

**Our Team:**  
Our corporate culture

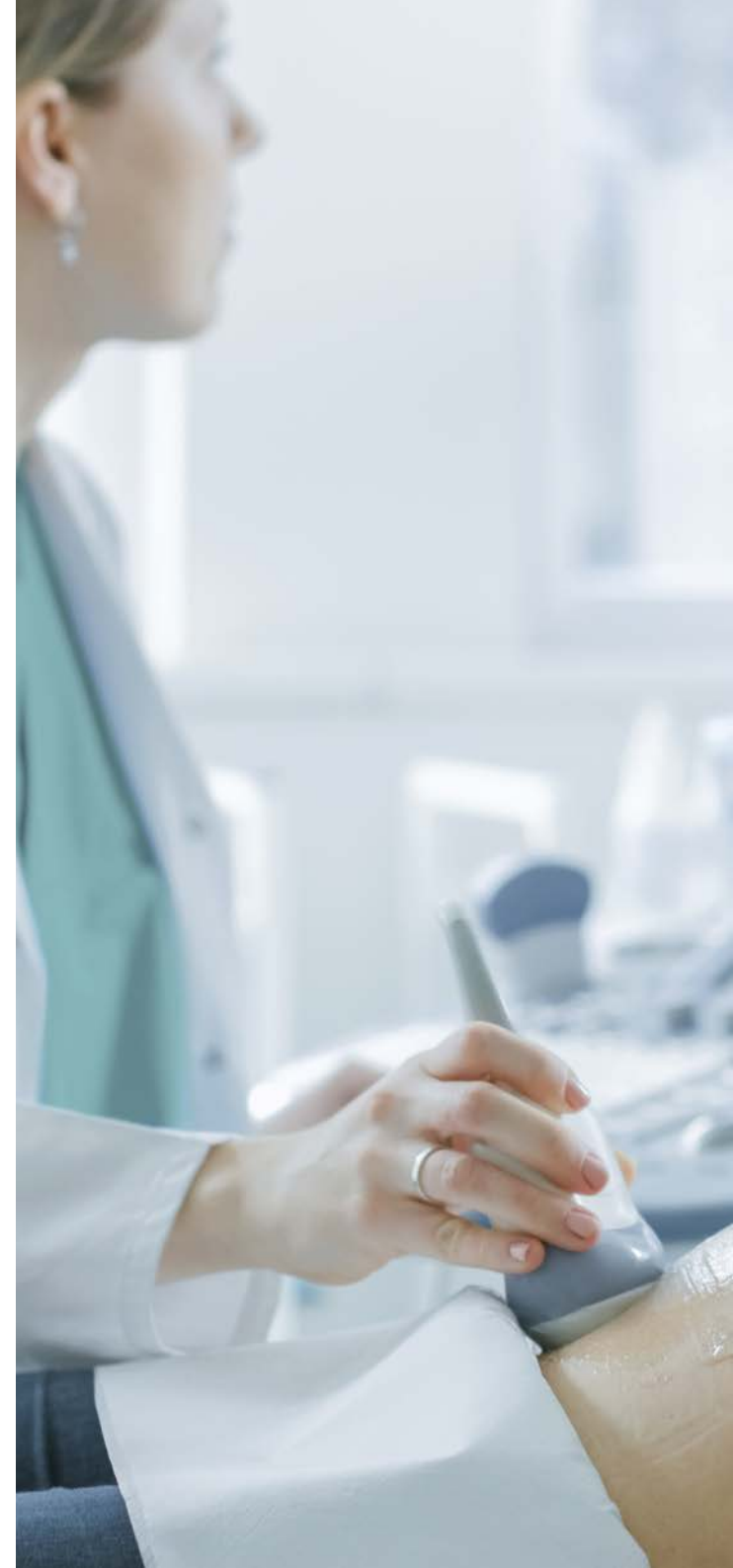
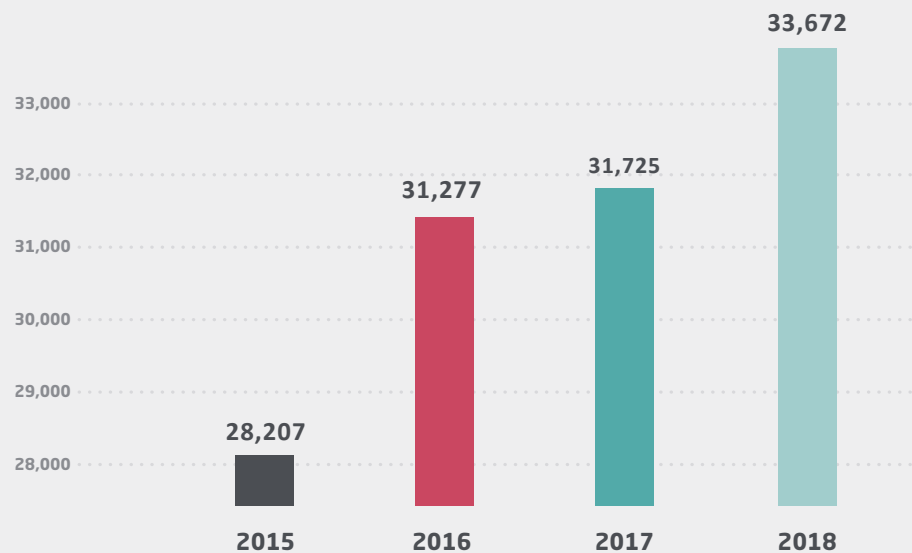
# Quality employment

