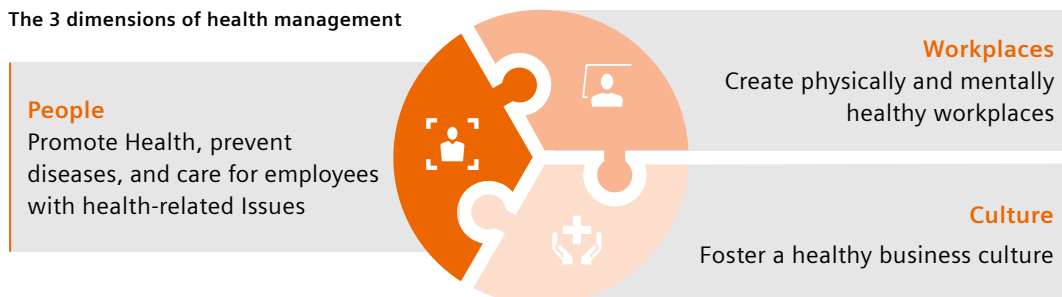
In FY 2022, we developed a new global health management strategy that encompasses the global framework and overall ambition of Siemens Healthineers related to promoting and protecting the health and well-being of all Healthineers.

Following our Vision “We are Healthineers—empowering our Employees and their Families to live their healthiest Lives,” we have defined three dimensions that we consider as crucial for addressing health management holistically: People, Workplaces, and Culture.

Health management strategy



The 3 dimensions of health management



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 where people care about each other, respect individual needs with regards to work-life-integration, and act as role models for a healthy work- and lifestyle.

COVID-19

As in previous years, the COVID-19 pandemic remained one of the biggest challenges in FY 2022. In all measures we deployed, our priority was to protect the health and safety of employees as best as possible, and to support the business organization in ensuring that Siemens Healthineers could support and contribute to the respective healthcare systems. Decision-making bodies at various hierarchical levels were also convened in FY 2022 as part of a professional pandemic management program. Along with the Crisis Management Team at the Managing Board, these bodies also included respective regional committees, and local crisis teams at individual sites. An interdisciplinary team consisting of experts from Environmental Protection, Health Management and Safety (EHS), Human Resources (HR), Communications (CC), Real Estate (RE), Legal (LC), and IT met regularly to monitor relevant internal and external developments; to establish guidance, recommendations, and sharing best practices; and to lay the groundwork for decision-making.

Some of the measures taken included the following

- Implementation of PCR and/or antigen-based testing procedures
- Promoting physical distancing and preventing transmission of the infection by providing our people with the ability to work remotely and limiting the number of on-site personnel
- Promoting vaccination against SARS-CoV-2 and, where possible, promoting onsite vaccination carried out by in-house personnel
- Provision of free CLINITEST Rapid COVID-19⁵⁴ Antigen tests for employees working onsite long before a respective legal obligation
- Free and further discounted CLINITEST Rapid COVID-19 Antigen tests for all employees and their family members

In all necessary measures, we employed common sense strategies, followed up on our work, and often went above and beyond the requirements.

Employee Assistance Programs (EAPs)

Employee Assistance Programs (EAPs) have a long tradition at Siemens Healthineers, where they are used to assist our employees with support in professional and personal/family related difficult situations. However, up until FY 2022, EAPs were not available in all countries or at all sites (coverage of 85% incl. Varian). Therefore, Siemens Healthineers has set up a global project to close existing EAP gaps and give every Healthineer worldwide access to an EAP. As of September 2022, 97 percent of Siemens Healthineers employees worldwide already have access to an Employee Assistance Program. We are working diligently to close the remaining gaps.

Health and well-being in Healthineers Way of Working

We established "Healthineers Way of Working" to address the "new normal" at Siemens Healthineers (see section 4.1 [Invest in our people](#)). Healthineers Way of Working offers many advantages in terms of health and well-being, including less commuting, increased flexibility, and a better work-life integration. However, there are also new health-related challenges emerging with Healthineers Way of Working that need to be addressed, such as the risk of social isolation, back-to-back meetings, blurring boundaries of private and work life, unergonomic mobile workplaces, and a decreased level of physical activity.

To address these challenges, Siemens Healthineers has developed corporate guidelines to promote health and well-being and to sustain the ability of its employees in Healthineers Way of Working.

⁵⁴ Not available for sale in the U.S. Product availability may vary from country to country and is subject to varying regulatory requirements. CLINITEST and all associated marks are trademarks of Siemens Healthcare Diagnostics Inc., or its affiliates. All other trademarks are the property of their respective owners.

One example is the guideline for ergonomic offsite workplaces. As Healthineers Way of Working involves significantly more offsite work, ergonomic workplace design for offsite workplaces becomes much more important as a means of preventing musculoskeletal disorders due to unergonomic offsite workplaces. We recognize that the more employees work from home, the higher the ergonomic risks are, and the more protective measures need to be implemented. Siemens Healthineers provides its employees with the necessary ergonomic equipment based on each individual's offsite work schedule.

With this global guidance⁵⁵, Siemens Healthineers sends a clear message that we support a healthy and safe working environment—wherever our employees work.

Examples for local programs

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

→ Health4All in Latin America

The Health4All initiative aims to ensure that by 2025 all LAM employees will have access to a healthy lifestyle and health awareness, supported by an integral medical service focused on preventive occupational health-care, offering various health-promotion activities in the country where the employee works. In FY 2022, the quality of medical services was improved, allowing for the standardization of care through a regional procedure that considers all health factors of employees, such as their work environment, medical needs, nutrition, and physical activity.

Apart from that, a comprehensive program of health-promotional measures has been included in the Health4All initiative in FY 2022. Examples for activities are various awareness-sessions about healthy nutrition, physical activity, and psychosocial well-being, as well as the "Health4All 5 minutes podcast" that was designed specifically for field employees to address health-related topics in clear language.

→ Health Days Germany

At the first Health Days Germany, which took place from July 18–21, 2022, at all German sites and the Sales and Service organization, everything revolved around the topic of health for four days. With a comprehensive and holistic program including more than 100 events on the topics of mental well-being, physical health, and nutrition, employees received valuable, practical tips on how to overcome health-related challenges and strengthen their personal well-being.

Occupational diseases

Although we do whatever is possible and reasonable to avoid work-related impacts on employee health, long-term impacts coupled with individual sensitivity can lead to occupational diseases. In FY 2022 a total of 30 occupational diseases have been recognized by official bodies for Siemens Healthineers employees (FY 2021: 20 cases). The negative trend toward more occupational diseases is based on 15 work-related COVID-19 cases that have been recognized by authorities in the U.S. and Australia. Fortunately, there have not been any fatalities due to occupational diseases.

⁵⁵ As legal obligations regarding this issue vary from country to country, this guideline can be adapted to suit local legal regulations.

Occupational safety

Continual improvement in occupational safety

In addition to local incident and accident management, our global focus lies on proactively reducing safety and health risks through our Safety and Health Cultural Change program. Our senior leadership is committed and visibly involved. The program aims to improve health and safety performance, and fosters employee participation and empowerment. Safety and Health Culture Change Program centers around three value statements, with supporting workstreams on safety and health culture assessments, leadership engagement, and incident prevention:

1. Take care of yourself and others.

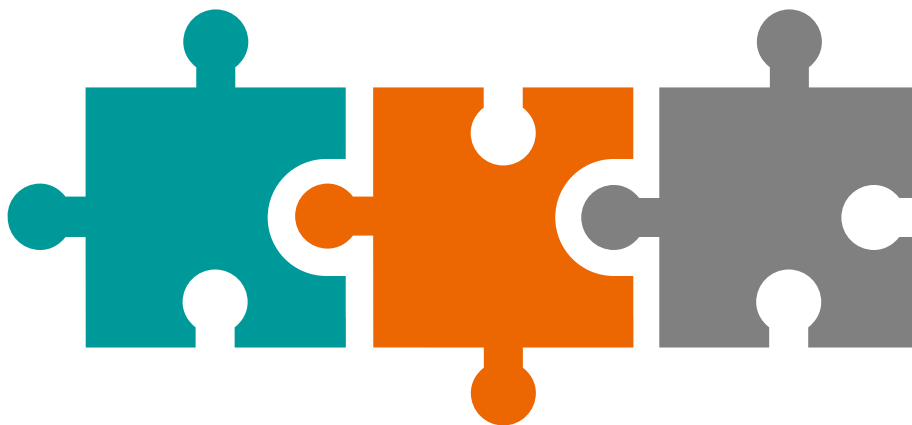
Our safety and health culture is strengthened by the active promotion of a healthy lifestyle and all colleagues looking out for one another's safety. Our "Safety and Health Culture Assessments" evaluate our culture with respect to 18 elements (six each for safety, shared, and health management) via surveys, interviews, and focus groups. All information is reviewed by a team of assessors who shine light on areas for improvement and record best practices to share throughout Siemens Healthineers. After the assessment, the various sites and countries review, prioritize, and begin their journey of continually improving their safety and health culture.

Safety & Health Culture Maturity Assessment

Safety
(Safety-specific elements)

Shared
(General elements)

Health
(Health-specific elements)



- Belief in Safety as a Core Value
- Empowerment/Intervention
- Service Supplier Management
- Incident Prevention and Management
- Operational Controls/ Safety Defenses
- Safety Risk Assessments

- Employee Participation/ Involvement
- Leadership Engagement
- Praise, Reward, and Recognition
- Performance and Continuous Improvement
- Training
- Communications

- Health Needs Analysis
- Health Culture
- Health Promotion
- Evaluation and Monitoring
- Medical and Psychosocial Support
- Occupational Health Defenses

Our Safety and Health Culture Assessments aim to align our health and safety culture across the business, using a flexible approach to evaluate our cultural maturity by listening to the voices of our employees. In the past year, five of these assessments have been completed at locations around the world. The assessment conducted at one of our sites in the U.S. is a good example of how these assessments are beneficial to the local site and to the global EHS program. This assessment revealed best practices for employee engagement, safety communication, and lockout-tagout, which can be shared with other locations at future assessments. Meanwhile, the assessors left the local team with several tools to improve their health management, service supplier management and EHS training programs.

2. Don't compromise on safety and health.

Our leaders foster an environment in which employees and their health and safety are put first and never compromised. Special conversations, called the Safety Walk & Talk, allow employees to raise concerns and provide direct feedback on their safety and well-being to leaders. Leaders also become aware of deficiencies and are able to provide resources to improve.

The Safety Walk & Talk program has now grown to 15 locations across our regional and business structure, with clear benefits for all involved. Our leaders appreciate the opportunity to connect on a personal level with employees about their values regarding safety, and the employees have used the engagement to raise awareness of key safety issues in their laboratory.

