



Sustainability Report 2024

Helsana
Committed to life.

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Editorial

Dear readers,

We are delighted to present you with the 2024 Helsana Sustainability Report. Helsana has been providing its customers with fair and secure access to high-quality healthcare for 125 years now. This core ambition is a firm component of our corporate philosophy and will continue to guide our actions as we move into the future. In an environment shaped by increasingly complex social and environmental challenges, however, we have to show an even greater commitment to sustainable corporate management.



Prof. Thomas D. Szucs, Chairman of the Board of Directors, and Roman Sonderegger, CEO

As part of our new “Securing health for a lifetime” corporate strategy, we have adopted the “sustainable corporate management” objective as part of a more targeted quest to anchor sustainability in our decision-making processes and business practices. This strategic focus is crucial if we want to proactively rise to the challenges of a changing society and environment, and promote the health of our community in the long term.

In 2023, we systematically set ourselves sustainability targets and have published regular reports on our progress ever since. We also take part in the annual EcoVadis ESG rating process. EcoVadis assesses the status quo of, and progress made with regard to, sustainable corporate management in the corporate sector.

We are proud to play a responsible role in the healthcare industry. Together, we are working to create a healthy and liveable future in which we continue to place the needs of our customers front and centre.

Best regards,

Prof. Thomas D. Szucs
Chairman of the Board of Directors

Roman Sonderegger
CEO

Dear reader,

I am delighted to be able to present you with an overview of Helsana's progress and initiatives in the area of sustainability. With the range of insurance products we offer, we have demonstrated a long-standing commitment to health and life in general. We want to continue to live up to this ambition going forward.

The emerging social and environmental changes go hand-in-hand with challenges, which we address at an early stage as part of our commitment to sustainability. A healthy environment lays the groundwork for humanity's long-term existence, and we know that climate and environmental protection are fundamentally linked to the health and well-being of our fellow human beings.



This is why Helsana is taking responsibility and is committed to the objectives set out in the Paris Agreement. We have set ourselves the goal of reducing our greenhouse gas emissions to net zero by 2050. This is our contribution to mitigating the serious consequences of unchecked climate change.

Together, we can tackle the challenges that lie ahead and bring about positive change. Let us keep working towards a future in which health and sustainability go hand in hand.

A handwritten signature in black ink that reads "Hanna Kraye". The signature is fluid and cursive.

Hanna Kraye

Head of Sustainability

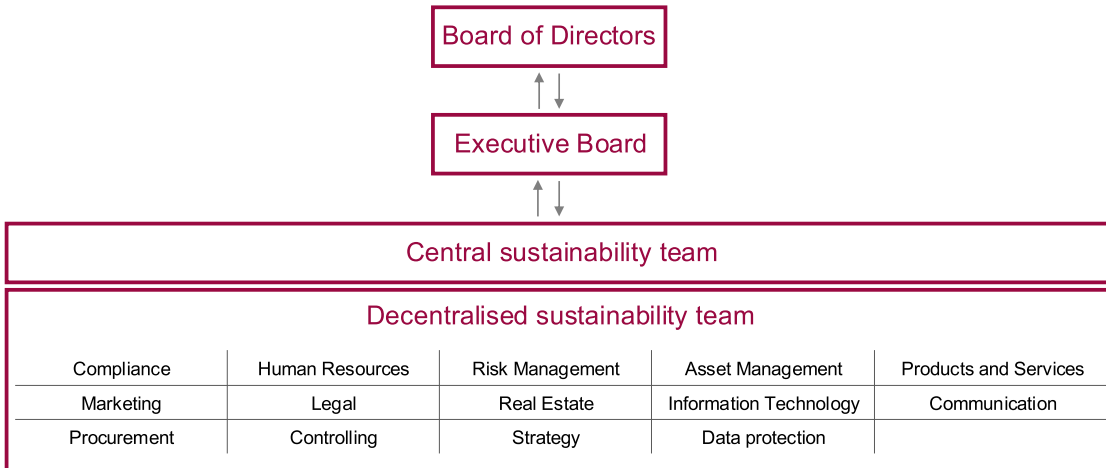
Sustainability at Helsana



For Helsana, health and sustainability are two sides of the same coin. Helsana has been committed to life for 125 years – a commitment that extends beyond its direct business activities today and will continue to do so in the future. This makes sustainability a central element of Helsana’s corporate strategy that features at the very highest level of its strategic objectives.

Sustainability governance

Effective sustainability that is put into practice in a credible manner is not just an isolated project, but a fundamental principle of our entire organisation. As a result, Helsana has created a governance structure to firmly establish and further develop the topic of sustainability at all levels of the organisation as part of an ongoing quest.

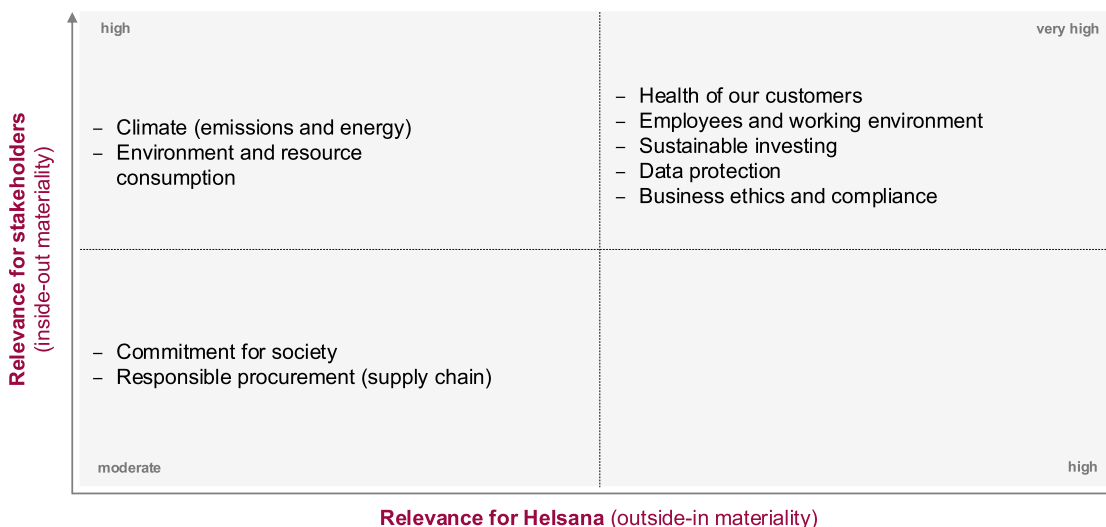


Sustainability: establishment and responsibility within the organisation

The ultimate responsibility for sustainability lies with the Board of Directors, which acts as the strategic management body. Decisions in this area are initially submitted and discussed by the Executive Board under the auspices of the CEO. The central sustainability office is located within Corporate Development. It develops strategic principles, defines objectives and monitors how much progress measures are making. The Head of Sustainability also acts as the central point of contact for the Executive Board and the Board of Directors and coordinates the sustainability organisation throughout the company via the decentralised sustainability team. Close collaboration with the specialist departments that drive sustainability in their field of activity is crucial to our success. Sustainability officers drive the implementation and further development of sustainability in the relevant areas at an operational level.

Focus on the essentials

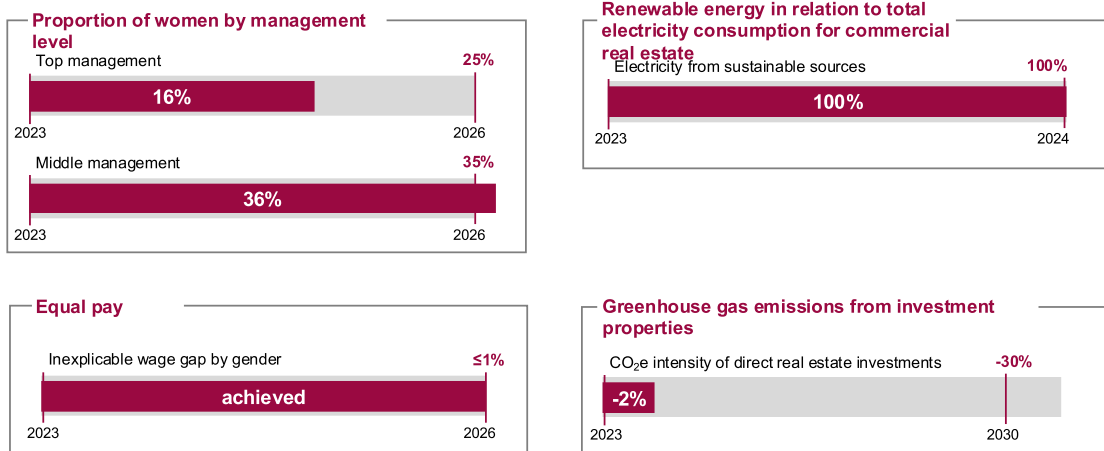
In the 2023 reporting year, Helsana established full transparency regarding the main sustainability topics for the first time. Helsana performed a materiality analysis in 2023 as the basis for this very first sustainability report and our sustainability strategy. Reporting for 2024 is based on the material topics identified in 2023. The topics are listed in the following overview.



Main sustainability topics at Helsana

We are aware that the requirements for materiality analyses are constantly evolving, particularly because regulatory and methodological rules are becoming increasingly stringent. This is why we are planning to revise the materiality analysis for the 2025 reporting year, taking into account the latest knowledge and best practices.

In 2024, sustainability was once again a firm feature of Helsana’s strategic target system. Performance in respect of the four quantitative corporate targets was systematically measured and evaluated in the reporting year:



The Helsana Group’s quantitative sustainability targets in 2024

– **Proportion of women by management level**

The proportion of women in management positions was analysed in detail and steps taken to raise awareness. The proportion of women in middle management was increased and the target was achieved. The proportion of women in top management remained unchanged.

