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Our sustainability model



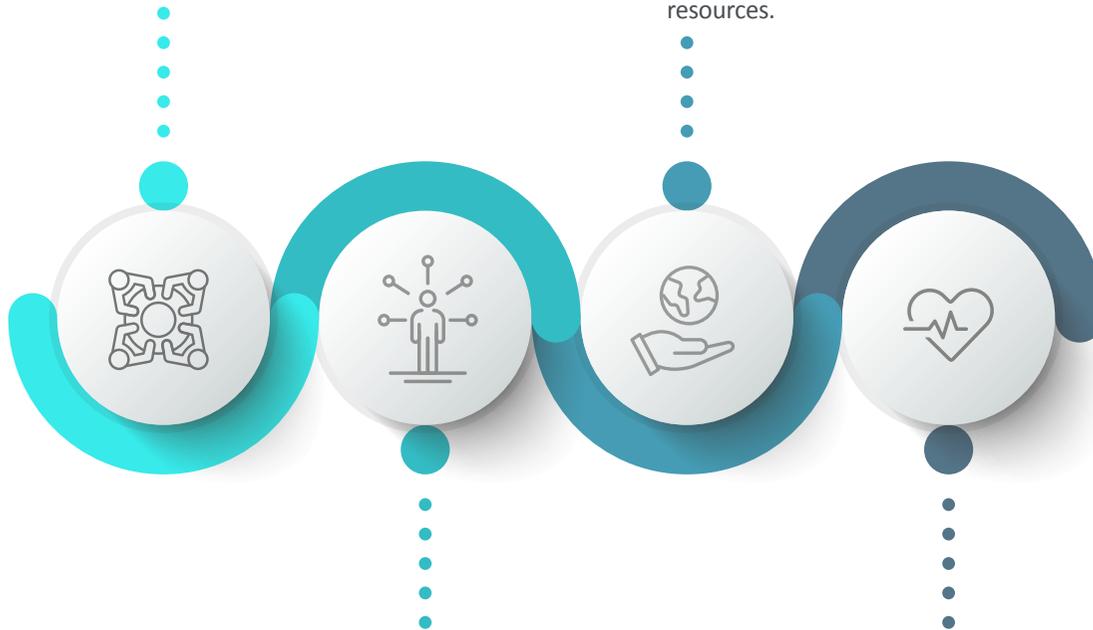


The pillars of our CSR

Adding value at our centres

We have made progress in our sustainability master plan and regrouped our strategic lines around four fundamental pillars:

1. Moving towards the highest levels of **good governance and transparency** as hallmarks of a responsible company and a trusted brand.



2. Always putting **people** at the centre of our decisions: patients and relatives, employees and partners, as well as society as a whole. Health person by person.

3. Protecting **the health of our environment**, which is essential for a healthy population, firmly contributing to the fight against climate change and to an efficient consumption of resources.

4. Committing to **social action** by participating in social initiatives that contribute to improving the health and wellbeing of all people, promoting healthy lifestyle habits.

The following Quirónsalud Group Corporate Report 2019 summarises our progress, achievements and future goals.

Our priority is to share value with all our **STAKEHOLDERS**:

- **By identifying needs and providing solutions**
- **Through an open, transparent and close dialogue**
- **With our centres as the protagonists of the company's commitment**

At Quirónsalud we have updated our **materiality analysis**¹ for the 2019 period in order to continue setting priorities in different aspects of sustainability, taking into account the demands and expectations of our stakeholders, as well as the results of internal assessments to fulfil the company's strategic vision and purpose.

¹ The materiality analysis is shown in greater detail in the "About this Report" appendix, carried out in line with GRI Standards requirements (GRI 102 5-6)



Contact and dialogue with our stakeholders

We want our business management to respond to the concerns and interests of all our stakeholders. We therefore strive every day to improve communication channels that allow us to engage in dialogue and active listening.



Investors Financial Institutions

- Board Meetings.
- Regular information.



Patients and relatives

- Contact Centre.
- Satisfaction surveys.
- NPS loyalty survey.
- LIKEIK patient feedback gathering.
- Gathering and managing complaints and grievances.
- Patient Support Service.
- Focus groups.
- Social media.
- Press releases



• Nurses and Healthcare Staff

• Doctors • Non-healthcare staff

- Day-to-day direct contact with managers.
- Internal communication processes (corporate intranet).
- Company committees.
- Internal notifications and training on procedural updates.