3. Think, plan, and learn—every day.

Our employees are strongly encouraged to report incidents, near-misses, and good observations, and are encouraged to do so using a shared global reporting tool. These reports are the basis for important operational learning and for minimizing risks in advance. Our EHS organization works with employees, managers, and supervisors to establish lessons learned from each of these reports, apply these insights to foster continual improvement at the local level, and share this knowledge globally to reduce similar risks elsewhere in the organization.

A notable example of our focus on learning comes from our Varian colleagues. A global team of Varian EHS professionals closely analyzed recent incident reporting and tools used for investigation to identify where improvements could be made. Using this review, the team established a standard for incident investigation, clearly defining where employees, managers, and the EHS team could come together to extract insights from these incidents. The new process has raised the visibility of incidents that affect multiple sites or businesses and has improved our ability to measure near-misses. These best practices for incident learning are shared with the global EHS team.

The number of work-related accidents resulting in lost workdays for employees increased from 213 in FY 2021 to 222 in FY 2022 (including Varian). This equates to a lost time injury frequency rate/200,000 hours worked of 0.31 in FY 2021 and 0.28 in FY 2022. There were no fatalities in FY 2022.

Additional information can be found in [A.3 Our sustainability indicators longlist.](#)

Governance for sustainability

Pages 98–118



5.0

Governance for sustainability

For Siemens Healthineers, 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 hand.

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

At Siemens Healthineers, our business is a clean business. 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.

For example, sustainability in the supply chain requires close collaboration with our suppliers. The Code of Conduct for Siemens Suppliers and Business Partners is based primarily on the principles of the UN Global Compact and the International Labor Organization, and is also reflected in our [Business Conduct Guidelines](#).

5.1

Product quality and safety

We don't compromise on quality—our quality culture makes a difference

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

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

*"Quality is personal—
Quality is mandatory—
Quality is total."*

"We don't compromise on quality" is an attitude and a prerequisite for maintaining a trusting relationship with our customers.

Siemens Healthineers' Quality Policy 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 digitized workflows, end-to-end, and ensure regulatory 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 appropriate 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—or 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 follow additional national quality regulations and standards, such as the 21 CFR 820 Quality System Regulation in the United States, 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 respective local regulations in each of these. 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 enable 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 respective 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 trainings 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-relevant 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 NMPA in China (National Medical Products Administration). The results of the internal and external audits and inspections serve as valuable input for continuous improvement and corrections, and preventive actions are developed 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 in 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 determine activities where needed. We review risks and opportunities and consider them in the context of our organization, allocate and manage resources including training for quality-relevant 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 the products and services meet the 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 to 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 on the sensitivity of this topic and have a proper understanding of how to identify, submit, and handle complaints based on their role and responsibility. 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 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 our customer satisfaction surveys. Insights for 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 in the comments require immediate action or further consideration.

The incorporation of this feedback into comprehensive monitoring processes ensures that we provide the required transparency on quality-related topics, and guarantees 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 focus during the product development process; it involves using standards and maintaining the required evidence documentation.

Various key processes focus on product safety and efficacy

The process for clinical lifecycle management includes the aspects of clinical evaluation, clinical development, clinical studies (see [section 2.5 Leverage partnerships and collaboration for innovation](#)), 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, we follow a product risk management process in line with ISO 14971 in our QMSs. 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, we can look at 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. Our labeling material contains a description of this radiation and how to protect patients, users, and others from unwanted radiation.

Siemens Healthineers uses substances of concern in certain products and manufacturing processes. These substances are in many cases used only in very small quantities compared to other industries, 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 since 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 BOMcheck. In FY 2022, we added 38 new suppliers to

BOMcheck and therefore achieved a 91-percent success rate for BOMcheck closure of new suppliers processed by the Center of Competence at Siemens Healthineers.

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 which 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 participated in the pilot user group. Also, ensuring correct labeling and the management and providence of material safety data sheets are part of our standard procedures.

The impact on humans and the environment of disposing of a medical product must be minimized. 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.

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 label, user documentation, and disposal instructions in accordance with European Directive 2002/96/EC on waste elec-

trical 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 section [3.2 Transform toward circular economy](#))

Market access—access to care

“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 are in line 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 2022.

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

Siemens Healthineers communicates in a highly regulated market, and therefore all our employees need to ensure compliance with laws and regulations to protect the Company from business risks such as penalties, fines, and legal disputes.

Our internal regulation that globally defines the requirements for external communication regarding, for instance, compliance with laws and external regulations, is **Quality Regulation 7 (QR 7)**. This regulation covers all communication materials or content which is communicated externally, made publicly available, and is related to 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 organization units of Siemens Healthineers.

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

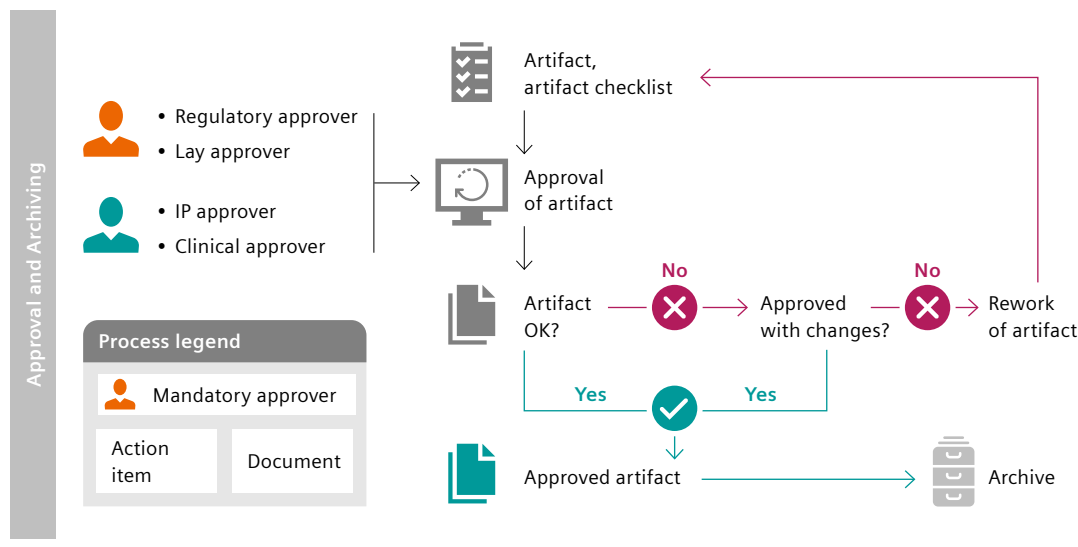
During the approval phase, the artifacts and the required evidence are assessed by designated mandatory approvers:

- **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 topics. 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.

The Healthcare Release Tool (HRT) supports the global release process of artifacts of Siemens Healthineers and is in alignment 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. 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 15,000 in FY 2022—the use of the Healthcare Release Tool is mandatory.

Within Siemens Healthineers, the QT Management has received a mandate to ensure the 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

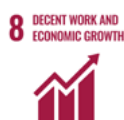
Our market environment is facing a growing number of challenges—from climate change and demographic change to dwindling resources, changes in legislation, societal structures, and financial opportunities—and these can present both risks and opportunities for our business models.

Our aim is to reliably offer our customers—ultimately each individual patient around the world—systems, solutions, and services that can sustainably meet high demands while operating an efficient and resilient supply chain.

The goal of our New Ambition phase, which we launched in FY 2022, is to contribute to the global fight against complex diseases and to enter new growth markets while remaining successful in our core markets. Our businesses and regions have developed strategies to help us achieve our New Ambition. These efforts are also supported by R&D activities in the areas of digitalization, Artificial Intelligence, and robotics (see section [2.2 Innovate through responsible digitalization and Artificial Intelligence](#)).

We are securing a leading role in the field of clinical decision-making based on AI in the Imaging segment. In Diagnostics, we are exploiting the opportunities offered by automated workflows in laboratory diagnostics. Our Advanced Therapies segment continues to develop innovative technologies and services that promote image-guided clinical procedures.

In pursuit of our goal of being a reliable partner to our customers and an innovative leader throughout the healthcare continuum, Siemens Healthineers plays a decisive role in reshaping the healthcare market and is contributing to:



SDG 8:
Decent work and economic growth



SDG 12:
Responsible consumption and production

Our MBM delineates the corporate strategy. The development and implementation of this strategy throughout the Company is supported by the Corporate Strategy team. They accomplish this by applying rigorous frameworks and tools for strategy development and execution. These tools range from fundamental situational and contextual analysis for strategy development to Hoshin Kanri planning for strategy execution. The Corporate Strategy team also analyzes the portfolio of Siemens Healthineers to assess its strength and identify potential market connections that could lead to future opportunities for mergers and acquisitions.

The CTO is responsible for developing our technology and innovation strategy and for driving its execution. The focus areas of innovation are discussed regularly with the Steering Board Innovation and Finance Committee.

According to the Hoshin Kanri method, the management teams of the Business Areas, Regions, Business Horizontals and, optionally, the Functions are responsible for defining their long-term (breakthrough targets; three-year horizon) and short-term (objectives; annual horizon) contributions to the corporate strategy. In doing so, the various units, depending on their area of activity, also started to work to incorporate the sustainability approach and anchor it in their goals. For example, by anchoring sustainability and a resilient supply chain with a low carbon footprint in their target setting, making it a top priority.

Following the development of those annual objectives, breakthrough target owners and sub-teams within each organization develop high-level activities and detailed action plans required to achieve their goals. A set of KPIs with financial and non-financial targets are established to track the progress of strategy implementation and provide focus, transparency and accountability.

In a “catch-ball” process there is an open feedback loop in which objectives are cascaded down and activities are developed to directly achieve the objectives. This results in an aligned deployment of strategy throughout the different levels of the organization. Progress within the activities and on achieving the objectives is monitored within each Business Area, Horizontal, and Region on a monthly basis throughout the year.

In each Business, the financial target setting is facilitated by our annual operating budget planning process. Quarterly performance dialogues are conducted to track performance against budget and define measures in the event of deviations. Since the beginning of FY 2021, sustainability has been an integral part of these performance dialogues. Every quarter each Business Area, Region and Horizontal report on their performance in the non-financial area. They must report any deviations from the targets and initiate appropriate countermeasures. This ensures that in addition to compliance with the financial targets, the sustainable performance of the company is given adequate weighting. We operate an efficient and resilient supply chain by implementing a supplier code of conduct and risk management. A transition to even more remote service increases the resilience of our service activities.