A highly qualified and committed team, passionately developing their activities in a safe, diverse and inclusive environment.



In 2018, we reached the figure of **33,672 employees** and we have created some **2,000 new jobs**. Around **75% of permanent contracts**. Turnover rate less than 2%.

GROWTH IN THE NUMBER OF EMPLOYEES





As of December 31, 2018, the Quirónsalud team is formed by 33,672 employees; 96% work in Spain while the remaining 4% are located in our centres in Latin America and Dubai.

In addition to the company's own members of staff, we work in cooperation with the best professionals in the various healthcare branches.

Around 70% of our professionals are hired under the service provision modality, the majority in private Quirónsalud hospitals.

We also help young people to enter the job market through the granting of scholarships under agreements with different academic entities.

Breakdown of our workforce by professional category	
Management	85
Administration	4,185
Sales and Marketing	261
Production	9,316
Services	7,314
Nurses and Doctors	12,500
R&D	11
TOTAL	33,672

100% of our employees are covered by a **collective agreement** (with the exception of the CEO).

There are numerous initiatives developed in our centres focused on maintaining **quality employment** and the **health and welfare of our employees**, as well as fostering a corporate culture that identifies the values and

hallmarks of our workforce. Some of these initiatives are reflected in this report.

Our **internal communication** plan is key to achieving these goals; therefore, in 2018 we continued consolidating tools and procedures adapted to the needs of the

company, to generate **loyalty, a sense of belonging and motivation**.



# Diversity and equal opportunities

We want to enhance the skills of all our employees because diversity brings value to the team and is a reflection of today's society.



At Quirónsalud, we endorse equal opportunities and promote diversity in all its forms:

- Gender diversity
- Functional diversity
- Generational diversity
- Cultural diversity
- LGTBI collective

The express commitment to **Human Rights** of our parent company, Fresenius, applicable to all the Group's activities and businesses, includes the promotion of diversity as well as the explicit rejection of any form of discrimination.

Likewise, the **Quirónsalud Code of Conduct** sets this out, recognising non-discrimination and equal opportunities as one of the basic principles of action by the professionals of the Group, making an externally managed Complaint Channel accessible to everybody in the company.



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Quirónsalud is one of the **TOP30 Companies in Spain** most committed to **Diversity and Equality**

Quirónsalud has participated in the **Variable D2018** Report, developed by the consulting firm Intrama, in which effective and efficient models are identified through Good Practices in Diversity and Equality, gathering the actions, results and future challenges of the 30 Companies in Spain most committed to these issues.

## Gender diversity

The women's collective has a very important presence in our company and we must respond to their needs and roles, both in the company and in their family environments, through initiatives promoting gender equality.

In 2018, we reached the figure of **24,446 women** in our team, 716 more than in the previous year.

**73% of the workforce are women**, and this figure is greatly exceeded in the area of nursing.

Around **18% of management positions** are filled by women.

