



**Corporate  
Annual  
Report**  
**2019**

Quirónsalud Group

Hospital  quirónsalud

PA AMB FERMENTACIÓ NATURAL  
PRODUCTE DE TEMPORADA  
FRUITA FRESCA

CAFETERIA  
RESTAURANT





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# Quirónsalud CEO manifesto

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## At this crucial time, we reaffirm our commitment to all of society and our utmost effort to continue responding to the needs of the healthcare system and to protect people's health

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Once again, we present our **Corporate Social Responsibility Report**, coinciding with a very complex situation in which the COVID-19 pandemic has made us face an unprecedented health crisis with determination, requiring us to adapt our way of working in record time and forcing us to respond swiftly, early, flexibly, and with maximum coordination.

Although this report reflects our activity in 2019, while preparing it in 2020, we cannot ignore what has been the greatest health crisis experienced in recent times.

Firstly, I would like to start by remembering and paying tribute to all the people who, unfortunately, have suffered the worst consequences of this pandemic. Patients and families, including Quirónsalud colleagues, whom we will remember very fondly. All of them leave us with a high human cost which, unfortunately, cannot be recovered.

When the COVID-19 pandemic arrived, from the very outset, the entire Quirónsalud Group doubled its efforts to **assist in every way possible**, thinking about nothing but helping to overcome the national emergency, collaborating with all the health authorities, **working as a team** with a common goal, coordinating all the human and material resources of the Quirónsalud care network and, in short, giving its utmost to try to cure as many people as possible. And thanks to the response of our Group and the efforts of all our profes-

sionals, Quirónsalud has subsequently been recognised by the Merco ranking as the **only healthcare company among the 20 most socially committed businesses** in Spain during the pandemic.

The health crisis arrived with such virulence that it required a significant effort and a plan of action that would allow us to **keep up with** the needs of the health system, especially during the first weeks of the pandemic, when the pressure on healthcare grew day by day.

In this regard, I would like to share some figures of **the collective effort** made by the Quirónsalud Group between the months of March and May 2020, which speak for themselves:

Around 15,000 patients were admitted to the Group's hospitals due to COVID-19 (including 1,400 in ICU beds), representing approximately 1 in every 8 hospitalised patients in Spain during that period, close to 13% of the total, a significantly higher percentage for the Group due to its number of beds. In the most affected areas, such as Madrid and Barcelona, almost 1 in 5 hospitalised patients were treated at our centres. This also includes many vulnerable and elderly patients.

In the first weeks of the crisis, 1,400 **additional beds** were added, including 400 new ICU beds (doubling the company's initial capacity), and 140 beds in a medically equipped hotel. Likewise, nearly 350 new ventilators were added, during a time of severe international shortage.

Furthermore, almost 2,000 **new staff were recruited** to respond to the flood of patients and the levels of sick leave that we experienced, and nearly 250 volunteers from our centres across Spain were sent to support Madrid and Barcelona in the most critical periods (including professionals from Quirónprevención and even doctors and nurses who flew in from Germany).

**Diagnostic equipment** (both PCR and antibodies) was increased and more than 3.5 million units of protective equip-

ment (including 2.5 million masks) were purchased, as well as 2 ambulances to transport patients quickly between our hospitals. Finally, the Group was the first to carry out mass tests on its entire workforce of 40,000 employees.

We have experienced some extremely challenging times, which have touched the most intimate thing we have, our emotions. But it is during these difficult times that all the preparation of so many years, the accumulated expertise and, in short, the essence of a hospital group that brings together the **knowledge and commitment** of 40,000 professionals and the will to improve people's health, is truly appreciated and comes to the fore.

We are extremely proud of each and every one of the health professionals who gave their all when they were needed and who, with courage and effort, worked tirelessly to care for their patients. Without a doubt, they deserve our most sincere **appreciation and gratitude** for their dedication, professionalism and generosity, which we would also like to extend to their families who have experienced this situation directly.

Today, more than ever, **we reaffirm our commitment** to all of society and our **utmost effort** to continue responding to the needs of the healthcare system and to protect people's health.

This is a time when we would also like to place a particular emphasis on our commitment to the United Nations **2030 Agenda** and its **Sustainable Development Goals (SDG)**, conscious of our ability to have a positive impact on creating a fairer, more sustainable world, as well as our responsibility to prevent the situation we are experiencing from increasing inequalities and widening social gaps.

Undoubtedly, because of our purpose as a company, and through our actions and strategies, we want to lead in **SDG 3**, which now takes on an even greater significance:

“To ensure a healthy life and to promote wellbeing for all people at all ages”

This Report has been written within the framework of the GRI Standards and represents our annual Progress Report on the **Ten Principles of the Global Compact**, an initiative which we have now been a part of since 2016.

2019 has once again been a period of growth and job creation, in which Quirónsalud has maintained its leading position in the Spanish hospital market and has continued to expand, both nationally and internationally, with the acquisition and opening of several centres in Spain and Latin America.

We have progressed in our Corporate Governance model, strengthening mechanisms to ensure compliance and prevent possible illegal conduct within the organisation, improving transparency and ensuring **solid governance** in line with the highest standards, which responds to the demands of all our stakeholders.

We have remained firmly committed to **digital transformation** and our belief that the combination of “people and technology” is key to our continuous pursuit for excellence at all levels.

The **patient experience**, which is increasingly more **personalised**, more **humanised** and more **emotional**, together with their clinical safety and the efficacy of their healthcare, are the basic pillars of the Quirónsalud strategy towards its patients. In this respect, the initiatives have been very diverse, from creating patient groups with whom we have worked to improve their care, to implementing processes to facilitate early access to the most cutting-edge treatments, or creating care continuity units that enable the provision of care beyond that provided at our centres.

We have also once again maintained our policy of continuous improvement in infrastructure and medical equipment, enabling our centres to be at the forefront of **technology, innovation and quality of care**.

As one of our major milestones in 2019, we cannot fail to mention the opening of the **first Proton Therapy Centre in Spain**, featuring the most precise and cutting-edge technology for treating cancer.

We put our knowledge and expertise at the service of society as a whole, raising awareness of the importance of maintaining **healthy lifestyle habits** as a constant process of care

and responsibility that will undoubtedly contribute to living longer and better.

In 2019, the **scientific production** of the research groups working at the Quirónsalud centres has continued to increase, which is essential for promoting the evolution and continuous improvement of clinical practise. Likewise, **teaching** activities within the Group have also increased; every year, a large number of students train with us through agreements with the country’s main universities and academic centres, collaborating on the education and development of future sector professionals.

Another relevant line of action for our Group is **international cooperation**, which has continued in 2019 through particular initiatives at our centres, as well as through agreements with social organisations. It is very gratifying for us to share our expertise and resources with patients who cannot access the treatments they need, either due to a lack of resources or because their home countries do not have the necessary means or qualified professionals.

The **health of our environment** is becoming increasingly important and a priority for Quirónsalud. It has become clearer than ever that we need healthy ecosystems to ensure the health and wellbeing of people.

Likewise, we find ourselves in a global context marked by the climate emergency, a fact acknowledged at the COP 25 held in Madrid in December 2019, and in the subsequent sessions of the Davos 2020 Forum, where there was intense debate on the universal purpose of companies and the need for them to become strategic pillars for tackling major global challenges.

Furthermore, 2020 has been declared the International Year of Plant Health by the UN, a year in which the world will have the opportunity to define specific actions to put an end to ecological devastation and reverse environmental degradation.

In 2019 we have remained firm in our basic principles of environmental action, promoting eco-efficiency and minimising the impact of our waste. We have also worked to raise awareness, both internally and externally, about responsible environmental management in business decision-making and operations, as well as in daily consumer habits.

Once again, the **Quirónsalud Foundation** has developed an intense social and educational activity, with its tremendous involvement and commitment during the recent health crisis also standing out. In this respect, it has collaborated with various social organisations, both **financially and by providing resources**. Similarly, it has helped by implementing specific initiatives aimed at patients and channelling employee actions through the **Volunteer Portal**, all of which shows that together we are stronger.

Finally, I invite you to read this report, and reiterate that, as a company, we view social responsibility and sustainability as an intrinsic part of our activity and as the way forward during the difficult times we face as humanity.

This report reflects the commitment of all our centres and hospitals, sharing only a sample of the many actions carried out in terms of work, society and the environment. The people at each of our work centres are undoubtedly the architects of our achievements and should be recognised as the true protagonists of this document.

Finally, I would like to reiterate once again that we are very proud of our team and the determination, solidarity and courage with which they are facing this pandemic. Thanks to their commitment, we will continue to progress on our roadmap to improve the environment around us, leaving a positive mark on our society.

Thank you,



**Héctor Ciria.**  
CEO, Quirónsalud  
Group

# Sustainability master plan

## Our 4 pillars

## Commitment to the 2030 Agenda

## Our stakeholders

## 2019 key actions

1

Good governance and transparency



- Investors
- Financial institutions

- Risk and Compliance Management System
- Ethical code
- Annual report

2

People at the centre of decisions



- Patients and relatives
- Healthcare staff
- Non-healthcare staff

- Proton Therapy Centre
- Corporate Commission on Patient Safety
- Patient Portal
- Research and teaching
- Care and Caring Project
- Occupational health and safety (ISO 45001)
- Quirónsalud Campus

3

Environmental protection



- Suppliers
- Strategic partners and clients

- Corporate Carbon Footprint Study
- Energy efficiency (ISO 50001)
- Intrahospital waste management procedure

4

Health-focussed social action



- Society

- International cooperation
- Sponsorship and solidarity campaigns
- Quirónsalud Foundation

## 2019 key figures



### Economic Performance

€ 3,292 M  
Operating revenue

€ 185 M  
investment in care network

€ 321.5 M  
purchase volume CPC (Corporate Purchasing Centre) (+14% vs 2018)

50 hospitals  
64 outpatient health centres  
+300 prevention centres

+7 %  
vs 2018 EDI-incorporated suppliers

98 %  
local corporate suppliers



### Work Practices

37,689  
employees

75%  
permanent contracts

100%  
employed with social benefits

73%  
female employees

23%  
managerial positions occupied by women

74  
nationalities among employees

35,000  
hours of internal training on Occupational Health and Safety

+1,300  
professionals have gone through Quirónsalud Campus



### Environmental Commitment

42  
hospitals with ISO 14001 environmental certification

6  
hospitals with ISO 50001 energy certification

103 environmental targets  
89% level of achievement

Corporate carbon footprint  
-10% t CO<sub>2eq</sub> vs 2018

-26% Scope 2 vs 2018

12.51 kW/h per healthcare act  
- 8% energy intensity vs 2018

Total water consumption  
46 l. per healthcare act  
-12% vs 2017 consumption



### Social Impact

9,998,993 consultations (+14% vs 2018) | 2,892,102 emergencies attended (+12% vs 2018)

7,332 beds (+6% vs 2018) | 434 operating theatres (+7% vs 2018)

Patient Portal  
+1million users | +1million online appointments

140 new clinical trials | 1,200 scientific publications

786 research projects

5,871 students in training | 250 agreements with institutions

International cooperation  
€500,000 to Recover Foundation

Quirónsalud Foundation  
70 oncological fertility patients  
€50,000 international cooperation

# The protagonists: our hospitals

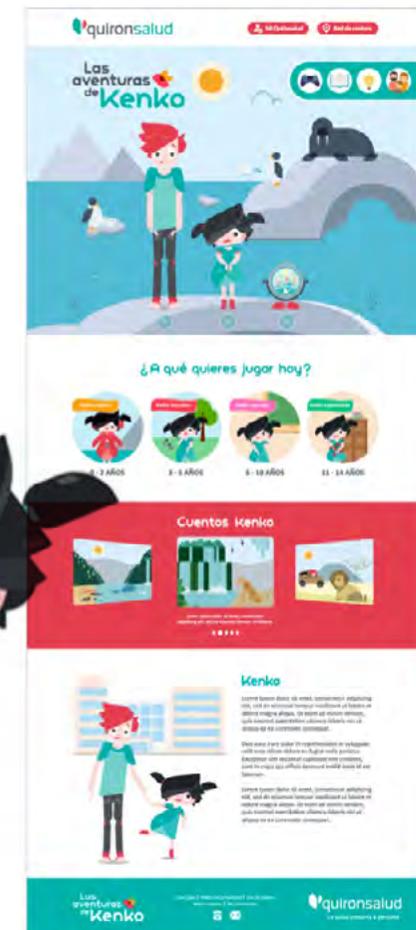
## An example of our understanding of Corporate Social Responsibility at Quirónsalud

### Commitment at the core of our activity.

Each year, our health centres introduce various initiatives, which can be divided into four categories:

- Social initiatives **for patient groups**, such as children, women, the elderly, and patients with special needs or specific illnesses.
- **Promoting the health and wellbeing of employees and society** through sports activities, sponsorships or actions focussed on encouraging healthy eating habits in the population, sports, leisure, food, among others.
- **International cooperation** at our hospitals, sharing resources, knowledge and the expertise of our professionals.
- **Environmental** initiatives at our centres.

We would like to start this Report by sharing some examples of these outstanding initiatives; others are shown later in the corresponding chapters, while many others have not been mentioned, although they are equally relevant and **show the commitment of the entire group at all our centres.**





Hospital Universitario Quirónsalud Madrid

# Our hospitals' initiatives for patient groups

In 2019, Quirónsalud Centres have been involved in a large number of initiatives and projects focussed on priority groups, such as children, **women, disadvantaged groups or those at risk of social exclusion**, elderly patients and groups of patients with specific diseases and pathologies, in many cases through partnerships and collaborations with various social organisations.

## Humanising paediatrics

Many initiatives have been implemented at our hospitals for children and their families. Several hospitals have already joined the *Quirónsalud*



*Kenko Paediatrics Project*, established to support children, parents and families with healthcare, both in the hospital environment and in their daily lives.

Quirónsalud Valencia Hospital has introduced a free on-demand Therapy Dog Assisted Intervention service at its paediatric inpatient wards, with the aim of helping children to cope with the stress and anxiety that a hospital admission can cause and try to turn the hospital experience into a more positive one, for both the child and their family.

## Patient experience and digitisation

The *SmartRoom Project* has been developed by *Quirónsalud Public Hospitals in Madrid* to provide care of the highest quality and the best experience for patients requiring hospitalisation, offering them and their companions a more friendly and comfortable environment, with a customisable,

safe and efficient experience supported by new technology. This initiative has been recognised with a *"Best Ideas 2019 Award"* from Diario Médico.



## Oncology patients: free fertility preservation programme

Quirónsalud Valencia and Quirónsalud Torrevieja Hospitals, among others, together with Quirónsalud Dexeus Murcia Assisted Reproduction Institute and the participation of the Quirónsalud Foundation, have kept the fertility preservation support programme free of charge for oncology patients.

Quirónsalud and the AECC (the Spanish Association Against Cancer) have signed “First Impact”, a pioneering volunteer agreement in Seville’s private healthcare sector to help cancer patients and their



families through volunteering and counselling at Quirónsalud Sagrado Corazón and Infanta Luisa Hospitals in Seville.

Dexeus University Hospital has opened a **new room for oncology patients and their relatives**, the result of a collaboration with the **Ricky Rubio Foundation**, to provide emotional and physical wellbeing for patients and their families: a small oasis to disconnect from the hospital environment where they can share experiences with other patients or professionals.



## Putting patients with disabilities first

Jiménez Díaz Foundation University Hospital has devised a Comprehensive Care Plan for Patients with Disabilities and Special Needs, a road map to ensure the health and wellbeing of this group. In 2019, it successfully organised the conference entitled “Improving the experience of people with disabilities: access to more humanised healthcare”.



# Our centres promote health and wellbeing

We want to lead the way towards a healthier society by promoting the physical and mental wellbeing of our employees and of society in general.

One of the priority groups for Quirónsalud is the **nursing staff**. For this reason, our centres have participated in numerous acts of recognition for this group.

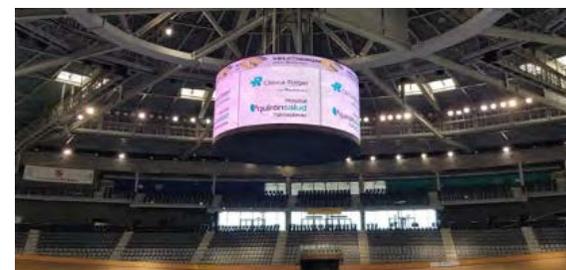
On 12th May, **International Nurses Day**, **Teknon Medical Centre** paid a sincere tribute to them with a photography exhibition featuring real people who, far from having super powers, act and work every day by demonstrating great skills in caring for patients, making them true **heroes and heroines**.



The first European educational programme on **accreditation by Joint Commission International (JCI)** was held at **Teknon Medical Centre**, hosting 52 health organisation representatives from 20 countries, with the aim of helping hospitals around the world to prepare for accreditation.



**Rotger Clinic and Quirónsalud Palmaplanas Hospital** participated in the “**Training in Cardiopulmonary Resuscitation**” event in collaboration with the Balearic Government, which was aimed at the entire population of the Islands. Over 800 people participated simultaneously to beat the Guinness World Record for CPR training.



## Quirónsalud Health Classrooms

Conference programme aimed at offering informative messages on health education and disease prevention.

Quirónsalud Toledo Hospital opened its Health Classroom, giving several educational talks; one of which was based on heart care and cardiovascular risk prevention, and another, attended by over 500 people, in which the renowned paediatrician, writer and author of the “Lucía, mi peditra” blog discussed how to educate about emotions.



## Free tests on the occasion of World Days (WHO)

Many of our centres have joined this initiative, which focusses on various types of patients and diagnostic tests. Some examples:

**Quirónsalud Murcia Hospital and Quirónsalud Alicante, Valencia and Torrevieja Hospitals** carried out free mammogram tests on the occasion of **World Day against Breast Cancer** on 19th October. Likewise, a patient support point was set up and a self-examination guide was provided to raise awareness of the importance of early diagnosis.



On the occasion of **World Heart Day** numerous centres participated in different activities to raise awareness of this issue, through informative talks and conferences given by different specialists, as well as organised physical activities.



# International cooperation activities at our hospitals

Our experience and resources at the service of patients who cannot access the treatments they need, whether due to a lack of economic resources or because their home countries do not have the necessary methods and/or qualified professionals.

Some of the initiatives carried out by our centres:

- **Ruber International Hospital** participates in the *Surgery in Turkana Project*, a surgical campaign at the government hospital in Lodwar, Turkana (Kenya), and collaborates on providing medicine and medical equipment for St. Luke's Mother and Child Centre in Ndava (Burundi).



Dr. Carmen Hernández Pérez, surgeon and bariatric surgery specialist at Ruber International Hospital.