– **Equal pay**

By taking targeted measures, Helsana achieved an inexplicable pay gap of ≤1.0% in the reporting year – a best-practice value that confirms its ongoing commitment to fair and gender-neutral pay.

– **Climate protection and reduced emissions**

The proportion of renewable energy used on the company’s premises has been increased to 100%, due to aspects such as guarantees of origin. At the same time, further progress was made in reducing greenhouse gas emissions from investment properties.

Further information on these corporate targets can be found in chapter “Employees and working environment” under “Diversity and equal opportunities” and in chapter “Climate strategy”.



In 2025, we will continue to systematically address the topics covered by our corporate targets. In order to promote sustainable diversity and equal pay, we are working on boosting the proportion of women in top management and breaking down cultural barriers in the long term. We will also continue to systematically reduce our carbon emissions as part of our net-zero target for 2050, particularly by replacing heating systems and carrying out refurbishment work to improve energy efficiency. Additionally, we will keep reducing greenhouse gas emissions from our investment properties and will launch projects to optimise energy efficiency in operations and to fit smart energy meters in the coming year.

Business model, scope of application and requirements

With over two million customers, the Helsana Group is one of Switzerland's leading health and accident insurers. Our company offers individuals and companies full support in matters related to health and prevention, as well as in the event of illness and accidents. Helsana insures its customers against the financial consequences of illness, accident, maternity and long-term care in old age.

We also develop customised insurance solutions to mitigate the economic consequences of illness or accident-related incapacity for work for more than 60,000 companies and associations with a total of approximately 750,000 insured persons. With a workforce of more than 3,400 employees and a premium volume of CHF 8.2 billion, we are one of the leading providers in the Swiss insurance market.

The shareholders of Helsana Ltd are the two charitable foundations Fondation Sana and Artisana. Helsana Insurance Company Ltd, a company that is not listed on the stock exchange and is a wholly-owned subsidiary of Helsana Ltd., manages compulsory basic insurance under the Federal Health Insurance Act (KVG) as an independent brand within the Helsana Group. Helsana Supplementary Insurances Ltd (HZAG) only offers insurance products under the Federal Insurance Contract Act (VVG). Our diversified insurance portfolio includes supplementary health insurance, long-term care insurance, supplementary hospital insurance, capital insurance and daily allowance insurance for companies and private individuals alike. In addition, Helsana Accidents Ltd (HUAG), a wholly-owned subsidiary of

Helsana Ltd, offers insurance products under the Federal Accident Insurance Act (UVG) and the Federal Insurance Contract Act (VVG).



This report documents the sustainability endeavours of Helsana Supplementary Insurances Ltd, Helsana Insurance Company Ltd and Helsana Accident Ltd. It addresses the material topics that we identified as part of the materiality analysis performed in 2023. An overview of the non-financial matters (pursuant to Art. 964b of the Swiss Code of Obligations (CO)) relating to the material topics in this report is shown in the table below. The table also shows which chapters of the report take the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) into account.

Report chapter	Non-financial matters pursuant to Art. 964b CO				
	Respect for human rights	Social issues	Combating corruption	Employee-related issues	Environmental matters
Data protection	•	•			
Business ethics and compliance	•	•	•		
Risk management and climate risks		•			• (TCFD)
Sustainable investing	•				• (TCFD)
Responsible procurement	•		•		
Health of our customers		•			
Employees and working environment				•	
Commitment for society		•			
Climate strategy					• (TCFD)
Environment and resource consumption					•

Classification of non-financial matters in accordance with the Swiss Code of Obligations, TCFD and report structure

Helsana’s understanding of sustainability is based on credible transparency and effective measures. This is why, as well as fulfilling the statutory requirements (in accordance with Art. 964a–c CO), we base our sustainability management on recognised standards, participate in established ratings and are a member of international initiatives.

Standards for Helsana's sustainability management

- **Greenhouse Gas Protocol (GHG Protocol):** the GHG Protocol provides a comprehensive framework for calculating and reporting greenhouse gas emissions. It helps companies to record their emissions systematically and understand the impact their activities have on the climate. We apply the GHG Protocol requirements when calculating our greenhouse gas balance sheet.
- **Science Based Targets initiative (SBTi):** this initiative formulates requirements and sets a framework for companies that want to set scientifically based climate targets. Helsana is aligning itself with the SBTi targets in order to achieve its overarching climate target of net zero emissions by 2050.
- **Task Force on Climate-related Financial Disclosures (TCFD):** the TCFD provides recommendations for the disclosure of climate-related financial risks and opportunities. Helsana follows these recommendations in order to report transparently on its strategy and the potential impact of climate change on our business activities.

Participation in ratings, memberships and initiatives



EcoVadis award: in 2024, Helsana was upgraded from a bronze to a silver rating. Established in 2007, EcoVadis is the world's biggest provider of sustainability ratings for the corporate sector. The rating covers companies from 160 countries and evaluates them based on an extensive set of non-financial criteria, spanning the environment, ethics, employment and human rights, as well as sustainable procurement.



Joining the United Nations Global Compact (UNGC): Helsana has been a member of the United Nations Global Compact (UNGC) since July 2024. This membership allows us to make a contribution to the 17 Sustainable Development Goals of the United Nations (SDGs) and provide transparent information on which of these goals form a particular focal point of our sustainability strategy.



Membership of Climate Action 100+: Helsana joined the "Climate Action 100+" commitment initiative in 2023. This initiative is one of the largest investor climate change initiatives and calls on leading greenhouse gas emitters to make their business practices more environmentally friendly. The members of the initiative work closely with these companies to develop strategies aimed at achieving net-zero emissions by 2050, in line with the Paris climate targets.



Membership of the IIGCC: Helsana joined the Institutional Investors Group on Climate Change (IIGCC) in 2023. This association of institutional investors focuses on the challenges associated with climate change and its impact on investments. The IIGCC helps us to make environmentally friendly investment decisions and ensures that we can exert influence over companies and governments with regard to climate protection measures, while benefiting from a strong network of experts.



Membership of the ISS ESG: Helsana has joined the Institutional Shareholder Services ESG in order to take targeted action against companies that violate the international standards set by the United Nations (UN). ISS ESG enables us to make direct contact with a company's management or board so as to exert positive influence.

As a leading Swiss health insurer, we have a special responsibility towards our insured persons, employees and society at large. This is why we have made a commitment to the ten principles of the UNGC and are playing our part in working towards the international Sustainable Development Goals (SDGs). The corresponding SDGs are assigned to, and described in, the relevant main chapters.



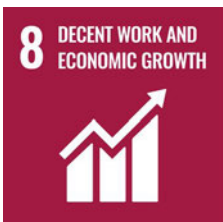
“By joining the UNGC this year, we are reaffirming our commitment not only to act to meet the needs of the present, but also to give a better world back to our descendants. Together with the UNGC network, we are working on making social and environmental responsibility a firmly established component of our corporate strategy in the long term.”

Regula Koller
Sustainability Manager

Corporate management



In addition to general, legal and ethical principles, sustainability is one of Helsana's corporate management principles. Sustainability is a key issue for Helsana's relevant company units. In the following chapters, we describe how we have incorporated sustainability into our corporate management, what specific action we are taking in individual areas and what we achieved in the reporting year.



Data protection

Our partners and customers entrust us with sensitive data. For us, handling this data in line with the relevant data protection regulations is not only a statutory obligation, but also the basis for building trust.

All employees complete a mandatory e-learning session on data protection when they join the company; this is then repeated every two years. The specialist data protection department also raises awareness by offering up to 15 training courses a year, and provides information on the latest legal

developments. Data protection principles and specific applications are clearly defined in management documents.

Data processing is inventoried, documented in data protection concepts and checked at regular intervals to ensure its legality. Targeted measures are taken to address any discrepancies. The high level of awareness of data protection issues is reflected in the active reporting of potential data breaches by employees. These reports are checked by qualified staff, and employees undergo targeted training if necessary. Further measures are taken if need be. This means that the risk of data leaks is constantly at a very low level.

The well-functioning governance system is also reflected in the annual certification of the data protection management system (DSMS) of the physical and electronic data collection point by an external inspection body.

There were no incidents that entailed a high risk for data subjects in the reporting year, meaning that we were able to improve on the previous year. Three cases were reported to the competent supervisory authorities (FINMA, FOPH, Federal Data Protection and Information Commissioner) as a precautionary measure. Our standardised process includes convening a task force, taking appropriate immediate action and ensuring continuous, cross-divisional improvement in dealing with data protection breaches. All incidents were resolved promptly. The supervisory authorities have not raised any objections to Helsana's handling of the incidents.

Data protection	Unit	2024	2023
Data breach	number	0	1

Business ethics and compliance

We promote our compliance culture by seeing our value system as an integral part of our day-to-day work and by ensuring a responsible approach to our interactions with insured persons, business partners and authorities. This strengthens trust in Helsana as a reliable business partner.

The Code of Conduct summarises the most important principles that guide Helsana's actions. The Code of Conduct defines ethical principles and social responsibility, emphasises the sustainable use of resources and promotes prudent behaviour. It helps to ensure that Helsana's employees act in accordance with the law and with integrity. As a binding part of their employment relationship, the Code of Conduct is signed by every employee on joining the company and is then actively put into practice. Regular e-learning sessions train all employees on the rules of conduct, and have them confirm their commitment to our principles at the end of the sessions.

Helsana expects its employees to report violations of applicable law, internal guidelines or ethically questionable practices without delay. They can do so anonymously via the web-based whistleblowing service "Speak-Up". All reports are investigated and evaluated as part of a standardised process. Compliance-related misconduct is sanctioned and measures are taken to ensure that the incidents are not repeated.