Suppliers

- Pharmaceuticals and medical supplies.
- Medical equipment.
- Services.
- Tender submission meetings.
- Procurement agreements.
- Regular result validation meetings. Direct daily interaction.
- Internal customer satisfaction surveys.



Clients

- Compliance with the autonomous requirements of public health bodies (SESCAM, SERGAS, SAS, GENCAT).
- Teaching accreditation of our hospitals.
- Health authorisations.
- Tender submission meetings.
- Procurement agreements.
- Regular result validation meetings.
- Direct daily interaction with regional delegations.
- Public Administrations.
- Mutual insurance companies.
- Insurance companies.
- Medical companies.



Society

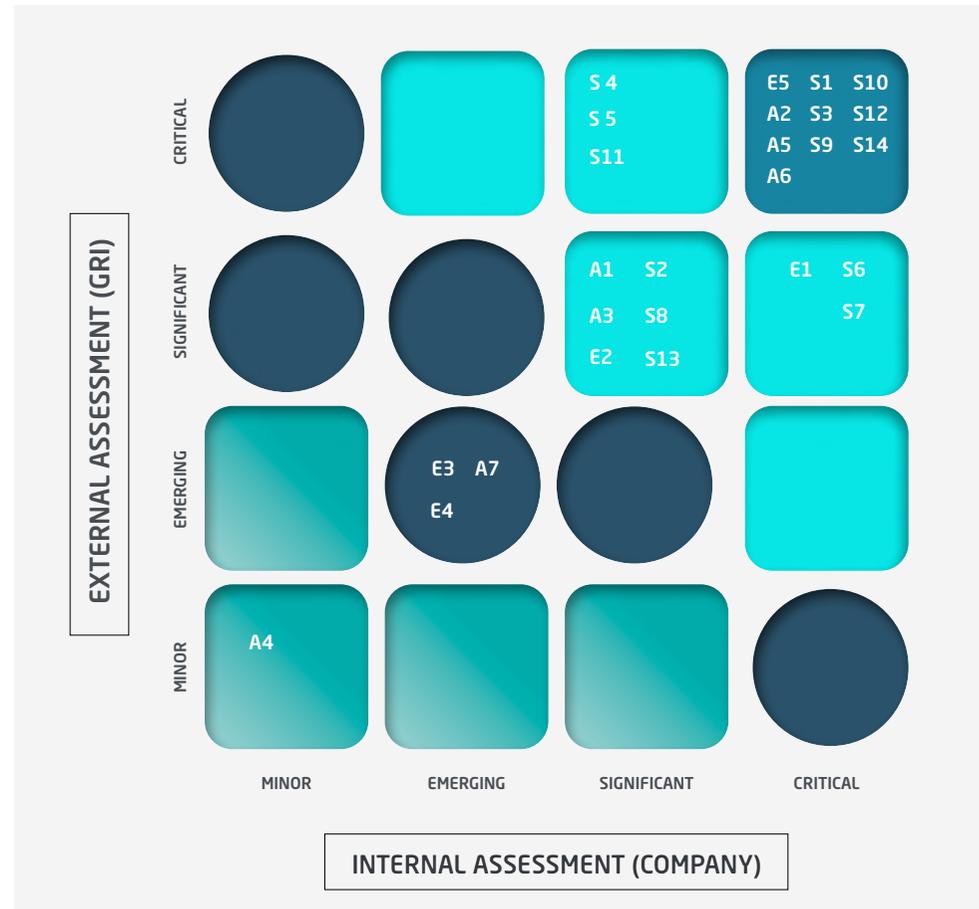
- Focus groups with patient associations.
- Local representation.
- Collaboration agreements with different health prevention and promotion organisations.
- Agreements with universities and business schools.
- Social media.
- Press releases.
- Publications in specialist media.
- Civil society.
- Scientific communities.
- NGOs - Foundations.
- Patient associations.
- Academic institutions.
- Regulatory bodies.
- Mass media.
- Competitors.