**Social benefits** have been implemented to improve the family and work-life **balance** of employees, such as improvements in areas of maternity,

mainly in terms of breastfeeding and the right to return to a job in cases of voluntary leave for legal guardianship of a child under 12 years of age, flexible remuneration (childcare checks), extension of paid and unpaid permits that improve the balance, and study aids for children and up to different levels of training. In several centres, **specific protocols against gender and sexual harassment, and the ten principles of language for equality** have been drawn up, as well as equality commissions to ensure the monitoring and surveillance of these aspects.

## Functional diversity

We promote the integration of people with disabilities in our team through initiatives and agreements with different social entities.



In recent years, we have been increasing the incorporation of people with disabilities into our workforce by around 20%.

The group's services company (SPS) stands out in particular for its involvement in functional diversity: it has a high percentage of disabled staff for laundry services, and selects suppliers that promote the hiring of people with disabilities, as is the case of the company hired for waste and laundry management.

The alternative measures provided for in article 2.1.A and B of Royal Decree 364/2005 have been selected, through contracting the equivalent number of workers with disabilities through Special Employment Centres. A Certificate of Exceptionality, valid until 2020, has been granted.

#### **Our centres endorse corporate diversity and inclusion policies**

Several centres also have been granted a Declaration of Exceptionality in accordance with the applicable regulations, to replace the percentage of disabled personnel with alternative measures up to 2%.

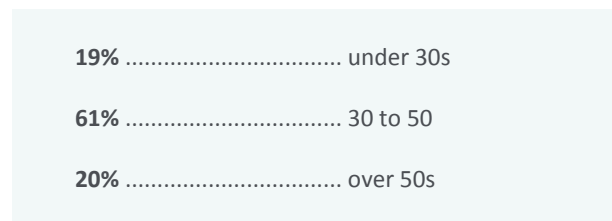
### **Universal accessibility:**

**Universal accessibility** means that all environments, goods, products and services must be able to be used by all people independently, safely and efficiently, ensuring that the disabled person does not need to interrupt their activities due to accessibility problems.

The Quirónsalud Group is aware of the importance of accessibility for all our stakeholders, being a key issue considered in our new projects that are governed by the most demanding regulations in the field.

### **Generational diversity**

**In our workforce, several generations coexist with different characteristics: we want to accommodate all of them, working towards an integrated team and combining all the talents.**



Many questions must be answered in order to manage this current generational diversity reality.

Quirónsalud has collaborated with the Corporate Network of Observatorio Generación y Talento (Observatory on Generation and Talent) in the first study conducted in Spain on generational talent with scientific rigour, prepared by the Observatory and its academic partner the Comillas Pontifical University ICAI-ICADE.

This study determines who these professionals are from a generational perspective, defining a roadmap with innovative solutions that help organisations to take advantage of the knowledge and talent that each of them brings.

### **Cultural Diversity**

**Integrating cultural diversity into our workforce is key not only from an internal perspective, but also in paying proper attention to the multiculturalism present in our patients.**

**More than 50 different nationalities coexist in our workforce.**

Approximately 6% of our employees are of nationalities other than Spanish.

### **LGTBI Collective:**

**We want to ensure freedom of expression regarding the sexual orientation of our employees, while helping to improve the lives of the people in this group.**

In addition to the internal management of our employees, avoiding discriminatory practices and ensuring freedom of expression regarding sexual orientation, we face the challenge of how medical services can help improve the lives of the members of the LGBTBI collective.

Our policies of commitment to non-discrimination must generate a work environment without homophobic behaviour or discriminatory practices.

Likewise, the group is working to identify the challenges that are presented to us and to be able to offer healthcare and solutions that respond effectively to the needs of patients belonging to the LGBTBI collective, for example, in matters of psychological assistance or support for patients with specific transgender needs.

Quirónsalud has participated in the Good Practices in LGBTBI Diversity report, carried out by the SERES Foundation, with the collaboration of REDI (Corporate Network for LGBTBI Diversity and Inclusion) and the LGBTBI Programme of the Community of Madrid.

# Occupational health and safety

We continue to make progress in the Operational Plans defined within the Plan for the Prevention of Occupational Hazards.