Helsana ensures that customers are advised appropriately, truthfully and to the best of its knowledge and belief – both via its own and via external sales channels. A new customer must consent to the conclusion of a contract.

In the context of self-regulation, Helsana has actively advocated for, and signed, the voluntary industry agreements (Agents 1.0–2.0). These agreements prohibit cold calling, define clear quality standards for insurance brokerage and set out regulations governing the amount of compensation. Our commitment has contributed to the three areas of the revised agreement (Agents 3.0) set out above being declared generally binding by the Federal Council as of 1 September 2024. Helsana welcomes the Federal Council's decision, as it means that the same conditions will apply to all market participants in future, ensuring fair competition in the interests of insured persons.

Helsana is committed to high quality in the new business process. Helsana endeavours to achieve a value of "0" for contracts that appear to have involved flawed initiation or conclusion processes, giving rise to customer complaints. All complaints are recorded by our Complaints Management team and processed as quickly as possible. There were no customer complaints based on cold calling in the reporting year. Of a total of more than 250,000 new policies (compulsory health insurance (OKP) and Federal Insurance Contract Act (VVG)), four were concluded without the documented consent of the insured person due to misunderstandings in the customer communication process. The complaints were all resolved promptly and with a satisfactory outcome in the interests of the customers concerned.

In addition to contractual agreements with our advisors, Helsana relies on a structured advisory process and regular training to ensure and improve the quality of our advice on an ongoing basis.

Business ethics and compliance	Unit	2024	2023
Quality in the new business process			
Cold calling	number	0	0
Insurance taken out without consent	number	4	5

Risk management and climate risks

Sustainability risks (ESG risks) include environmental, social and governance risks. They are increasingly crucial for health, quality of care and corporate stability. Helsana integrates sustainability risks into its risk management system systematically (in accordance with Art. 964b CO and the recommendations of the Task Force on Climate-related Financial Disclosures) in order to ensure long-term stability and success and so it can report transparently on the impact of these risks. At Helsana, sustainability risks are not managed as an independent risk category, but are considered as drivers for various risk categories, such as operational, strategic, actuarial or financial risks.

Sustainability and climate risks at Helsana

The information below provides a summary of the material risks for Helsana in connection with non-financial matters (pursuant to Art. 964b CO) and key control measures used to address them.

Topic area (CO)	Risks	Control measures
Social issues	Insufficient quality of service provided to customers (e.g. inadequate advice, incorrect or delayed benefit statements)/insufficient compliance with regulatory requirements	<ul style="list-style-type: none"> - Complaints management - High degree of automation, central requirements and knowledge management - Quality assurance through control and monitoring processes, training and skills acquisition - Regulatory change process for monitoring new regulations and their implementation
	Failure to comply with requirements regarding tariffs, contracts and insurance conditions	<ul style="list-style-type: none"> - Involvement of Legal - Review and formal acceptance processes (internal) - Official authorisation requirement for tariffs and insurance conditions
	External fraud (insurance business)	<ul style="list-style-type: none"> - Combating insurance fraud: service provider assessments/invoice control/efficacy, expediency, cost-effectiveness criteria, participation in the Fraud Fighting Circle - Raising awareness among employees
Employee-related issues	Risk to personal safety/medical incidents	<ul style="list-style-type: none"> - Safety organisation/occupational health - Onboarding employees (incl. e-learning), regular evacuation drills - Occupational health management
	Failure to comply with employment law requirements/discrimination, bullying and unequal opportunities	<ul style="list-style-type: none"> - Personnel Regulations, Code of Conduct (incl. e-learning), wage transparency - Whistleblowing service, Health & Diversity Management contact point, employee committee - Regular employee surveys
	Difficulties in recruiting and retaining specialists	<ul style="list-style-type: none"> - Optimisation of recruitment channel mix - Onboarding processes, wage transparency, training and coaching programmes, further training, skills management, human capital management, flexible working models
Human rights	Data protection incidents Information security incidents	<ul style="list-style-type: none"> - Privacy Policy, processing policy, data protection concepts, data protection impact assessments - Measures to raise awareness and training (e.g. e-learning, clean desk) - Data protection and information security requirements - Technical and organisational precautions - Reporting office for data protection and information security incidents, whistleblowing service
	Violation of due diligence obligations/child labour in third-party supply chains	<ul style="list-style-type: none"> - Central purchasing in line with defined governance and, additionally, the Helsana Supplier Code of Conduct as of 1 January 2025
Combating corruption	Acceptance and granting of benefits/inappropriate handling of conflicts of interest/internal fraud	<ul style="list-style-type: none"> - Code of Conduct (incl. e-learning), regulations on conflicts of interest and connections, Personnel Regulations, Financial Regulations - Whistleblowing service - Approval processes for gifts and invitations - Secondary employment process
Environmental matters	Insufficient efforts to reduce emissions, energy or other resources/failure to achieve communicated targets	<ul style="list-style-type: none"> - Paper savings through promotion/expansion of digital communication (e.g. myHelsana), measures to promote the use of public transport by employees - Optimisation of lighting, switch to sustainable electricity products for corporate properties & production of solar power, implementation plan for energy and CO₂ reduction, monitoring of energy KPIs, sustainable building guidelines, building condition analyses
	Insufficient consideration of sustainability criteria in investments	<ul style="list-style-type: none"> - Investment regulations - Risk diversification - Exclusion criteria according to SVVK exclusion list; exclusion of the "non-responsive list" in the event of unsuccessful engagement and exclusion of tobacco - Membership of global initiatives such as "Climate Action 100+" and "IIGCC"

Excerpt from the risk inventory (summarised and clustered), focus on sustainability including the 5 issues pursuant to Art. 964 CO.

Exposure to climate risks

Climate risks are broken down into physical risks, such as heat waves, extreme weather events and environmental pollution, and transition risks, such as regulatory/statutory developments, changes in consumer behaviour and expectations, and technological advances. At Helsana, transition risks are largely categorised as strategic risks, which an interdisciplinary board incorporates into the risk management system in accordance with the risk management process. The Legal, Compliance & Regulatory and Health Policy organisational units are also responsible for central political, legal and regulatory monitoring. Material risks identified as part of this process, including sustainability risks, are integrated into the risk management system by the organisational units mentioned above. One relevant example is the recently finalised FINMA circular on “Nature-related financial risks”, which Helsana will take into account in the further development of its climate risk management.

In the reporting year, the relevant specialist departments, including the specialist Risk Management departments and the central sustainability team, analysed Helsana’s potential exposure to a range of climate risks for the first time using the TCFD and ESRS catalogue. They did so taking the current sustainability strategy into account. The main findings are summarised below.

Insurance activity

As a health and accident insurer operating in Switzerland, Helsana’s exposure to material climate-related risks is currently limited. Nevertheless, environmental and climate change can have an impact on people’s health, well-being and performance. The National Centre for Climate Services (NCCS) cites higher temperatures and an increase in allergens and infectious diseases as potential health risks for Switzerland as a result of climate change.

Many factors impact trends relating to healthcare costs. It is not possible to clearly quantify those additional costs that are purely climate-related on the basis of the data currently available. If corresponding cost increases arise, these will be taken into account as part of the standard premium process.

To manage these risks, Helsana relies, in particular, on measures to raise awareness, education and health consultations. By way of example, we provide information in blog posts on sun and heat, as well as allergies, and published an allergy guide in the reporting year (see chapter “Health of our customers”), as well as launching a dedicated marketing campaign on this topic.

The link between climate change and pandemics is also receiving increasing attention. We are already analysing a pandemic scenario as part of the annual own risk & solvency assessment (ORSA) process and identifying suitable measures based on this analysis.

Direct real estate investments

Direct real estate investments are exposed to both transition climate risks (e.g. requirements related to energy standards or legislation, certifications) and physical climate risks (e.g. acute risks in the form of natural hazards or chronic risks due to rising temperatures). In order to maintain the value of the portfolio in the long term, we are already taking steps to manage these risks in a targeted manner. As an example, Helsana's properties are insured against natural hazards through cantonal or private buildings insurance. All buildings also comply with the regulatory requirements in Switzerland and are predominantly in central locations (categorised as having good public transport accessibility) with at most a low exposure to natural hazards such as landslides, rockfall, avalanches, collapse, flooding and debris flows (evaluation using the "Protection against natural hazards" portal).

Further precautions are set out in sustainable construction guidelines, which address the assessment and monitoring of new buildings and renovation work, as well as corresponding planning specifications based on climate-related KPIs (e.g. energy, emissions, landscaped roofs, labels). Regular building condition analyses are also carried out and any need for action is taken into account in multi-year financial planning (see chapter "Climate strategy").

Investments

Helsana invests the premium funds it receives on the capital market in line with regulatory requirements. The potential for ESG risks, including climate-related risks, is taken into account, as these can have a positive or negative impact on the investment result. In asset management risk management, profitability is mainly ensured by carefully diversifying the portfolio, the aim being to minimise any deviations from the benchmarks used. This careful diversification helps to manage possible risks and ensure the long-term stability of the portfolio.

Additional measures have been implemented to minimise ESG risks, such as compliance with the exclusion criteria set out by the Swiss Association for Responsible Investment (SVVK). Helsana also actively exercises its voting rights at companies in Switzerland and abroad, exerting influence over corporate management in order to address and manage ESG risks.

Helsana is not only actively involved in climate alliances, such as Climate Action 100+ and the IIGCC, but also pursues a responsible business policy that includes the exclusion of tobacco products and the "Non-Responsive List". These initiatives support the portfolio's long-term resilience to climate change and help to minimise climate-related risks (see chapter "Sustainable investing").