Our material issues

Stakeholder concerns have been taken into account through direct communication (ongoing listening and dialogue procedures or regular consultations), as well as through other sources of information, such as analyses and reports published by references in the field, input received in specific clusters and associations in which Quirónsalud participates, analysis of communications on social networks, and any specific elements considered relevant and useful.

The topics analysed for 2019 have been classified as “Critical, Significant, Emerging and Minor”. Therefore, as a result of this internal and external double analysis, the following **strategic material issues** for the company have been identified:

Materiality matrix 2019



EMERGING ISSUE
 MINOR ISSUE
 SIGNIFICANT ISSUE
 STRATEGIC ISSUE

- Ethical management and fight against corruption (E5)
- Energy consumption (A2)
- Emissions and climate change (A5)
- Waste (A6)
- Employment (S1)
- Occupational Health and Safety (S3)
- Regulatory compliance (S9)
- Patient Health and Safety (S10)
- Patient and family satisfaction (S12)
- Patient privacy and confidentiality of information (S14)

Moreover, Quirónsalud considers another group of **significant aspects** in its sustainability strategy and reporting:

- Economic performance (E1)
- Market presence (E2)
- Supplies (A1)
- Water consumption (A3)

- Worker-management relationships (S2)
- Employee training and professional development (S4)
- Equality and diversity (S5)
- Human rights and social impact of suppliers (S6)
- Medical research, innovation and teaching (S7)
- Social action (S8)
- Information about medical services (S11)
- Marketing and commercial communications (S13)

Lastly, a number of **emerging or minor issues** are identified:

- Indirect consequences of our activity (E3)
- Local supplier acquisition practices (E4)
- Environmental impact of suppliers (A7)
- Impact on biodiversity (A4)



Firm commitment to the 2030 Agenda and human rights

As a global healthcare company, we consider human rights to be part of our corporate social responsibility.

The issues considered as material for Quirónsalud due to their level of impact and risk are also linked to the 17 Sustainable Development Goals and 10 Principles of the Global Compact to which the organisation subscribes. Based on this approach, the company sets its objectives to create a positive impact through its actions.

Quirónsalud adheres to the guidelines of its parent company, **Fresenius' commitment to human rights**, which was approved and published at the end of 2018 and applies to all the Group's business activities.

At Fresenius, we strive continuously to save lives, promote health and improve our patients' quality of life.

We respect and support human rights as defined by international standards, such as the United Nations' Universal Declaration of Human Rights

and the fundamental principles of the International Labour Organisation (ILO).

Likewise, through our products and services, we are making a crucial contribution to ensure access to appropriate affordable medical care in all the countries where we operate.

All business segments have introduced codes of conduct that include a commitment to respect human rights and key principles for the areas related to their business.

Currently, the Group's parent company is carrying out a **human rights due diligence** project to identify human rights issues and courses of action that are particularly relevant to the value chains of our business activities, by conducting analyses in all business segments.

To that end, we take into account current public debates, the divisions' business models and current regulatory developments.

In order to fulfil our responsibility as a healthcare company, we focus on different aspects of human rights:

- We do not tolerate the use or threat of violence or any other form of coercion.
- We strictly prohibit the use, support or approval of child exploitation and forced labour.
- We support equal opportunities and take a clear position against all forms of discrimination.
- We respect freedom of association and accept the right to collective bargaining.



- By creating a safe work environment, we are committed to ensure that the necessary safety measures are taken and that work conditions are fair and safe for all our employees.
- By protecting personal data, we respect everybody's privacy. We feel responsible for the personal data of our patients, employees, clients and suppliers.
- Considering our environmental impact, it is also part of our joint responsibility and mutual duty to protect resources for future generations.

By taking responsibility in our supply chain, we hope that our suppliers and trade partners will commit to ethical standards of conduct in daily business, towards employees, society and the environment,

also including the aforementioned areas with regards to respecting human rights.

All of the Group's business segments have introduced the **Code of Conduct**, including the express firm commitment to respect human rights.

Likewise, since 2016, Quirónsalud Hospital Group has subscribed to the **10 Principles of the Global Compact of the United Nations**, of which, **Principle 1** refers specifically to the organisation's commitment to **supporting and respecting fundamental human rights**.

As part of this commitment, Quirónsalud wants to contribute to a fairer society by **promoting and spreading respect for human rights within its sphere of influence**.