## Milestones reached in 2018:

- Development, launch and monitoring of new scorecards: Strategic monthly monitoring at the centre, national and corporate levels of the implementation of preventive action at the worker level, as well as the progress of accident-rate indicators.
- **Regulatory Audit of the Prevention of Occupational Hazard Management System**, implemented after the reorganisation of the Quirónsalud Joint Prevention Service.

## OHSAS 18001 Certifications:

The Public Hospitals Joint Prevention Service, as well as Quirónprevención, as part of the Quirónsalud Joint Prevention Service, have a management system certified under the OHSAS 18001 standard (in process of being adapted to ISO 45001).

## Preventive Organisation:

The Quirónsalud Group, since the end of 2018, has a preventive organisation formed by three Prevention Services that, under the Corporate Directorate of Prevention of Occupational Hazards, includes in its scope of action the areas of Safety, Industrial Hygiene, Ergonomics and Psychosociology and Health Monitoring.

In 2018, the **CAE Platform** was established and optimised to manage, through specific software, the coordination of business activities with the group's suppliers, in accordance with the provisions of article 24 of Law 31/1995 and its development through Royal Decree 171/2004.

The number of supplier companies and contractors managed in the Coordination of Business Activities during 2018 has been 3,584.

Coordination of corporate activities:		
	No. Workers	No. Companies
Quirónsalud Joint Prevention Service	25,948	35
Public Hospitals Joint Prevention Service	3,114	5
Jiménez Díaz Foundation Own Prevention Service	3,948	1

Coordination of corporate activities:	
	No. Companies and Contractors managed in CAE
Quirónsalud Joint Prevention Service	2,933
Public Hospitals Joint Prevention Service	582
Jiménez Díaz Foundation Own Prevention Service	69
<b>TOTAL</b>	<b>3,584</b>

**In 2018, the adaptations or relocations of the following particularly sensitive employees and pregnant women were analysed:**

	Number of particularly sensitive employees whose jobs have been adapted or who have been relocated to another position	Number of pregnant women whose jobs have been adapted or who have been relocated to another position
<b>Quirónsalud Joint Prevention Service</b>	223	457
<b>Public Hospitals Joint Prevention Service</b>	38	137
<b>Jiménez Díaz Foundation Own Prevention Service</b>	24	53
<b>TOTAL</b>	285	647

## Health and safety committees:

In 2018, the following Health and Safety Committees were held  
In relation to the companies and centres affiliated to the Group's Prevention Services:

	Nº Comités de Seguridad Social
<b>Quirónsalud Joint Prevention Service</b>	280
<b>Public Hospitals Joint Prevention Service</b>	26
<b>Jiménez Díaz Foundation Own Prevention Service</b>	4
<b>TOTAL</b>	310



## Statistical accident analysis:

In 2018, there were no fatal occupational accidents or diseases.

The report and follow-up of the accident rate statistical indicators in the Quirónsalud Joint Prevention Service has been consolidated through the **corporate scoreboard**.

This will enable us, in the future, to be able to compare our annual results in a representative manner and measure our performance in occupational health and safety.

### Number of accidents with sick leave and without sick leave:

	Total number of work accidents with sick leave	Total number of work accidents without sick leave
Quirónsalud Joint Prevention Service	718	1,022
Public Hospitals Joint Prevention Service	107	191
Jiménez Díaz Foundation Own Prevention Service	124	275
<b>TOTAL</b>	<b>949</b>	<b>1,488</b>

### Number of accidents with sick leave:

	Number of occupational diseases with sick leave
Quirónsalud Joint Prevention Service	3
Public Hospitals Joint Prevention Service	6
Jiménez Díaz Foundation Own Prevention Service	6
<b>TOTAL</b>	<b>949</b>

### Number of commuting accidents:

	Number of commuting accidents
Quirónsalud Joint Prevention Service	229
Public Hospitals Joint Prevention Service	36
Jiménez Díaz Foundation Own Prevention Service	49
<b>TOTAL</b>	<b>314</b>







#### Work accident indicators:

	Incidence rate for total accidents with sick leave. (No. of accidents * 1000 / No. of workers)	Absenteeism rate for total accidents with sick leave. (lost days / number of workers)
<b>Quirónsalud Joint Prevention Service</b>	27.67	0.97
<b>Public Hospitals Joint Prevention Service</b>	34.36	1.45
<b>Jiménez Díaz Foundation Own Prevention Service</b>	31.41	1.11
<b>TOTAL</b>	28.75	1.03

#### Training in prevention of occupational hazards:

In 2018, a total of **28,917 hours of training in prevention of occupational hazards** has been given, which means a ratio of 0.9 hours per worker and about 5,000 more hours taught compared to the previous year.