Procurement and business interruption

When it comes to supply chains, climate risks are associated in particular with increasing disruption. For Helsana, as a non-manufacturing company with the majority of its suppliers based in Switzerland or the EU, the overall risk of interruptions to its own procurement is currently considered to be manageable. In addition, the risk of supplier interruption, irrespective of the underlying cause, is minimised, for example, by incorporating individual business continuity management (BCM) issues into the central purchasing process (see chapter "Responsible procurement").

Risk management: process, governance and responsibility

Helsana has an effective, systematic and company-wide risk management system in place, including an appropriate and effective internal control system (ICS). Risk management and the internal control system are integral components of corporate management and serve to help achieve the Helsana Group's corporate targets and ensure its survival and success. The risk management organisation is based on the internationally recognised "three lines of defence" model. Overall responsibility for risk management lies with the Board of Directors. The Audit and Risk Management Committee of the Board of Directors ensures a functioning risk management system and ICS on behalf of the Board of Directors, and the Executive Board is responsible for its implementation.

The formal risk management process is carried out annually and ensures that all material risks are identified, assessed and managed. Reports are submitted to the required bodies documenting whether the internal control system is appropriate and effective. Irrespective of this process, risks are identified, assessed, managed and documented on an ongoing basis. The specialist Risk Management department reports to the Executive Board and the Board of Directors at least four times a year. Material risks are recorded in a company-wide risk inventory. The risk management process also takes into account sustainability risks, which are marked accordingly in the risk inventory and are assigned to the five action areas (in accordance with Art. 964b CO) (see Table). The risk assessment involves estimating the probability of occurrence and takes into account the principle of double materiality in terms of impact. This allows us to assess potential financial and reputational risks, as well as the risk of official and judicial measures for Helsana. We also assess the potential impact of our business activities on our stakeholders and the environment.

The foundations for governance and the methodology for identifying, assessing and managing climate risks were laid in the reporting year and will be developed further in the coming year, taking into account the FINMA circular on “Nature-related financial risks”. Among other activities, the central sustainability office will be included in the annual risk management process for ESG risks (with a focus on environmental issues) as standard from 2025. Working in collaboration with the specialist Risk Management department and relevant specialist units, it will carry out an annual assessment of the materiality of climate risks for Helsana’s business model and strategy. Material risks as defined by the risk management process are then systematically incorporated into the risk management system and the ICS in line with the process.



“Sustainability is about adopting a forward-looking approach, recognising environmental, social and corporate management risks at an early stage and managing them responsibly. This is why we keep a close eye on developments and take sustainability risks into account as part of our risk management process.”

Justine Eggenberger
Risk Manager

Sustainable investing

As a health insurer, we use the premium funds we receive from our customers to pay for medical benefits. We also invest the funds on the capital and real estate markets. The income we generate from these investments contributes to Helsana's financial security and our customers benefit from lower premiums. In the process, we live up to our role as a responsible investor. All decisions regarding our investments are based on a careful weighing up of risks and returns, with sustainability considerations also playing a key role.

We are actively committed to global climate targets and ensure that both our capital and real estate investments are aligned with these targets. We have developed a sustainable investment strategy for our securities portfolio that is based on the very highest standards. It focuses on targeted exclusions, active engagement and the exercise of voting rights (see chapter "Business model, scope of application and requirements"). Taking sustainability into account in its investments as part of a holistic approach is a top priority for Helsana. As such, we consider merely calculating the greenhouse gas emissions associated with our securities portfolio to provide less informational value, and instead pursue our holistic strategic approach.

Helsana has implemented the exclusion list of the Swiss Association for Responsible Investments (SVK). This means that we are committed to excluding organisations and companies that do not meet certain ethical standards, for example manufacturers of controversial weapons, from our investment portfolio. We have our portfolio reviewed to check for these securities on a quarterly basis. The reports for 2024 stated that our portfolio did not, at any time, include securities that contradicted the investment regulations (SVK exclusion list).

We also implemented the exclusion of investments in companies from the tobacco sector, as the negative health effects of tobacco consumption are undisputed and are not compatible with our commitment to a sustainable healthcare system. Furthermore, companies that do not respond to engagement efforts by the third-party provider ISS ESG are excluded from our investment portfolio. These are companies that violate the international standards set by the United Nations (UN).



We put our active commitment into practice through our membership of renowned initiatives such as the IIGCC, Climate Action 100+ and ISS ESG. This allows us to exert direct influence over companies and work hand-in-hand to develop sustainable strategies to minimise environmental damage. As part of our engagement with the largest CO₂ emitters, we actively engage in dialogue with them to help them

improve their climate targets and develop more sustainable business models. We also work with third-party providers such as ISS ESG, which help us to evaluate and implement sustainability in a holistic manner. In the reporting year, we actively participated in over 220 engagement activities, enabling us to contribute to the promotion of sustainable practices.

As part of our voting rights approach, we also pursue the goal of actively exercising the voting rights attached to our equity investments, allowing us to exert a lasting influence. We were again able to successfully exercise our voting rights for Swiss and foreign equities in the reporting period.

On average, our portfolio corresponds to an estimated temperature rise of 1.5 degrees Celsius by 2050 (climate score). This is in line with the Paris climate targets. We will continue to pursue our sustainable investment strategy in the future and emphasise active engagement.

Sustainable investing	Unit	2024	2023
Investments (SVVK exclusion list)	breaches	0	0

We play an active role in climate and environmental protection in our investment properties by pursuing a targeted sustainability concept (see chapter “Climate strategy”). Helsana lives up to its social responsibility as a real estate investor by implementing sustainability measures in its real estate portfolio. At the same time, Helsana ensures the long-term marketability of the properties it holds, as well as corresponding returns for its customers.



“By engaging in open dialogue and cooperating with companies, we can join forces to make a positive contribution to a better future.”

Ernestina Cristiano
Asset Management Specialist

Responsible procurement

When it comes to selecting suppliers, Helsana is guided by ethical, environmental and economic principles. The majority of these suppliers are service providers from Switzerland or the EU.

Helsana expects its suppliers to comply with the relevant regulations at all times (in accordance with Art. 964j–964l CO in conjunction with the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO)). As part of our auditing obligations, Helsana requested additional information from all suppliers with the potential for child labour in the reporting year, as in 2023, to confirm compliance with the statutory provisions on avoiding child labour. In particular, this involved suppliers of IT hardware, office furniture, office supplies and promotional items.

Helsana also takes sustainability criteria, such as a certified environmental management system (ISO14001) or the way in which obsolete hardware is disposed of, into account in its tenders.

Helsana will be expanding its procurement requirements in 2025 to ensure a transparent and sustainable supply chain. To this end, Helsana has drawn up a Supplier Code of Conduct that covers social, environmental and governance issues. Helsana will introduce the Supplier Code of Conduct for new suppliers from the beginning of 2025.

Social issues



The quality of the Swiss healthcare system is above average in an international comparison. In fact, Switzerland is a global leader in terms of access to medical care. But this system comes at a cost. As a leading health insurer, we are therefore committed not only to an efficient and high-quality healthcare system, but also to an affordable one.



Health of our customers

The health of the individuals we insure is very important to Helsana: we want them to stay healthy and enjoy a high quality of life. As a result, we go further than simply paying out illness- and accident-related costs. We use our campaigns to raise awareness and also specifically promote measures to stay healthy by supporting and rewarding health-conscious behaviour.

For a healthy life

Health consultation: this is evident from our health consultation service, as part of which we provided over 20,500 consultations in the reporting year. We provide free information and recommendations on

individual health issues, such as preventive options and how to deal with diagnoses and nutrition, to support the individuals we insure with their health-related queries.

Helsana+ app: the use of digital technologies plays a central role in our offering. With our Helsana+ app, we reward the individuals we insure for health-conscious behaviour. Insured persons can collect over CHF 300 in Plus points every year and convert them into various benefits, such as cash, vouchers or donations to our social commitments (Swiss Red Cross and Theodora Foundation).

Helsana Coach app: the Helsana Coach app also helps our insured persons achieve their personal health goals with tips on exercise, nutrition and mindfulness. Services also include weekly fitness and cooking lessons as well as recipe ideas to promote a healthy lifestyle. The link between Helsana+ and the Helsana Coach app means that completed Coach sessions can also translate into rewards in the form of Helsana+ Plus points.

Helsana trails: there are more than 360 Helsana trails at over 120 locations in Switzerland (see chapter “Environment and resource consumption”), regularly maintained by local trail managers. These signposted circuits are accessible free of charge and encourage outdoor exercise.

Case management: we support our insured persons who have suffered an accident or fallen ill with our case management services, available in both the individual customer and the corporate business. The aim of this service is to provide targeted and coordinated support for those affected in their complex life situation and to give them comprehensive advice in order to help them make a return to working life as soon as possible.

Health management for corporate customers: our Helsana Business Health solutions help companies to promote occupational health management and improve the well-being of their employees. We also support companies in reducing long-term absences through comprehensive prevention services.

Ratgeber: as part of our commitment to the population’s health literacy, we have developed the “Ratgeber” series of publications. It covers relevant health topics such as “hormones” or “allergies” and offers background knowledge and helpful tips in consultation with experts in the field. We also offer free webinars, which are accessible to everyone, to increase the population’s knowledge of relevant topics.



“We are actively committed to making health promotion more accessible to our customers. That’s why we are constantly developing our services, such as the Helsana Coach app and health consultations, adapting them to suit our customers’ needs.”

Josianne Merz
Strategy and sustainability specialist

Healthcare quality and affordability

Healthcare studies: taking a holistic view of costs, quality and services allows the healthcare system to be developed sustainably, and in a way that makes sense, in the interests of society at large.

