



3.



Our Material Issues
Our Stakeholders

3.1. Ongoing Communication and Dialogue



We want our business management to respond to the concerns and interests of all our stakeholders.

To this end, we strive daily to improve communication channels, which provide dialogue and active listening.

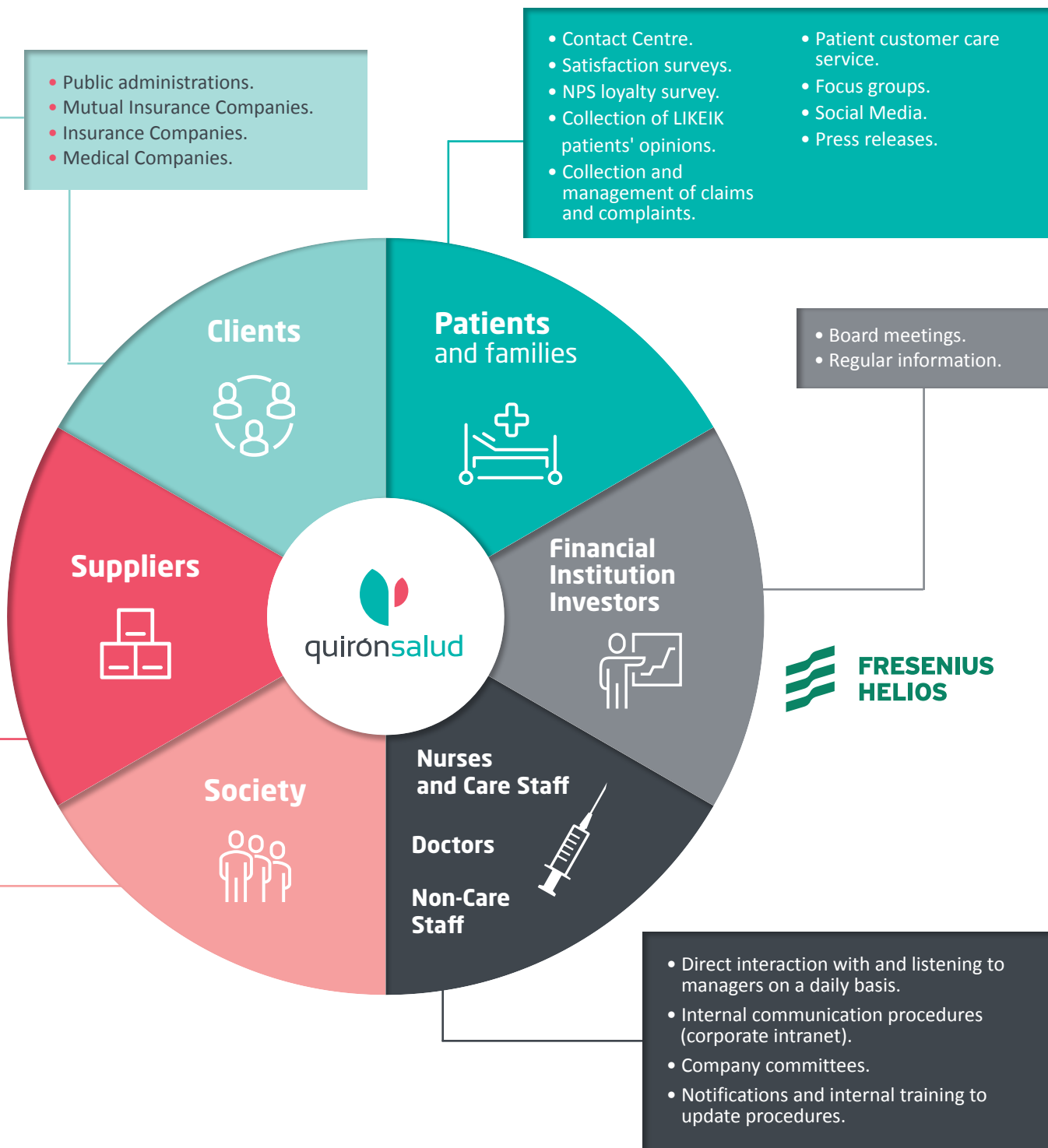
- Compliance with the regional requirements of public health agencies (SESCAM, SERGAS, SAS, GENCAT).
- Teaching accreditation of our hospitals.
- Healthcare permits.
- Presentation of offer meetings.
- Contractual agreements.
- Regular results validation meetings.
- Direct interaction on a daily basis with regional delegations.