	Hours of training for workers who have received information about the specific risks of their job (art.19 LPRL)(POH Law	Hours of training for workers per basic level course (Annex IV RD 39/1997)	Hours of training for workers on emergency action in their workplace	Hours of training for workers in other POH courses
<b>Quirónsalud JPS</b>	20,799	1,210	273	2,530
<b>Public Hospitals JPS</b>	1,334	50	135	1,472
<b>Jiménez Díaz Foundation OPS</b>	557	100	26	431
<b>SUBTOTAL</b>	22,690	1,360	434	4,433
<b>TOTAL</b>		28,917		

The total of 17,194 courses on prevention of occupational hazards have been completed; 52% of workers completed one of these courses in 2018.

	Hours of training for workers who have received information about the specific risks of their job (art.19 LPRL) (POH Law)	Hours of training for workers per basic level course (Annex IV RD 39/1997)	Hours of training for workers on emergency action in their workplace	Hours of training for workers in other POH courses
<b>Quirónsalud JPS</b>	10,725	65	1,195	2,324
<b>Public Hospitals JPS</b>	667	1	135	640
<b>Jiménez Díaz Foundation OPS</b>	721	2	94	625
<b>SUBTOTAL</b>	12,113	68	1.424	3,589
<b>TOTAL</b>	17,194			

	No. of medical examinations performed
<b>Quirónsalud Joint Prevention Service</b>	10,748
<b>Public Hospitals Joint Prevention Service</b>	1,363
<b>Jiménez Díaz Foundation Own Prevention Service</b>	1,198
<b>TOTAL</b>	13,309

## Medical examinations performed:

In 2018, 13,309 medical examinations were performed in accordance with the protocols associated with the job, in order to assess the aptitude for the position from the point of view of health monitoring and issue the relevant one for the worker:

## Associations and conferences on health and safety at work:





# Healthy company

The healthcare professional plays a key role in achieving a healthy company.



In 2018, the Corporate Department of Prevention of Occupational Hazards worked together with POH organisations AESPLA and PRL Innovation, actively participating in its assemblies and sharing news and good practices in areas of prevention.



Likewise, participation in numerous specialised congresses in the field of prevention of occupational hazards has been promoted:

**Workers are our company's main asset.** We all have just "one health", which we share in the work environment, in the family and in society. Unbalanced nutrition, low physical activity, neglected emotional health, or other unhealthy habits are circumstances that affect health and therefore the worker as a person.

## Our centres are a reflection of corporate culture in terms of occupational health:

2018 saw the launch of numerous initiatives focused on the well-being and promotion of sport and healthy habits among employees, including sport activities, informative and awareness-raising talks

on different themes, healthy eating workshops, corporate posters emphasising the importance of health, Pilates & Work, recipe contests or prizes for the healthiest service in the centre.



28 April

## World Day for Health and Safety at Work

Many thanks for helping to create a healthier work environment. Practice healthy habits with good nutrition and five portion of fruit and vegetables a day.



*Dexeus University Hospital: World Day for Health and Safety at Work*

Many of our centres have commemorated World Day for Health and Safety at Work with different specific actions, thanking and congratulating all the workers who day in, day out, offer their talent and skills as a hallmark of the Quirónsalud hospitals.

For its part, in the **Quirónsalud Infanta Luisa Hospital in Seville**, Quirónprevención health professionals were trained and updated on the best strategies for healthy living habits in

the **Conference on Nutrition, Hydration and Physical Activity in the Workplace**, organised with the participation of the Spanish Nutrition Foundation (FEN).

The meeting addressed key issues for the promotion of health in the workplace, with the goal of encouraging healthcare professionals to update their knowledge on these issues, as well as other aspects such as the impact of social networks in the field of health.



# Ongoing training and professional development

Ongoing training is key to the professional development of our team.