Healthcare research creates transparency and provides key findings to influence the quality of care and the costs involved. This is why Helsana has been operating its own scientific centre for more than ten years now, researching the efficiency and quality of medical care. Findings from these healthcare studies are used as quality indicators in alternative insurance models and corresponding contracts with service providers: as far back as 2018, Helsana Services Contracting had already implemented selected remuneration-related quality indicators in all contracts with networks of doctors, which are used to measure aspects of the quality of care, particularly in primary medical care. Treatment in these integrated healthcare models is higher quality and more cost-effective in comparative terms. Working together with doctors, approaches are then discussed to further improve treatment methods. Among other activities, we conducted 14 scientific studies in the year under review in order to further optimise efficiency and quality.

Study on antibiotic prescribing practice: by way of example, a study conducted by Helsana in the reporting year together with the University Hospital Zurich and the Swiss Centre for Antibiotic Resistance sheds light on antibiotic prescribing practices in Switzerland. Around one third of antibiotic packages prescribed do not comply with medical recommendations, which often leads to too much medication being taken. One aspect that is particularly striking is that suitable package sizes are not available on the market for almost half of the common treatments (e.g. urinary tract infections, pneumonia). This resulted in an estimated 2.7 million tablets being prescribed unnecessarily in 2022 – a problem in times of medication shortages, rising healthcare costs and antibiotic resistance. In order to conserve resources, partial dispensing should be promoted and doctors and pharmacists should be made more aware of the need to stick to the guidelines. In addition, automated blister packaging of medication could be included in the LOA V pharmacy rate in order to enable more precise and resource-efficient dispensing of medication.

Digitalised document processing: digitalisation promotes sustainability. Helsana uses digital technologies to make its activities more secure, transparent and flexible, and to enable it to be more responsible in terms of handling customer funds and the environment at the same time (see chapter “Environment and resource consumption”). What is more, any hard-copy documents received are scanned so that they can be processed automatically later on down the line. We were able to increase the document automation rate to 90.5% this year. By continuously optimising and digitalising our processing steps in this way, we can cut administrative costs while increasing the processing quality at the same time. Automated processing also reduces the error rate in the processing of medical or hospital invoices, for example.

Systematic cost control: thanks to the large volume of data that Helsana has at its disposal, it can verify the invoices it receives from service providers systematically. Costs or individual treatments are compared with each other and excessively expensive services and treatments are identified and claimed back. By working with a specialised team, this allows Helsana to make a major contribution to reducing healthcare costs. Helsana attaches a great deal of importance to sustainable regulation in the provision of services that meet the criteria of “efficacy, expediency and cost-effectiveness”.



Our health policy commitment

Our aim is to actively promote the health of the people we insure and to develop effective health initiatives. We are committed to eliminating false incentives in the healthcare system. This is something we achieve through close cooperation with collective bargaining partners and authorities. By offering transparent prices and innovative solutions, we seek to improve the quality of care in the long term and ease the financial burden on our insured persons.

The introduction of the new outpatient medical tariff marks a key step towards increasing efficiency. The previous “Tarmed” tariff system is to be replaced. The new medical tariff adjusts the remuneration of medical services to ensure it is appropriate, and takes account of developments in medical care. This avoids false incentives and ensures quality.

In the reporting year, the electorate also marked an important milestone in the further development of the healthcare system by approving the bill on uniform financing for outpatient and inpatient benefits. This reform allows savings to be made while maintaining the same level of quality, relieving the burden on premium payers. Constructive cooperation between all stakeholders is required to implement this reform. Helsana is actively involved in driving these changes forward.

One central concern relates to establishing greater transparency in the pricing of medications and medical products. The aim is to avoid excessive profit margins and unnecessary burdens on premium payers. We also endeavour to maintain the high quality of medical care.

Over the next few years, it will be crucial to set the course for a sustainably financed and high-quality healthcare system. Helsana will continue to work actively with authorities and partner organisations to ensure the success of reforms such as uniform financing and the introduction of the new medical tariff.

Health of our customers	Unit	2024	2023
Scientific healthcare studies	number of studies	14	16
Receipt automation ratio	as a %	90.5	89.2
Customers registered on myHelsana	as a %	60	53

Innovation and partnerships

Helsana promotes the quality and financial viability of the healthcare system through innovation and partnerships. By investing in digital solutions and start-ups, the company is doing its bit to ensure sustainable healthcare development, focusing on customer benefits, efficiency and transparency.

Compassana: in 2022, Helsana founded the Compassana healthcare network together with Medbase, Hirslanden and the health insurers Groupe Mutuel and SWICA. The digital portal provides patients with greater transparency, enhances their personal responsibility and allows them to benefit from better networking between specialists, the aim being to reduce the number of scenarios in which patients undergo the same examinations twice for no reason, and to improve the quality of treatment.

The Compassana customer app was integrated into the new alternative insurance model (AIM) product BeneFit PLUS Flexmed in the reporting year. This new product for Helsana's alternative insurance models offers premium-related advantages, assured access to GPs and telemedicine, as well as digital healthcare solutions. An AI-supported symptom checker comes into play before patients seek treatment. Compassana is planning to enhance the symptom checker in order to optimise triage and make access to the appropriate service providers even more efficient. This has the potential to improve healthcare for patients and boost efficiency in the provision of services. The network of participating service providers is being continuously expanded.

myHelsana: the features offered by our myHelsana client portal are being expanded further. Our customers have been able to add their insurance card to their electronic wallet since the beginning of our reporting year. This new feature means that they always have their insurance card ready to hand in their wallet. It can be accessed when they visit their doctor or pharmacist with just a few clicks on a mobile phone or smartwatch. myHelsana users can also log in to Compassana with a single sign-on and now enjoy access to information on the medication they have received that has been billed to Helsana. They can also access health data stored in Compassana, such as laboratory values or doctor's prescriptions. By the end of 2024, more than one million individuals insured with Helsana had registered for myHelsana.

Our supplementary outpatient insurance product PRIMEO enables innovative testing, such as multi-gene panel tests for pharmacogenetics, which can be used for preventive purposes. These currently include tests such as Sonogen XP, which analyses metabolic processes to test how certain medication is broken down and tolerated.

Helsana Health Invest: our subsidiary Helsana Health Invest (HIAG) has been investing in start-ups and venture funds, primarily in the digital health sector, in Switzerland and across Europe since 2021. HIAG invests in solutions that improve the quality and efficiency of patient care. This is part of a conscious effort to separate the role of investor – i.e. the shaper of the healthcare system – from the role of health insurer. We are addressing the polarity between our operational role today and our ambition to shape the healthcare system of tomorrow. HIAG has invested, for example, in “Entyre”, which addresses key domestic care challenges. In the reporting year, HIAG invested in “Yazen”, a digital clinic that helps overweight patients achieve and maintain their normal weight. The aim is to counteract the follow-up costs caused by obesity in Switzerland.

Digitalisation and data-driven healthcare solutions offer considerable potential for making processes more efficient and reducing costs for insured persons in the long term. We aim to further expand preventive measures using targeted healthcare programmes in order to improve the quality of care.

Employees and working environment

As an insurer and service provider, our employees take centre stage for us. Helsana actively promotes the development, health and well-being of its employees. We are systematically committed to diversity, equal opportunities and a positive corporate culture.

Employee development

The changes in the world of work due to new technologies, demographic shift and the shortage of skilled labour require ongoing investment in employee skills. Helsana wants to live up to this responsibility and attaches a great deal of importance to personal and professional development. The aim is to strengthen employability, address the skills that the company needs in good time, and actively rise to social challenges.

In the reporting year, Helsana implemented numerous measures to specifically promote employee development. Culture Day, which is part of the onboarding process and offers new employees a structured overview of the development options open to them, was introduced for the first time. Participants actively examine their skills and how they could advance their careers. A special programme was introduced for new managers, covering topics such as leadership philosophy, HR development and healthy leadership.

Helsana also offers a vast range of further training programmes that can be accessed via an internal learning platform. In particular, employees can find courses on specialist and management topics, language courses and health promotion programmes here. The mentoring programme introduced at head office in 2023 was successfully implemented for the first time in our regions and for employees with direct customer contact in the reporting year. It focused on topics such as leadership skills, networking and project management. Our knowledge platform “Globo” was also expanded to include an AI-supported bot, making access to relevant knowledge more efficient.

On average, employees invested 20 hours in further training in the reporting year and 92% took part in the annual “Incontro” employee appraisal, which looks at personal objectives, development measures and assessments.

Helsana plans to bring professional development even closer into line with its entrepreneurial needs and the skills required in the future. The focus in the new year will be on the leadership skills of “taking responsibility”, “collaboration” and “change”. The challenge lies in adapting the options available to reflect the rapid pace of technological change and to promote employees’ willingness to learn.

Employee development	Unit	2024	2023
Training	in hours per capita	19.9	19.9
Employee assessments	as a %	92	91

Employee health and well-being

For years now, Helsana has been committed to comprehensive occupational health management (OHM) that creates optimal conditions for employees’ physical and mental health and performance. The aim is to use preventive measures and targeted support programmes to promote and safeguard long-term health.

In the reporting year, Helsana once again received the “Friendly Workspace” award from Health Promotion Switzerland. The commitment to mental health, including the early detection of mental illness, was emphasised as a particular attribute. New managers attend mandatory courses on healthy and inclusive management. Annual awareness-raising campaigns and support services such as health coaching, psychological counselling via the Aepsy app provided by our external partner, and mental health first aid courses round off these measures.

In 2024, the focus was on promoting resilience. Helsana’s occupational health management team helped employees strengthen their inner resilience with keynote speeches, seminars and short sessions to promote mindfulness, gratitude and personal strengths.



Absences due to illness in 2024 were up slightly compared to 2023: they totalled 8.8 days per full-time equivalent (FTE) compared to 8.3 days in the previous year. The increase is due in part to the severe flu epidemic at the beginning of the year and the renewed rise in influenza cases in the autumn.