- **Quirónsalud Sagrado Corazón Hospital** is involved with the *Friends of Saharawi Association*, travelling to the Saharawi refugee camps in southern Algeria on a humanitarian mission to care for over 1,000 patients.
- **Dexeus University Hospital** also collaborates with the *Friends of Saharawi Association* by training a doctor and nurse in anaesthesia and resuscitation processes.
- **Quirónsalud Albacete Hospital**, in collaboration with *Recover Foundation*, treats cardiology patients sent from African countries to Spain for surgery.



Patients at Quirónsalud Hospital Albacete

- **Teknon Medical Centre** leads the *Universal Arthroscopy* project in Russia, training specialists in the field of arthroscopy and minimally invasive surgery.





# Our centres' commitment to the environment

Our corporate culture includes the commitment of all our hospitals to environmental protection as a guarantee of health.

On 5th June, **World Environment Day**, different initiatives are implemented at Quirónsalud centres focussing on warning about environmental degradation and informing of the need to preserve and improve the environment.

In 2019, many actions have been carried out at our hospitals. Some examples:

At **Quirónsalud Valencia Hospital** an awareness campaign was developed to encourage the reduction of emissions by changing the way we travel and choosing more sustainable transport.



5 de junio - Día Mundial del Medio Ambiente

#movilidadsostenible

¡Elige un medio de transporte sostenible!

#Tu forma de moverte mejora tu salud



Once again, we have calculated the corporate carbon footprint:

5 of our large hospitals and

8 of our medium-sized hospitals

have managed to improve the ratio of emissions to activity by 7% and 2% respectively:

Jiménez Díaz Foundation University Hospital  
 Rey Juan Carlos University Hospital  
 Sagrat Cor University Hospital  
 Ruber International Hospital  
 Quirónsalud Sagrado Corazón Hospital

Villalba General Hospital  
 Infanta Elena University Hospital  
 Gipuzkoa Polyclinic  
 Quirónsalud Bizkaia Hospital  
 Quirónsalud Valencia Hospital  
 Quirónsalud Infanta Luisa Hospital  
 Quirónsalud Sur Hospital

As another example of environmental improvement, **Quirónsalud La Luz Hospital** has also obtained good results in other indicators in 2019, sharing all of its achievements with its staff.

### Desempeño ambiental y energético

En relación con la actividad, hemos conseguido:

- Reducir el consumo de agua un 23%
- Reducir la generación de residuos orgánicos un 13%

Un caso de éxito: sustitución de la torre de refrigeración

- Se ha producido un ahorro de 125.000 kWh
- La emisión de ruido se ha reducido de 60 a 52 dB, disminuyendo así la contaminación acústica

En Hospital La Luz estamos comprometidos con el cuidado del Medio Ambiente. Nos esforzamos por proteger nuestro entorno y prevenir la contaminación y, por ello, revisamos y evaluamos periódicamente nuestro sistema de gestión ambiental y energético, basado en las normas ISO 14001 e ISO 50001.

En este sentido, os hacemos partícipes de los logros que hemos conseguido durante 2018.

Hospital La Luz



1

The Company



# Quirónsalud: trusted brand

## Health person by person

### Background

In 2017, **Quirónsalud** became part of the German company Helios (owned by the Fresenius Group), resulting in the leading European hospital operator and one of the largest in the world.

The new group has over 100,000 employees, manages over 150 health centres and maintains both brands, **Quirónsalud** in Spain and **Helios** in Germany.

The main Fresenius shareholder is a non-profit foundation called Else Kröner-Fresenius-Stiftung, which targets medical research and developing medical-humanitarian projects.

### Companies and services

Quirónsalud Group includes different business lines through various companies:

- Provision of healthcare services.
- Provision of residential and complementary (non-healthcare) services at hospitals (including maintenance, cleaning, laundry, security, hospitality industry and catering).
- Occupational risk prevention.
- Laboratories, consultation, diagnosis and treatment services, and social care for older people and those with physical or mental disabilities.

We cover all medical specialities to offer comprehensive patient care. To that end, we have a prestigious team of professionals, the most advanced technology, a valuable research and teaching vocation, and a management model based on a firm commitment to quality.

# Our services

## Always close to our patients

We cover **all medical specialities** and are a reference in the fields of:



Oncology



Cardiology



Gynaecology



Traumatology



Neurology



Endocrinology



Paediatrics

We have specialist centres for Assisted Reproduction, Ophthalmology and Cardiology.



## GALICIA: 2

Quirónsalud A Coruña H. A Coruña  
Quirónsalud Miguel Domínguez H.\* Pontevedra

## MADRID: 10

Jiménez Díaz Foundation U. H. Madrid  
La Luz H. Madrid  
Ruber International H. Madrid  
Ruber Juan Bravo H.\*\* Madrid  
Quirónsalud San José H. Madrid  
Rey Juan Carlos U. H. Móstoles  
Quirónsalud Madrid U. H. Pozuelo  
Villalba General H. C. Villalba  
Infanta Elena U. H. Valdemoro  
Quirónsalud Sur H. Alcorcón

## EXTREMADURA: 3

Quirónsalud Clideba H. Badajoz  
Santa Justa - Ribera Salud H. Badajoz  
Quirónsalud Cáceres H. Cáceres

## ANDALUSIA: 7

Quirónsalud Sagrado Corazón H. Sevilla  
Quirónsalud Infanta Luisa H. Sevilla  
Quirónsalud Marbella H. Marbella  
Quirónsalud Malaga H. Málaga  
Quirónsalud C. de Gibraltar H. Los Barrios  
Quirónsalud Huelva H. Huelva  
Quirónsalud Córdoba H. Córdoba

## CANARY ISLANDS: 2

Quirónsalud Tenerife H. S. C. Tenerife  
Quirónsalud Costa Adeje H. Adeje

## BASQUE COUNTRY: 3

Quirónsalud Bizkaia H. Bilbao  
Gipuzkoa Polyclinic S. Sebastián  
Quirónsalud Vitoria H. Vitoria  
Quirónsalud Donostia H. S. Sebastián

## ARAGON: 1

Quirónsalud Zaragoza H. Zaragoza

## CATALONIA: 7

Sagrat Cor U. H. Barcelona  
Teknon Medical Centre Barcelona  
Quirónsalud Barcelona H. Barcelona  
El Pilar H. Barcelona  
Dexeus U. H. Barcelona  
Catalonia General U.H. S. Cugat V.  
Quirónsalud del Vallès H. Sabadell

## BALEARIC ISLANDS: 3

Quirónsalud Palmaplanas H. P. Mallorca  
Rotger Clinic P. Mallorca  
Quirónsalud Son Verí H. P. Mallorca

## VALENCIAN COMMUNITY: 2

Quirónsalud Valencia H. Valencia  
Quirónsalud Torrevieja H. Torrevieja

## CASTILE-LA MANCHA: 4

Quirónsalud Toledo H. Toledo  
Quirónsalud Albacete H. Albacete  
Quirónsalud Santa Cristina H. Albacete  
Quirónsalud Ciudad Real H. Ciudad Real

## MURCIA: 1

Quirónsalud Murcia H. Murcia



Head office: Madrid  
Calle Zurbarán, 28

Quirónsalud International

### COLOMBIA

Medellín Clinic Medellín  
Del Prado Clinic Medellín  
Las Vegas Clinic Medellín  
Imbanaco Medical Centre Cali



### PERU

Ricardo Palma Clinic  
Lima



### UNITED ARAB EMIRATES

Quirónsalud  
Ophthalmological Institute Dubai  
Dubai



### PORTUGAL

Iera  
Extremadura  
Institute of Assisted  
Reproduction  
Lisbon



## Health centre network and market presence

Quirónsalud has remained the leader of the Spanish hospital market and has continued with its international expansion. Just as the previous year, it has continued to expand in Spain, as well as on an international level, with the acquisition of many centres.

\*Hospital complex with two hospitals: Quirónsalud Miguel Domínguez Hospital and Quirónsalud Pontevedra Neuro-Rehabilitation Institute.

\*\*Hospital complex with two hospitals: Ruber Juan Bravo 39 Hospital and Ruber Juan Bravo 49 Hospital.

## GALICIA : 5

Quirónsalud A Coruña M.C.  
Quirónsalud Ferrol M.C.  
Quirónsalud Pontevedra M.C.  
Quirónsalud A Coruña Ophthalmological Institute  
Quirónsalud Pontevedra Rehabilitation Centre

## MADRID : 11

Pontones S.C.  
Argüelles S.C.  
Cristo Rey S.C.  
Navalcarnero S.C.  
Villaviciosa Odon S.C.  
Ruber Juan Bravo M.C.  
Ruber Juan Bravo Maldonado M.C.  
Quirónsalud Tres Cantos M.C.  
Quirónsalud Alcalá de Henares Day Hospital  
Ruber Juan Bravo Rehabilitation Centre  
Ruber Juan Bravo Aesthetics Centre

## EXTREMADURA : 4

Quirónsalud Badajoz M.C.  
Quirónsalud Mérida M.C.  
IERA - Extremadura Institute of Assisted Reproduction  
Cáceres Radiotherapy

## ANDALUSIA : 17

Ave María Day Hospital  
Quirónsalud Aljarafe M.C.  
Quirónsalud Seville East M.C.  
Quirónsalud Manuel Siurot M.C.  
Quirónsalud Malaga M.C.  
Quirónsalud Fuengirola M.C.  
Quirónsalud Marbella M.C.  
Quirónsalud Guadalete M.C.  
Quirónsalud Marbella Dialysis Centre  
Quirónsalud Marbella Traffic Unit  
Quirónsalud Condes de Bustillo M.C.  
Quirónsalud Condes de Bustillo 36 M.C.  
Quirónsalud Mairena M.C.  
Quirónsalud Los Remedios M.C.  
Quirónsalud Nervión M.C.  
Quirónsalud Alameda M.C.  
Quirónsalud Espartinas M.C.

## BASQUE COUNTRY: 4

Quirónsalud Donostia Day Hospital  
Quirónsalud Bilbao M.C.  
Quirónsalud Vitoria Rehabilitation Centre  
Gipuzkoa Irún Polyclinic Resonance Centre

## NAVARRRE : 1

Quirónsalud Pamplona Assisted  
Reproduction Institute

## ARAGÓN : 1

Quirónsalud Zaragoza Day Hospital



## CATALONIA: 2

Quirónsalud Aribau M.C.  
Quirónsalud Barcelona Ophthalmological Institute

## BALEARIC ISLANDS: 9

Quirónsalud Playa de Muro M.C.  
Quirónsalud Sa Pobla M.C.  
Quirónsalud Nuredduna M.C.  
Quirónsalud Palma Nova M.C.  
Quirónsalud Sóller M.C.  
Quirónsalud Inca M.C.  
Quirónsalud Manacor M.C.  
Quirónsalud Arenal M.C.  
Quirónsalud Campos M.C.

## VALENCIAN COMMUNITY: 7

Quirónsalud Blasco Ibáñez M.C.  
Quirónsalud Severo Ochoa M.C.  
Quirónsalud Plaza Legión Española M.C.  
Quirónsalud Valencia M.C.  
Quirónsalud Artes Gráficas M.C.  
Quirónsalud Orihuela M.C.  
Quirónsalud Santa Pola M.C.

## MURCIA : 1

Assisted Reproduction Institute  
Quirónsalud Dexeus Murcia M.C.

## CASTILE-LA MANCHA: 7

Quirónsalud de Talavera Day Hospital  
Quirónsalud Puertollano M.C.  
Quirónsalud Alcázar De San Juan Clinic  
Quirónsalud Plaza del Madroño M.C.  
Quirónsalud Albacete M.C.  
Quirónsalud Talavera Rehabilitation Centre  
Quirónsalud Toledo Rehabilitation Centre

\*Includes: Speciality Centres, Medical Centres, Rehabilitation Centres, Ophthalmological Institutes, Traffic Unit, Assisted Reproduction Institutes, MRI centres and Radiotherapy Unit.

# Large hospital network. Hospital and healthcare network

Scale of business (2019)



Consolidated  
revenue in  
2019

€3,292  
million



Total no. of  
employees

37,689



Investment in  
healthcare network,  
equipment and  
infrastructure

**€185**  
million



Healthcare  
network

**50**  
hospitals  
**64**  
outpatient  
health centres  
**+300**  
prevention centres

# Good Corporate Governance

## Ethical and transparent management



### Governing Bodies

The main governing body of the Quirónsalud Group is the Board of Directors.

### Function of the Board of Directors:

- Act as the ultimate representation and personality of the Company
- Define and approve corporate policies and strategies
- Make decisions on the appointment and remuneration of senior management
- Identify the main risks to the Company
- Monitor internal information and control systems
- Ensure that the commitments made by the Company are fulfilled

### Structure of the Board of Directors:

- Chairperson and Director
- No. Directors: 4
- Non-Board Member Secretary
- Non-Board Member Vice-Secretary
  
- No. Executive Directors: 4
- No. Independent External Directors: 0
- No. Board Meetings in 2019: 8



As executive governing body, the Steering Committee is made up of managers from the different functional areas:

- Corporate Financial Management
- General Management of Human Resources, Teaching, Occupational Risk Prevention and Corporate Social Responsibility
- General Management of Healthcare, Quality and Innovation
- General Management of Organisation, Processes, ICT and Digital
- Corporate General Management of Communication and External Relations
- General Management of Private Hospital Operations
- Regional Management of Public Hospitals
- General Management of Quirónprevención

The group is managed in 7 Regional Units, each one with its own governing body and regional Steering Committee represented by a Regional Director and managers from each business unit.

In turn, these business units have their own Steering Committees.

In healthcare activity, each hospital has its own governing body by means of a Steering Committee represented by:

- Manager
- Nursing Management
- Medical Management
- HR Management
- Communication and Marketing Management

## Risk Management and Compliance

### Risk Management Model

Back in 2017, Quirónsalud implemented the pillars of its current Risk Management System in order to have criteria and policies to identify, assess and manage the most significant risks that could prevent the Group from achieving its objectives.

The Quirónsalud Risk Management model seeks to ensure that the main risks to the Group's strategy and objectives are identified, analysed and assessed based on homogeneous criteria, and are managed and controlled systematically and transversally, with the participation of all areas of the company.

The methodology is based on three differentiated phases that allow the company to implement actions that prevent any non-compliance.

1



### **Risk taxonomy**

Identifying the risk universe or inventory of risks that affect Quirónsalud, considering the business and markets in which it operates, and confirming them through meetings with the Group's managers.

2



### **Assessment criteria**

Defining risk assessment criteria in terms of impact (financial, operational, reputational), probability of the risk occurring and level of risk management.

3



### **Assessing and prioritising risks**

A risk assessment (inherent impact, inherent probability and level of risk management) has been carried out based on the information obtained at various meetings and the available documentation.

77 risks have been identified, assessed and managed, and divided into the following 11 categories of events:

- Ethical Risks
- Patient Safety Risks
- Contractual Risks
- Information Security Risks
- Occupational Risks
- Health and Safety Risks
- Licensing Risks
- Environmental Risks
- Fraud Risks
- Money Laundering Risks
- Tax Risks
- Business Risks
- Competition Risks
- Criminal Risks



companies or organisations, for the purpose of obtaining any favourable treatment or commercial advantage, whether done directly or through an intermediary.

This code can be accessed by staff through the Employee Portal and a training course has been developed, which all employees must attend.

## Whistleblowing channel

A whistleblowing channel has been implemented, allowing all employees to report any non-compliance with the Code of Ethics and Conduct, or with the applicable internal rules and legislations.

This whistleblowing channel is managed by an external company, which sends a monthly report about the complaints received.

**No cases of Code of Conduct violations have been identified.**

In 2019, 5 complaints were registered, but none were considered to be of sufficient relevance from a compliance point of view. All were archived after clarifying the complaints as necessary and distributing them to the relevant departments for consideration.

## Compliance with external initiatives

In 2016, we were the first hospital group to join the Spanish Network of the United Nations Global Compact, also becoming part of the Global Network.

Since 2016, we have been members of the Forética Spanish Cluster of Transparency, Good Governance and Integrity, a reflection of our commitment to Good Corporate Governance.



# 2

## 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**<sup>1</sup> 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.

<sup>1</sup> 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

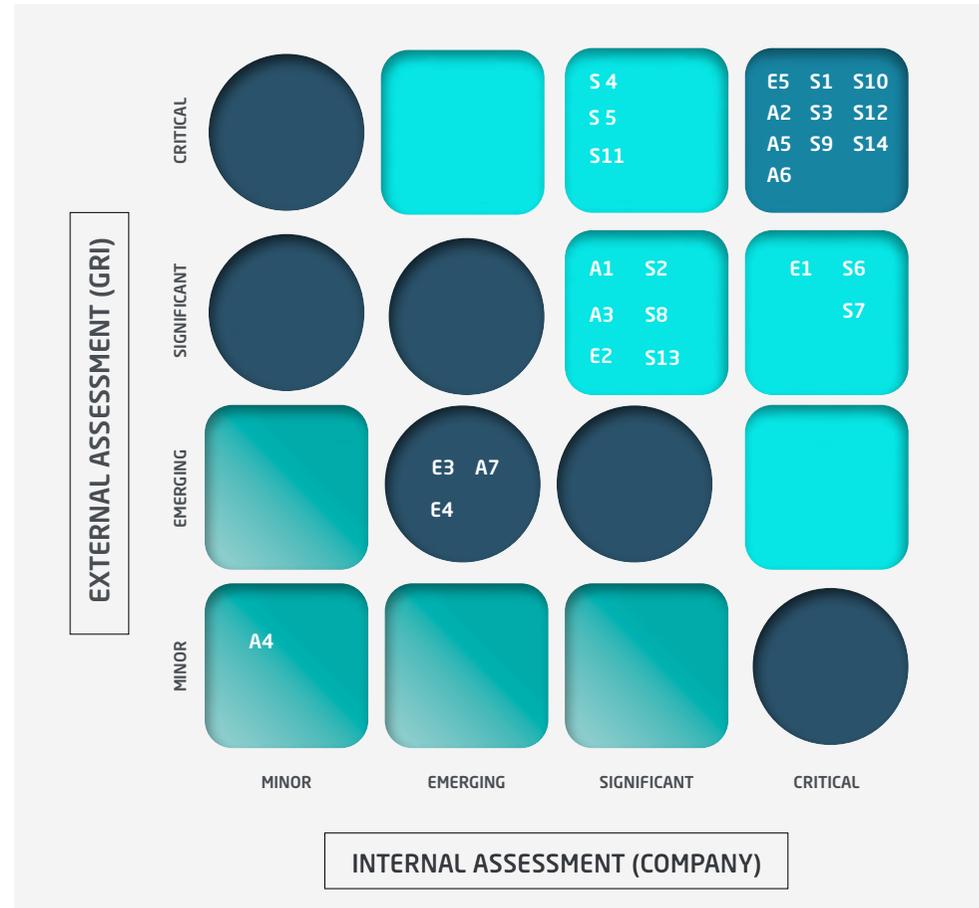
- Focus groups with patient associations.
- Local representation.
- Collaboration agreements with different health prevention and promotion organisations.
- Agreements with universities and business schools.
- Social media.
- Press releases.
- Publications in specialist media.
- Civil society.
- Scientific 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**.