In 2018, we continued with our training programmes in different key knowledge areas for the development of our professionals, both in technical assistance fields and in other complementary areas:

- Personal skills
- Care and Caring
- Prevention of Occupational Hazards
- Legislation
- Caregiving skills
- Non-caregiving skills
- Patient safety
- Information systems
- Quality

**In 2018, staff received a total of 69,226 hours of training in Quirónsalud, which means an increase of more than 15,000 hours compared to the previous year.**



**22,919 employees** from all professional categories underwent training courses in 2018.

**1,622 employees** at the front-line of patient care have participated in training in the “**Care and Caring**” key project since its launch as early as 2010.

A total of **18,225 hours of training** has been given in **caregiving skills** for health personnel, with the participation of **2,786 employees**.

In **Patient Safety**, **2,699 hours** have been taught to a **total of 1,945 employees**.

In the **Quirónprevención** programme, **40,213 hours** were taught in 2018, which means an average of **7.70 hours of training per employee**.





*Be a leader in Quirónsalud, 3rd Year (photo 2600)*

### **The Quirónsalud Campus is the Corporate University of the Quirónsalud Hospital Group.**

Since its launch in 2016, it has developed advanced management programmes and organised numerous conferences on science and other fields, creating a knowledge network through which the Quirónsalud Campus:

- Trains its professionals and future leaders
- Captures and enhances the company's talent
- Contributes to designing excellence in healthcare and a sustainable future

In 2018, the Quirónsalud Campus continued to grow, finding new areas of expansion and reaching

new goals. Thanks to its advanced programmes, already in their third year, middle-level managers of the whole group have been able to boost their careers within the company, progressing personally and professionally, and improving the leadership of their teams in each centre. So far, the vast majority of students in both programmes have developed new projects in their positions, receiving promotions within the group and taking a step forward in their careers.

Thus, Quirónsalud reinforces the internal promotion of its professionals, giving them motivation and a path to take, in addition to forging ties between teams and centres all over the country.



*Nursing Leadership and Management in Quirónsalud, 3rd Year*



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The initiative developed by Juan Rey, head of the Oral and Maxillofacial Surgery Service of the Public Hospitals of Madrid, and Alicia Aquillué, Financial Administrative Manager from Zaragoza, “Triple surgical goal. Application of LEAN methodology to improve the surgical circuit” has already been implemented in the four public centres that the group manages in the Community of Madrid.



In the III edition of the Programme “**Be a leader in Quirónsalud**”, run between May and October 2019, 31 students participated.

Likewise, several of the projects developed during these training programmes have already been brought to light in the group.

- The Quirónsalud Campus continues to promote nursing, creating two pilot training programmes in this field in 2018 that will be extended in 2019 to all of Spain

Between July and October 2018, 50 students took part in Nursing **Leadership and Management programmes in Quirónsalud**.

The flow of knowledge goes both ways; in the 2017-2018 edition of the Master’s Degree in Nursing, a mentoring programme was included, in which students from previous editions guided current students, helping them in their journey so that the projects of each edition are effectively integrated into the global project of Quirónsalud, whether in

the areas of patient-care, innovation or digital transformation, or promoting new centres and speciality areas of the group.

The **Postgraduate Course in Surgical Nursing, Anaesthesia, Resuscitation and Pain Therapy**, carried out in partnership with the International University of Catalonia, completes the training of the nurses of the group specialising in surgery. Since November 2018, 25 students have participated in this new programme lasting six months.

With the **Master’s Degree in Advanced Patient Care in Anaesthesia, Resuscitation and Pain Management**, developed by the Jiménez Díaz Foundation School of Nursing and the Autonomous University of Madrid,

the nurses of the group’ surgical department may specialise in these specific fields. Since September 2018, **15 students** have participated in this programme, lasting one year.

Another significant event was the launch of the **Master in Patient Management and Care with Vascular Access Device** in September 2018 lasting a year and in which **15 students** also participated.

With the **1st Conference on Hospital Benchmarking in Quirónsalud**, the company aims to bring this process and its possible applications to the

health professionals, with the goal of providing them with the capacity and instruments needed to analyse the clinical results obtained in the treatment of their patients.