In 2025, Helsana will be offering up to five free, confidential support sessions with psychologists and psychotherapists via its external partner Aepsy. This rapid access will allow Helsana to support employees with mental health challenges early on. There are also plans for an awareness-raising campaign to prevent bullying and sexual harassment. These measures are aimed at further strengthening preventive healthcare and raising employee awareness of what a healthy work environment is.

Employee health and well-being	Unit	2024	2023
Illness	working days lost per FTE	8.8	8.3
Accident	working days lost per FTE	0.7	0.8

Diversity and equal opportunities

Helsana is actively committed to equality between women and men and for people with disabilities. The aim is to eliminate gender-specific pay gaps, increase the proportion of women in management positions and make the world of work accessible to everyone. Equal pay and career opportunities are essential to prevent discrimination of any kind and to retain qualified employees in the long term.

As in the previous year, particular emphasis was placed on reducing gender-specific pay gaps in the reporting year: We professionalised the calculation methodology and have been using the current industry-standard calculation methodology since 2024. As such, the reporting figure cannot be compared directly with the previous year's figure. In conjunction with targeted measures, Helsana achieved a pay gap of $\leq 1.0\%$ in 2024.

The focus was on basic salaries, excluding roles with commission-based remuneration systems in order to ensure comparability. Commission-based roles have a lower but identical basic salary, ruling out any inexplicable gender-specific pay gap in terms of basic salary, but hindering comparability with the rest of the population. Our good results in the area of equal pay were confirmed by the highest possible "Fair-ON-Pay Advanced" certification awarded to us by Comp-On.

We are proud to have already achieved certification in the reporting year and are working towards reducing inexplicable pay gaps between men and women in the long term. Structured processes, monitoring, transparent processes for setting salary levels and targeted salary adjustments will contribute to this quest.

The gender split in management positions was analysed in depth in the reporting year. When filling management positions, particular attention is paid to a balanced candidate split. A survey of over 400 women and 100 managers also showed that cultural barriers, such as the belief that part-time management positions are not possible, persist and need to be broken down further. To raise awareness, the majority of managers completed the e-learning course on "Unconscious bias" and obtained more in-depth knowledge in webinars.

In addition to the activities described above, we received the UND certificate for the third time in the reporting year in recognition of our efforts to ensure work-life balance. The Fachstelle UND organisation awards the "UND – ERWERBSARBEIT UND PRIVATLEBEN VEREINBAREN" (Family AND Career) label to companies that successfully implement measures that help employees balance work, family and private life and ensure equality between men and women.

The proportion of women in middle management was increased year-on-year and we have already achieved our target. The proportion of women in top management, as well as on the Executive Board and the Board of Directors, remained unchanged. There were no staff changes on the Board of Directors

or the Executive Board in the reporting period. The ongoing challenge is to ensure that awareness-raising measures have an impact in the long term (see chapter “Focus on the essentials”).

In 2025, Helsana will become a member of “Advance – Gender Equality in Business”, the leading business association for gender equality in Switzerland. By signing the Diversity Charter, Helsana is stepping up its commitment to equality and will be able to offer a corresponding programme for ambitious women in the future.

Over and above these activities, we also forged ahead with our work on the topic of “Working with a disability”. Incorporating accessibility into our work processes is a top priority for us. Relevant areas such as marketing and IT underwent training on this topic. We have updated our instructions and defined appropriate software for our e-learning sessions to make them accessible.

Our quest remains to create a working environment that offers equal opportunities to all employees and promotes diversity.

Diversity and equal opportunities	Unit	2024	2023
Proportion of women on the Board of Directors	as a %	33	33
Proportion of women by management level			
Executive Board	as a %	0	0
Top management	as a %	16	16
Middle management	as a %	36	33
Inexplicable wage gap by gender (≤ 1) ¹	as a %	<1	-

¹ Differences in calculation methodology compared to the previous year: use of the Log-ON tool (a refined version of Logib) from Comp-On for the first time; the calculation is based on basic salary excluding roles with commission-based remuneration systems.

Working conditions and corporate culture

We are committed to an attractive corporate culture, a working environment that promotes good health and a transparent remuneration system in order to boost satisfaction levels and long-term loyalty among our employees. We attach a great deal of importance to clear, transparent communication and regular feedback.

We continued to take targeted measures to refine our employer brand in the year under review. We increased our visibility by posting actively on social media, particularly via our corporate culture page. The salary transparency we established within the company was also disclosed externally by including salary bands in job ads. We also actively ask applicants for feedback in order to continuously improve our processes. This resulted in our endeavours being recognised again in the form of the award for “Best Recruiter” in the industry (2023/2024) and a ranking among the Top 5 for Switzerland as a whole.

The further development of our organisation and the efficiency gains we achieved allowed for more targeted HR planning, which explains the moderate decline in new hires to 282 employees. Satisfaction among our employees remains a key concern for us – the staff turnover rate of 380 people was down slightly year on year. The results of our employee survey show clear progress: commitment rose from 70 to 76 points and satisfaction with the work situation was up from 72 to 78 points, with an impressive participation rate of 90%. These positive developments can be traced back to numerous measures such as new webinars, the organisation of employee forums that allow employees to engage in direct dialogue with the Executive Board, and our cultural journey “Committed to Helsana”, which focused on feedback, collaboration and leadership in 2024. This journey allows us to work towards our vision of making Helsana one of the best companies for leadership, culture and collaboration. Together we are shaping a culture founded on trust, innovation and a strong community.

We will also be increasing the transparency of our employer benefits, expanding target group-specific interactions with young talent and specialists, and continuously optimising our recruitment process. Investments will be made in human capital management and in performance and development processes to strengthen the culture of responsibility in the long term.

Working conditions and corporate culture	Unit	2024	2023
Employee commitment	in points (0-100)	76	70
Satisfaction with work situation	in points (0-100)	78	72
New hires	Number of employees	282	415
By gender			
Women	number of employees	147	250
Men	number of employees	135	165
By age group			
up to 30	number of employees	144	211
30 to 50	number of employees	123	180
over 50	number of employees	15	24
Employees leaving	Number of employees	380	417
By gender			
Women	number of employees	206	235
Men	number of employees	174	182
By age group			
up to 30	number of employees	128	166
30 to 50	number of employees	176	193
over 50	number of employees	76	58

Commitment for society

Our social commitment is centred on health issues, true to our promise “Committed to life”. We promote initiative, partnerships and sustainable projects to help others and play an active role.

As an official partner of the Swiss Red Cross (SRC), we support two key issues: “first aid” and “mental health first aid”. We encouraged people to take part in first aid courses and strengthened the network of first aiders in Switzerland. Numerous employees attended courses and supported the SRC with the “2x Christmas” campaign and on blood donation day.

The Theodora Foundation’s specially trained Giggle Doctors visit children in hospitals or special institutions. Their “medicine” offers relief and helps with the children’s healing: as a proud partner of the Theodora Foundation, we support this valuable work by helping to provide more than 115,000 children and their parents with carefree moments in difficult situations every year. During the “Week of Happiness”, our employees provided active support on site in the foundation’s photo bus. For every interaction with the video statements posted by the foundation, we were able to make a donation that could be used to fund numerous visits. Customers were also able to donate points collected via the Helsana+ app, raising CHF 64,000 for the Swiss Red Cross and the Theodora Foundation in the reporting year.



As part of our corporate volunteering programme, a total of 290 employees were involved in 27 one-day assignments with our partners SRC and the Theodora Foundation in 2024, along with other organisations such as Pro Natura, helping to maintain hiking trails, performing clean-up work at Lake Thun, and collaborating with “Tischlein deck dich – Lebensmittelhilfe Winterthur” and the Züriwerk Foundation. Helsana supports up to eight hours of volunteer work per person per year.

Every time we get involved in corporate volunteering, we not only support valuable projects but also receive true gifts ourselves. We learn new things, get to know environments we were not familiar with beforehand, and also see a different side to our colleagues from work. In short, it is a win-win situation for everyone involved.

Promoting health and social commitment remains a top priority for us, as does the active involvement of customers in our initiatives.

Commitment for society	Unit	2024	2023
Volunteering			
Activities	number	27	27
Participants	number	290	216

Environment and climate



An intact environment is the basis for our health and economy. Functioning ecosystems secure our food supply, regulate the climate, clean the air and water, and provide areas for recreation. This work that our ecosystems perform for us is invaluable – environmentally, economically and socially.



Climate strategy

Climate change has a direct impact on our environment and health. This is why at Helsana, protecting the climate is not only an environmental responsibility, but also a health policy responsibility. We are committed to the Paris climate targets and set ourselves the goal of achieving net-zero emissions by 2050 in the reporting year.

One key step in this journey is the preparation of a comprehensive greenhouse gas balance sheet (GHG balance sheet) for our relevant business activities (excluding the securities portfolio, see chapter “Sustainable investing”). It enables us to systematically measure, monitor and take targeted action to reduce emissions. In order to achieve our climate target, we have defined a package of measures encompassing the following core areas:

- Reducing greenhouse gas emissions in all areas of the company
- Energy efficiency and increased use of renewable energies
- Conserving resources through sustainable corporate management

Our GHG balance sheet is based on the internationally recognised Greenhouse Gas Protocol (GHG Protocol) to ensure we capture the full impact of our business activities on the climate. Emissions are split into three categories:

- Scope 1: direct emissions from company-owned sources, e.g. combustion of fossil fuels or company-owned vehicles.
- Scope 2: indirect emissions from purchased energy such as electricity or heat.
- Scope 3: all other indirect emissions at all stages in our value chain, for example from purchased goods and services, business travel and investment properties.