- Presentation of offer meetings.
- Contractual agreements.
- Regular results validation meetings. Direct daily interaction.
- Internal customer satisfaction surveys

- Pharmaceuticals and healthcare supplies.
- Medical Staff.
- Services.

- Focus groups with patient associations.
- Municipal representation.
- Partnership agreements with a wide range of organisations for the prevention and promotion of health.
- Agreements with universities and business schools.
- Social Media.
- Press releases.
- Publications in specialist media.

- Civil society.
- Scientific communities.
- NGOs-Foundations.
- Patient Associations.
- Academic Institutions.
- Regulatory Body.
- The Media.
- Competitors.



CORPORATE CENTRE CONTACT

Patients and their relatives are the main priority groups for Quirónsalud and we have a very direct relationship with them, making responsive, accessible communication channels available.

With the Corporate Contact Centre as a strategic pillar of excellence of our service, we continue to make advances in upholding our four key areas of action:

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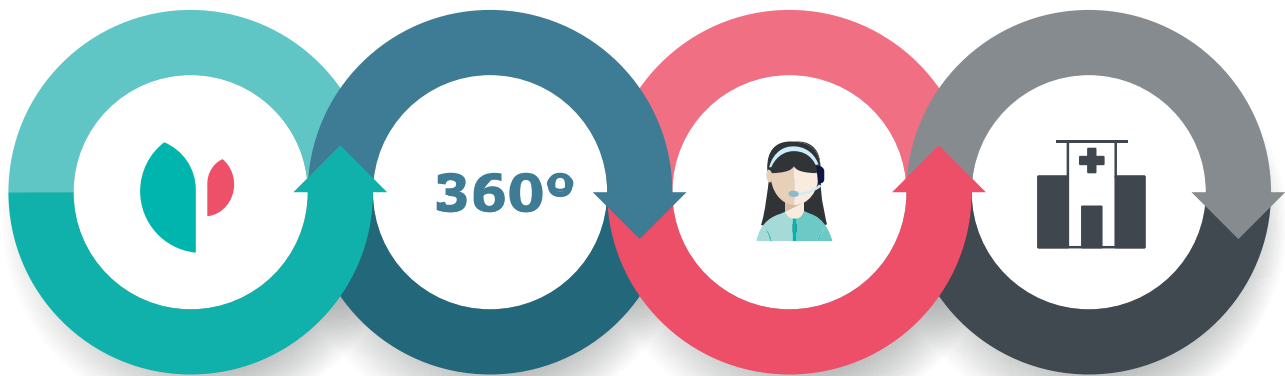
Similarly, we are proud of our Care and Treatment Programme, which began in 2010, and with which we continue to make advances every year. This programme came into being to guarantee even better patient care and treatment, promoting a working culture oriented towards improvement, in order to respond effectively to patient needs.

Within this framework, we continue to offer our staff with adequate training for contact with specific groups (Reception, Admissions, Telephone Customer Care, A&E, etc.).



Reinforcing and strengthening a **unified group image**

Implementing specific **multi-channel** Contact Centre **management technology**



360° approach to care. Multi-channel management.

Attending patients via a range of channels (telephone, e-mail, websites, social media...)

Patient loyalty to group hospitals

In this Report, we devote a specific chapter to each of our main stakeholders, highlighting our actions which are focused on better communication, and taking into consideration their requirements and expectations.