Overall, Siemens Healthineers runs rigorous processes for its annual operating plan, portfolio planning, and people strategy (see also section [4.1 Invest in our people](#)), which all contributes to responsible growth of the long-term business value of Siemens Healthineers. The effectiveness of these processes can ultimately be seen in how well we meet our externally communicated targets both financially and non-financially.

5.4

Clear leadership commitment

For more than 125 years, Siemens Healthineers has been pioneering breakthroughs in healthcare by acting responsibly and innovatively at the same time—in a word: sustainably. Enabled by our unique culture, we will continue to do so, for the benefit of patients, medical professionals, and society. Our Managing Board and top management team are clearly committed to leadership practices to address sustainability.

By emphasizing our clear leadership commitment, Siemens Healthineers is helping to achieve SDG 16, which promotes peace, justice, and strong institutions for sustainable development.



SDG 16:
Peace, justice and
strong institutions

Our shared purpose

It is our shared purpose to pioneer breakthroughs in healthcare, for everyone, everywhere, that unites all of our employees. At the beginning of FY 2022, Siemens Healthineers emphasized this by launching the next phase of the Strategy 2025, called New Ambition (see section [1.2 Siemens Healthineers at a glance](#)).

A diverse team from across the organization was involved in defining the strategic priorities of New Ambition. At the same time, many employees were involved in developing and formulating our company's purpose and values. This broad engagement of colleagues was especially important in helping us understand our strengths and opportunities as an organization.

The central elements of New Ambition are our unique capabilities of patient twinning modeling, precision therapy, and digital data and AI. We will focus on five priorities, the so-called growth vectors, that will help us achieve the targets of New Ambition. Access to Care is one of the five growth vectors as well as one of the pillars of our sustainability strategy (see section [2.1 Improve access to care](#)).

Walk the talk

Delivering on our sustainability objectives requires commitment and clearly defined accountabilities at different levels of the organization.

In March 2022, Corporate Sustainability had gained more visibility by becoming a stand-alone Function. Detailed information on our sustainability management, governance, and organization is described in the section [Our sustainability management, governance, and organization](#).

We believe that every single employee can help make Siemens Healthineers more sustainable.

At Siemens Healthineers, employee ideas and initiatives are firmly embedded within our Healthineers Performance System (HPS) as a focused process to accelerate the Company's performance. It expressly encourages our employees, as part of our global idea management program, to take the initiative to share and implement good ideas that help our customers and our Company evolve for a sustainable future. The idea management program has been in place at Siemens Healthineers for many years and has been part of the Siemens DNA for over 100 years. In the FY 2022, 4,525 ideas have been implemented globally and realized a Total Business Value of EUR 27.1 million.

One of these numerous ideas was developed and implemented at our site in Kemnath (Germany) and revealed an efficient and sustainable solution in spare parts logistics. By rethinking historically grown delivery structures, inefficiencies were uncovered and addressed through a change of supplier. This transition has made the delivery process more efficient and accelerated the availability of spare parts. At the same time, environmental pollution could be reduced.

In FY 2022, we held numerous activities to expand our employees' understanding of the topic of sustainability and the sustainable business strategies at Siemens Healthineers. For instance, we launched the first "Sustainability Days" at in May. During the event, all Healthineers had the opportunity to be provided with exciting insights into our ongoing activities to achieve our sustainability goals. The event was dedicated to our four focus areas: access and innovation, environment, social, and governance. We offered inspiring keynote speeches from internal and external experts and fruitful panel discussions with members of our top management. The participants gained a holistic understanding of how sustainability is supported by our purpose and values and were able to get an overview of and exchange views on existing sustainable initiatives throughout our Company.

The Sustainability Days offered participants a colorful, exciting way to learn more about sustainability at Siemens Healthineers.

Senior leaders, including Managing Board members, were involved in the event, emphasizing the clear commitment of our leadership to sustainability. By reaching around 2,000 interested employees and sparking a total of 24,000 engagements on the event platform, the event lived up to its motto: "Sowing the seeds for successful sustainable growth." In FY 2022 a series of local events in local languages started to share information on the contents of these first Sustainability Days.

We make our efforts transparent

The progress we make on our sustainability objectives is reflected in our annual Sustainability Report. Our dedicated targets, as outlined in this report, are measured and monitored on a quarterly basis.

Our sustainability commitments are based on and designed to contribute to the 17 Sustainable Development Goals. Furthermore, we are an active member of the UN Global Compact and are committed to its Ten Principles on human rights, labor, environment, and anti-corruption. Our membership is backed by our CEO's commitment to meeting our fundamental responsibilities in these areas.

Driving sustainability requires not only highly committed employees, but also the right tone at the top. The fact that we are on the right track is reflected by our results in external ESG ratings. These ratings help us to regularly measure our ESG performance against similar companies and competitors. In 2021, we improved our Sustainalytics ESG Risk Rating score to 21.2 (Medium), which corresponds to rank four in the Medical Devices sub-industry (September 2022). Our sustainability efforts were also rewarded by MSCI, who upgraded us in its ESG rating to "BBB" from "BB". (see section [1.3 Our sustainability strategy](#)).

How we turn our purpose into actual help

A primary goal is to reach those in need and enable access to affordable and reliable health-care. Our clear commitment to this aim is emphasized by the actual help we provide. Some examples are:

Worldwide—U.S. and Germany— Breast Cancer Awareness Run

Varian has a long tradition of taking part in the Breast Cancer Awareness Run. In October 2021, the initiative was opened to the entire Company, and we ran as a combined team—globally. Through this joint effort, we were able to raise and donate EUR 35,000 to the German Cancer Society (Deutsche Krebsgesellschaft e.V.) and US\$ 30,000 to the American Cancer Society.

Transforming care delivery: Partnering with RAD-AID to support radiology education across African countries

RAD-AID works in over 40 countries to improve and optimize access to medical imaging and radiology in low-resource regions of the world, African countries included. The charitable non-profit offers a broad portfolio of volunteer programs to support education for radiology professionals in low-resource settings. Education is a growing topic in Africa. The partnership with RAD-AID will allow for a fast deployment of resources to ensure that staff are adequately trained on medical imaging equipment. Siemens Healthineers is financially supporting RAD-AID activities across selected African countries, namely Kenya, Ghana, and Tanzania, with multiple potential activities in the works for additional countries in future.

5.5

Apply best business ethics through compliance

At Siemens Healthineers, we commit ourselves to acting with integrity while being globally and ethically responsible in the pursuit of our business objectives.

Siemens Healthineers operates in many countries around the world—with our customers belonging to both the private and public sectors and covering a wide range of products. Our global business activities are subject to numerous national legal systems and various political, social, and cultural frameworks that are constantly changing. Accordingly, the environment in which Siemens Healthineers conducts its business and its compliance activities is complex.

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 set up a compliance management system which 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. They act as role models in matters of compliance and integrity. They also set the right tone so 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 provide the ethical and legal framework for our Company. They are 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. They 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 advising of 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 serve to punish such misconduct and to correct weaknesses.

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

The global compliance structure at Siemens Healthineers combines strong governance with the deployment of trained compliance officers. Managers embody our commitment to compliance and ensure that business decisions and actions in their area of responsibility are always in line with applicable legal requirements, as well as our own policies and principles.

Compliance risk management

To be effective, our compliance management system adapts to business-specific risks and various local legal requirements. We also use the findings of compliance risk management, and compliance controls and audits to derive measures for further developing the compliance management system.

Early detection of compliance risks, especially in the areas of anti-corruption, anti-money laundering, anti-trust, data privacy, export control, and human rights, 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

Compliance system



➤ Anti-Corruption

➤ Antitrust

➤ Data Privacy

➤ Anti-Money Laundering

➤ Collective Action

➤ Export Controls and Customs
(managed by SHS LC ECC)

➤ Human Rights

and respond to potential risk scenarios. A mandatory compliance risk assessment for all Business Areas and all Regions worldwide is conducted every three years. The risks identified are addressed by local and central measures and reported in the enterprise risk management program where appropriate. The anti-trust risk exposure assessment is also performed throughout the year for countries or Business Areas that are selected 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 for the organizational unit. Compliance risk assessment reviews, as well as anti-trust risk exposure assessment workshops were conducted in 2022 for the Varian business that was acquired mid-2021.

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

In addition, current developments are systematically taken into account, such as compliance risks associated with new digital business models or unplanned impactful events (such as a pandemic).

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 lies with 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 and 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.

Compliance training

In order to anchor compliance and integrity in the organization, all employees are trained on compliance issues in a target group-oriented and risk-based manner.

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

In addition to the mandatory training, there is also further training material, which can be used with target groups and is available on the global learning platform. As a result of the global pandemic experience, many classroom training programs have been converted into virtual sessions as this allowed the training to continue without interruption. In order to respond quickly to the demands of virtual formats, new and modern technologies were also leveraged 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.

A comprehensive global web-based training for new hires with a new and modern storytelling approach, which was specifically customized for the needs of our Company and covers all relevant general compliance topics as well as topics specific to Siemens Healthineers, was rolled out earlier this year and several language versions will be released successively. In addition to several on-demand training sessions, two global instructor-led training campaigns for selected target groups are ongoing on the topics of anti-trust and compliance.

The planning and initiation of the training measures takes place in accordance with the regional requirements. Mandatory training for the defined and regionally specified target groups is tracked by a learning management system, and the training implementation status is regularly reported to the management of the respective unit.

Compliance metrics and whistleblowers

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 the Compliance officers, human resources personnel, or managers. Our employees regularly use these reporting channels.

In FY 2022, there were approximately 115 reported compliance cases that required further fact-reporting or investigation. The total number of disciplinary actions for compliance violations in the same timeframe was 53.

The number of disciplinary actions in a fiscal year does not necessarily relate to compliance

cases reported during the same period: Disciplinary actions are often 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 or no disciplinary measures.

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 FY 2022 Siemens Healthineers continued to partner with East China Normal University, which works to provide students and professionals with a compliance curriculum to promote a compliance mindset in younger generations.

The collective action project also aims to create a fair and clean business environment in China through collaboration with industry players such as private-sector and state-owned enterprises in order to share compliance strategies, compliance landscapes, and best practices. The project focuses on further developing the compliance capacity of Chinese companies. This year over 20 sessions have been conducted with different state-owned enterprises.

In addition, the compliance team in China was able to share best practices with the Chinese Academy of International Trade and Economic

Cooperation (CAITEC), a part of China's Ministry of Commerce, to promote our culture of compliance.