Greenhouse gas balance^{2,3,4} (scope 1, 2 and 3)	Unit	2024	2023
Total CO ₂ ⁵	in t CO ₂ e	20,751	3,012
Scope 1	in t CO ₂ e	1,119	1,025
Heating fuel	in t CO ₂ e	1,116	1,021
Fuel for commercial vehicles	in t CO ₂ e	3.4	4.5
Scope 2	in t CO ₂ e	77.2	90.8
Electricity consumption	in t CO ₂ e	54.5	68.0
District heating	in t CO ₂ e	22.6	22.8
Scope 3 ⁵	in t CO ₂ e	19,555	1,896
Scope 3.1 Purchased goods and services	in t CO ₂ e	16,329	–
Scope 3.2 Capital goods	in t CO ₂ e	282	–
Scope 3.3 Fuel and energy-related emissions	in t CO ₂ e	359	349
Scope 3.6 Business travel	in t CO ₂ e	788	–
Scope 3.7 Employee commuting	in t CO ₂ e	277	–
Scope 3.13 Downstream leased assets (investment properties)	in t CO ₂ e	1,521	1,547

² The data taken as a basis for Scopes 3.1, 3.2 and 3.6 relates to 2024, while the data for the other scopes relates to the previous period.

³ CO₂e stands for carbon dioxide equivalent and expresses the impact of various greenhouse gases, such as carbon dioxide (CO₂), methane, nitrous oxide, etc. on the atmosphere in the form of an equivalent of CO₂.

⁴ The greenhouse gas emissions for the owner-occupied properties are included both in Scope 3 emissions (investment portfolio perspective) and in Scope 1 and 2 emissions (operations perspective). The double counting corresponds to 1,146 MWh.

⁵ The increase in total CO₂ emissions in the reporting year is due to the full inclusion of Scope 3 emissions for the first time. By way of comparison, only a small volume of Scope 3 emissions could be included in 2023.

We further optimised our measurement methods in the 2024 reporting year. The improved quality of the data available for our corporate locations (Scope 1 and 2) led to an increase in reported emissions from fuel consumption (Scope 1). This increase is, however, due exclusively to more precise recording and not to changes at the locations. The five main locations were also equipped with smart energy meters that can be read automatically and were integrated into an extended monitoring tool, which will further improve data quality.

A significant increase in Scope 3 emissions is also evident in the balance sheet due to the inclusion of upstream and downstream emission categories. By including all of the relevant Scope 3 emissions, we meet the requirements imposed by the Task Force on Climate-related Financial Disclosures (TCFD) and create transparency regarding the climate impact of our business activities. A significant portion of Helsana's greenhouse gas emissions is attributable to its investment properties. Helsana takes environmental and social responsibility as a real estate investor by implementing targeted sustainability measures. These include ongoing reviews and – where possible – the implementation of sustainability certifications for new buildings and refurbishment work. Refurbishment projects to boost energy efficiency and replace older heating systems are also being implemented to help us achieve the net-zero target.



In order to minimise future climate risks, meet mounting regulatory requirements and reduce operating costs, Helsana is replacing fossil fuel heating systems with renewable energy sources and optimising operations within its properties. This allows us not only to contribute to achieving Switzerland's sustainability targets, but also to ensure the long-term marketability of, and returns on, our properties for the benefit of our customers (see chapter "Sustainable investing").

- In 2023, Helsana expanded its portfolio strategy to include a sustainability concept that defines key performance indicators for direct real estate investments. The aim is to achieve a 30% reduction in greenhouse gas emissions by 2030 (baseline year: 2022) in line with the 2050 net-zero target. Helsana has defined a sustainability roadmap including measures to be taken between now and 2030 in order to achieve this goal and other relevant sustainability indicators. It focuses on

establishing a monitoring system in the portfolio, increasing the energy efficiency of various facilities, using renewable energies, installing photovoltaic systems and checking Helsana's properties for energy and sustainability labels. We currently expect that offsetting measures will be necessary to achieve the net-zero target by 2050. The remaining emissions are largely attributable to district heating – and electricity products – purchased from contractual partners. The defined sustainability indicators are measured and monitored annually, and the concept is reviewed every five years and adjusted if necessary.

- Specific sustainability requirements have applied to new construction projects, refurbishment work and real estate purchases since 2023. The corresponding guidelines and processes are being developed further as part of an ongoing process.
- In 2025, Helsana will start equipping its direct real estate investments with smart meters to improve data quality. At the same time, operational optimisation measures implemented over the next three years will increase energy efficiency by making targeted adjustments to heating, cooling and ventilation systems.

In the reporting year, the CO₂ emissions from Helsana's investment properties fell to 1,520.8 t CO₂e (GHGP category 13).

Greenhouse gas emissions from investment properties	Unit	2024	2023
CO ₂ emissions from direct real estate investments ^{2,4}	in t CO ₂ e	1,521	1,547
CO ₂ intensity of direct real estate investments ²	in kg CO ₂ e/m ²	15.6	15.9

² The data taken as a basis for Scopes 3.1, 3.2 and 3.6 relates to 2024, while the data for the other scopes relates to the previous period.

⁴ The greenhouse gas emissions for the owner-occupied properties are included both in Scope 3 emissions (investment portfolio perspective) and in Scope 1 and 2 emissions (operations perspective). The double counting corresponds to 1,146 MWh.

In 2023, Helsana committed to switching 100% of the electricity used in all of its company properties to renewable sources by the end of 2024. To achieve this objective in the long term, all electricity products purchased within Helsana were reviewed and a switch to a renewable product was made at individual corporate locations. To cover this transition phase until the actual product switch from January 2025 onwards, Helsana procured additional guarantees of origin to offset the non-renewable electricity consumed.

As a large-scale consumer headquartered in Dübendorf, Helsana is obliged by the canton of Zurich to make energy savings of 2% a year. Helsana has also concluded a voluntary target agreement with the Energy Agency of the Swiss Private Sector (EnaW), which covers the main locations in St. Gallen, Worblaufen, Lausanne and Bellinzona in addition to the head office in Dübendorf. As part of this target agreement, EnaW identified energy and greenhouse gas reduction measures for all five main locations and worked with Helsana to draw up an implementation plan. The measures are designed not only to optimise energy consumption, but also to achieve a possible reduction in greenhouse gases of around 12% by 2030. Since the last reporting period, Helsana has converted the majority of its lighting to LED lights. This has reduced the electricity consumed by its corporate locations by 15%.

The data from the energy meters installed at the five major locations in the reporting year will flow automatically into the energy monitoring system introduced in 2023. This allows Helsana to track energy consumption at its locations live, pinpoint any deviations from the benchmark at an early stage and take appropriate measures in good time. Helsana is planning to install additional smart meters at additional locations in order to continuously improve data quality and drive forward energy efficiency.

In the 2024 reporting year, we were able to further optimise fuel consumption data quality for our corporate locations. This optimisation is reflected in an increase in fuel consumption with a reference area that remained constant compared to the previous year. The majority of our total energy consumption within the company comes from fuel consumption for the heating system, which accounts for 66.3%, and electricity consumption, which makes up 30.7%.

Energy ²	Unit	2024	2023
Energy consumption from operations	in MWh	9,046	9,071
Heating fuel	in MWh	5,993	5,327
Fuel for commercial vehicles	in MWh	13.2	17.6
Electricity	in MWh	2,775	3,459
District heating	in MWh	265	267
Energy consumption from investment properties	in MWh	10,940	11,070
Energy intensity			
Electricity for commercial real estate	kWh/m ²	41.9	52.4
Heating for commercial real estate	kWh/m ²	94.5	85.4
Proportion of renewable energy in relation to total electricity consumption for commercial real estate	as a %	100.0	76.2

² The data taken as a basis for Scopes 3.1, 3.2 and 3.6 relates to 2024, while the data for the other scopes relates to the previous period.

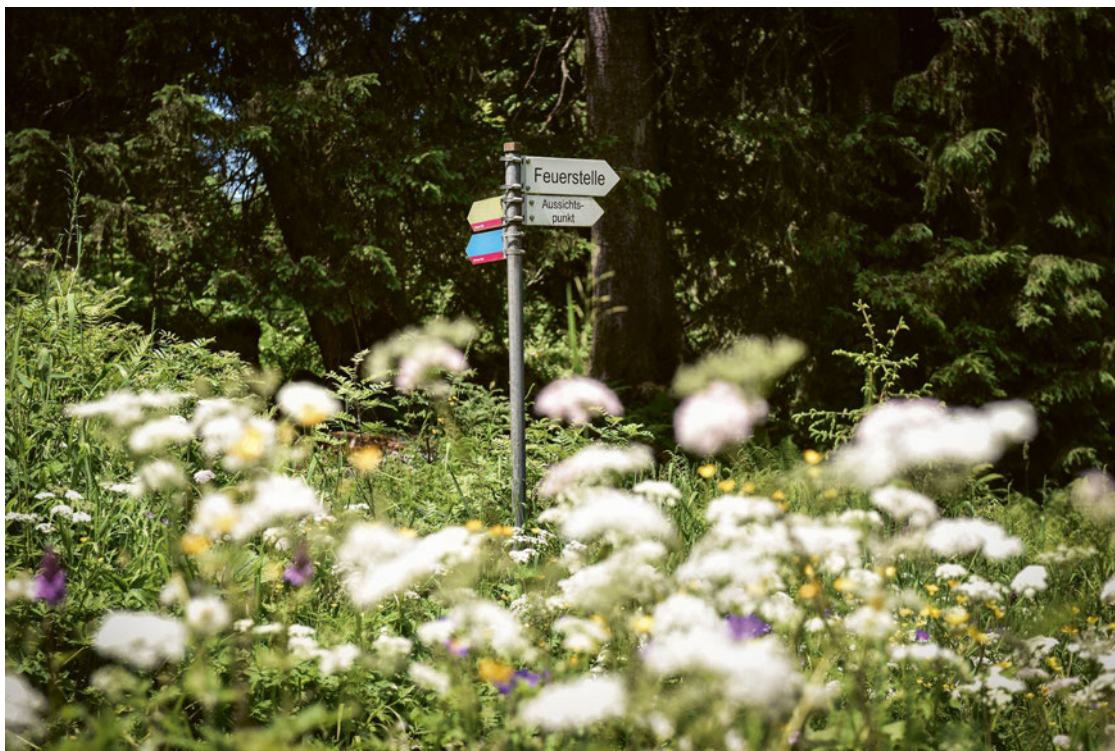
In the coming year, we will be stepping up our climate protection efforts. One central focal area will be the further development of our climate strategy in order to identify potential and implement effective measures at an early stage. We are also planning specific further steps to reduce our environmental footprint. These include moves to optimise our technical building systems, refurbish our investment properties to make them more energy-efficient, improve the efficiency of our corporate locations and promote sustainable mobility solutions for our employees.