# 3

## Patients and their families

Patient-centred  
healthcare





# Infrastructure, advanced technologies and innovative solutions



Quirónsalud is once again continuing with its dynamic policy of continuous improvement in infrastructure and medical equipment, enabling our centres to be at the forefront of technology, innovation and quality of care.

## Infrastructure and expansion of the hospital network in 2019

77 million Euros has been allocated to expansions, renovations and improvements, allowing the group to increase funding considerably in each of its territories.

32 million Euros has been invested in opening new centres and expanding services at hospitals, totalling over 26,400m<sup>2</sup>.

Of all the infrastructure projects undertaken in 2019, we would like to highlight two significant milestones:

- **Expansion of Quirónsalud Madrid University Hospital**

**Modernity and technology focussed on improving the experience of our most fragile patients: mothers and children.**

The work has involved around 15,000m<sup>2</sup> of expansions and renovations, with new facilities and a new meticulously designed Mother-and-



9 paediatric consultation rooms; a Paediatric Oncology Department with 2 consultation rooms and a treatment room with 6 beds and 2 individual cubicles; a new Obstetrics Department with 5 LDR



Child Block, including children's play areas; very different to the traditional hospital environment. We have expanded to 11 obstetric consultation rooms, with a diagnostic imaging area for women;



(Labour, Delivery and Recovery rooms), 1 caesarean section operating theatre, 6 monitoring beds and 25 obstetric rooms; a Neonatal ICU with 12 intermediate care beds and 7 intensive care beds; a Paediatric ICU with 6 individual cubicles; and an inpatient ward with 25 rooms for children.

Also worth mentioning is the new Assisted Reproduction Department, with 4 consultation rooms, 3 cubicles, an operating theatre for implants, a transfer room and a new larger, more technical laboratory.

Lastly, a new hybrid operating theatre has been installed. Other parts of the hospital also underwent expansion and renovations, such as the Sterilization Area, the Surgical Day Hospital and the Resuscitation Area, among others.



### • The new Proton Therapy Centre

**The first Proton Therapy Centre built and opened in Spain, with the highest quality, most precise medical technology for treating cancer.**



Nearly 2,000m<sup>2</sup> dedicated to this advanced new technique. A modern centre with nice, harmonious spaces, two consultation rooms, private waiting rooms and spaces far removed from the concept of health, to achieve a more pleasant atmosphere. Works of art decorate the walls. A CT scan room completes the high-level facilities.

Other **significant expansion projects** completed at our hospitals in 2019 include:

- **Villalba General Hospital:** 8 additional inpatient rooms, 6 consultation rooms and 2 ICU cubicles.
- **Infanta Elena University Hospital:** Expansion of inpatient wards, adding 16 rooms.
- **Quirónsalud Córdoba Hospital:** Nuclear Medicine Department: SPECT-CT scanner, a cubicle and a consultation room.
- **Quirónsalud Infanta Luisa Hospital:** Expansion of Virgen de Lujan MC: 4 consultation rooms and a conventional X-Ray machine.
- **Quirónsalud Murcia Hospital:** New Endoscopy Department: 2 endoscopy rooms. 4 ERA beds and a consultation room.
- **Quirónsalud Torrevieja Hospital:** New Maxillofacial Unit: 4 consultation rooms.
- **Ruber International Hospital:** Expansion and complete renovation of the Oncology Day Hospital. 10 Oncology Day Hospital cubicles and 5 consultation rooms.
- **Quirónsalud Valencia Hospital:** New Oncology Department with 11 consultation rooms and 11 day hospital beds.

## New centres opened in 2019:

- Toledo Medical Centre: 13 consultation rooms and Rehabilitation Department.
- Alicante Medical Centre: Conventional X-Ray machine, mammography machine, ultrasound machine, 20 consultation rooms, 2 endoscopy rooms and 4 ERA cubicles.
- Algeciras Medical Centre: 13 consultation rooms and conventional X-Ray machine.
- Don Bonito Medical Centre: 11 consultation rooms, Rehabilitation and conventional X-Ray machine.
- Clara del Rey Medical Centre, Madrid: 11 consultation rooms, OPG machine and conventional X-Ray machine.
- Balmes Medical Centre, Barcelona: 9 consultation rooms.
- Aribau Medical Centre, Barcelona: 19 consultation rooms.
- Bilbao Medical Centre: 12 consultation rooms and MRI scanner.

## Investment in areas of medical specialisation and technological upgrading

**We offer our patients the most innovative advances in personalised medicine and health technology, helping them to get early access to the most cutting-edge treatments.**

The most significant investments have been made in **specialisms**, totalling around 13.5 million Euros. These include:

- Completion of phase II of the operating theatres and ICU at Jiménez Díaz Foundation University Hospital, with 11 highly technical operating theatres and 23 ICU beds.
- ICU improvements at Villalba General Hospital.
- New Cardiovascular Room at Villalba General Hospital.
- Adapting to the LDR patient experience model at Villalba General Hospital.

- Nephrology project at La Luz Hospital, including a new operating theatre with intraoperative CT scanner and surgical robot.

Installation of the following **high-tech** equipment at different hospitals:

- Mammography machine at La Luz Hospital.
- CT scanner at San José Hospital.
- Cyberknife at Ruber International Hospital.
- Linear accelerator at Teknon Medical Centre.
- Hybrid remote control X-Ray machine at El Pilar Hospital.
- Mammography machine at Zaragoza Hospital.
- 128-Slice CT scanner and hybrid remote control X-Ray machine at Torrevieja Hospital.
- Conventional X-Ray machine at Albacete Hospital.
- MRI at Cáceres Hospital.
- Remote control X-Ray machine at La Coruña Hospital.



- Conventional X-Ray machine at Miguel Domínguez Hospital, Pontevedra.
- MRI at Palmaplanas Hospital.

### **Investment in improving hospital wards**

In 2019, around 3 million Euros has been allocated to renovating the company's hospital wards, adapting them to the highest levels of comfort and for people with reduced mobility.

These improvements have been carried out on one floor at Ruber International Hospital, two floors at Ruber Juan Bravo Hospital in Madrid, and one floor at Quirónsalud Marbella Hospital

### **Investment in improving facilities**

In 2019, over 9 million Euros has been invested in improving electrics, air conditioning, fire detection systems, boilers, coolers and computer networks, to ensure that these facilities work correctly, as well as optimising energy consumption.

Likewise, the company has continued with other large projects and expansion works, amounting to 19.5 million Euros.

- New Speciality Centre at Ruber International.
- New Alcalá de Henares Medical Centre.
- New Torrejón Hospital.
- Quinta Torre (Fifth Tower), Caleido.
- New Badalona Hospital.
- La Malagueta Medical Centre.
- Expansion of Sagrado Corazón Hospital, Mother-and-Child block.

## Healthcare activity

In 2019, healthcare activity at Quirónsalud centres, as well as the resources of our network, have continued to grow in all areas.

	2017	2018	2019
No. available beds	6,688	6,914	7,332
No. operating theatres	383	405	434
No. ICU/PICU/NICU	515	548	572
No. delivery rooms/LDR	89	102	112
No. consultation rooms	8,226,334	8,786,793	9,998,993
No. emergencies attended	2,507,122	2,573,313	2,892,102
No. hospital admissions	340,649	352,936	384,828
No. inpatient surgeries	161,435	169,387	198,587
No. outpatient surgeries	227,731	238,079	262,145





HEALTHCARE NETWORK RESOURCES:

	2017	2018	2019
<b>BEDS</b>	6,652	6,914	7,332
<b>OPERATING THEATRES</b>	379	405	434
<b>ICU/PICU/NICU</b>	515	548	572
<b>CAT</b>	59	60	71
<b>MRI</b>	85	88	98
<b>PET-CT</b>	12	12	12
<b>LINEAR ACCELERATORS</b>	23	21	21
<b>DA VINCI</b>	5	6	6
<b>GAMMAKNIFE</b>	1	1	1
<b>CYBERKNIFE</b>	1	1	1

# Safety and adequacy of clinical practice



**We continue working towards perfecting systems that identify and analyse clinical risk, setting targets for improvement and systematically assessing whether they are being met**

Quirónsalud is strongly committed to quality and patient safety. Thus, we identify and assess our risks, set targets for improvement in all functions and at all levels of the organisation, and regularly and systematically assess whether they are being met by using a set of indicators.

Quirónsalud's resolute progress towards healthcare excellence is based on implementing the best-known clinical practices with maximum efficiency.

In 2019, we have continued working towards improving patient safety through actions aimed at helping to roll out and implement best practices, promote a culture of safety, and reduce the likelihood of safety-related incidents.

Our progress in improving patient safety is fundamentally based on the involvement, commitment, participation and leadership of all professionals who are members of the **Corporate Commission of Patient Safety**.

In 2019, the Commission's activity has focussed on helping to consolidate and implement 16 corporate procedures at the centres, which had been approved throughout 2017 and 2018. Therefore, in 2019, the Commission has travelled to the centres to hold quarterly meetings with the hospitals' Patient Safety Committees. These meetings have enabled the Committee to get to know and streamline the function of the hospital committees, find out what goes on at the centres and the problems they face in their healthcare activity, as well as advise them on best practices.

Moreover, the work carried out over the year has resulted in concrete results, including the following:

- At Group level, standardisation of patient information on preparing for ten of the most frequent **radiology tests**.
- This standardisation is not only essential for coordinating the healthcare network; it is also

a matter of safety and patient care. As fewer appointments are being held face to face, patients need clear instructions that are not subject to the variability of clinical decisions.

- Under the agreement between Quirónsalud and the Spanish Anaesthesia and Resuscitation Notification System (SENSAR), for the third consecutive year, we have continued to provide training on **Anaesthesia and Resuscitation Safety**, to improve patient safety in this area and provide our professionals with the skills to resolve crises and prevent adverse events. This year, small hospitals have participated.
- Training has been given on **Root Cause Analysis methodology** to analyse sentinel events. Courses have been held in Madrid, Seville and Barcelona with the participation of Patient Safety Committee members from 21 centres, the aim of which is to increase their knowledge on the application of

this methodology, allowing them to structure the research and analysis required by these types of incidents. In 2020, this training will continue at other hospitals until all centres have received it.

In 2019, work has continued on promoting appropriate and immediate risk management, encouraging the training, knowledge and analysis of possible incidents, in order to learn from them and apply solutions that minimise their occurrence.

11% more incidents have been recorded through the **corporate patient safety notification tool** in 2019 than the previous year. This figure is due to various training actions involving professionals in the notification process and promoting the use of the tool, as we believe that a well-functioning notification system is the truest indicator as to how well the safety culture is being implemented.

Moreover, six **clinical alerts** were raised throughout 2019. The aim of clinical alerts is to inform as many professionals as possible of situations which, due to

their frequency or seriousness, are particularly relevant, in order to make recommendations to prevent the adverse event from being repeated and to be reviewed with the corresponding services, acting in accordance with best clinical practice standards.

Throughout 2019, four **training actions have been carried out with the Joint Commission International (JCI)** itself, in which a significant number of the group's hospitals have participated, far exceeding the number currently undergoing the accreditation process, with the aim of helping to improve quality, reduce risk and align the entire organisation with the JCI quality model.

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**We monitor a total of 53 Helios Group Inpatient Quality Indicators (IQI) on a quarterly basis, supplementing them with Peer Review processes**

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As part of our integration with the Fresenius Group quality model, throughout 2019, **53 Helios Group Inpatient Quality Indicators (IQI)** have been monitored on a quarterly basis. These indicators focus on the volume and mortality of complex procedures, which represent 29% of inpatient cases. The results are published on a quarterly basis in the Business Intelligence tool, as the CMBD of each period is consolidated, and allow us to compare the performance of Quirónsalud hospitals with each other, with the group average and with German averages, thereby offering a unique international benchmarking opportunity.

Furthermore, within the Quirónsalud quality programme, all hospitals carry out a self-assessment of their clinical practice in the quality indicators that deviate from the standard, both in the aforementioned IQI and in many other internationally validated clinical practice adequacy and safety indicators.



This self-assessment carried out by each hospital is supplemented by a **Peer Review process** at the centres where no improvement in outcomes is seen over time. This is a healthcare quality analysis tool based on the exchange of information between health professionals. Patient care processes are analysed systematically in certain indicators to identify potential problems and establish corrective measures. The core of this procedure is a face-to-face protocolised discussion of cases between the review team and the hospital's medical officers.

The Peer Review is a healthcare quality analysis tool that helps to evaluate clinical practice, enabling hospitals to identify areas for improvement.

Throughout 2019, four Peer Reviews have been carried out on surgically treated hip fracture procedures (Quirónsalud Barcelona Hospital, Quirónsalud Sagrado Corazón Hospital, Quirónsalud Palmaplanas Hospital and Quirónsalud Valencia

Hospital). This review aimed to improve the care of patients with hip fractures, in line with the most excellent international practices.

Thanks to the strategy to improve the care of these patients, within the Quirónsalud group, 81.3% of patients over 65 years of age with a hip fracture are operated on within the first 48 hours, well above the national average, according to a publication by the OECD (48.4).

Simultaneously, a review of the heart failure process has begun, with four reviews being carried out in 2019 (La Luz Hospital, Quirónsalud Infanta Luisa Hospital, Rotger Clinic and Catalonia General University Hospital).

In 2019, the **medical record auditing** process has continued at the group's hospitals, with the aim of improving the quality of clinical and healthcare information.

This year, three audits have been carried out at Dexeus University Hospital, Quirónsalud Barcelona Hospital and Quirónsalud Cordoba Hospital.

The conclusions of these audits have been discussed with the managers of the centres, establishing a range of training activities to improve the coding and reliability of their indicators.

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**Quirónsalud continues to develop patient safety-specific training plans to encourage the culture of risk prevention and detection, and excellence in healthcare at all its hospitals**

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# Excellence and quality in the provision of services

Personalised, close and transparent comprehensive care for patients and their families, their safety and privacy, always at the centre of our commitment.

The quality management model defined for Quirónsalud Group involves **obtaining external certifications and accreditations from reference organisations**, as a tool for promoting improvement and an external recognition of achievements. With this in mind, some basic certifications have been defined, to be achieved by all hospitals, in addition to others for specific services and centres.

Quirónsalud has a multi-site management system certified in accordance with the ISO 9001 and 14001 standards, based on the company's common strategy, the basic pillars of which are leadership, risk management and understanding stakeholder needs and expectations.

The system is designed to ensure the smooth integration of new centres, using standardised work and measurement tools and methods.

## Certifications and accreditations

At the end of 2019, the Group has the following certifications and accreditations:

- Quality Management certifications based on the UNE-EN-ISO 9001:2015 standard at:
  - A total of 47 hospitals.
  - 3 care homes.
- The Group's "Servicios, Personas y Salud" ("Services, People and Health" - SPS) company, which successfully maintains its multi-site certification at all the Group's hospitals that receive its services, where it actively collaborates on the certifications of each hospital.
- The Group's "Health Diagnostic" (HD) company, which in 2019 has achieved a multi-site certification for laboratory services at 33 of the Group's hospitals, and also maintains the multi-site certification for its Radiodiagnostics and Nuclear Medicine service at 7 hospitals.
- Quirónprevención, the group's occupational risk prevention company.
- IERA Lisbon Assisted Reproduction Institute.
- **Environmental Management** certifications based on the **UNE-EN-ISO 14001:2015** standard at 42 centres, at the Health Diagnostic central laboratory located at Jiménez Díaz Foundation, and at Quirónprevención.
- **Surveillance, Prevention and Control of Healthcare-Related Infections** certifications based on the **UNE 179006:2013** standard at 8 hospitals: Teknon Medical Centre, Catalonia General University Hospital, Rey Juan Carlos University Hospital, Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Villalba General Hospital, Quirónsalud Malaga, and Quirónsalud Torrevieja Hospital.
- **Patient Safety Risk Management** certifications based on the **UNE 179003:2013** standard at 10 centres: Teknon Medical Centre, Rey Juan Carlos University Hospital, Catalonia General University Hospital, Quirónsalud Barcelona Hospital, Dexeus

University Hospital, El Pilar Hospital, Quirónsalud Torrevieja Hospital, Quirónsalud Murcia Hospital, Gipuzkoa Polyclinic and Quirónsalud Santa Cristina Hospital.

- **Energy Management** certifications based on the **UNE-EN-ISO 50001:2015** standard at 6 hospitals: Rey Juan Carlos University Hospital, Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Villalba General Hospital, Quirónsalud La Luz Hospital, Ruber International Hospital.
- **Occupational Health and Safety Management** certifications in accordance with the **UNE-EN-ISO 45001/OHSAS 18001** standard: in 2019, certification based on the ISO 45001 standard has been achieved in administrative management of health and care centres, as well as in auxiliary cleaning, maintenance and catering services associated with these centres, in the private area of the Group's hospitals and service companies.

- For their part, Rey Juan Carlos University Hospital, Infanta Elena University Hospital and Villalba General Hospital in Madrid, as well as Quirónprevención - which had the OHSAS 18001 certification - have begun adapting to the new ISO 45001 standard.
- **Assisted Reproduction Unit Quality Management UNE 179007:2013** certifications at 8 hospitals: Quirónsalud Zaragoza Hospital, Jiménez Díaz Foundation University Hospital, Quirónsalud Donostia Day Hospital, Ruber International Hospital, Quirónsalud Barcelona Hospital, Quirónsalud Malaga Hospital, Quirónsalud Valencia Hospital and Bilbao Medical Centre.
- **Services that Promote Personal Independence** certification in accordance with the UNE 158101:2015 standard at two of our nursing homes.
- Accreditation in the **EFQM European Model of Excellence** at 4 hospitals: Jiménez Díaz Foundation

University Hospital, Rey Juan Carlos University Hospital, Infanta Elena University Hospital and Sagrat Cor University Hospital.

- Accreditation of Teknon Medical Centre by the **Joint Commission International (JCI)** model.
- At Quirónsalud we are committed to extending the JCI model, an organisation of international standing with extensive experience in health accreditation that aims to establish patient-centred quality and safety standards.

The extension of this accreditation to certain hospitals has continued to be promoted and supported and is expected to be completed in 2020-2021.