Additionally in the MESA region, Siemens Healthineers is now participating in an initiative launched by the Saudi Ministry of Investment (MISA), which is led and operated by the private sector for medical device companies in the Kingdom of Saudi Arabia (KSA), for the purpose of strengthening communication between private sector and governmental stakeholders to better understand issues that could impact the medical device business and limit future development. The goal of this collective is to highlight the value of technologies, services and solutions for patients, healthcare systems, and society, as well as to contribute to health-related policies and legislation of healthcare standards that also help to sustain ethical business practices.

In Poland, Siemens Healthineers supports MedKompas, an initiative of the Polish Chamber for Medical Devices (POLMED). This initiative provides educational anti-bribery workshops at Polish hospitals free of charge and works to help implement compliance systems at healthcare institutions, in addition to carrying out educational and promotional campaigns in the field of ethical business relations in the healthcare system.

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 developed codes of conduct to regulate all aspects of the industry's relationship with health-

care professionals and healthcare organizations with the aim of ensuring that interactions are always ethical and professional while maintaining the trust of regulators—and most importantly, the patients. Siemens Healthineers adheres to even voluntary restrictions, such as the ban of direct sponsorships, and is highly engaged in code-related activities.

Fiscal Year 2022 and outlook

The compliance activities described above will continue to guide our work in the next fiscal year. One of the priorities for FY 2023 will be to further improve and integrate our business-partner due diligence. Other priorities will be the use of more data analytics for improved risk assessment as well as making use of digitization for our compliance tasks. To achieve this we will be introducing a Compliance Risk Assessment (CRA) tool for evaluating and monitoring compliance risk, and an automated application for submission of conflict-of-interest issues to allow for a more comprehensive and centralized process.

In addition, we continue to review and respond to feedback from our employees through a global employee survey tool called Healthineers Forum to further develop our compliance management system and learn from our employees' views (see section [4.2 Employee engagement](#)).

We have also made strides in the areas of diversity and inclusion with the formation of the Legal and Compliance Diversity, Equity & Inclusion (LC DE&I) initiative team. The team represents the key geographic segments and reflects the global footprint of our 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 over the coming years.

Data privacy

Siemens Healthineers is aware of the sensitivity of personal data Siemens Healthineers is entrusted with. Therefore, data privacy is of utmost importance to us. We have a global organization with local data privacy coordinators for every legal entity.

We have implemented a comprehensive Data Privacy and Information Security Management System that operates across the entire Siemens Healthineers Group and ensures that data privacy requirements are met in our business operations.

Certified management system and internal regulations and standards ensure a high level of data protection

Our data privacy management system is certified as an integral part of the global Cybersecurity Management System according to ISO/IEC 27001 with its extension to ISO/IEC 27701 for data privacy. It comprises various controls to effectively protect the personal data of our customers, business partners, and employees. Internal regulations, such as our BCGs, obligate every employee to comply with data protection requirements.

Keeping internal awareness high through regular training

Based on our data privacy directive, our employees must participate in regular training 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 the Data Privacy and Information Security Management System

Uniform and appropriate data privacy standards for Siemens Healthineers are set out in a 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).

We review and document all processing activities of personal data globally 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 ensures central reporting channels and enables effective and timely information of authorities and affected parties, if required.

Data subjects can execute their rights through an easily accessible central platform.

Siemens Healthineers Data Privacy and Information Security Management System has been rolled out globally to the Varian Business Area and is currently in implementation.

Cybersecurity

The healthcare sector is of vital importance for the health and well-being of people and an indispensable pillar of societies and their further development. 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 in the course of 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 are connected 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 therefore 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

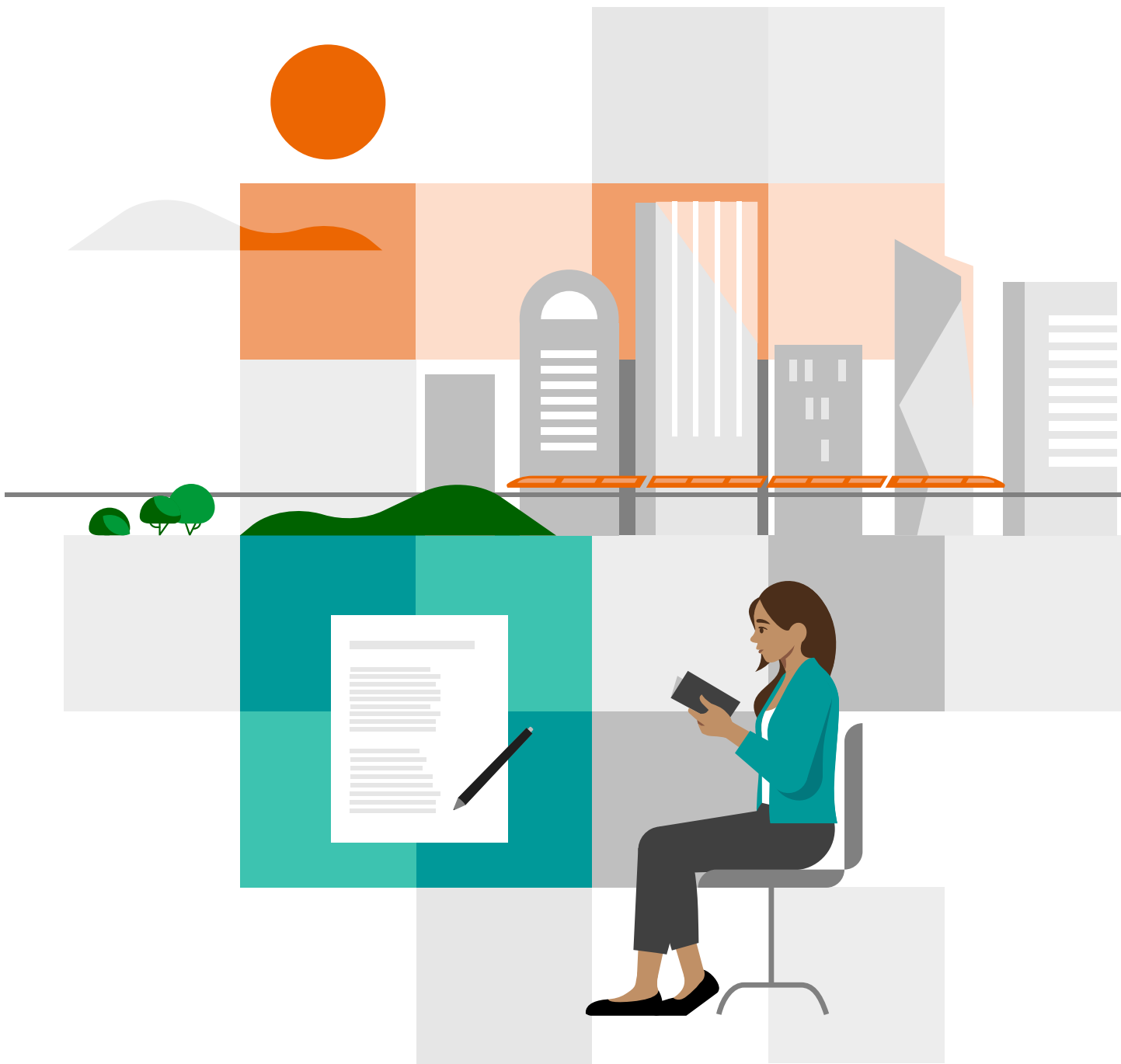
to continuously enhance security by design in our products and solutions, and our supporting organization. We provide annual all employees cybersecurity trainings, programs for all employees alongside regular phishing simulations, and other awareness campaigns and role-based training. For expert roles we maintain a dedicated certification program to increase resilience with knowledge across the organization. We continually reach out and engage with our customers, regulators, and industry partners to listen, learn, and shape the cybersecurity standards further.

Since December 2020, Siemens Healthineers has been certified in accordance with ISO 27001 and ISO 27701, covering cybersecurity and privacy 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, which includes Varian Medical Systems, Inc. at the end of the 2022 calendar year.

During 2022, Siemens Healthineers and Varian combined their teams, management systems, and measures for cybersecurity, supporting the security posture of our customers, their patients, and our organization.

Appendix

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A.1

Additional access-to-care projects

Additional examples of projects and partnerships that we developed or implemented in FY 2022 can be found below:

→ **United States**

Free MAMMOMAT mammograms in Philadelphia with Penn Medicine

In October 2021 and June 2022, we offered no-cost, no-insurance mammograms to underserved communities in Philadelphia. A mobile unit from Siemens Healthineers equipped with our MAMMOMAT Revelation digital mammography system was set up to perform personal screening exams, complete with changing rooms and a Spanish interpreter. We provided our mobile mammography truck, equipment, and certified technologists to support the screenings. Our partner, Penn Medicine, provided the radiology services.

→ **Portugal**

Value Partnership with a rural hospital

We formed a Value Partnership with Hospital do Espírito Santo de Évora (HESE), which is located in rural Alentejo, Portugal. HESE planned to extend and modernize its cardiovascular center with the goal of ensuring access to quality care for the rural population. While state hospitals in metropolitan areas such as Lisbon have improved their medical care through modernizations, little progress had been made in rural districts. Now HESE offers fast access to high-quality cardiovascular care in Alentejo and is becoming a reference hospital for cardiovascular interventions and remote care management solutions in Portugal.

As part of the Value Partnership, SHS collaborated with the University of Évora to promote research into the challenges of

serving an ageing population. The training took place in March and April 2022 and was part of our Innovation Think Tank program. It delved into topics such as lifespan and health, demographics, law, and economics. A whitepaper is set to be published with the results.

→ **Mali**

Cancer care with the iSTARC partnership

Cervical cancer is the most common cancer among women in Mali. Due to the health-care system's gaps in cancer management, most cases are diagnosed at a late stage when treatment is difficult and the survival rate is low. One of the major obstacles in cancer care is that healthcare professionals lack access to up-to-date knowledge about cancer management. In 2021, Siemens Healthineers Morocco, GIZ, and the Charité university hospital in Berlin, Germany, cofounded the iSTARC partnership. It focuses on capacity building for screening, prevention, and treatment regimens in women's cancer, particularly cervical and ovarian cancer, adapted to existing national resources and health systems. The project builds on a well-established partnership between Charité and Mohammed VI University Hospital in Casablanca, Morocco, and has been extended to include its first sub-Saharan partner in Bamako, Mali. The iSTARC project provides key medical knowledge and exchange through digital tools, and fosters training and networking in annual summer schools. iSTARC regularly holds online multidisciplinary tumor conferences that focus on real and current cases within Mali to share knowledge and build local capacity. We set up a training platform to support Malian experts with continuous

training and capacity building, and to help Charité organize and monitor training webinars and summer schools for the hospital employees of its sub-Saharan partner.