3.2. Materiality Analysis



We have identified the issues which are important our stakeholders by means of interaction and dialogue mechanisms implemented specifically for each of them. Similarly, this initial list of themes is complemented with other issues proposed by the company itself.

The **26 themes identified for materiality analysis**, divided into three categories, financial (F), environmental (E) and social (S), have been internally coded in order to facilitate their later classification and the representation of their importance in the materiality matrix.

WE ASSESS **26** THEMES:

5

FINANCIAL CATEGORY

- F1: Financial performance**
- F2: Presence in the market**
- F3: Indirect financial consequences**
- F4: Acquisition practices**
- F5: Ethics, integrity and the fight against corruption**


7

ENVIRONMENTAL CATEGORY

- E1: Materials**
- E2: Energy consumption**
- E3: Water consumption**
- E4: Impact on biodiversity**
- E5: Emissions into the atmosphere (GHG: greenhouse gases)**
- E6: Effluence and waste**
- E7: Environmental assessment of providers**





14

SOCIAL CATEGORY

LABOUR PRACTICES AND DECENT EMPLOYMENT

- S1: Employment
- S2: Relations between employees and management
- S3: Occupational Health and Safety
- S4: Training and Professional Development
- S5: Diversity and Equal Opportunities

HUMAN RIGHTS

- S6: Assessment of human rights

SOCIETY

- S7: Medical research, innovation and teaching
- S8: Social action and local communities
- S9: Regulatory compliance in all areas (socio-economic, environmental, in the provision of services)

RESPONSIBILITY FOR SERVICES

- S10: Patient health and safety
- S11: Information regarding Medical Services
- S12: Satisfaction of our patients and their relatives
- S13: Advertising communications and responsible marketing
- S14: Patient privacy and confidentiality of information



Once again this year, we have proceeded to apply our **materiality methodology** to determine the importance of the issues and to prioritise them, in terms of listening to our stakeholders and of strategic company criteria.

This method allows the organisation to have an objective list of important issues of value creation for the identified stakeholders, and to assess the materiality, priority and degree of coverage of each them. The prioritisation is ba-

sed on the principles of Materiality and Stakeholder Participation: to determine if a theme or aspect is material or not for **Quirónsalud**, our methodology brings together internal and external factors.

For the internal analysis of the importance of CSR issues, two new criteria have been added with respect to previous methodology: the results of the company risk analysis and the guidelines of our parent company (Fresenius)

COMPANY CRITERIA

- Results of the Company risk map.
- Direct financial impacts in the short and medium term.
- Issues subject to legal or regulatory requirements.
- Parent company guidelines.
- Competition policies and practices.
- Emerging issues to be headed up.

For each issue assessed, two numerical values are obtained, one according to Quirónsalud's own criteria and the other according to criteria based on our stakeholders.

We have categorised the topics as **critical, significant, emerging or minor**:

Critical

A key issue that is considered to be a priority and essential to the company.

Significant

An important issue that must be taken into account to take appropriate action regarding its impact.

Emerging

An issue whose importance is considered to be lesser than the previous cases, and regarding which the company may act in the medium term.