Environment and resource consumption

Intact ecosystems and the responsible use of natural resources are essential if we want to ensure a healthy habitat for future generations to live in. The loss of biodiversity is one of the most pressing global risks. Helsana sees sustainable resource management as one of the key ways in which it can live up to its social responsibility.

One example relates to the 360 Helsana trails that we maintain in the great outdoors (see chapter “Health of our customers”). These not only promote the health of the people we insure by giving them opportunities to exercise and experience nature, but also raise awareness of the need to treat our environment and natural resources with care. The volunteering assignments completed by our employees to help care for and maintain these hiking trails also contribute to this quest (see chapter “Commitment for society”). They also contribute to ensuring that natural recreational areas remain accessible and intact for society.

Our buildings are also part of our sustainability strategy. By landscaping existing roofs, we not only create additional green spaces, but also reduce energy consumption. Refurbishing building shells helps to reduce increasing cooling requirements when outside temperatures are higher and to ensure a pleasant indoor climate all year round.



We have also made progress in the area of IT consumables: over 3% of our total hardware inventory was either sold to CBA Computer Broker AG (CBA) or donated to Europe's largest non-profit IT company, Arbeit für Menschen mit Behinderung (AfB). The devices are professionally cleaned, refurbished and reused. Our donation to AfB gives devices that are no longer needed a second lease of life. AfB attaches particular importance to employing people with disabilities, allowing us not only to reduce the number of old electrical appliances but also to contribute to social integration.

We also optimised our printers, focusing first and foremost on cost-effectiveness and security. By reducing the number of devices by almost half, operating and maintenance costs have been slashed. At the same time, the follow-me printing system increases data security and reduces paper consumption, as users need to be authenticated before they receive their printouts. Fewer devices also mean lower energy consumption, which is both environmentally and economically sustainable.

We have also made progress with digitalisation: 80.8% of invoices were sent digitally by doctors and hospitals in the reporting year, while 11% were sent via our myHelsana client portal. This has enabled us to save 95 tonnes of paper. Over 40% of tax statements and one in three policies were also generated digitally in 2024. All of these measures reduce paper consumption significantly, contributing to the protection of forests and the valuable habitats they house.

Going forward, we want to develop further measures as part of an environmental protection approach aimed at conserving resources, and integrate them into our day-to-day work. We continue to promote digital developments, IT recycling projects, energy savings by expanding green spaces and increased awareness among our customers.

Resource consumption	Unit	2024	2023
Electronic receipts service providers	as a %	80.8	78.7
Paper saved ⁶	in tonnes	95	89
Digitally issued tax statements	number	574,041	542,832
Digitally issued policies	number	957,965	901,923

⁶ Includes the paper saved due to the direct and digital transmission of invoice receipts between service providers and Helsana.



“We see sustainability not as a goal, but as our responsibility. With our commitment to achieving net-zero emissions by 2050, our expanded Scope 3 accounting and ongoing improvements in data quality, we are setting clear priorities for climate protection and shaping a future worth living in – for us and the generations to come.”

Marco Caflisch
Real Estate Energy and Sustainability

Sustainability KPIs

Corporate management

Data protection	Unit	2024	2023
Data breach	number	0	1

Business ethics and compliance	Unit	2024	2023
Quality in the new business process			
Cold calling	number	0	0
Insurance taken out without consent	number	4	5

Sustainable investing	Unit	2024	2023
Investments (SVVK exclusion list)	breaches	0	0

Social issues

Health of our customers	Unit	2024	2023
Scientific healthcare studies	number of studies	14	16
Receipt automation ratio	as a %	90.5	89.2
Customers registered on myHelsana	as a %	60	53

Employee development	Unit	2024	2023
Training	in hours per capita	19.9	19.9
Employee assessments	as a %	92	91

Employee health and well-being	Unit	2024	2023
Illness	working days lost per FTE	8.8	8.3
Accident	working days lost per FTE	0.7	0.8

Diversity and equal opportunities	Unit	2024	2023
Proportion of women on the Board of Directors	as a %	33	33
Proportion of women by management level			
Executive Board	as a %	0	0
Top management	as a %	16	16
Middle management	as a %	36	33
Inexplicable wage gap by gender (≤ 1) ¹	as a %	<1	-

¹ Differences in calculation methodology compared to the previous year: use of the Log-ON tool (a refined version of Logib) from Comp-On for the first time; the calculation is based on basic salary excluding roles with commission-based remuneration systems.

Working conditions and corporate culture	Unit	2024	2023
Employee commitment	in points (0-100)	76	70
Satisfaction with work situation	in points (0-100)	78	72
New hires	Number of employees	282	415
By gender			
Women	number of employees	147	250
Men	number of employees	135	165
By age group			
up to 30	number of employees	144	211
30 to 50	number of employees	123	180
over 50	number of employees	15	24
Employees leaving	Number of employees	380	417
By gender			
Women	number of employees	206	235
Men	number of employees	174	182
By age group			
up to 30	number of employees	128	166
30 to 50	number of employees	176	193
over 50	number of employees	76	58
Commitment for society	Unit	2024	2023
Volunteering			
Activities	number	27	27
Participants	number	290	216

Environment and climate

Greenhouse gas balance^{2,3,4} (scope 1, 2 and 3)	Unit	2024	2023
Total CO ₂ ⁵	in t CO ₂ e	20,751	3,012
Scope 1	in t CO ₂ e	1,119	1,025
Heating fuel	in t CO ₂ e	1,116	1,021
Fuel for commercial vehicles	in t CO ₂ e	3.4	4.5
Scope 2	in t CO ₂ e	77.2	90.8
Electricity consumption	in t CO ₂ e	54.5	68.0
District heating	in t CO ₂ e	22.6	22.8
Scope 3 ⁵	in t CO ₂ e	19,555	1,896
Scope 3.1 Purchased goods and services	in t CO ₂ e	16,329	–
Scope 3.2 Capital goods	in t CO ₂ e	282	–
Scope 3.3 Fuel and energy-related emissions	in t CO ₂ e	359	349
Scope 3.6 Business travel	in t CO ₂ e	788	–
Scope 3.7 Employee commuting	in t CO ₂ e	277	–
Scope 3.13 Downstream leased assets (investment properties)	in t CO ₂ e	1,521	1,547

² The data taken as a basis for Scopes 3.1, 3.2 and 3.6 relates to 2024, while the data for the other scopes relates to the previous period.

³ CO₂e stands for carbon dioxide equivalent and expresses the impact of various greenhouse gases, such as carbon dioxide (CO₂), methane, nitrous oxide, etc. on the atmosphere in the form of an equivalent of CO₂.

⁴ The greenhouse gas emissions for the owner-occupied properties are included both in Scope 3 emissions (investment portfolio perspective) and in Scope 1 and 2 emissions (operations perspective). The double counting corresponds to 1,146 MWh.

⁵ The increase in total CO₂ emissions in the reporting year is due to the full inclusion of Scope 3 emissions for the first time. By way of comparison, only a small volume of Scope 3 emissions could be included in 2023.

Greenhouse gas emissions from investment properties	Unit	2024	2023
CO ₂ emissions from direct real estate investments ^{2,4}	in t CO ₂ e	1,521	1,547
CO ₂ intensity of direct real estate investments ²	in kg CO ₂ e/m ²	15.6	15.9

² The data taken as a basis for Scopes 3.1, 3.2 and 3.6 relates to 2024, while the data for the other scopes relates to the previous period.

⁴ The greenhouse gas emissions for the owner-occupied properties are included both in Scope 3 emissions (investment portfolio perspective) and in Scope 1 and 2 emissions (operations perspective). The double counting corresponds to 1,146 MWh.

Energy²	Unit	2024	2023
Energy consumption from operations	in MWh	9,046	9,071
Heating fuel	in MWh	5,993	5,327
Fuel for commercial vehicles	in MWh	13.2	17.6
Electricity	in MWh	2,775	3,459
District heating	in MWh	265	267
Energy consumption from investment properties	in MWh	10,940	11,070
Energy intensity			
Electricity for commercial real estate	kWh/m ²	41.9	52.4
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² The data taken as a basis for Scopes 3.1, 3.2 and 3.6 relates to 2024, while the data for the other scopes relates to the previous period.

Resource consumption	Unit	2024	2023
Electronic receipts service providers	as a %	80.8	78.7
Paper saved ⁶	in tonnes	95	89
Digitally issued tax statements	number	574,041	542,832
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⁶ Includes the paper saved due to the direct and digital transmission of invoice receipts between service providers and Helsana.

Publication details

2024 Sustainability Report of Helsana Insurance Company Ltd, Helsana Supplementary Insurances Ltd and Helsana Accidents Ltd.

Publication date

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This Sustainability Report has been approved by the Board of Directors of Helsana Insurance Company Ltd, Helsana Supplementary Insurances Ltd and Helsana Accidents Ltd and by the General Meeting of Helsana Supplementary Insurances Ltd and will also be published as a report on non-financial matters pursuant to Art. 964 et seq. CO.

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