→ Ghana City Cancer Challenge

The City Cancer Challenge (C/Can) helps cities develop solutions, policies, and processes that will simultaneously improve the lives of cancer patients today and strengthen health systems for the future of cancer care. Together with city stakeholders, C/Can generates a local evidence base and contributes to improving cancer registries and laboratory information management systems. Through Varian, Siemens Healthineers has partnered with C/Can and is part of a coalition to develop healthcare for cancer. We recently participated in two round tables on challenges in Ghana and the solutions required to improve access to cancer care.

→ South Africa Cape Town radiology training program

In response to the COVID-19 pandemic, the Access to Care Cape Town radiotherapy training program—a collaboration between Varian Medical Systems, the University of Cape Town, and the Cape Peninsula University of Technology—virtualized its training platform in 2020 so that teaching and training could continue during the pandemic. By the end of 2021, 18 teams had completed remote training courses, tackling topics such as advanced radiotherapy techniques, planning skills, and pediatric radiotherapy for low- and middle-income countries. Further courses were added to the program through collaborations with the training partners Planning for Africa (United Arab Emirates) and RadiQa Developments (Switzerland), and its reach expanded beyond Africa to include teams from Pakistan and the United Arab Emirates. A total of 20 teams from nine different countries attended the training in 2022.

→ Egypt Supporting the transformation of Alameda Healthcare

Siemens Healthineers and Alameda Healthcare, Egypt's leading private healthcare group, signed a memorandum of understanding to increase and advance access to quality care by optimizing operations, expanding capabilities, and advancing innovation. The partnership will bolster healthcare in four hospitals in the Alameda portfolio, including As-Salam International Hospital's sites in Maadi and New Cairo. In addition, the companies will work together over the next seven years to establish two greenfield hospitals in Egypt.

The collaboration also focuses on upgrading equipment and has already enabled Alameda Healthcare to upgrade three of its cath labs. These state-of-the-art labs will help doctors and medical staff fight life-threatening diseases such as coronary artery disease, stroke, and cancer.

(More information: enterprise.press/wp-content/uploads/2022/01/Siemens-Healthineers-Alameda-Group-Sign-MoU-PRL-EN.pdf)

→ Ethiopia Screening of COVID-19 patients

As part of the DeveloPPP program, the German Embassy in Addis Ababa, GIZ, and Siemens Healthineers donated ten NX2 ultrasound devices to the Federal Ministry of Health of Ethiopia to help the Ethiopian healthcare system further mitigate the repercussions of the COVID-19 pandemic. The high-end ultrasound devices will allow medical staff to efficiently scan and diagnose more patients. Siemens Healthineers will also train medical staff in the clinical and technical programs that have been curated in collaboration with the Ministry of Health and tailored precisely to the needs of the hospitals and their staff.

→ Kenya

Establishing a holistic biomedical engineering laboratory with key partners

Kenyatta University is at the forefront of teaching, research, and building expertise in biomedical engineering. In collaboration with GLZ, Fachhochschule Aachen University of Applied Sciences, and five other corporate partners, we established a complete biomedical engineering laboratory at Kenyatta University in 2022. Siemens Healthineers donated an X-ray unit and two ultrasound units with phantoms, bringing the infrastructure up to a higher level for advanced education. A train-the-trainer program will be conducted to ensure that students receive comprehensive instruction and training on work practices. This is within the framework of a new curriculum that has been updated for future generations of biomedical engineers in Kenya.

→ India

The HEAL project with free cancer screening

The HEAL project is an initiative launched by the Rotary Club of Mettupalayam and by Kovai Medical Center and Hospital, both located in Tamil Nadu, India. We designed and delivered a first-of-its-kind mobile mammography unit with the installation of MAMMOMAT Fusion. This affirms our commitment to enabling better access to care by offering underprivileged women free screening and surgery for breast cancer and cervical cancer.

(More information: [siemens-healthineers.com/en-in/news-and-events/customer-experiences](https://www.siemens-healthineers.com/en-in/news-and-events/customer-experiences))

→ China

Using 5G for remote scanning

Siemens Healthineers and Universal Medical Imaging signed a strategic collaboration agreement to improve the efficiency of image screening and disease diagnosis for primary healthcare in China. The collaboration will use advanced diagnostic imaging equipment and 5G remote scanning assistant tools from Siemens Healthineers and the nationwide medical imaging experts at Universal Medical Imaging to help increase access to high-quality care. The result will be more accurate, convenient, and timely diagnostic services.

Our 5G remote scanning assistant technology is available in more than 200 hospitals in China, with a total remote service time of over 400,000 minutes last year.

(More information: [siemens-healthineers.com/press/releases/5g-remote-scanning-china](https://www.siemens-healthineers.com/press/releases/5g-remote-scanning-china))

→ Indonesia

Value Partnership to strengthen access to care

Siemens Healthineers Indonesia and Jakarta Heart Center (JHC) signed a five-year Value Partnership in 2022 to provide medtech and building technology for JHC's new 75-bed private hospital in Tasikmalaya. It is led by Siemens Healthineers with additional medtech solutions from Dräger and Braun, and building technology from Siemens Smart Infrastructure Building Products. The partnership will help our customers strengthen their ability to provide access to care, both in highly urbanized cities such as Jakarta and in smaller cities like Tasikmalaya, as we continue to pioneer breakthroughs in healthcare.

→ **Philippines****Establishing the first stand-alone center for cancer care**

In 2022, Siemens Healthineers and AC Health embarked on a ten-year Value Partnership to build the first stand-alone comprehensive cancer care center in the Philippines, and support operations there. The Value Partnership is an expansion of the existing advanced oncology solutions partnership with Varian, a company of Siemens Healthineers. Through it, we are providing technology solutions to achieve the goal of offering high-quality, affordable, and comprehensive cancer care in the Philippines. AC Health currently has a network of multispecialty clinics and four community-based hospitals. Our partnership will leverage the extensive AC Health footprint and its provider networks to create an integrated cancer program with services spanning the entire continuum of care—from screening, prevention, and care delivery all the way to survivorship. Work on building the new center, called Healthway Cancer Care Hospital, began in July 2021. The facility is expected to open for patient care in 2023. It will have a full range of services and will be equipped with the latest imaging and radiation oncology technology.

A.2

Reporting principles

Contribute to a regenerative and healthy environment

Greenhouse gas emissions

The principles and methods of the Greenhouse Gas Protocol were applied when calculating the whole GHG inventory for Scope 1, 2, and 3 emissions. The organizational system boundaries of the GHG inventory were set following the operational control consolidation approach. In the operational system boundaries, the reporting year was defined as the fiscal year of Siemens Healthineers, which runs from October to September.

All emissions are expressed in CO₂ equivalents 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 every two years; supplier-specific emission factors are requested annually and updated if necessary. Biogenic emissions were assessed as not material and are therefore out of scope.

Recalculation of the baseline-year emissions depends on the significance of the changes. With the combination of Siemens Healthineers and Varian Medical Systems in FY 2021, Varian was fully consolidated into the organizational system boundaries of the Scope 1, 2, and 3 GHG inventory and we have adjusted our baseline year emissions.

Scope 1 and 2 emissions

The GHG inventory for Scope 1 and 2 emissions was calculated using both the market-based and

the location-based approach. Unless otherwise stated, the calculations of greenhouse gas emissions in this report were performed with the emission factors of the Federal Office for the Environment, Forests and Landscape, Switzerland (BUWAL), and the International Energy Agency (IEA). For the Scope 2 calculation in the market-based approach, supplier-specific emission factors were applied. As a fallback, IEA emission factors are used for the Scope 2 market-based calculation.

We report environmental data for continuing operations. Data are collected for the most environmentally relevant sites. The residual sites are extrapolated based on square meters to reflect complete consumption in our figures. The difference amounts to 18 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

The emission factors are expressed in CO₂ equivalents and cover both carbon dioxide and all other significant greenhouse gases defined in the Kyoto Protocol (methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride). Biogenic emissions were assessed as not material and are not reported.

Scope 3.1 emissions comprise emissions from purchased goods and services. These are derived from the model calculation of an external partner. The model first classifies our suppliers according to product- or service categories and country of origin and then assigns a CO₂ industry average. Emission reduction measures at 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 first classifies our suppliers according to product- or service categories and country of origin and then assigns a CO₂ industry average. 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 a distance-based approach with emission factors from DBEIS and 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 IPCC. It is assumed that all emission factors improve by 1.5 percent annually due to the worldwide greening of the electricity grid (World Energy Outlook scenario). 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 without consideration of green electricity”. 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 with consideration of 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 countries⁵⁶

“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. Varian is fully integrated as of FY 2022 and is also considered in our target setting. The previous year figures have not been adjusted.

AI-supported products

We consider commercial products or offerings which have at least one identifiable and differentiating AI-enabled feature embedded in them. We classify AI-enabled systems as those that use human intelligence to help solve a specific task. AI-supported products or offerings with similar core technologies but different deployment scenarios (e.g., cloud versus workstation, live processing versus postprocessing) are counted as separate entities. Varian is fully integrated as of FY 2022 and is also considered in our target setting. The previous year figures have not been adjusted.

⁵⁶ Excluding business with COVID-19 antigen tests.

Revenue from innovations⁵⁷

Innovation revenue refers to the share of revenue that companies have generated from enhanced or entirely new products that were introduced to the market in the last three years. This includes new and upgraded products, software version upgrades, and software products that are improved on an ongoing basis. Service and Enterprise Services are out of scope. The share is determined by comparing the innovation revenue with the total relevant product revenue. Varian is fully integrated as of FY 2022 and is also considered in our target setting. The previous year figures have not been adjusted.

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 responsibility 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. Varian is fully integrated in terms of this “senior manager” methodology definition. Varian is fully integrated as of FY 2022 and is also considered in our target setting. The previous years are not comparable.

Employee engagement

The Employee Engagement Index is calculated by an independent third-party provider. It is the aggregated 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. As of September 2022, access to Healthineers Forum has been extended to all employees in the Varian Business Area. Therefore, the engagement score only reflects the results from Varian employees from this point on. As of FY 2022, Varian is also considered in our target setting. The previous year figures have not been adjusted.

⁵⁷ Excluding business with COVID-19 antigen tests.

A.3

Our 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 onwards; all prior-year figures are reported without Varian, unless explicitly stated otherwise. In the event of changes in methodology or systematic changes in data collection, only FY 2021 has been adjusted in line with the new logic (excluding Varian).