Accordingly, the **Conference on Radiosurgery with Gamma Knife** unveiled the possible applications of the Gamma Knife unit, the only one in Spain and located in one of our centres, the **Ruber International Hospital**, through the conferences given by prestigious international experts in this field,



*Conference on Hospital Benchmarking in Quirónsalud, 1st Edition*

such as Dr Marc Levivier, Head of the Neurosurgery Service of the Lausanne University Hospital in Switzerland, Dr Bodo Lippitz, Director of the Gamma Knife Radiosurgery Centre in Hamburg and the Gamma Knife Radiosurgery Unit of Cromwell Hospital in London, or Professor Jean Regis, Professor of Neurosurgery at the University of Marseille and head of the Functional Neurosurgery and Radiosurgery Service at La Timone Hospital in Marseille, among other renowned experts.

In order to reinforce the momentum that the group is giving to the Patient Experience, in October the **1st Edition of the International Patient Experience Seminar was held in the Dexeus University Hospital**.

**The patient’s experience is the strategic cornerstone around which the present and future of Quirónsalud is built, due to its great impact both on the continuous improvement of the quality of care, and to the special emphasis that**



*Conference on Radiosurgery with Gamma Knife*



**human values require in an increasingly digital, robotised and automated world.**

Through the experiences shared by the speakers of two leading global organisations on the transformation of the patient's experience, the **Cleveland Clinic** and the **Beryl Institute**, Quirónsalud contributes through this initiative to the knowledge, debate and implementation of programmes to improve patient experience in our country, expressing its commitment to people's health and well-being.

In this seminar the group gave an award to the **Quirónsalud Madrid University Hospital** and to the **Rey Juan Carlos University Hospital**, in addition to granting a special mention to the **Ruber Juan Bravo Hospital**.

In 2018, the Campus also addressed a new edition of the **International Patient Safety Day**. In its 5th Edition, about 350 professionals gathered at this conference on Patient Safety, where the importance of the perseverance and the role of leaders to be able to involve all professionals in this culture of Safety and Clinical Excellence in organisations.

At the conference we welcomed international speakers, such as Dr Sneh Khemka, president of Population Health of Aetna International; Dr Patrick Courneya, executive vice president of Hospitals, Quality and Excellence in Care of Kaiser Permanente and Dr John Harden, National Clinical Director of Quality and Safety of the Government of Scotland.

And once again, the Best Patient Safety Initiatives Award, which aims to give visibility to the recognition, support and promotion of the development of safe practices, was presented, on this occasion to the Hospital Complex of Navarra, the **Jiménez Díaz Foundation University Hospital** and the Alava Mental



Health Network, finishing with a special mention to the **Rey Juan Carlos University Hospital**.

In the **3rd Conference on Care in Quirónsalud**, which on this occasion took place in Barcelona, the more than 200 professionals who attended were able to share experiences and scientific works from 22 Quirónsalud centres nationwide, exhibiting 57 scientific works or projects in poster format and 15 oral communication projects.

The programme featured two round tables, one of them on new technologies and humanisation, and another on patient experience. Likewise, the prize for the best oral communication was presented to the Sagrat Cor University Hospital in Barcelona and the prize for best poster went to the Infanta Elena

University Hospital in Madrid.

The strategic lines of the group are reflected in the training of its professionals, as in the case of the Care and Caring Programme, which focuses on this area. In addition, 2018 saw the launch of the training itineraries in the group, initially for doctors and in the A&E department. With these training sessions, Quirónsalud started to design a structured, progressive training plan for every professional, adapted to each position and area.

In 2019, the Campus will continue its journey with new editions of its long programmes and its conferences, such as Benchmarking, Patient Safety, Patient Experience, and Care, adding new interest areas of the group and its professionals. Conferences will be held such as "The Future of Cardiac Diagnostics & Treatment", through which the Quirónsalud Teknon Heart Institute and Leipzig Heart Institute will share the latest knowledge in cardiology, or the Research Conference in Quirónsalud, in which

the work of the group will be announced, and the research, innovation and digital transformation awards of the group and the Quirónsalud Foundation will be given.

Our corporate university allows us to learn from the best professionals in the group, who relentlessly present us with innovative, research or digital transformation projects among others, surprising us with their enthusiasm for the work they carry out.

Without a doubt, we can say that the Campus students are great assets of the company, who perform their work brilliantly, personally getting involved from their respective areas to offer patients top-quality healthcare, improving day by day through innovation and training.