## Risk analysis, audits and plans for improvement

Throughout 2019, all centres have been externally audited based on the standards under which they are certified. The audit results have been duly addressed to ensure the continuous improvement of Quirónsalud Group management systems.

With regards to internal audits, these were carried out at all centres during the second quarter of the year and covered all certified standards. Likewise, the corresponding annual audit was carried out at the group's corporate departments.

Care and Quality Management develops an internal audit programme and selects the processes to be audited based on:

- Results of previous audits
- Previous audit plans
- Risk identification

- Legal requirements
- Criteria and requirements of the applicable standard
- Specific scope of each centre

Each year the processes and services to be audited are selected based on their criticality and risk, ensuring that everything within the scope of the management systems is audited every three years.

Quirónsalud incorporates the creation of a **risk map** to identify the processes to be audited each year, as well as the associated documentation and controls.

This is a common plan for all centres, guaranteeing that results are obtained by focussing on the processes identified as being of interest during the year. Internal audits are carried out by a team of qualified auditors who ensure objectivity.

External audits are carried out by the accredited external organisation, covering 100% of

individual certifications and a significant number of certifications under the multi-site model (9001, 14001 and 50001), as well as the corporate departments.

Internal and external audit schedules, agendas and reports are recorded in the **corporate quality management tool (Qualios)**, so that the resulting findings are analysed and dealt with at centre level by the process managers involved.

Every year, the overall result of the audits is analysed to decide how to improve the systems in place.

## Digital transformation

Over the last year, we have continued to introduce systems and develop projects that contribute to improving care processes and patient relationships.



## Increased online activity with patients

**The Quirónsalud Patient Portal has over a million users and more than 10 million online actions; figures that continue to grow every year.**

The number of Patient Portal users continues to increase, enabling doctor-patient care services without the need to visit the doctor's office in person. Through a free computer, mobile phone or tablet application, users can access their medical records and diagnostic test results, make or change appointments, receive alerts and reminders, and maintain a direct relationship with their specialists.

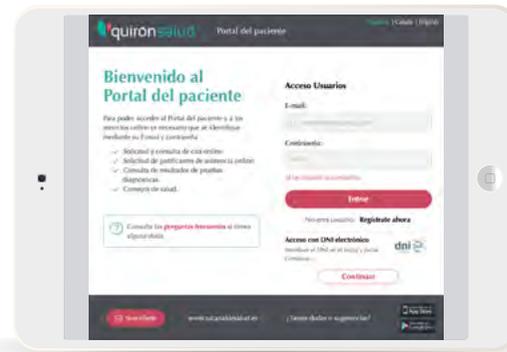


All of which allows the patient to **play a greater role in managing their health**, and **care services to be adapted** as required at any time.

At some centres, the Quirónsalud Patient Portal currently offers over 350 electronic doctor-patient healthcare services, including procedures related to assisted reproduction, anti-coagulation, endocrinology, allergies, cardiology, as well as pre-anaesthesia consultations, monitoring or reviewing conditions, and many others.

Another of the application's functions is a real-time **customised reception, guidance and location tool** integrated into the Patient Portal, which improves the patient's experience at the centre, streamlining their visit and serving as a guide.

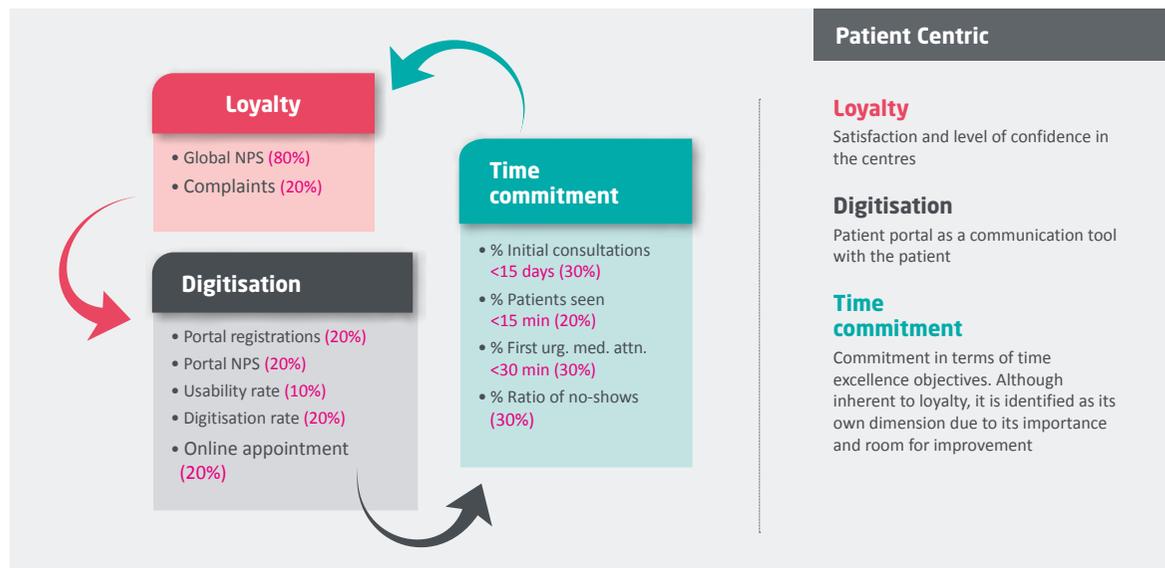
The app identifies the reason for the patient's visit if it is scheduled, such as a medical appointment, offering a personalised welcome and showing the fastest and easiest route to their point of interest, guiding them directly through the facilities in real time and informing them when they reach their destination.



## Awards and recognition

In 2019 we rose 44 places in the rankings, becoming the most improved company in Spain, not only within the health sector, but overall in all sectors.

Quirónsalud has climbed from 98th to 54th place, thus becoming the company with the most improved business reputation in the last year.



# Experience of patients and their families

Excellence in patient experience (PEX), patient safety, and the adequacy and efficacy of care are the basic pillars of the Quirónsalud strategy.

As part of our focus on continuous improvement, **specific patient experience (PEX) improvement targets** are agreed annually with all centres, which are monitored along with the impact of the implemented actions.

Different PEX **monitoring** tools are available:

- **Net Promoter Score (NPS):** 48 hours after treatment, patients seen at our centres receive an email asking them how they would recommend our services (0 to 10). Once they have rated us, a range of reasons appears, allowing them to substantiate their opinion. Furthermore, there is a field where they can add their own comments as appropriate.

The results are analysed overall and by area of care (Inpatients, Surgery, Outpatients, A&E, Laboratory and X-ray), as well as by medical speciality, both overall across the company and by hospital. In 2019, we received 427,851 surveys.

**Overall NPS: 54.6%** (3.1 points higher than in 2018)

At the end of **2019**, the **overall NPS** was **54.6%**. This is an overall improvement on the previous year's figure (51.49%), which in varying degrees extends to all healthcare areas monitored at Group level.

The most significant improvements were seen in Inpatients (61.46 vs. 57.20), Outpatients (58.14 vs 54.58) and Major Outpatient Surgery (72.17 vs 68.98).

However, A&E is the area with the greatest opportunities for improvement, as the overall results remained the same as in 2018 (38.72) due to a worsening/lack of improvement at some centres with very high activity, which was not offset at Group level by improvements achieved at other centres.

- Focus Groups in different areas, as a rapid qualitative survey method that lets us understand, analyse and dissect the emotional response of participants and learn about their experience. The purpose of this methodology is to assess the quality of a service and discover ways to improve our processes.

After three previous years of introducing targets, improvement actions and basic patient experience monitoring tools, in 2019 this line of work has been strengthened through:

- **6 Patient Experience** Corporate Committee meetings presided by the Quirónsalud CEO himself.
- Analysing the results of synthetic PEX indicators, including digital PEX elements, in line with the digital transformation plan introduced during the year.



## 2020 Decalogue

U 1 Waiting Room Screens

U 2 Patient Portal Information

U 3 Information Video

U 4 Guide / Facilitator

U 5 A&E VC

CE 6 Outpatient Prediction

H 7 Implementation of an Inpatient Guide

H 8 Menu Improvement

QX 9 Welcoming and accompanying surgical patients

T&T 10 Care & Caring

- Defining the ten best practices to be implemented at all Quirónsalud hospitals.
- Pregnancy and labour project to improve the experience of expectant mothers.
- **“Feel and feeling” training for first contact professionals** on treating patients with excellent results, deepening the **“Care and Caring”** value model that drives the Quirónsalud Group. This

training seeks to motivate participants to display the behaviours required to achieve the best patient experience.

In September 2019, a pilot course was held for middle managers entitled **“Boosting the Patient Experience”**, with the fundamental aim of providing in-depth knowledge of this currently strategic element for Quirónsalud.

## Managing complaints, grievances and suggestions

Complaints, grievances and suggestions submitted by patients are a valuable source of information about their experiences and perception of Quirónsalud centres and services, as well as their satisfaction with the care received.

They therefore offer an opportunity to identify ways to improve our services and are a potential tool for building loyalty, since proper management of complaints and suggestions has a greater impact on patient satisfaction and loyalty than other measures for improving perceived quality.

Suggestions, complaints and grievances are passed on to the Patient Support Service, which is responsible for managing them.

Among other quality standards, they are managed by an internally developed tool (IGR), which provides:

- An obligatory transfer of the complaint/suggestion to the services/professionals involved.

A personalised response within a maximum of 15 calendar days from the Centre Manager.

In 2019 there were 12,299 complaints and grievances, with an average response time of 10.63 days, representing a **17% decrease in response time** compared to the previous year. The main causes for complaints and grievances at our centres are dissatisfaction with the medical care, and delays in care and appointments.

With regards to **Quirónprevención**, the company has designed its own protocols based on a work

model equally focussed on customer satisfaction and improving the efficiency and effectiveness of healthcare activities at its medical centres.

At the end of 2019, its NPS was 29 (46.52% promoters and 17.52% detractors).

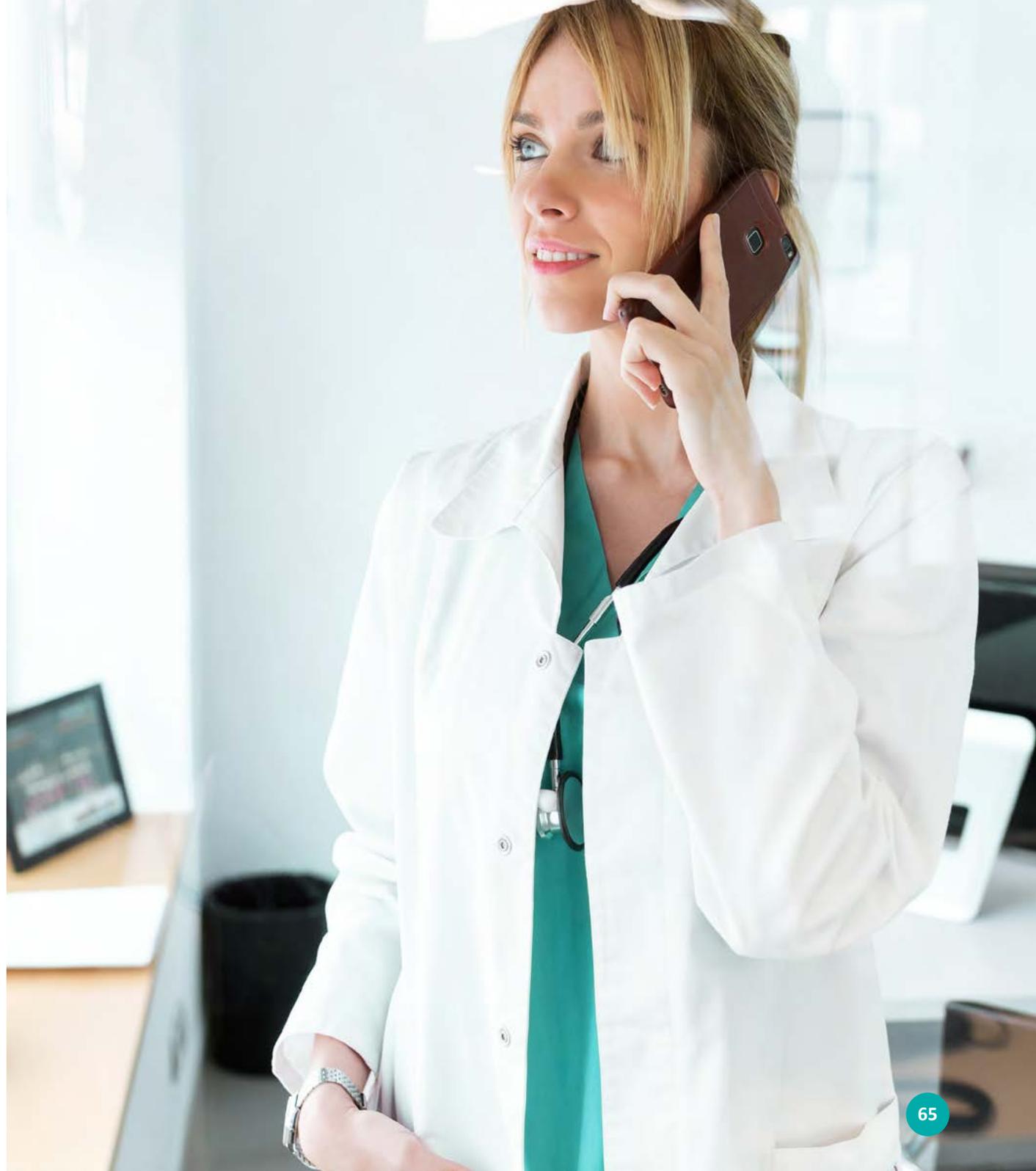
The main causes alleged by its detractors were related to a delay in being seen, consultation times, facilities, a lack of clinical information, or how they were treated during the consultation.

The Quirónprevención Call Centre answers over 200,000 calls and more than 150,000 written enquiries per year (via email / contact form). Of these enquiries, only a fraction (around 300 incidents) correspond to complaints and grievances as such, as most are resolved upon receipt.

The target is to make contact within 24 hours, monitoring on a weekly basis to confirm that the client/company has received a response to the complaint and that it can be considered resolved and closed.

The main reasons for complaints received through the Quirónprevención Call Centre and via email or contact forms in 2019 were difficulties in contacting contract partners, invoice disagreements, or malfunctioning computer applications.

The main reasons for complaints registered on social networks and blogs were due to issues related to accessing the “Misalud Portal”, delays in accessing medical examinations, and delays in receiving results.



# Patient information security and privacy

Quirónsalud Group has a dedicated Information Security and Data Protection Team, which ensures compliance with obligations under the applicable regulations, and even implements other additional measures.

Quirónsalud uses the annual results of its complaint, grievance, suggestion and positive feedback management system to detect opportunities to improve its customer support services and processes and to continue increasing its customer satisfaction results year on year.

## Data protection

Data is a cornerstone and enabling factor of the Group's activity. If data is one of our key assets, we must ensure that it is properly managed and protected.

At Quirónsalud Hospital Group, we process large amounts of very often personal data, including patient data (we hold over 15 million medical records), employee data (over 40,000 people provide services to Quirónsalud), or data related to our partners and suppliers.

In all cases, we comply with the key principles of the General Data Protection Regulations (GDPR): legality, loyalty and transparency; purpose limitation (we process patient data for specific, explicit and legitimate purposes without using it for any other purpose); data minimisation (we only use the data strictly necessary for fulfilling the informed purpose); limitation of the conservation period; integrity and confidentiality.

Even before GDPR came into force, the Data Protection Team had been working to ensure that all data was processed in accordance with the new regulations, not only in healthcare, but also in research and human resources, among other areas, establishing and/or updating policies, procedures, instructions and handling queries so that all of the group's professionals who process personal data while carrying out their work do so in accordance with the current legal provisions.



Furthermore, with regards to clinical research, a member of the Data Protection Team has joined the Drug Research Ethics Committee at Jiménez Díaz Foundation University Hospital so that the Committee has an expert in data protection, ensuring the evaluation of such aspects in the field of clinical drug trials and other biomedical research studies

## Information security

Given the extensive digitisation of the Group's care centres, and the fact that patients are able to check data via the Patient Portal, it is essential to consider the importance of protection from attacks.

In 2019, there has been an increase in the number of cyberattacks on the health sector worldwide, especially attacks by ransomware, which has affected several Spanish organisations, including hospitals.

Nor must we forget that all computers carry software to be able to function, that all centres need to be connected to the outside world to operate, and that the world of connected software involves many more risks.

The main aim of our **Security Office** is to protect the confidentiality, integrity and availability of the organisation's information systems and their associated information, to ensure our ability to provide critical services to clients and patients. The Security Office has designed and is implementing a **Cybersecurity Plan** to increase the level of maturity and protection against cyberattacks within our organisation.

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## Several of our hospitals have information security accreditations

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It is worth noting that Jiménez Díaz Foundation University Hospital has recently received two accreditations for information security: the **National Security Scheme in Electronic Administration and the Information Security Management System certification**, in accordance with the **UNE-ISO/ IEC 27001:2014** standard. The latter has also been obtained by Infanta Elena Hospital, which demonstrates the group's commitment to

protecting information and data by investing in security, allowing us to improve the quality of our services.

For its part, **Quirónprevención** has a **Personal Data Protection Committee**, which is formed of several people from different fields and has a contact email address to deal with data protection queries from internal staff and all external stakeholders (companies and their workers). This Committee also responds to the rights of the people concerned (formerly ARCO) and the security breaches reported.

As it is involved with the daily operations of the company, the Personal Data Protection Committee has information on the company's processes in which personal data is handled, allowing it to carry out a supervisory function, detecting potentially inappropriate data processing procedures and proposing the necessary improvements to the corresponding departments

# Research and innovation

At Quirónsalud we offer our patients the most innovative advances in personalised medicine and healthcare technology, helping them to get early access to the most cutting-edge treatments.

We are committed to research and innovation as a key strategy to provide added value and quality in the prevention, diagnosis and treatment of illnesses.

**Combining new technological advances with the excellence of our professionals and the collaboration of patients is a guarantee of the value that the Group brings to the Spanish Health System.**

In 2019, the scientific production of the research groups working at Quirónsalud centres has continued to increase:

## Over 1,200 scientific publications

We have increased the number of publications in journals of national and international impact by

about 10% compared to the previous year, with an average impact factor of 5.04 and a cumulative impact factor of 5,530 points.

The group's scientific production is particularly significant in the areas of cancer; renal, metabolic and cardiovascular diseases; inflammatory, chronic and infectious diseases; neuroscience and health technology and innovation, publishing articles with an impact factor exceeding 70 points.