Minor

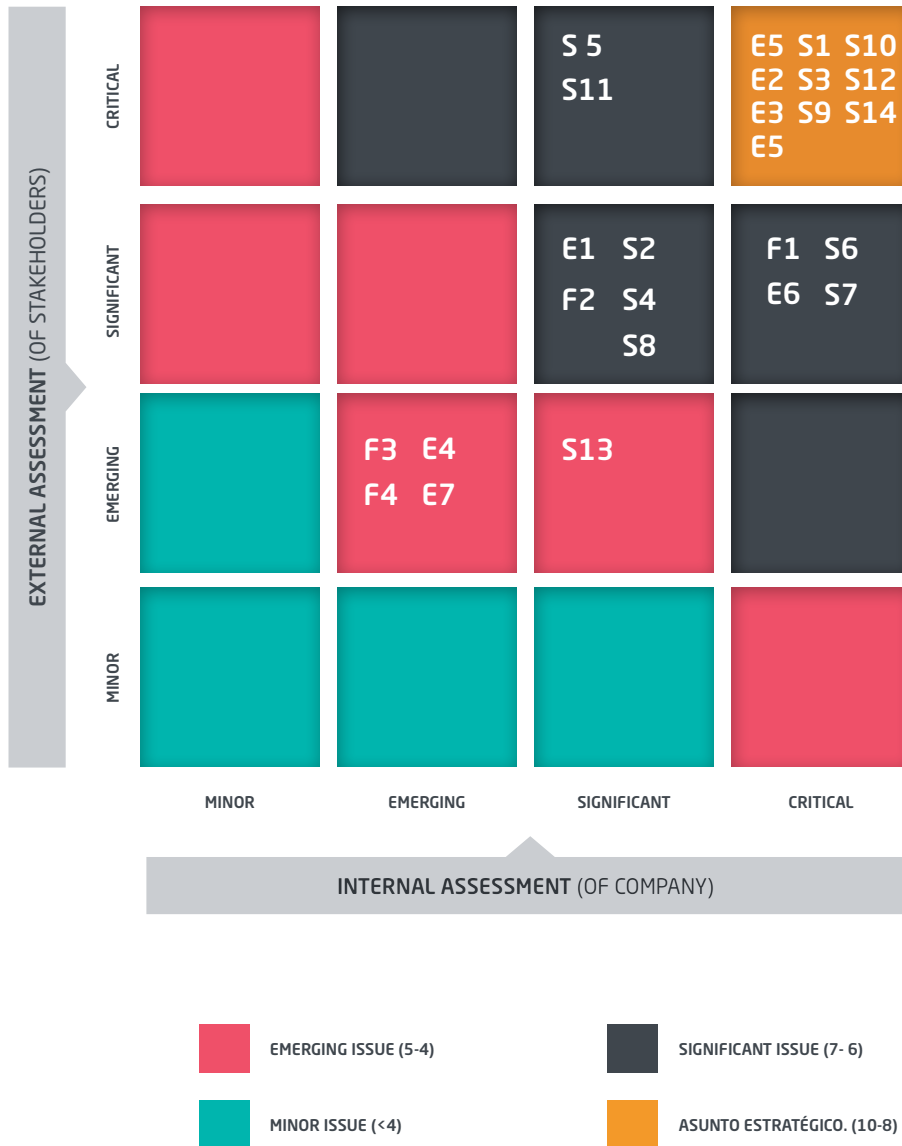
An issue which is not important at the present time or on which the company's activities do not have an impact.





A table of the priority of issues, which allows the company to prioritise and define areas of risk and opportunity. This analysis has led us to obtain the following **materiality matrix**:

OUR RESULTS: MATERIALITY MATRIX



The CSR Directorate supervises the results of the materiality procedure and approves the final rating of material issues. These results are shared and validated by the Steering

Committee and/or Compliance and CSR Committee. Below is a list of the **21 issues identified as priorities**, 10 of them classified as **strategic**, and 11 as **significant**:

OUR MATERIAL ISSUES

FINANCIAL ISSUES

Ethics, integrity and the fight against corruption (F5)

Financial performance (F1)

Presence in the market (F2)



ENVIRONMENTAL ISSUES

Energy (E2)

Water (E3)

Emissions (Greenhouse gases) (E5)

Waste (E6)

Materials (E1)



SOCIAL ISSUES

Patient health and safety (S10)

Patient privacy and confidentiality of information (S14)

Satisfaction of patients and their relatives (S12)

Employment (S1)

Occupational health and safety (S3)

Regulatory Compliance (S9)

Assessment of Human Rights (S6)

Research, innovation and teaching (S7)

Relations between employees and management (S2)

Training and professional development (S4)

Diversity and equal opportunities (S5)

Social action (S8)

Information regarding Medical Services (S11)



Our material issues are the basis of our actions in the field of CSR and they are based on the information provided in this Report.