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Varian target	
				FY 18	FY 19	FY 20	FY 21	FY 22	FY 25
Improve access to care									
Access to healthcare	90 underserved countries	Fiscal year	Million patient touchpoints	152	172	147	174	212 ✓	220
Innovate through responsible digitalization and AI									
Revenue from innovations introduced in the last three years	Total	Fiscal year	% Share of product revenue	~25%	~35%	~40%	43%	42% ✓	≥35%
Number of AI-supported product offerings	Total	Sept. 30	No.	43	48	63	72 ⁵⁹	84 ✓	110
R&D employees	Total	Fiscal year	No.	6,733	7,491	7,983	8,154	10,157	
Granted patents ⁵⁸	Total	Sept. 30	No.	12,950	13,607	13,471	13,737	15,160	
Combat climate change by reducing emissions (1)									
Scope 1— Direct GHG emissions	Total	Fiscal year	kt CO ₂ e	n/a	138	105	106	129 ✓	
	thereof by natural gas	Fiscal year	kt CO ₂ e	n/a	63	48	46	45	
	thereof by fugitive gases	Fiscal year	kt CO ₂ e	n/a	14	5	5	17	
	thereof by other energy carriers	Fiscal year	kt CO ₂ e	n/a	0.2	0.2	0.4	0.1	
	thereof by fleet	Fiscal year	kt CO ₂ e	68	60	52	54	67	

⁵⁸ The reported figures from FY 2018–FY 2020 cover granted patents and registered utility models. As of FY 2021, only granted patents are reported.

⁵⁹ Correction of FY 2021 value.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Combat climate change by reducing emissions (2)									
Scope 2— Energy indirect GHG emissions	Total (market-based)	Fiscal year	kt CO ₂ e	127	60	36	40	51	✓
	thereof electricity (market-based)	Fiscal year	kt CO ₂ e	n/a	54	26	34 ⁶⁰	45	
	thereof district heating (market-based)	Fiscal year	kt CO ₂ e	n/a	7	10	6 ⁶⁰	6	
Scope 2— Energy indirect GHG emissions	Total (location-based)	Fiscal year	kt CO ₂ e	n/a	185	203	206	203	✓
	thereof electricity (location-based)	Fiscal year	kt CO ₂ e	n/a	167	181	183 ⁶⁰	185	
	thereof district heating (location-based)	Fiscal year	kt CO ₂ e	n/a	18	22	23 ⁶⁰	18	
Scope 3— Other indirect GHG emissions	Total (without consideration of green electricity)	Fiscal year	kt CO ₂ e	n/a	3,005	2,921	3,386	4,363	✓
	thereof purchased goods and services	Fiscal year	kt CO ₂ e	n/a	1,517	1,533 ⁶¹	1,886 ⁶¹	2,326	✓
	thereof upstream transportation and distribution	Fiscal year	kt CO ₂ e	n/a	296	329	377	590	✓
	therein air transport	Fiscal year	kt CO ₂ e	n/a	182	228	246	337	
	therein road transport	Fiscal year	kt CO ₂ e	n/a	110	93	122	248	
	therein ocean transport	Fiscal year	kt CO ₂ e	n/a	4	9	9	5	
	thereof business travel with radiative forcing	Fiscal year	kt CO ₂ e	n/a	171	91	46	104	✓
	thereof use of sold products (without consideration of green electricity)	Fiscal year	kt CO ₂ e	n/a	1,021	968	1,077	1,343	✓
Scope 3— Other indirect GHG emissions	Total (with consideration of green electricity)	Fiscal year	kt CO ₂ e	n/a	3,005	2,921	n/a	3,752	
	Use of sold products (with consideration of green electricity)	Fiscal year	kt CO ₂ e	n/a	1,021	968	n/a	732	
Scope 3— Other indirect GHG emissions	Business travel w/o radiative forcing	Fiscal year	kt CO ₂ e	n/a	73	38	22	46	✓

⁶⁰ Due to updated extrapolation factors, the FY 2021 data were adapted.

⁶¹ As of FY 2022, an updated model calculation is applied. The FY 2021 figure was adjusted accordingly.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Combat climate change by reducing emissions (3)									
Scope 1 + 2 GHG emissions	Total	Fiscal year	kt CO ₂ e	n/a	198	141	145	180 ✓	160
GHG emissions intensity (emissions per revenue)	Scope 1 and Scope 2	Fiscal year	kt CO ₂ e/ million EUR	n/a	0.01	0.01	0.01	0.01	
GHG emissions intensity (emissions per revenue)	Scope 3 w/o consideration of green electricity	Fiscal year	kt CO ₂ e/ million EUR	n/a	0.21	0.20	0.20	0.20	
	Scope 3 with consideration of green electricity	Fiscal year	kt CO ₂ e/ million EUR	n/a	0.21	0.20	n/a	0.17	
Number of charging poles on company ground	Total	Sept. 30	No.	n/a	n/a	n/a	277	346	
Number of vehicles—Siemens Healthineers fleet	Total	Fiscal year	No.	n/a	n/a	10,660	10,862	12,753	
Energy consumption: Primary energy	Total	Fiscal year	1,000 gigajoules	928	1,081	904	859	929	
	therein gas & liquid gas	Fiscal year	1,000 gigajoules	889	1,044	888	836	906	
	therein gas from renewable sources	Fiscal Year	1,000 gigajoules	n/a	n/a	n/a	n/a	19	
	therein fuel oil, gasoline, diesel	Fiscal year	1,000 gigajoules	39	37	3	5	3	
Energy consumption: Secondary energy	Total	Fiscal year	1,000 gigajoules	1,576	1,566	1,614	1,632	1,830	
	therein electricity (total)	Fiscal year	1,000 gigajoules	1,379	1,386	1,450	1,424	1,620	
	therein electricity from renewable sources	Fiscal year	1,000 gigajoules	500	505	1,253	1,201	1,295	
	therein district heating	Fiscal year	1,000 gigajoules	197	180	164	207	210	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Combat climate change by reducing emissions (4)									
Renewable energy use ⁶²	Total	Fiscal year	1,000 gigajoules	555	579	616	625	648	
Non-renewable energy use ⁶³	Total	Fiscal year	1,000 gigajoules	1,752	2,068	1,902	1,866	2,111	
Volatile organic compounds	Total	Fiscal year	Metric tons	47	43	41	35	33	
Ozone depleting substances	Total	Fiscal year	Metric tons (R11 equivalent) ⁶⁴	0.07	0.06	0.05	0.01	0.01	
Transform toward a circular economy									
Life Cycle Assessments Full scale LCA	Total	Fiscal year	No.	4	7	11	16 ⁶⁵	21	
Life Cycle Assessments Screening LCA	Total	Fiscal year	No.	35	50	56	49	45	
Total LCA (Full scale & screening)	Total	Fiscal year	No.	39	57	67	65 ⁶⁵	66	
Environmental Product Declarations (EPD)	Total	Fiscal year	No.	37	49	55	49	52	
Additional environmental KPIs (1)									
Waste ⁶⁶	Total	Fiscal year	1,000 metric tons	21.4	22.3	44.6	25.3	31.0	
	thereof non-hazardous waste—total	Fiscal year	1,000 metric tons	17.9	18.5	21.8	21.9	26.0	
	recycled and recovered	Fiscal year	1,000 metric tons	n/a	n/a	n/a	18.6	22.5	
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	16.6	
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	5.9	

⁶² Renewable energy use without consideration of green certificates.

⁶³ The calculation method regarding Non-renewable energy use was changed in FY 2022—therefore previous data were adapted.

⁶⁴ R11 equivalent measures ozone depletion potential.

⁶⁵ Correction of FY 2021 value.

⁶⁶ As of FY 2022 detailed breakdown of waste metrics is reported.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Additional environmental KPIs (2)									
Waste	disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	3.3	3.5	
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	2.6	
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	0.9	
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	n/a	85%	87%	
Waste	thereof hazardous waste—total	Fiscal year	1,000 metric tons	2.6	3.3	4.0	3.1	4.3	
	reuse/recycling/recovery	Fiscal year	1,000 metric tons	2.0	2.1	2.2	1.9	3.1	
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	2.9	
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	0.2	
	disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	0.7	1.3	1.8	1.2	1.1	
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	0.0	
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	1.1	
Share of recycling in hazardous waste	Recycled hazardous waste—total	Fiscal Year	% of total hazardous waste	77%	64%	55%	62%	73%	
Waste	thereof construction waste	Fiscal year	1,000 metric tons	0.8	0.5	18.8 ⁶⁷	0.3	0.8	
	recycled	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.2	0.4	
	landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.1	0.4	

⁶⁷ Reason for increase: Building extension at one of our sites.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Additional environmental KPIs (3)									
Share of recycled and recovered construction waste	Recycled and recovered construction waste	Fiscal year	% of total construction waste	n/a	n/a	n/a	55%	48%	
Waste	Total w/o. construction waste	Fiscal year	1,000 metric tons	20.6	21.8	25.8	25.0	30.2	
	thereof waste (w/o. construction waste) for disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	4.5	4.6	
	thereof waste (w/o construction waste) for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	2.7	
	thereof waste (w/o construction waste) for disposal to other, chemical and physical	Fiscal Year	1,000 metric tons	n/a	n/a	n/a	n/a	1.9	
	thereof recycled and recovered waste (w/o. construction waste)	Fiscal year	1,000 metric tons	17.0	17.7	21.2	20.5 ⁶⁸	25.6	
	thereof waste (w/o. construction waste) for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	19.6	
	thereof waste (w/o. construction waste) for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	n/a	6.0	

⁶⁸ Correction of FY 2021 value.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Additional environmental KPIs (4)									
Material recycling rate	Material recycled waste	Fiscal year	% of total waste (w/o construction)	n/a	n/a	n/a	n/a	65%	
Share of material recycling in recycling	Material recycled waste	Fiscal year	% of recycled waste (w/o construction)	n/a	n/a	n/a	n/a	76%	
Disposal rate	Waste to landfill	Fiscal year	% of total waste (w/o construction)	n/a	n/a	n/a	18%	9%	
Recycling rate	Recycled waste	Fiscal year	% of total waste (w/o construction)	83%	81%	82%	82%	85%	
Water withdrawal ⁶⁹	Total	Fiscal year	Million cubic meters	1.11	1.14	1.14	1.16	1.28	
	thereof surface water	Fiscal year	Million cubic meters	0.00	0.00	0.00	0.00	0.00	
	thereof groundwater	Fiscal yea	Million cubic meters	n/a	n/a	n/a	n/a	0.25	
	thereof 3 rd party water	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	1.03	
	thereof other sources	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	0.00	
	withdrawals in water-stressed areas	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	0.16	
Share of water withdrawals in water-stressed areas	withdrawals in water-stressed areas	Fiscal year	% of total withdrawals	n/a	n/a	n/a	n/a	12%	
Water consumption	Total	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	0.22	
	thereof consumption in water-stressed areas	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	0.00	