## Participation in 940 clinical trials

In 2019, **140 early-phase clinical trials** began, accounting for more than 50% of all new trials and representing a **60% increase** compared to 2018. The majority of active clinical trials carried out in 2019 were in the fields of cancer; neuroscience; infectious, inflammatory and chronic diseases; and

renal, metabolic and cardiovascular diseases. Most early-phase clinical trials were in the field of cancer.

## 786 research projects and observational studies

Many of these projects have been funded by national and international competitive tenders, focussing on important areas such as cancer; infectious, inflammatory and chronic diseases; and renal, metabolic and cardiovascular diseases, among others.

Furthermore, thanks to over 20 million Euros of funding from the European Commission, several European projects have begun in 2019, which will be developed over the next 4 years in collaboration with more than 20 renowned European institutions, in the fields of telemonitoring, to predict events in the most fragile people, and cardiology, in order



to use artificial intelligence to improve algorithms for predicting sudden death events in patients with heart failure.

Likewise, 2019 saw the launch of the **First Call for Research Awards and Scholarships for Quirónsalud Training Residencies**, the aim of which is to showcase the scientific activity and continuous training of Quirónsalud professionals. This initiative is yet another example of the Quirónsalud commitment to Research and Innovation and is a sign of recognition and encouragement for all the Group's professionals with an innovative spirit, who seek to contribute with scientific advances that have an impact on improving patient care, or aim to improve their knowledge in the field of healthcare and biomedical research.

In 2019, research support services for statistical studies, mentoring, or support in drafting

publications, and bibliographic documentation services aimed at optimising scientific production processes in order to promote their dissemination and subsequent application to clinical practice, were also made available to the centres.

**The first Proton Therapy Centre in Spain, opened by Quirónsalud in 2019, is at the forefront of oncology. This great step forward is yet another example of our commitment to research and innovation.**



# Our commitment to teaching



Quirónsalud Group has continued its firm commitment to teaching by strengthening and expanding its strategic partnerships with the best national and international educational institutions to train future health professionals.



5,871

students have completed training placements at Quirónsalud centres



250

collaboration agreements with reference institutions

Teaching activities are key within the Group, as we collaborate on the **education and development of future professionals in the health sector.**

Moreover, this work allows us to achieve a committed and motivated team, focussed on the continuous search for the best healthcare and service for our patients.

Throughout 2019, the Group has continued to collaborate with the main leading universities and professional training centres, strengthening its links by renewing and updating training placement agreements and providing students with a space for knowledge, learning, practice, and both personal and professional development.

All of which has contributed to enriching our company's value and to continue generating a strong positive impact on our society.

**Teaching activity** at our hospitals and centres has been developed in **several areas:**

- Practical training placements for **vocational** students (work centre training), in collaboration with numerous secondary schools and vocational training centres.
- Hosting final-year **degree** students (university training) in different specialities, collaborating closely with prestigious universities.
- Placements for **postgraduate** students (specialists in health sciences, residencies from other national and/or international accredited centres, Master's final projects and doctoral theses). To that end,

we welcome students from both universities and major business schools.

- Occasionally, we have collaborated with some secondary schools on the **4º ESO – Empresa** (fourth-year work experience scheme), allowing visits to our hospitals for younger students to have contact with healthcare activity.



Quirónsalud collaborates with the following centres of reference:

### UNIVERSITIES

UAB – Autonomous University of Barcelona  
UAH – University of Alcalá de Henares  
UAM – Autonomous University of Madrid  
UAX – Alfonso X el Sabio University  
UCAM – San Antonio de Murcia Catholic University  
UCAV – Ávila Catholic University  
San Pablo CEU University  
UC3M – Carlos III University of Madrid  
UCM – Complutense University of Madrid  
UDIMA – Madrid Distance Learning University  
UEM – European University of Madrid  
UFV – Francisco de Vitoria University  
UNIR – University of La Rioja  
UNED – National University of Distance Learning University of Nebrija  
UOC – Open University of Catalonia  
UPB – Polytechnic University of Barcelona  
UPM – Polytechnic University of Madrid  
UPN – Public University of Navarre  
UPV – University of the Basque Country

### BUSINESS SCHOOLS

CEF – Centre of Financial Studies  
CIJ – Centre of Legal Studies and Research  
EAE Business School  
EICS – International School of Health Sciences  
International Business School  
ESIC Business Marketing School  
EUDE – European Business School  
IE Business School  
IMF – International Business School  
ISDE – Higher Institute of Law and Economics  
MPG – European Health School

### OTHER CENTRES

CEF – Centre of Financial Studies  
CIJ – Centre of Legal Studies and Research  
EAE Business School  
EICS – International School of Health Sciences  
International Business School  
ESIC Business Marketing School  
EUDE – European Business School  
IE Business School  
IMF – International Business School  
ISDE – Higher Institute of Law and Economics  
MPG – European Health School



The teaching targets set for 2019 have been met satisfactorily, having increased the number of students trained by our professionals. In 2019, the total number of students that completed **training at our hospitals and centres was 5,871.**

This number has increased to double the figure achieved two years ago.

As for the institutions taking part, over **250 collaboration agreements** have been signed and/or renewed in 2019, which has allowed us to increase and strengthen our capacity to welcome future sector professionals.

BREAKDOWN OF STUDENTS TRAINED AT QUIRÓNSALUD HEALTH CENTRES BY STUDY TYPE:

	Undergraduate	Graduate	Postgraduate	Resident
	Medicine	Nursing	Other	
	1,901	1,502	315	
TOTAL	1,441	3,718	147	565

**The collaboration of all territories in managing teaching has been fundamental** in achieving these results. Each and every one has actively contributed.

PERCENTAGE OF PLACEMENT STUDENTS HOSTED BY QUIRÓNSALUD TERRITORY:

T1	T2	T3	T4	T5	T6	T7
37%	32%	6%	16%	5%	2%	2%

Looking ahead to 2020, we will continue to standardise teaching and training at Group level, analysing the demand for our hospitals and professionals and creating strategic partnerships to help us to meet our targets, managing Master's degrees and our own training programmes in collaboration with leading universities.



# 4

## Our team

Our corporate culture

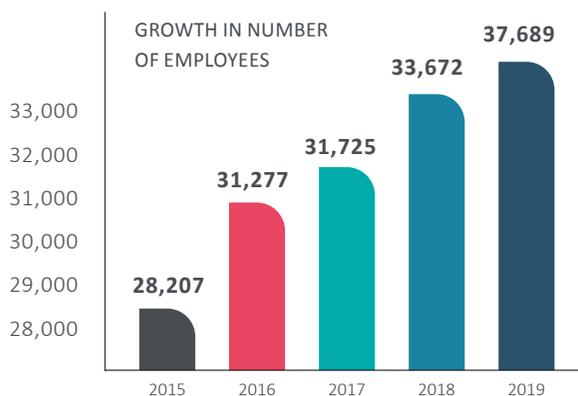




# Quality employment

Quirónsalud continues to increase its staffing levels by hiring new professionals, contributing to the creation of quality employment.

At the end of 2019, we had **37,689** members of staff, which has involved the creation of over **4,000** new jobs.



In addition to the company's own members of staff, we work in collaboration with the best professionals in the various health branches. Around 70% of our professionals are hired under the service provision modality, with the majority working at private Quirónsalud hospitals.

## BREAKDOWN OF EMPLOYEES BY LOCATION

	2019	%
Spain	34,208	90.76%
Latin America	3,481	9.24%
Total	37,689	100%

## CLASSIFICATION BY PROFESSIONAL CATEGORY

	2019	%
Management	61	0.16%
Administration	5,180	13.74%
Sales and Marketing	291	0.77%
Production	10,428	27.67%
Servicios	8,540	22.66%
Doctors and Nurses	13,177	34.96%
R&D	12	0.03%
TOTAL	37,689	100%





- ✓ **75% permanent contracts**  
(82% at QP)
- ✓ **Less than 2% turnover rate**  
(7.5% at QP)
- ✓ **100% of employees covered by collective agreements**  
(except for the CEO)

We also help young people to enter the job market through scholarship agreements with different academic institutions.

The **Quirónsalud Group 2019 Non-Financial Information Status Report** provides detailed data, broken down by functional group, on employment and recruitment procedures, as well as on average salaries and their evolution.

# Diversity and equal opportunities

Quirónsalud is committed to having a diverse and inclusive team, with different cultures, generations, profiles and abilities working together.



To boost diversity, we promote equal opportunities by expressly prohibiting any cause of discrimination in our Code of Ethics and Conduct, complying at all times with the applicable legislations and promoting best practices in people management to progress and contribute to talented teams with different strengths and skills.

## Gender diversity

As women have a significant presence in our company, for Quirónsalud it is a priority to respond to their needs and roles, both at work and at home, through initiatives that promote gender equality, both in our business activities and at our centres.

- 27,496 women
- 72.95% of Quirónsalud staff
- 23% of women in managerial positions
- 3,050 female employees hired in 2019

In 2019, 23% of the Group's Senior Management were women, including members of the Group's Management Committee and Regional Management Committees.

Social measures and benefits have been introduced with the aim of improving the work-life balance, such as improvements to maternity, primarily with regards to breastfeeding and the reserved right to a job in instances of personal leave due to legal guardianship of a child under 12, flexible

remuneration (childcare vouchers), extension of paid and unpaid leave to improve reconciliation, and study assistance for children at different levels of education.

Moreover, specific Sexual Harassment and Gender Discrimination Protocols and Ten Principles of Inclusive Language have been developed at various centres, as well as Equality Commissions to ensure that these aspects are followed up and monitored.

Once again this year, we have continued to train and raise awareness among all staff on equality and diversity.

At Quirónprevención, an extension has been agreed with the Workers' Trade Union (RLT) to accept the terms of the Equality Plans of the four merged firms that have formed the new company.



QUIRÓNPREVENCIÓN - EMPLOYEE CLASSIFICATION BY SEX, PROFESSIONAL CATEGORY AND AGE:

	Total	Women			Men		
		<30	30-50	>50	<30	30-50	>50
No. employees by professional category, sex and age		<30	30-50	>50	<30	30-50	>50
Management - ESTRUCTURA	327	3	87	28	1	142	66
Administration - ADMON	955	78	595	103	28	123	28
Sales and Marketing COMERCIAL	114	0	45	3	0	54	12
Production PREVENCIÓN TCO	2,416	34	952	95	43	1,045	247
Services							
Doctors and Nurses MT	2,100	125	954	456	40	254	271
Subtotal		240	2,633	685	111	1,618	624
<b>TOTAL</b>	<b>5,912</b>		<b>3,558</b>			<b>2,354</b>	

## Generational diversity

At Quirónsalud we believe that generational diversity brings different complementary skills and abilities, resulting in a better approach when it comes to innovating and developing new projects.

By creating integrated teams and adding talent, we can overcome challenges and achieve the best results.

Quirónsalud has signed the **Code of Principles of Generational Diversity** promoted by the **Generation & Talent Observatory**, an institution with which it has collaborated since its creation.

This commitment involves recognising, as a strategic objective, the favourable development of people management based on equal opportunities, regardless of age; non-discrimination; and respect for generational diversity, promoting a friendly environment, in full compliance with the current legislations.

BREAKDOWN OF QUIRÓNSALUD EMPLOYEES BY AGE:

	2019	%
<30 years old	6,536	17.34%
30-50 years old	23,016	61.07%
>50 years old	8,137	21.59%
<b>Total</b>	<b>37,689</b>	<b>100%</b>

## Functional diversity

Quirónsalud promotes the integration of people with disabilities at the company through initiatives and agreements with different social organisations, such as the agreement with the **Inserta Foundation** for recruitment processes.

In 2019, the number of employees with disabilities was 466, with a total of 415 people still working at the end of the year, an increase of more than 30% compared to the previous year.

Several centres have been granted a Declaration of Exemption, in accordance with the applicable regulations, to make up the percentage of disabled staff through alternative measures until they reach 2%.

In this respect, alternative measures provided for in Article 2.1. a) and b) of Royal Decree 364/2005 have been chosen, such as hiring the equivalent number of workers with disabilities through Special Employment Centres, including Ilunion, Fundosa, Lantegui, Batuak, Aqua Integra and Consenur.

The Group's services company (SPS) complies with the regulations and stands out 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 with companies hired for waste and laundry management.

## “Quirónsalud Challenge 2019 - Pedalling for Inclusion”

A challenge to show that a team of people with different abilities can join forces to achieve the same goal, promoting the values of **sport**, **inclusion** and **teamwork**.



## Universal accessibility

At Quirónsalud we believe that disability management should lead us to consider this diversity in our employees and, of course, in our patients and in society as a whole.

This vision requires us to act at different levels of technical and sustainable management, considering in our design and construction projects all universal accessibility criteria included in the applicable regulations and the highest standards on the matter.

This means that all our environments and services can be used by all people independently, safely and efficiently.

Likewise, as the concept of universal accessibility also concerns digital environments, extensive adaptation works have been carried out in this regard.

**quirónsalud**  
La salud persona a persona

**Con la diversidad ganamos todos**

En Quirónsalud apostamos por el valor de la inclusión para favorecer el bienestar de todas las personas que lo formamos.

Con la colaboración de:

**CSD** Consejo Superior de Deportes

**A LA PAR**

**DEPORTE INCLUSIVO**

f t in ig quironsalud.es

**Patient Portal**, an in-house application developed by the Group which is used at Quirónsalud Madrid public hospitals, has recently been awarded the **AA distinction according to the UNE 139803:2004 standard and W3C Web Content Accessibility Guidelines 1.0**, the highest accreditation of accessibility for people with disabilities and special needs that a digital tool can have.

When developing this web portal, a range of measures were adopted so that as many people as possible could access the information and use the services provided, regardless of an individual's limitations or those arising from the context of use.

## Cultural diversity

Integrating cultural diversity into our team is key, not only from an internal perspective, but also to be

able to provide appropriate care to our multicultural patients.

74 nationalities among our staff				
Spanish	Romanian	Venezuelan	Colombian	Italian
27,969	149	134	131	130
Peruvian	Ecuadorian	Moroccan	Portuguese	Argentinian
124	68	54	53	44
Cuban	Bolivian	Russian	Mexican	Chilean
39	38	31	27	27
Dominican	Bulgarian	Polish	Congolese	Ukrainian
26	26	25	24	24
Paraguayan	German	Brazilian	French	Other*
22	20	17	16	149

*\*Others: those with fewer than 16 employees (Honduran - Uruguayan - Algerian - British - Nicaraguan - Hungarian - Moldavian - Andorran - Salvadorian - Dutch - Swedish - Slovak - Belgian - Georgian - Pakistani - Guinean - Austrian - Nigerian - Chinese - Lithuanian - Latvian - Czech - Senegalese - American - Swiss - Serbian - Montenegrin - Guatemalan - Ghanaian - Indian - Syrian - Belarusian - Norwegian - Panamanian - Haitian - Filipino - Finnish - Albanian - Armenian - Turkish - Iraqi - Irish - Afghan - Mauritanian - Thai - Costa Rican - Kazakhstani - Slovenian - Jordanian - South Georgian - Luxembourg - Cameroonian - Libyan - Barbadian - Tunisian - Ivorian - Equatoguinean - Greek - Dominican - Nepalese - Bissau-Guinean - Egyptian-Bengali)*



## LGTBI community

Our non-discrimination policies aim to create a work environment free of homophobic behaviour or discriminatory practices, ensuring the freedom to express one's sexual orientation, while helping to improve the life of this community.

In addition to looking after our own team, we are challenged by **how medical services can help to improve the lives of the LGBTI community.**

We continue to work on identifying challenges to be able to offer healthcare and solutions that respond effectively to the needs of patients from the LGBTI community, for example, psychological assistance and support for patients with specific transgender needs.

In 2016, Quirónsalud participated in the “Best Practices in LGBTI Diversity” report written by Fundación SERES (Responsible Business and Society Foundation), with the collaboration of REDI (Corporate Network for LGBTI Diversity and Inclusion) and the LGBTI Programme of the Community of Madrid.

**Sexual Harassment and Gender Discrimination Protocols and Ten Principles of Inclusive Language** have been introduced in workplaces, as we are aware of the power of language in both everyday and professional environments, and how it can influence perceptions, attitudes and behaviour.

At Quirónprevención, a **Workplace Violence Commission** has been established.

# Occupational health and safety



**Our priority: to provide safe and healthy work conditions by integrating occupational risk prevention into the company culture. Continuous improvement in preventive action can only be achieved by informing and consulting with staff, and with their participation at all levels of the organisation.**

## Strategic Occupational Risk Prevention Plan

Following the restructure of preventive organisation at corporate level in 2017 and the development of operating, control and monitoring systems in 2018, operational plans have been put in place in 2019 aimed at progressing in a model of continuous improvement by tackling the following projects:

- Redefining the Prevention Plan as an **Occupational Health and Safety System adapted to the new ISO 45001 standard.**
- Completing the **control and monitoring scorecards** at corporate level with regards to accidents, absenteeism and main preventive actions.
- Implementing the **health promotion area.**

In 2019 we have been **certified according to the UNE-EN-ISO 45001 Standard** in the administrative

management of medical and care centres, as well as in the associated auxiliary cleaning, maintenance and catering services, in the private area of the Group's hospitals and service companies.

Madrid public hospitals and Quirónprevención have begun adapting their OHSAS 18001 certified prevention management system to the requirements of the new ISO 45001 standard.

## Preventive organisation

At the end of 2019, Quirónsalud Group maintained its preventive organisation formed of 3 Prevention Services which, depending on the Corporate Management of Occupational Risk Prevention, cover the scope of Safety, Industrial Hygiene, Ergonomics and Psychosociology, and Health Monitoring can be made in the case of particularly sensitive workers and pregnant women.

The situation of employees is considered so that, if appropriate, adjustments or relocations can be made in the case of particularly sensitive workers and pregnant women.

NO. OF WORKERS AND NO. OF COMPANIES IN EACH OF THE 3 PREVENTION SERVICES

	Nº of Workers	Nº of Male Workers	Nº of Female Workers	Nº of Companies
Quirónsalud Joint Prevention Service	28,287	7,826	20,461	34
Public Hospital Joint Prevention Service	3,106	780	2,326	5
Jiménez Díaz Foundation Own Prevention Service	3,553	1,004	2,549	1

In 2019, progress has been made in the Coordination of Business Activities (CBA) by improving software and strengthening communication of the new Occupational Risk Prevention Policy.

**NO. OF COMPANIES AND CONTRACTORS MANAGED IN CBA:**

	No. Companies and Contractors managed in CBA
Quirónsalud Joint Prevention Service	3,957
Public Hospital Joint Prevention Service	632
Jiménez Díaz Foundation Own Prevention Service	50
<b>TOTAL</b>	<b>4,639</b>

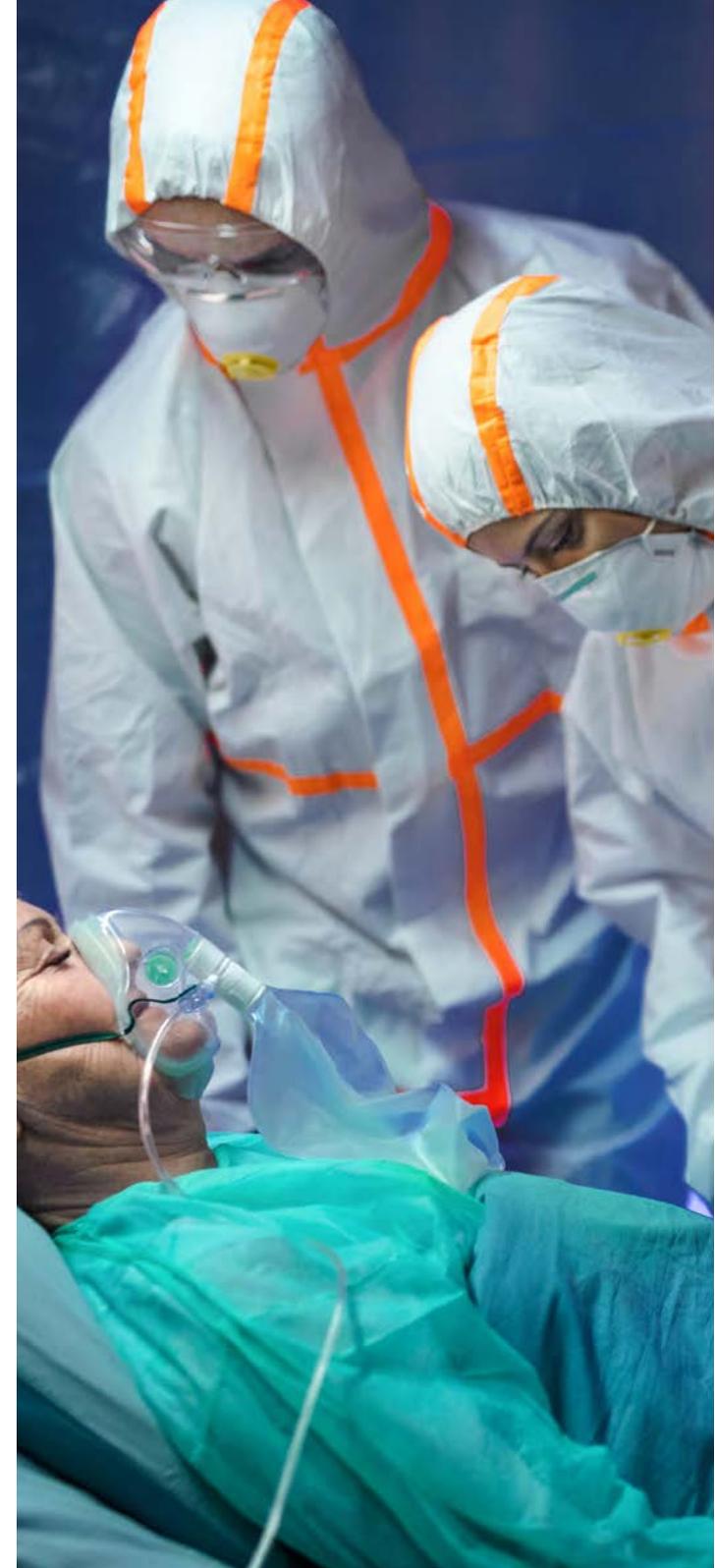


**Health and Safety Committees**

In accordance with occupational risk prevention regulations, the consultation and participation of workers is the responsibility of the Health and Safety Committees of each centre, which deal with the requirements of these regulations.

In 2019, the following Health and Safety Committees have met at the premises of the companies and centres affiliated with the Group's prevention services:

	No. of Companies and Contractors managed in CBA
Quirónsalud Joint Prevention Service	3,957
Public Hospital Joint Prevention Service Jiménez Díaz Foundation	632
Jiménez Díaz Foundation Own Prevention Service	50
<b>Total</b>	<b>4,639</b>



## Statistical analysis of accidents 2019

In 2019, there were no fatal occupational accidents or diseases.

The reporting and monitoring of statistical accident indicators at the Quirónsalud Joint Prevention Service has been consolidated using the corporate scorecard.



### OCCUPATIONAL DISEASES WITH SICK LEAVE

	No. occupational diseases with sick leave	No. occupational diseases with sick leave men	No. occupational diseases with sick leave women
Quirónsalud JPS	2	0	2
Public Hospital JPS	2	0	2
Jiménez Díaz Foundation OPS	17	6	11
<b>TOTAL</b>	<b>21</b>	<b>6</b>	<b>15</b>

### OCCUPATIONAL ACCIDENTS WITH SICK LEAVE EXCLUDING IN ITINERE

	No. occupational accidents with sick leave excluding in itinere	No. occupational accidents with sick leave excluding in itinere men	No. occupational accidents with sick leave excluding in itinere women
Quirónsalud JPS	527	151	376
Public Hospital JPS	58	17	41
Jiménez Díaz Foundation OPS	65	24	41
<b>TOTAL</b>	<b>650</b>	<b>192</b>	<b>458</b>



#### OCCUPATIONAL ACCIDENTS WITHOUT SICK LEAVE EXCLUDING IN ITINERE

	No. occupational accidents without sick leave excluding in itinere	No. occupational accidents without sick leave excluding in itinere <b>men</b>	No. occupational accidents without sick leave excluding in itinere <b>women</b>
Quirónsalud JPS	1,009	195	814
Public Hospital JPS	196	36	160
Jiménez Díaz Foundation OPS	270	62	208
<b>TOTAL</b>	<b>1,475</b>	<b>293</b>	<b>1,182</b>

#### IN ITINERE ACCIDENTS WITH SICK LEAVE

	No. in itinere accidents with sick leave	No. in itinere accidents with sick leave <b>men</b>	No. in itinere accidents with sick leave <b>women</b>
Quirónsalud JPS	220	40	180
Public Hospital JPS	44	13	31
Jiménez Díaz Foundation OPS	47	14	33
<b>TOTAL</b>	<b>311</b>	<b>67</b>	<b>244</b>



#### IN ITINERE ACCIDENTS WITHOUT SICK LEAVE

	No. in itinere accidents without sick leave <i>Total</i>	No. in itinere accidents without sick leave <i>Men</i>	No. in itinere accidents without sick leave <i>Women</i>
Quirónsalud JPS	152	38	114
Public Hospital JPS	18	5	13
Jiménez Díaz Foundation OPS	33	7	26
<b>TOTAL</b>	<b>203</b>	<b>50</b>	<b>153</b>

## OCCUPATIONAL ACCIDENT INDICATORS

	Frequency Index (no. occupational accidents including in itinere x 10 <sup>6</sup> /no. of hours worked)	Frequency Index (no. occupational accidents including in itinere x 10 <sup>6</sup> /no. of hours worked) <i>Men</i>	Frequency Index (no. occupational accidents including in itinere x 10 <sup>6</sup> /no. of hours worked) <i>Women</i>
Quirónsalud JPS	16.7	15.2	17.3
Public Hospital JPS	19.0	22.8	17.7
Jiménez Díaz Foundation OPS	19.2	23.0	17.7
<b>TOTAL</b>	<b>17.2</b>	<b>16.7</b>	<b>17.4</b>

## OCCUPATIONAL DISEASE INDICATORS

	Gravity Index (no. occupational diseases with sick leave including in itinere x 10 <sup>6</sup> /no. of hours worked)	Gravity Index (no. occupational diseases with sick leave including in itinere x 10 <sup>6</sup> /no. of hours worked) <i>Men</i>	Gravity Index (no. occupational diseases with sick leave including in itinere x 10 <sup>6</sup> /no. of hours worked) <i>Women</i>
Quirónsalud JPS	0.6	0.5	0.6
Public Hospital JPS	0.7	0.3	0.8
Jiménez Díaz Foundation OPS	0.9	1.4	0.7
<b>TOTAL</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>

## OCCUPATIONAL DISEASE INDICATORS

	Frequency Index (no. occupational diseases with sick leave x 10 <sup>6</sup> /no. of hours worked)	Frequency Index (no. occupational diseases with sick leave x 10 <sup>6</sup> /no. of hours worked) <i>Men</i>	Frequency Index (no. occupational diseases with sick leave x 10 <sup>6</sup> /no. of hours worked) <i>Women</i>
Quirónsalud JPS	0.0	0.0	0.1
Public Hospital JPS	0.4	0.0	0.5
Jiménez Díaz Foundation OPS	2.9	3.6	2.6
<b>TOTAL</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>

## OCCUPATIONAL DISEASE INDICATORS

	No. of days lost due to occupational diseases with leave inc. in itinere	No. of days lost due to occupational diseases with leave inc. in itinere <i>Men</i>	No. of days lost due to occupational diseases with leave inc. in itinere <i>Women</i>
Quirónsalud JPS	0.000	0.000	0.000
Public Hospital JPS	0.035	0.000	0.046
Jiménez Díaz Foundation OPS	0.030	0.030	0.030
<b>TOTAL</b>	<b>0.007</b>	<b>0.003</b>	<b>0.008</b>

#### TIME LOST DUE TO OCCUPATIONAL ACCIDENTS

	No. of days lost due to occupational accidents with sick leave including in itinere	No. of days lost due to occupational accidents with sick leave including in itinere Men	No. of days lost due to occupational accidents with sick leave including in itinere Women
Quirónsalud JPS	26,242	6,880	19,362
Public Hospital JPS	3,650	418	3,232
Jiménez Díaz Foundation OPS	5,139	2,237	2,902
<b>TOTAL</b>	<b>35,031</b>	<b>9,535</b>	<b>25,496</b>



**JOB ADJUSTMENT OR RELOCATION**  
(Particularly sensitive workers)

	No. of especially sensitive workers whose post has been adjusted or who have been moved to another post	No. of pregnant women whose post has been adjusted or who have been moved to another post
Quirónsalud JPS	343	160
Public Hospital JPS	57	115
Jiménez Díaz Foundation OPS	18	48
<b>TOTAL</b>	<b>418</b>	<b>323</b>

NO. OF MEDICAL EXAMINATIONS PERFORMED

	No. of medical examinations performed	No. of medical examinations performed Men	No. of medical examinations performed Women
Quirónsalud JPS	11,829	3,855	7,974
Public Hospital JPS	1,522	294	1,228
Jiménez Díaz Foundation OPS	1,290	335	955
<b>TOTAL</b>	<b>14,641</b>	<b>4,484</b>	<b>10,157</b>

## Occupational risk prevention training

In 2019, **34,554 hours** of occupational risk prevention training have been given to a total of **26,231 workers**, representing 70% of staff members, a considerable improvement on the 52% of the previous year.

Below are detailed results of indicators according to training level, broken down by sex.

	Workers trained in ORP in 2019 total	Workers trained in ORP in 2019 men	Workers trained in ORP in 2019 women	ORP training hours in 2019 total	ORP training hours in 2019 men	ORP training hours in 2019 women
Quirónsalud JPS	23,657	6,234	17,423	28,382	7,866	20,516
Public Hospital JPS	1,891	760	1,131	4,796	1,936	2,860
Jiménez Díaz Foundation OPS	683	217	466	1,376	404	972
<b>TOTAL</b>	<b>26,231</b>	<b>7,211</b>	<b>19,020</b>	<b>34,554</b>	<b>10,206</b>	<b>24,348</b>



## Associations and recognitions

Throughout 2019, the Corporate Management of Occupational Risk Prevention has maintained its association with **AESPLA** (Spanish Association of Occupational Prevention Services) and **PRL Innovación**, actively participating in their meetings, where news and best practices with regards to prevention are shared.





Furthermore, participation in **specialised conferences in the field of occupational risk prevention** has also been promoted, including the following:

Participation	Event	Organiser
Speaker	Report on work absenteeism at the employment and human resources table	Madrid Business Forum
Round table	Absenteeism as an opportunity to improve business management	Laboralia 2019 Integral Event of Social Wellbeing and Prevention
Speaker	Protection from carcinogens and mutagens. LIFE SENSEI Project	Quirónprevención
Conference speaker	Quirónsalud Group strategic plan: results	ORP Conference: Nineteenth ORP International Conference
Conference speaker	JPS training platform project and results	Prevent Conference 2019

In 2019, several **recognitions and awards have been achieved in the field of occupational risk prevention**, including the following:

Award	Event	Organiser
Finalists at Best Preventive Practice Awards	Seventh Asepeyo Best Preventive Practice Awards	Asepeyo
Honourable Mention at Prever Awards 2018	Prever National and International Occupational Risk Prevention Awards 2018	General Council of Industrial Relations and Graduates in Labour Sciences and OSALAN
First Prize in the Large Company Category	Zaldívar Scholastic Awards for Best Practices in ORP	Fraternidad - Muprespa
María Angustias Martín Quirós Award	First Healthy and Emotionally Responsible Company Awards	Official College of Psychology of Eastern Andalusia

## Healthy company

Workers are a company's main asset, a key element for it to remain competitive. We all have just "one health", which we share in the work environment, in the family and in society.

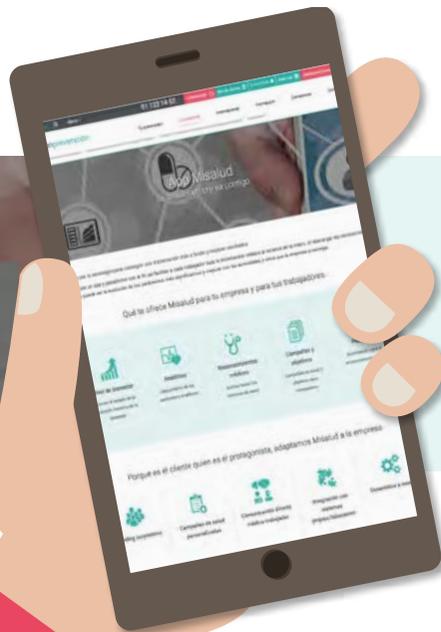
A poor diet, lack of physical activity, neglected emotional wellbeing, or other poor lifestyle habits can affect the health and therefore, the worker as a person.

The **Quirónprevención Healthy Company** programme cares for people in their personal and work environments, thus ensuring the company's own wellbeing.



Quirónprevención has developed an **app** and platform to help each worker have all their medical information to hand.

When they download medical examinations, they can see the evolution of the most relevant parameters and improve with the activities and challenges proposed by the company.



Misalud App  
Health is always with you



**Level of wellbeing**

Shows the historical evolution of your wellbeing



**Analytics**

Monitors analytical parameters



**Medical examinations**

Stores all health reports



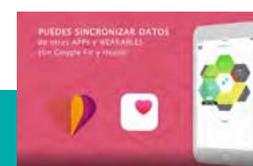
**Campaigns and objectives**

Health campaigns and objectives for workers



**Make an appointment**

Self-referral for medical examinations





# Ongoing training and professional development



At Quirónsalud, not only is training a strategic objective, it is also a tool that allows our employees to develop on both a personal and professional level.

In 2019 a total of 351,123 hours of training were given at Quirónsalud Group, representing a 26% increase compared to the previous year and a ratio of around 10 hours of annual training per employee.

In 2019 we have continued with our training plans in different knowledge areas:

- Personal skills
- Care and Caring
- Our Differentiating Value: The clinical interview
- Feel and Feeling, aimed at first-contact staff
- Occupational Risk Prevention
- Legislation
- Caregiving skills
- Non-caregiving skills
- Patient safety
- Information systems

- Quality
- Quirónsalud Code of Ethics and Conduct

We would like to highlight the **Care and Caring Project**, on which over 600 hours of training have been delivered to more than 1,600 participants throughout 2019, concentrating on doctors and first-contact staff, and addressing two lines of work:

- Our Differentiating Value: **The clinical** interview, which aims to make doctors aware of the importance of effective doctor-patient communication and provide them with tools to improve their communication skills.
- **Feel and Feeling**. Adding a new challenge to the professional work of the first-contact team on the idea of “Feel and Feeling”, motivating participants to do better.

The concept and importance of the “Patient Experience” is a priority within the “Care and Caring” value model that drives Quirónsalud Group.

Over 1,500 hours of patient safety training have been delivered to 2,630 employees.

More than 16,000 employees, including corporate, hospital and Quirónprevención staff, have received training on the **Group’s Code of Ethics and Conduct**.

A total of **25,764 hours** of training on caregiving skills have been given to healthcare staff, with the participation of **3,017 employees**.

**4,710 hours** have been spent on **non-caregiving skills**, delivered to a total of **833 employees**.

Moreover, **14,845 hours of personal skills training** were given to **3,226 employees**.

The remaining training hours were dedicated to courses on quality, legislation, information systems and occupational risk prevention, which is covered in a separate section.

At **Quirónprevención**, the training needs have been categorised based on the following content criteria or training areas:

- Client: training requested by the client company for deployed staff.
- Knowledge: acquiring, updating and recycling specific knowledge.
- OHS Training: skills training for using the OHS application.
- Talent: actions inherent to the Talent Management Project.
- Digitisation: developing and acquiring basic knowledge in business digitisation.
- Legislation: mandatory training due to current regulations.
- Service provision: specific knowledge of QP products and services.

In **2019, 57,861 training hours** were delivered at Quirónprevención, the equivalent of **14.79 hours of training per employee**. **100%** of employees have participated in a training activity.