⁶⁹ As of FY 22 detailed breakdown of water metrics.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Additional environmental KPIs (5)									
Discharge	Total	Fiscal year	Million cubic meters	1.08	1.11	1.08	1.14	1.05	
	thereof surfacewater	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	0.00	
	thereof groundwater	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	0.00	
	thereof 3 rd party water	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	1.05	
	therein sanitary wastewater	Fiscal year	Million cubic meters	0.55	0.56	0.55	0.54	0.62	
	therein manufacturing processes	Fiscal year	Million cubic meters	0.18	0.19	0.19	0.19	0.20	
	therein other (including losses)	Fiscal year	Million cubic meters	0.30	0.31	0.29	0.35	0.13	
	therein cooling water discharged as wastewater	Fiscal year	Million cubic meters	0.04	0.04	0.06	0.07	0.11	
	thereof other	Fiscal year	Million cubic meters	n/a	n/a	n/a	n/a	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	n/a	45	
Rate sites with water strategy	Total	Fiscal year	% of sites	n/a	n/a	n/a	n/a	80.3%	
Environment-related incidents	Total	Fiscal year	No.	1	0	1	2	0	
Number of relevant (=reported) sites	Total	Sep. 30	No.	n/a	n/a	35	36	56	
Sites with EHS management system certified to ISO 14001:2015	Total	Fiscal year	No.	19	20	30 ⁷⁰	30	31	
Internal EHS audits	Total	Fiscal year	No.	14	17	14	13	11	

⁷⁰ New calculation based on Cority sites as of FY 20.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Expand diversity, equity, and inclusion (1)									
Number of employees	Total	Sept. 30	No.	49,959	52,018	54,276	55,526	69,470	
	EMEA	Sept. 30	% Share of total employees	44%	45%	45%	45%	42%	
	Americas	Sept. 30	% Share of total employees	31%	29%	29%	29%	30%	
	Asia/Australia	Sept. 30	% Share of total employees	25%	26%	26%	26%	28%	
	Workers (Blue-collar)	Sept. 30	% Share of total employees	13%	13%	13%	13%	11%	
	Officer (White-collar)	Sept. 30	% Share of total employees	87%	87%	87%	87%	89%	
	age < 35 total	Sept. 30	% Share of total employees	28%	29%	28%	28%	29%	
	age 35–44 total	Sept. 30	% Share of total employees	30%	30%	31%	31%	32%	
	age 45–54 total	Sept. 30	% Share of total employees	24%	23%	23%	22%	22%	
	age > 54 total	Sept. 30	% Share of total employees	18%	18%	18%	18%	17%	
	age < 35 EMEA	Sept. 30	% Share of EMEA employees	23%	24%	25%	25%	25%	
	age 35–44 EMEA	Sept. 30	% Share of EMEA employees	29%	29%	30%	30%	31%	
	age 45–54 EMEA	Sept. 30	% Share of EMEA employees	29%	27%	26%	25%	25%	
	age > 54 EMEA	Sept. 30	% Share of EMEA employees	20%	20%	20%	20%	19%	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Expand diversity, equity, and inclusion (2)									
Number of employees	age < 35 Americas	Sept. 30	% Share of Americas employees	19%	20%	20%	20%	21%	
	age 35–44 Americas	Sept. 30	% Share of Americas employees	26%	26%	26%	26%	26%	
	age 45–54 Americas	Sept. 30	% Share of Americas employees	27%	26%	26%	26%	26%	
	age > 54 Americas	Sept. 30	% Share of Americas employees	28%	28%	29%	29%	27%	
	age < 35 Asia/Australia	Sept. 30	% Share of Asia/ Americas employees	48%	47%	45%	43%	44%	
	age 35–44 Asia/Australia	Sept. 30	% Share of Asia/ Americas employees	36%	37%	38%	39%	39%	
	age 45–54 Asia/Australia	Sept. 30	% Share of Asia/ Americas employees	13%	13%	14%	14%	14%	
	age > 54 Asia/Australia	Sept. 30	% Share of Asia/ Americas employees	3%	3%	3%	4%	4%	
	therein retiring within next 5 years (= age > 54)	Sept. 30	No.	9,063	9,414	9,778	10,062	7,738	
Number of employees nationalities	Total	Sept. 30	No.	119	120	128	129	140	
Average age employees	Total	Sept. 30	No.	43	42	42	42	42	
Female employees	Total	Sept. 30	No.	14,799	15,724	16,517	17,112	21,754	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Expand diversity, equity, and inclusion (3)									
Female employees	Total	Sept. 30	% Share of total employees	30%	30%	31%	31%	31%	
	EMEA	Sept. 30	% Share of EMEA employees	28%	29%	30%	30%	30%	
	Americas	Sept. 30	% Share of Americas employees	33%	34%	34%	34%	34%	
	Asia/Australia	Sept. 30	% Share of Asia/ Australia employees	28%	28%	29%	29%	31%	
Employees in management positions	Total	Sept. 30	No.	5,338	5,925	6,303	6,565	8,250	
	therein female employees	Sept. 30	No.	1,148	1,327	1,450	1,588	2,095	
Female employees in senior management	Total	Sept. 30	% Share of total senior management	14%	16%	17%	20%	23% 	26%
Employees—use of working hour programs	Part-time	Sept. 30	No.				2,353	2,673	
Employees—use of working hour programs	On leave of absence	Sept. 30	No.	840	894	902	969	1,082	
Number of disabled employees	Germany	Sept. 30	No.	718	744	765	768	730	

Advance our people (1)

Employee engagement index	Total	Fiscal year	Positioning versus benchmark	n/a	n/a	Top 25%	Middle Range	Top 25% ✓	Top 25%
Employees with permanent working contract	Total	Sept. 30	No.	45,610	47,889	49,808	50,801	64,576	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Advance our people (2)									
Employees newly hired	Total	Fiscal year	No.	4,751	5,810	5,217	5,620	9,916	
	thereof EMEA	Fiscal year	% Share EMEA new hires to total new hires	30%	38%	40%	36%	32%	
	thereof Americas	Fiscal year	% Share of Americas new hires to total new hires	32%	28%	29%	30%	32%	
	thereof Asia/Australia	Fiscal year	% Share of Asia/Australia new hires to total new hires	37%	34%	30%	34%	36%	
Employees newly hired	Female employees—total	Fiscal year	% Share of female new hires to total new hires	34%	36%	35%	35%	36%	
	Female employees—EMEA	Fiscal year	% Share of female new hires in EMEA	31%	36%	35%	40%	30%	
	Female employees—Americas	Fiscal year	% Share of female new hires in Americas	37%	37%	38%	35%	34%	
	Female employees—Asia/Australia	Fiscal year	% Share of female new hires in Asia/Australia	33%	35%	33%	35%	37%	
Employee exits	Total	Fiscal year	No.	-3,784	-3,767	-3,539	-4,407	-6,676	
	thereof decision employee	Fiscal year	No.	-2,107	-2,118	-1,721	-2,562	-3,826	
	thereof other reasons (= not decision employee)	Fiscal year	No.	-1,677	-1,649	-1,818	-1,845	-2,213	
	thereof dismissals (part of “other reasons”)	Fiscal year	No.	-676	-583	-627	-368	-637	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	target FY 25
				FY 18	FY 19	FY 20	FY 21	FY 22	
Advance our people (3)									
Employees holding own company stocks	Total	Sept. 30	No.	20,541	24,353	27,087	28,807	28,675	
Number of employees	Germany	Sept. 30	No.	13,020	13,653	14,211	14,462	15,755	
Employees with collective bargaining agreement	Germany	Sept. 30	No.	12,637	13,319	13,870	14,118	12,991	
Contractually agreed weekly working hours	Total	Sept. 30	No. (average)	39.4	39.4	39.4	39.4	39.7	
	EMEA	Sept. 30	No. (average)	37.7	37.7	37.7	37.7	37.9	
	Americas	Sept. 30	No. (average)	40.5	40.6	40.6	40.6	40.5	
	Asia/Australia	Sept. 30	No. (average)	40.9	41.0	41.0	41.0	41.5	
Apprentices	Total	Fiscal year	No.	n/a	652	554	614	585	
Apprentices and dual students	Germany	Fiscal year	No.	471	516	421	436	434	
	thereof for third parties	Fiscal year	No.	4	4	5	3	2	
	thereof internally	Fiscal year	No.	467	512	416	433	432	
	therein new apprentices	Fiscal year	No.	118	132	142	126	148	
ITA International Tec development program participants	Total	Fiscal year	No.	3	2	1	22	25	
ITA International Tec development program—number of participant countries	Total	Fiscal year	No.	1	1	1	1	1	
Spent on employee training	Total	Fiscal year	Million EUR	65	72	57	59	79	
Spent on employee training per employee	Total	Fiscal year	EUR	1,301	1,384	1,050	1,063	1,159	
Number of training hours	Total	Fiscal year	No. (million)	n/a	n/a	2.7	1.7	2.1	
Average training hours per employee	Total	Fiscal year	No.	n/a	n/a	38	31	31	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Occupational health and safety (1)									
Fatalities— work related	Total	Sept. 30	No.	n/a	n/a	0	0	0	
	therein contractors	Sept. 30	No.	0	0	0	0	0	
	therein temporary workers	Sept. 30	No.	n/a	n/a	0	0	0	
	therein Siemens Healthineers employees	Sept. 30	No.	0	0	0	0	0	
Fatality rate	therein temporary workers	Sept. 30	No.	n/a	n/a	0	0	0	
	therein Siemens Healthineers workers	Sept. 30	No.	0	0	0	0	0	
Working hours ⁷¹	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Million h	n/a	n/a	n/a	134.2	157.4	
	thereof Siemens Healthineers employees	Sept. 30	Million h	92.7	98.4	103.0	112.7	132.2	
	thereof temporary workers	Sept. 30	Million h	n/a	n/a	n/a	21.5	25.2	
Lost time injuries ⁷²	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	n/a	232	222	
	thereof Siemens Healthineers employees	Sept. 30	No.	180	179	145	211	211	
	thereof temporary workers	Sept. 30	No.	n/a	n/a	n/a	21	11	
	contractors	Sept. 30	No.	n/a	n/a	n/a	0	5	

⁷¹ Due to system adjustments, FY 21 data have been adapted.

⁷² Due to subsequent reporting of prior year, FY 21 data have been adapted.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Occupational health and safety (2)									
Lost time injury frequency rate (LTIFR)	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Lost time injuries per 200,000 working hours	n/a	n/a	n/a	0.3	0.3	
	thereof Siemens Healthineers employees	Sept. 30	Lost time injuries per 200,000 working hours	0.4	0.4	0.3	0.4	0.3	
	thereof temporary workers	Sept. 30	Lost time injuries per 200,000 working hours	n/a	n/a	n/a	0.2	0.1	
High-consequence work-related injuries (excluding fatalities)	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	n/a	10	33 ⁷³	
	therein temporary workers	Sept. 30	No.	n/a	n/a	n/a	0	0 ⁷³	
High-consequences injuries rate	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	n/a	0.02	0.05	
	therein temporary workers	Sept. 30	No.	n/a	n/a	n/a	0.00	0.00	
Recordable injuries (LTC + RWC + MTC + fatalities) ⁷⁴	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	n/a	487	401	
	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	n/a	428	378	
	therein temporary workers	Sept. 30	No.	n/a	n/a	n/a	59	23	

⁷³ The calculation method regarding High-consequence work-related injuries (excl. Fatalities) was changed in FY 2022—therefore FY 2021 data are not comparable.

⁷⁴ Due to subsequent reporting of prior year, FY 21 data have been adapted.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Varian target	
				FY 18	FY 19	FY 20	FY 21	FY 22	FY 25
Occupational health and safety (3)									
Total recordable injury rate	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	n/a	0.73	0.51	
	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	n/a	0.76	0.57	
	therein temporary workers	Sept. 30	No.	n/a	n/a	n/a	0.55	0.18	
Reported cases of occupational illness	Selected Countries	Sept. 30	No.	n/a	n/a	n/a	20 ⁷⁵	30	
Occupational illness frequency rate (OIFR)—Siemens Healthineers	Selected Countries	Sept. 30	Cases per million working hours	n/a	n/a	n/a	0.15	0.05	
Governance									
Supplier quality audits with sustainability questions	Total	Fiscal Year	No.	241	238	251	298	269 ⁷⁶	
	thereof EMEA	Fiscal Year	No.	146	104	104	115	124 ⁷⁶	
	thereof Americas	Fiscal Year	No.	86	79	80	89	75 ⁷⁶	
	thereof Asia/Australia	Fiscal year	No.	9	55	67	94	70 ⁷⁶	
External sustainability audits	Total	Fiscal Year	No.	33	31	27	31	25	
	thereof EMEA	Fiscal Year	No.	4	5	2	4	5	
	thereof Americas	Fiscal Year	No.	4	6	4	3	1	
	thereof Asia/Australia	Fiscal Year	No.	25	20	21	24	19	

⁷⁵ Correction of FY 2021 based on the updated data from the German workers compensation board.

⁷⁶ Excluding Varian.

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Apply best business ethics through compliance (1)									
Agreed improvement measures out of external audits	Total	Fiscal year	No.	848	652	563	616	428	
	thereof Legal & Compliance	Fiscal year	No.	172	138	102	117	56	
	thereof basic human rights	Fiscal year	No.	272	193	190	262	186	
	thereof prohibition child labor	Fiscal year	No.	6	12	5	5	5	
	thereof health and safety	Fiscal year	No.	308	249	219	196	150	
	thereof environmental protection	Fiscal year	No.	49	22	18	12	10	
	thereof supply chain	Fiscal year	No.	41	38	29	24	21	
Number of compliance cases reported	Total	Fiscal year	No.	n/a	n/a	84	110	115	
Number of disciplinary sanctions	Total	Fiscal year	No.	32	77	47	18	53	
	thereof warnings	Fiscal year	No.	17	52	11	7	19	
	thereof dismissals	Fiscal year	No.	7	7	16	10	15	
	thereof others	Fiscal year	No.	8	18	20	1	19	
Donations	Total	Fiscal year	Million EUR	4.2	4.3	4.5	9.5	8.3	
	thereof EMEA	Fiscal year	Million EUR	0.7	0.4	1.0	2.0	3.3	
	thereof Americas	Fiscal year	Million EUR	2.8	3.0	2.6	2.3	3.9	
	thereof Asia/Australia	Fiscal year	Million EUR	0.7	0.8	0.9	5.2	1.1	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	Data baselining for sustainability disclosure of Siemens Healthineers				As of FY 2022 including Variance	
				FY 18	FY 19	FY 20	FY 21	FY 22	target FY 25
Responsibly grow long-term business value									
Net Income per employee	Total	Fiscal year	Thousand EUR	27.1	31.5	26.9	26.5		
Purchasing Volume (PVO)	Total	Fiscal year	Billion EUR	5,700	6,400	6,600	7,500	10,300	
	Emerging markets	Fiscal year	Billion EUR	1,200	1,300	1,400	1,600	2,300	
Number of strategic (> 10,000 € annual volume) suppliers	Total	Sept. 30	No.	30	27	23	25	18	
Number of countries with Siemens Healthineers (strategic) suppliers	Total	Sept. 30	No.	n/a	127 (42)	127 (42)	137 (32)	143 (31)	

A.4

GRI Standards—Key topics

The Sustainability Report 2022 of Siemens Healthineers has been prepared in accordance with the Core option of 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.

Number	Topic	GRI Standards	Sustainable Development Goals	Chapter page
0.1	Foreword	GRI 102-14		3
0.2	About this report	GRI 102-15, GRI 102-45, GRI 102-46, GRI 102-48, GRI 102-49, GRI 102-50, GRI 102-51, GRI 102-52		4f
1 Siemens Healthineers and sustainability				
1.1	Our purpose	GRI 102-14	SDG 3	7
1.2	Siemens Healthineers at a glance	GRI 102-1, GRI 102-2, GRI 102-3, GRI 102-4, GRI 102-5, GRI 102-6, GRI 102-7, GRI 102-8, GRI 102-9, GRI 102-10		8ff
1.3	Our sustainability strategy	GRI 102-14, GRI 102-15	SDG 3	12
	Materiality assessment	GRI 103-1, GRI 103-2		13f
	In dialogue with our stakeholders for sustainability	GRI 102-12, GRI 102-13, GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44	SDG 17	18ff
	Our sustainability management, governance, and organization	GRI 102-18, GRI 102-20, GRI 102-33	SDG 16	22f
2 Improve quality of life through access to healthcare and innovation				
2.1	Improve access to care	GRI 102-15, GRI 103-2	SDG 3, SDG 4, SDG 9, SDG 10, SDG 17,	28ff
2.2	Innovate through responsible digitalization and Artificial Intelligence		SDG 3, SDG 9	37ff
2.3	Personalized healthcare	GRI 102-15, GRI 103-1, GRI 103-2, GRI 103-3	SDG 3, SDG 10	46f
2.4	Transform toward preventive care	GRI 102-15, GRI 103-1, GRI 103-2, GRI 103-3	SDG 3	48ff
2.5	Leverage partnerships and collaboration for innovation	GRI 102-31, GRI 103-1, GRI 103-2, GRI 103-3	SDG 17	51ff

Number	Topic	GRI Standards	Sustainable Development Goals	Chapter page
3	Our commitment to a regenerative and healthy environment			
3.1	Combat climate change by reducing emissions	GRI 103-1, GRI 103-2, GRI 103-3, GRI 308-1, GRI 403-1	SDG 7, SDG 8, SDG 9, SDG 11, SDG 12, SDG 13	57ff
3.2	Transform toward a circular economy	GRI 103-1, GRI 103-2, GRI 103-3, GRI 306-2a	SDG 6, SDG 8, SDG 12	66ff
3.3	EU taxonomy			73
4	Our social commitment: Advance diversity, equity, and inclusion, and drive employee engagement			
4.1	Invest into our people	GRI 103-1, GRI 103-2, GRI 103-3, GRI 401, GRI 404, GRI 405		76ff
4.2	Employee engagement	GRI 103-1, GRI 103-2, GRI 103-3	SDG 8	83f
4.3	Expand diversity, equity, and inclusion	GRI 103-1, GRI 103-2, GRI 103-3, GRI 405-1	SDG 5, SDG 10	85ff
4.4	Respect human rights	GRI 102-41, GRI 103-1, GRI 103-2, GRI 103-3, GRI 412-2, GRI 412-3	SDG 8, SDG 16	88ff
4.5	Safeguard occupational health and safety	GRI 403-9, GRI 403-10	SDG 8, SDG 3	92ff
5	Governance			
5.1	Product quality and safety	GRI 102-11, GRI 103-1, GRI 103-2, GRI 103-3, GRI 416-1, GRI 416-2, GRI 417-1, GRI 417-2	SDG 3, SDG 12	100ff
5.2	Global release process	GRI 416-1, GRI 416-2		105f
5.3	Responsibly grow long-term business value	GRI 102-11, GRI 103-1, GRI 103-2, GRI 103-3	SDG 8, SDG 12	107f
5.4	Clear leadership commitment	GRI 102-14, GRI 102-18, GRI 103-1, GRI 103-2, GRI 103-3	SDG 16	109ff
5.5	Apply best business ethics through compliance	GRI 102-11, GRI 102-16, GRI 102-17, GRI 103-1, GRI 103-2, GRI 103-3	SDG 16	112ff
	Data privacy	GRI 102-11, GRI 418-1	SDG 16	117
	Cybersecurity	GRI 418-1	SDG 16	118
A	Appendix			
A.4	GRI Standards—Key topics	GRI 102-54, GRI 102-55		145f
A.5	Independent auditor's report on a limited assurance engagement	GRI 102-56		147f
A.7	Further information and information resources	GRI 102-53		150

A.5

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, 2021 to September 30, 2022 (hereafter the "report").

Our engagement exclusively relates 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 in accordance with 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, in accordance with 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, to evaluate the reporting processes, the data capture and compilation methods as well as regarding 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 on a sample basis 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 with the symbol ✓ in the Sustainability Report of Siemens Healthineers AG for the period from October 1, 2021 to September 30, 2022 have not been prepared, in all material respects, in accordance with the GRI criteria.

Munich, November 23, 2022

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](https://www.ey.com/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 result is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

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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.

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Further information and information resources

Additional information

Siemens Healthineers Annual Report 2022 is available at:
[siemens-healthineers.com/annual-report-2022](https://www.siemens-healthineers.com/annual-report-2022)

Further sustainability information

Further information on our commitment to sustainability
and additional sustainability-related indicators are available here:
Sustainability ([siemens-healthineers.com/sustainability](https://www.siemens-healthineers.com/sustainability))

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

Publishing information

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