### Training hours per professional category

		2018	2019
A-B	Middle Management	35,468	41,093
C	Non-Healthcare Staff	78,250	84,614
D	Other Healthcare Staff	12,194	16,952
E	Nurses	136,433	181,189
F	Doctors	14,470	27,275
<b>TOTAL</b>		<b>276,815</b>	<b>351,123</b>

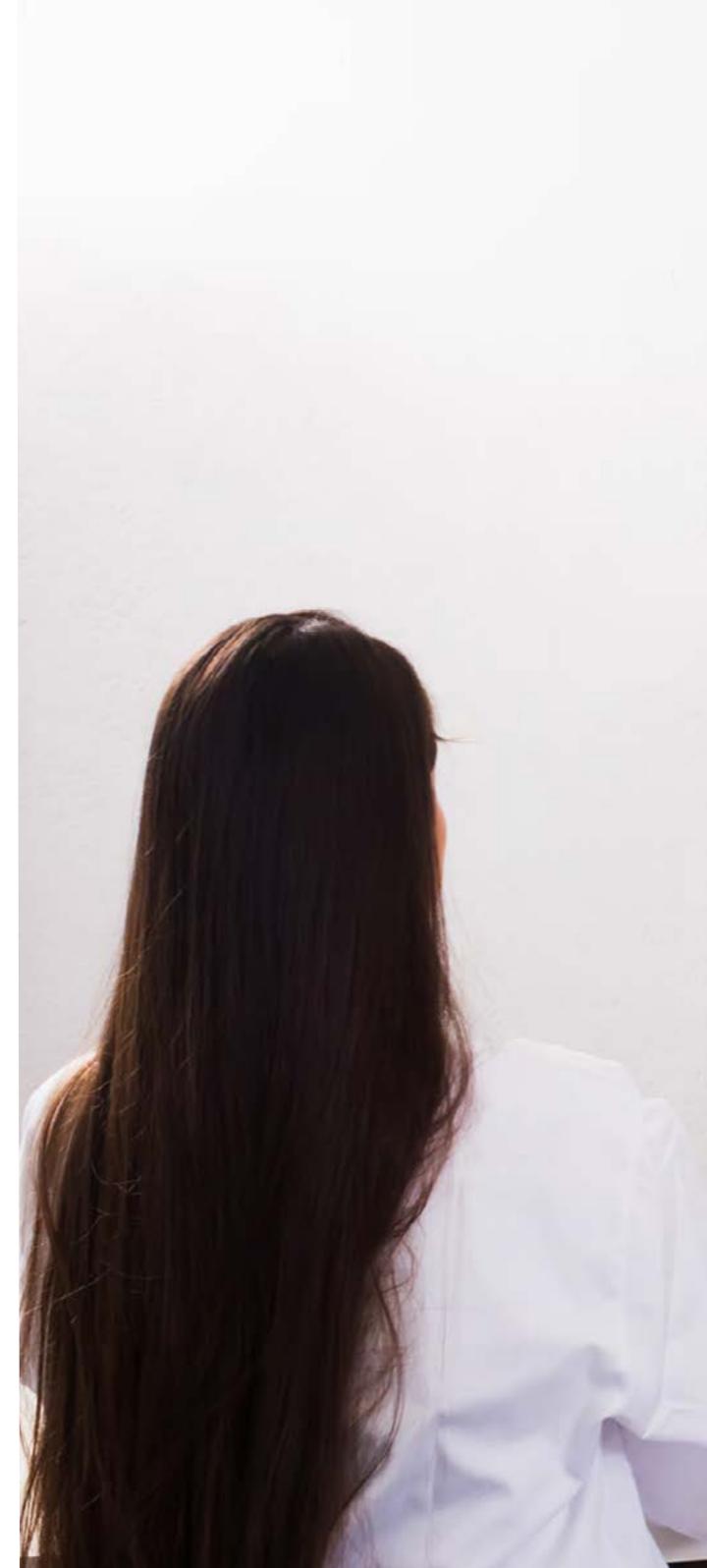


At Quirónprevención, training has some specific objectives:

- Update knowledge to achieve an ideal adjustment in the person-position pairing.
- Promote the integral development of QP staff, enabling promotion through the acquisition of new professional skills.
- Help QP staff to better adapt to future technological and organisational changes by implementing Information and Communication Technologies (ICT) and new work organisation models.
- Contribute to raising personal motivation levels by promoting changes in attitude about task performance, participatory management and individual commitment.

- Update knowledge derived from the publication of current legal regulations (PRL, ISO, ILO, GWO, TELCO, etc.).
- Promote equal opportunities to access training activities.

The systems implemented to assess the quality of training have provided very satisfactory results: 82.84% of employees have claimed that they are very satisfied with the training received.





# Quirónsalud Campus



It began its journey in 2016 as a corporate initiative to go a step further in providing specialised training to its professionals, and three years later, it continues to boost training at the Group.

In 2019, the **Quirónsalud Campus** activities held in previous years have continued. On the one hand, 55 students have graduated from the third and fourth advanced programmes in **Nursing Leadership and Management at Quirónsalud** and **Being a Leader at Quirónsalud**, respectively, while the **fourth Nursing Leadership and Management** programme has begun.



*Nursing Leadership and Management at Quirónsalud, 3rd year, Being a Leader at Quirónsalud, 4th year.*

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## In 2019, 1,300 professionals have attended training and hospital benchmarking conferences at Quirónsalud Campus

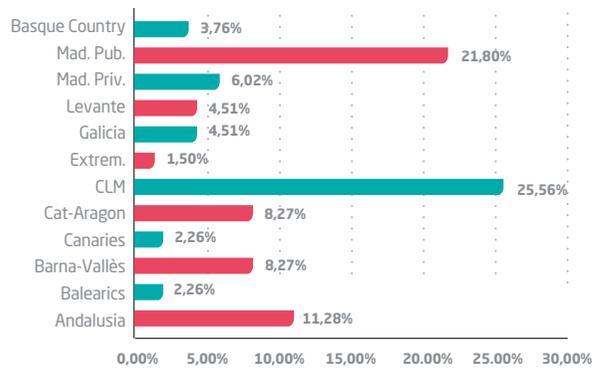
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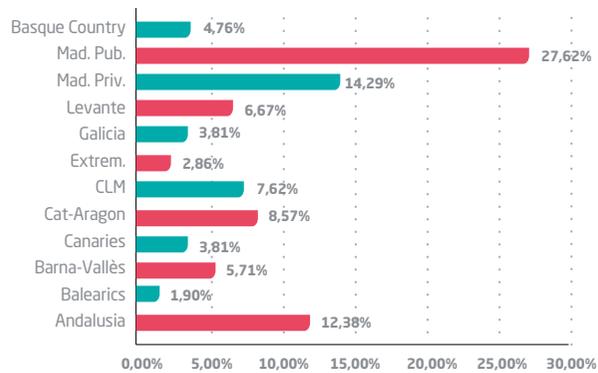
In 2019, new editions of conferences that took place in previous years have been organised, such as the **Second Conference on Hospital Benchmarking at Quirónsalud** and the **Sixth International Seminar on Patient Safety and Clinical Excellence**. Anticipated by professionals from across the country every year, this long-running seminar had the participation of speakers from world-renowned organisations, representing several different approaches and strategies on patient safety, including Paula Wilson, President and Delegate of the **Joint Commission International**, Dr. Cat Chatfield, Editor of the **British Medical Journal**, and Dr. Antonio Capone Neto, Director of Patient Safety at **Albert Einstein Israelite Hospital** in São Paulo, Brazil.

The winning entries of the Best Patient Safety Initiatives Award for the previous year were also presented, and the winners for 2019 were announced.

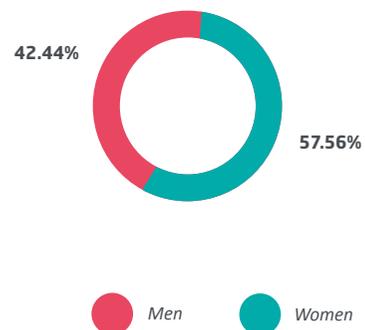
PROPORTION OF BEING A LEADER AT QS ALUMNI 2016-2019 (ED. 1-4) BY REGION



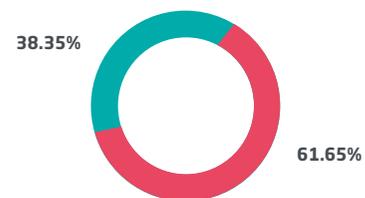
PROPORTION OF NURSING LEADERSHIP AND MANAGEMENT ALUMNI 2016-2019 (ED. 1-4) BY REGION



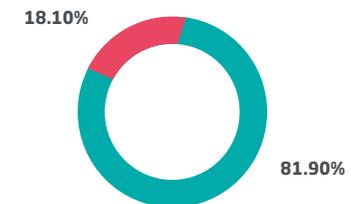
% MALE / FEMALE ALUMNI CAMPUS 2016-2019



% MALE / FEMALE ALUMNI "BEING A LEADER AT QS 2016-2019"



% MALE / FEMALE ALUMNI "NURSING LEADERSHIP AND MANAGEMENT AT QS 2016-2019"



Another of Quirónsalud Campus' objectives is to **increase networking at the Group** in general, and particularly in its specialities. This continues to be reflected in first-edition conferences, such as **The Future of Cardiac Diagnostics and Treatment**, which hosted over 120 specialists from the Group and beyond at Teknon in March, sharing the experience of leading figures in the various fields associated with treating cardiovascular disease. Through this conference, which was led by the new Quirónsalud Teknon Heart Institute and the **Leipzig Heart Institute**, these professionals contributed to improving the results of treatments for this disease and the quality of life of patients, as well as ensuring the application of the latest therapeutic advances and the most cutting-edge models, together with care based on human warmth, the hallmark of the excellence model to which Quirónsalud is committed.

In the same vein, we would like to highlight the **First Quirónsalud Obstetrics and Gynaecology Conference**, which took place at Quirónsalud Madrid Hospital in October, with the presentation of the first Quirónsalud Obstetrics and Gynaecology Award to the project entitled "Improving patient safety by simulating obstetric emergencies", designed by Infanta Elena University Hospital.

With the **First Quirónsalud Pneumology Network Conference** held at Quirónsalud Malaga Hospital in November, a joint work and collaboration plan between Quirónsalud hospital pneumology services has continued to be established, bringing together fifty of the Group's specialists. At this conference, aspects of clinical management were addressed according to the various existing organisation models at the different hospitals, and analysis of clinical practice protocols for respiratory diseases, such as asthma and COPD, was deepened with the aim of standardising patient care at the Group's hospitals.



*First Quirónsalud Pneumology Network Conference*



*First Quirónsalud Pneumology Network Conference*

With the aim of developing research and innovation in healthcare, the **Quirónsalud Junior and Senior Research Awards** were announced for the first time in 2019, as well as **the Professor Julio Rodríguez Villanueva Award for the Best Doctoral Thesis, training placement scholarships, and the Quirónsalud Foundation Awards for Healthcare Innovation and Digital Transformation in Health**, dedicated to boosting health research, innovation in biomedical research, healthcare innovation and digital transformation in health.

At the **First Quirónsalud Research and Innovation Conference**, held at Jiménez Díaz Foundation University Hospital, these awards were presented, and the main areas of the **Group's 2018-2020 Strategic R&D Plan** were highlighted. Another 2019 milestone for the Group was building and opening the first Proton Therapy Centre in Spain, backed by the **Third International Symposium on Proton Therapy**, which was held at Quirónsalud Madrid Hospital in October. This centre

is the first of its kind in Spain and is a clear example of the Quirónsalud commitment to innovation, safety and patient care, consolidating the Group's position as a leader in oncological treatment in our country.

The conference, which was attended by over 200 professionals, contributes to clinical excellence in radiotherapy, and served to share, discuss and agree on best practices and clinical guidelines for proton therapy as a comprehensive tool in the fight against

cancer, a treatment capable of irradiating tumours while minimising the impact on surrounding healthy tissues.

During this two-day symposium, attendees were able to visit the Proton Therapy Centre and attend 26 lectures by various world renowned professionals in the field of proton therapy, who explained the specific types of tumours that can benefit from it and the specific guidelines and multidisciplinary processes involved in its optimal use.



*Third International Symposium on Proton Therapy Dr. Raymond Miralbell, Medical Director at Quirónsalud Proton Therapy Centre*

In 2019 and the coming years, healthcare continues to face a major nursing crisis, due to the shortage of professionals. With the aim of finding solutions for this group, in this aspect and others, the **Fourth Care at Quirónsalud Conference** was held in Toledo, which this time was open to all health professionals from Spain and Latin America dedicated to patient care.



*Fourth Care at Quirónsalud Conference*

The conference concluded with awards for the best oral presentations and poster sessions of the

meeting. First prize was awarded to the 'Living with a stoma' poster session, presented by Rey Juan Carlos University Hospital, while second prize was granted to the '*Technological and non-technological strategies for safe medication administration*' poster session, by the Medellin Clinic in Colombia.

With regards to oral presentations, first prize went to Catalonia General University Hospital for their work entitled '*Enhancing the mother-and-child bond in ICU: humanisation and safety*'.

Second prize was for the presentation entitled '*Impact of e-health on the care of haematological oncology patients and their families*', given by Rey Juan Carlos University Hospital. Moreover, the most valued oral presentation by conference participants was '*Sterilisation: the heartbeat of the operating theatre*', by Infanta Elena University Hospital.

**In 2020**, Quirónsalud Campus will hold subsequent editions of conferences, such as the Patient Experience and Patient Safety seminars and the Research and Cardiovascular Conferences, and will increase networking in other specialities such as paediatrics and A&E through new conferences.

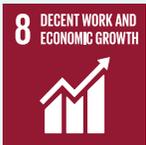
Furthermore, students from the larger Campus programmes will be gathered in forums, where they will be able to analyse the fruits of their labour, as the end-of-year projects implemented at the Group will be unveiled.



# 5

## Our suppliers and strategic partners

Allies in our mission





# Our supply chain



**Fluid communication and maximum transparency in supplier relationships, building mutual trust and sharing common goals.**

In 2019, progress has been made in our plan to centralise the supply of pharmaceutical products, a concept focussed on strategic sourcing, in which we form alliances with our partners, develop business with key suppliers, consolidate purchasing and develop an integrated supply chain by incorporating corporate social responsibility criteria.

Our supply chain is formed of three supplier categories according to product/service:

## Suppliers

Prosthetic, medical and pharmaceutical products

Medical devices

Services

**Suppliers of prosthetics, medical supplies and drugs** are managed and coordinated by the Group's Corporate Purchasing Centre.

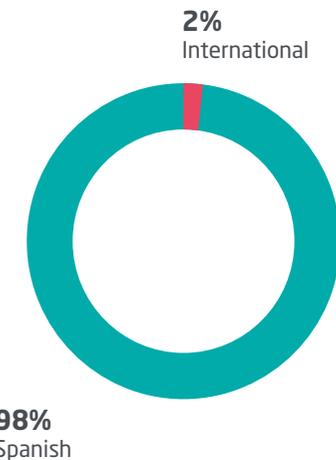
With regards to **service providers**, "Servicios, Personas y Salud" (Services, People and Health (SPS)) is the Group company where General Services are centralised, forming part of the non-healthcare support at the centres. SPS outsources services at corporate level, such as external Laundry, Waste Management, Pest Control and Disinfection, as well as Security.

Meanwhile, **medical device supplier** relationships are managed by the Corporate Management of Quality of Care.

Our purchasing practices focus on **local suppliers**.

**98% of the medical and pharmaceutical suppliers with whom we have business relationships have Spanish tax ID numbers.**

Only 2% of purchases made at corporate level, pertaining to the pharmaceutical or healthcare sector, correspond to foreign suppliers, which are mainly Spanish branches of foreign companies.



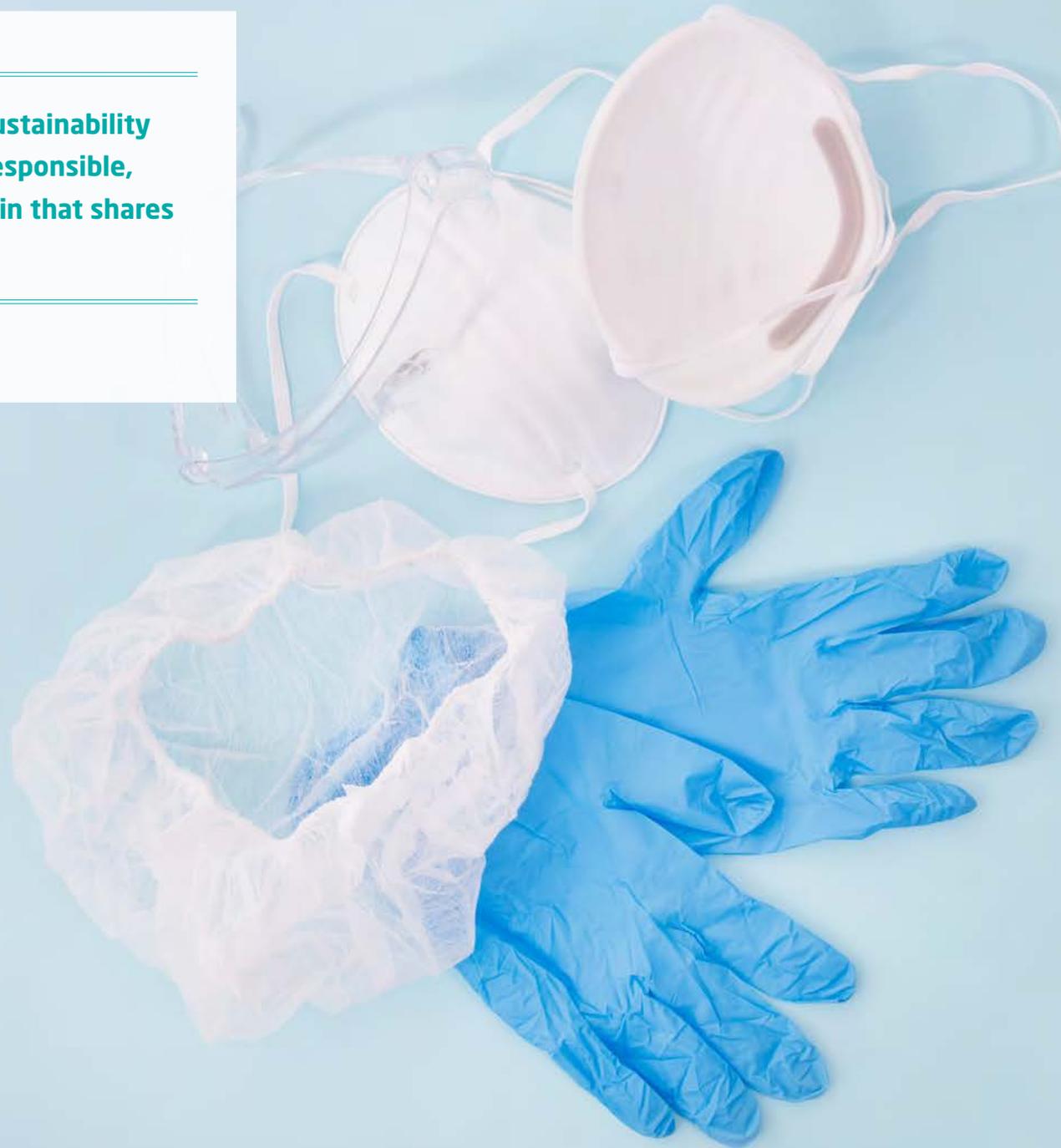
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**Our commitment to sustainability  
involves ensuring a responsible,  
sustainable value chain that shares  
our principles**

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# CPC: Quirónsalud Group Corporate Purchasing Centre

In 2019 we have continued to optimise the hospital supply process, achieving a 14% increase in the volume of purchases managed by the CPC.

119,871 authorised references to place orders in a traceable, centralised manner.

10% increase compared to the previous year.



After the maelstrom of hospital group acquisitions over the last three years, the **CPC (Quirónsalud Group Corporate Purchasing Centre)** has focussed on streamlining and making the transactional management process (P2P, Procure to Pay) for supplying materials to hospitals as efficient as possible. 6 supply groups are currently managed through catalogues:

- Consumable medical supplies
- Pharmaceutical products
- Instruments
- Other supplies
- Linen, clothing and footwear
- Food

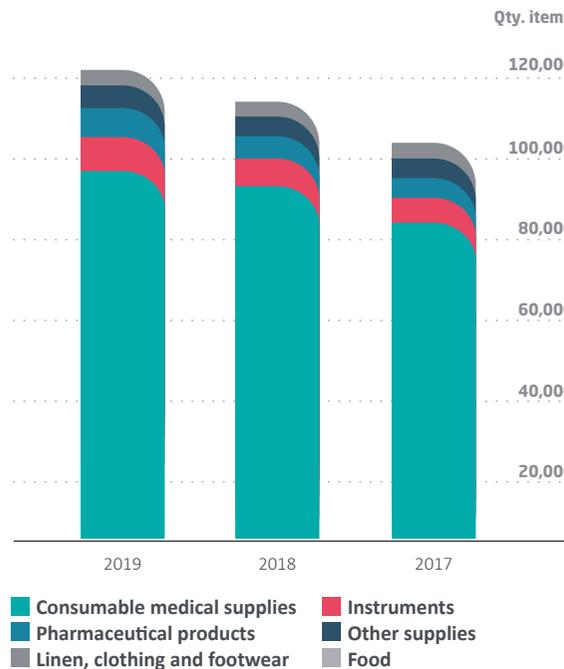
Medical supplies and pharmaceutical products represent 93% of all purchases.

The **economic value** of the purchases managed by the **Quirónsalud Group Corporate Purchasing Centre** in 2019 was **321.5 million Euros**, representing a 14% increase in purchase volume compared to the previous year's value.

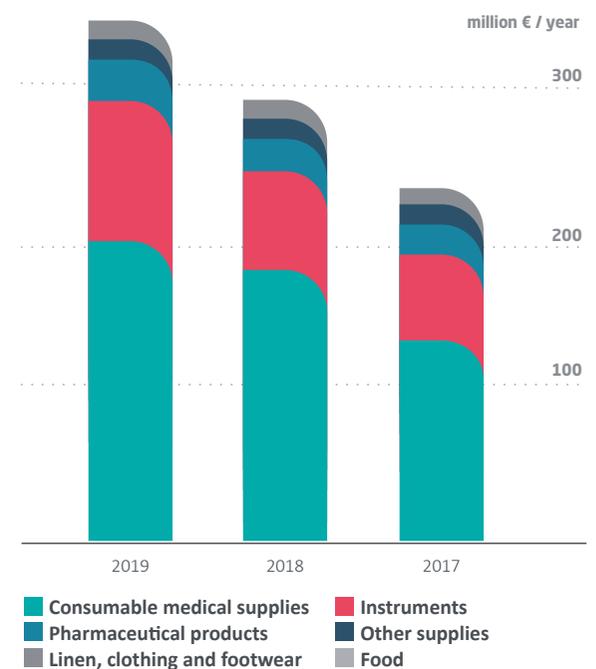
In 2019, we had a total of 119,871 authorised references, allowing hospitals to place their orders with suppliers in a traceable, centralised manner, representing a 10% increase compared to 2018.

Likewise, the volume of purchases managed by the CPC in 2019 increased by 14% compared to 2018.

CATALOGUED ITEMS PER YEAR / CATEGORY



PURCHASE VOLUME € / YEAR / CATEGORY



## EDI (Electronic Data Interchange)

### Electronic certificates that guarantee the quality and safety of supplies

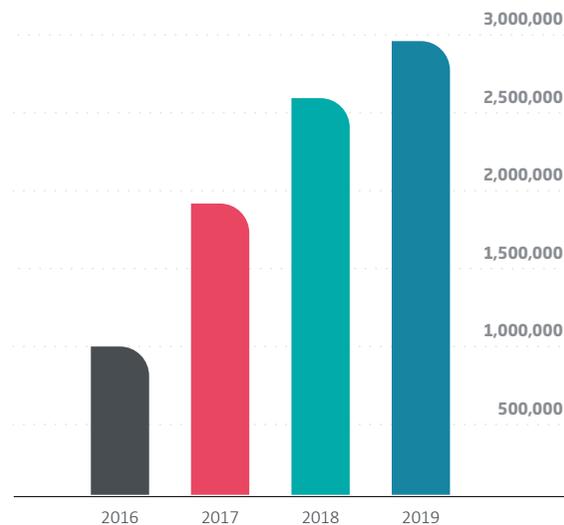
Suppliers are classified according to the type of material they sell. The purchase and distribution process varies according to this classification, and the **quality and safety of the supplies** is guaranteed at all times by the electronic certificates of the transactions.

With continued optimisation through the electronic management of P2P transactional operations within the Group, the evolution in the number of suppliers that go through EDI (Electronic Data Interchange) remains positive, since of the total number of suppliers (1,060), 49% are already integrated in the EDI.

In 2019, 35 more suppliers were added, representing a 7% increase compared to the previous year.

With regards to the automation of documents, orders and invoices via EDI, in 2019 we reached the figure of 1,306,000, which is 13% more than in 2018.

AVERAGE DOCUMENT VOLUME BY EDI



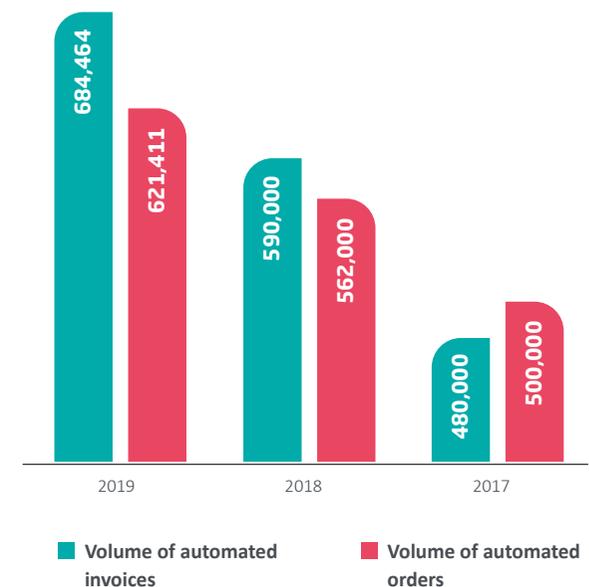
\* The savings resulting from invoicing through EDI (in paper and related expenses) are estimated at 3 Euros per invoice.

The data on the volume and evolution of the quantity of messages exchanged by EDI at the Corporate Purchasing Centre compared to 2018 was

2,096,000, which equates to a monthly average of 173,122 messages.

These figures represent significant savings resulting from going paperless in the transactional operation of purchases by avoiding generating invoices, purchase orders and delivery notes, which has a significant **positive impact on the environment**.

RDER VOLUME / INVOICES VIA EDI

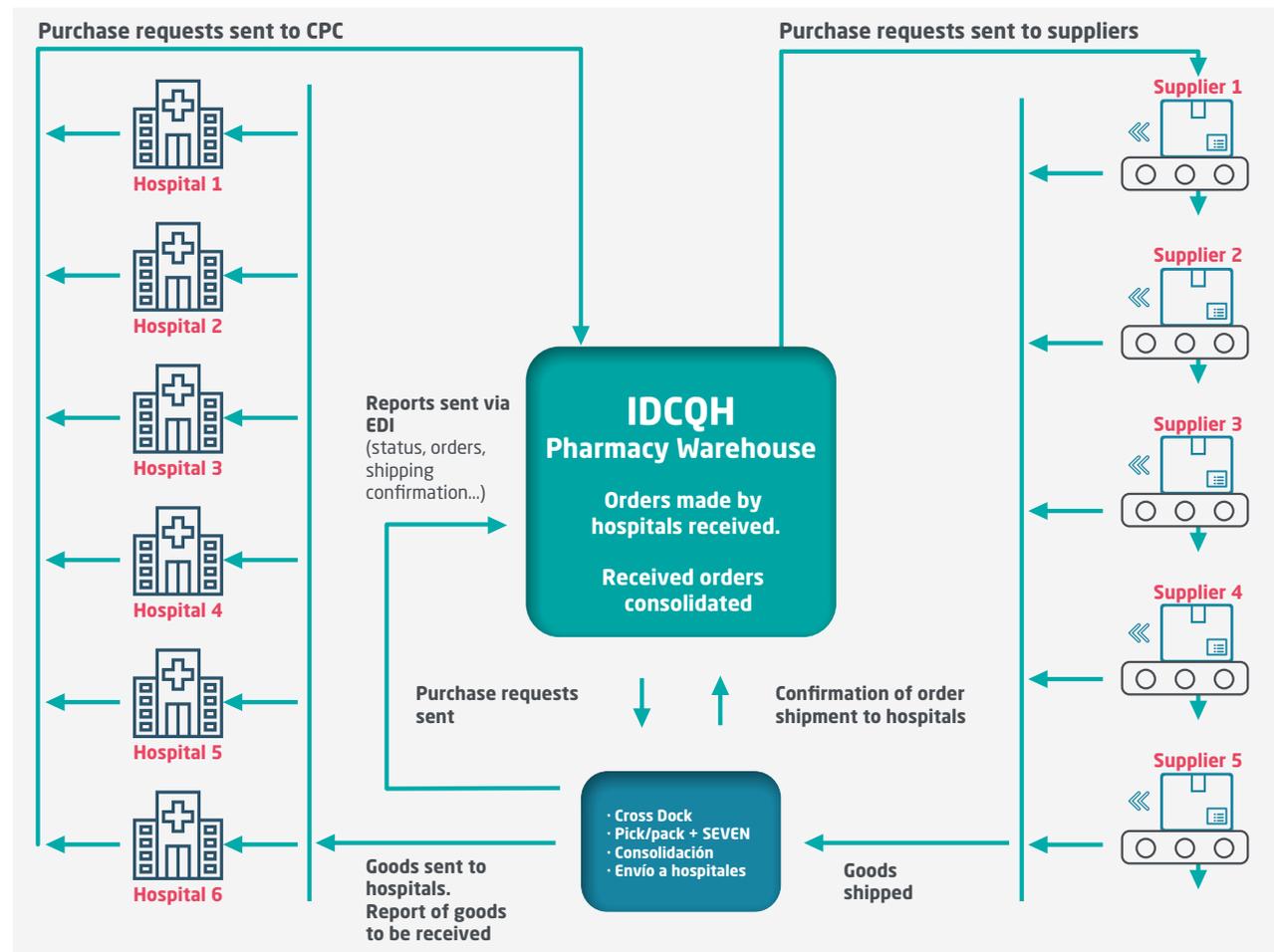


### Plan to optimise the supply of pharmacological products to hospitals

In order to continue optimising the service to our centres and hospitals, we are working on a model where all requests for **pharmaceutical products** from our hospitals are received and consolidated through a **single logistics point**, organising daily deliveries, even with dedicated routes, without minimum orders and considerably reducing the administrative burden.

We propose subdividing the management of the entire pool of suppliers through **two models**:

- **“Centralised”**, focussed on the TOP 40 suppliers, which essentially represent the highest turnover, with the highest level of transactions but with fewer suppliers.
- **“Back-up”**, focussed on the suppliers that essentially represent the lowest turnover and their outsourcing brings an economic and operational improvement to hospitals.

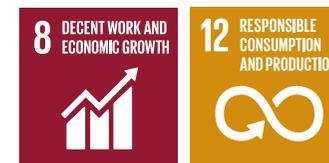


This supply model represents better management, ensuring:

- Strict compliance with the requirements of current legislations, minimising risks in supply processes.
- Guarantee of supply to hospitals in time and type.
- Optimisation of processes and stock at hospitals by decreasing the administrative burden, as well as stock, and reducing multiple request channels.
- Improvement in drug supply traceability.
- Improvement in the administrative management of the P2P transactional process (order/invoice), including the centralised management of incidents.



# Responsible purchasing and contracting



The Quirónsalud Group Corporate Purchasing Centre bases its purchasing and contracting policies on establishing long-standing relationships with its suppliers on the basis of trust, mutual respect and transparency.

Supplier relationships must be based on professionalism, mutual respect and recognition of the **legitimate benefit for both parties**, ensuring the **fulfilment of the agreed commitments** and other conditions established at the time of negotiation.

The CPC aims to design a procedure that establishes guidelines for taking care of and improving its supplier management, evaluating various aspects of their **capabilities and values as a company**, in accordance with guidelines based on experience, requirements and methodology.

This procedure will follow a range of principles to ensure that suppliers are aware of and accept the **Code of Conduct** required by Quirónsalud, to provide transparency and quality in the purchasing and contracting process.

Quirónsalud will approve companies that comply with the basic essential requirements demanded of its suppliers of goods and services, with regards to a range of specific issues that are considered to be of vital importance:

- Financial and administrative management aspects: being up-to-date with tax and social security obligations.
- Aspects of **Compliance**, legal compliance in all areas.
- Aspects of Occupational Risk Prevention.
- Aspects of Data Protection.
- Aspects of Quality, Environmental and Health and Safety management, related to ISO standards.
- Other aspects of Corporate Social Responsibility.

The methodology will be based on scoring criteria for the aspects being evaluated in each section. Using an approval form and a weighted scoring scheme, it will be possible to automatically evaluate supplier responses and assess their suitability to be approved by Quirónsalud, a necessary condition to be able to supply products or services.

After completing the process, a key indicator will

be assigned to each supplier to identify the risk level of a relationship with them.

As a guarantee lever with our suppliers, we base our purchasing policy on establishing framework agreements that stipulate the guidelines to follow when acquiring different products for our centres (terms, price, guarantees, etc.), always in compliance with the legal framework established by Quirónsalud.

In the framework agreements, we establish the guidelines to follow when acquiring the different products for our centres, detailing economic, quality and safety aspects. All these agreements form our **unique general catalogue** for all our hospitals, a project that began in 2015, seeking maximum **consolidation and transparency**.

With regards to purchasing and contracting related to **infrastructure**, in 2016 the infrastructure management processes were also standardised in order to properly plan, monitor and control the



work, as well as the decision-making process involved in implementing new projects.

## The Supplier Portal

**Fluid communication and maximum transparency in relationships with our suppliers, generating mutual trust and sharing common goals.**

In 2017, we launched the **Supplier Portal** to improve communication with our suppliers, ensuring common goals, aligned interests and actions, promoting more fluid communication, while building trust and loyalty.

At **Quirónprevención**, the company has its own purchasing and contracting procedures and protocols.

Its Environmental Policy expressly indicates a commitment to include environmental considerations in purchasing decisions and when designing new products, wherever technologically possible, as well as when selecting suppliers and subcontractors, whenever their activities may affect the environmental performance of the company.

Likewise, they are required to sign the **Supplier Responsibility Commitment Letter**, in accordance with the procedure implemented as part of its Management System.

In the case of some Quirónprevención suppliers, such as the supplier of office materials, furniture, technology, cleaning and security equipment, a company has been selected that has environmental recognitions and sustainable products/services, both from an environmental point of view and in terms of reducing their carbon footprint, as well as from a social approach, promoting child education initiatives in developing countries.

# Strategic partners

For Quirónsalud, insurance companies and medical associations are strategic partners that allow us to reach as many patients as possible, providing a quality service with high levels of satisfaction.

The relationship with these stakeholders is conducted by Quirónsalud's Corporate Area of Operations, where management guidelines are set, which are channelled through ongoing direct communication with our Territorial Delegations.

We hold **framework agreements with the main insurance companies in the sector**, which define the contractual model by covering not only price agreements, but also volume commitments and key care quality indicators.





# 6

## Commitment to the environment

Essential for health





# Precautionary principle and continuous improvement



We use the precautionary principle to minimise the environmental impact of our activity, taking the appropriate preventive measures and thus progressing towards more environmentally friendly processes through continuous improvement.

Pollution is a problem on a global and local scale: according to the WHO, 9 out of 10 people breathe polluted air, not to mention all the deaths, illnesses and allergies caused as a result.

This disturbing figure is driving us to find solutions, with an even stronger commitment when we consider our **mission is to protect people's health**.

At Quirónsalud we are joining the challenge of sustainable development, maintaining our key principles of environmental action:

Our **Environmental Plan** is focussed on the activity of our hospitals, as it is there that we identify the most significant aspects and our major impacts.

**Quirónsalud Corporate Management** promotes the company's environmental management, setting specific targets for all hospitals.

At corporate level, there is a **multidisciplinary environmental task force**, as well as an **Environmental Committee**, also multidisciplinary, at each hospital.

- Promoting **eco-efficiency** by using natural resources rationally and firmly supporting the **fight against climate change**.
- Preventing pollution by **minimising waste** and promoting the **use of environmentally friendly products**.
- **Raising awareness** of responsible environmental management in **decision-making** and business operations, as well as in everyday consumption **habits**.



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**A healthy environment is crucial to health, the focus of our activity. As such, environmental protection is a matter of utmost importance to Quirónsalud**

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## Environmental certifications

As part of the Group's corporate strategy, the environmental certification has been extended over the years, with a total of **42 Spanish hospitals achieving the ISO 14001 certification** in 2019.

The hospitals that do not yet have this certification are those that are newly incorporated to Quirónsalud. These will be gradually adapted to the Group's environmental policies.

**Quirónsalud Cordoba Hospital has joined the ISO 14001 environmental certification in 2019.**

Certified under ISO 14001, the Quirónsalud Management System is a **multi-site management system** based on the company's common strategy, with leadership, risk management, and understanding stakeholder needs and expectations as its basic pillars. The system is designed to ensure the smooth integration of each new centre, under standardised work and measurement tools and methods.

Since 2015, **Quirónprevención** has also had its Environmental Management System certified in accordance with the ISO 14001 standard.

The Quirónsalud Environmental Management System is based on a policy that includes a commitment to look after and preserve the environment around us by promoting environmental initiatives, applying environmental protection measures and preventing pollution, as well as complying with the applicable requirements to ensure the continuous improvement of the organisation.

This policy has been extended to all the Group's hospitals and centres. It is available on the website, on the organisation's intranet and visible to the public at all hospitals.

Likewise, within the framework of the Management System, excellence is promoted through a management model based on continuous improvement, which sets targets involving all levels.

## Identifying significant environmental impacts

Every year we identify and assess the environmental aspects and impacts of the activities and services at our hospitals, using criteria established in our management system to determine the ones of greatest significance.

From the results of the updated environmental aspects assessment in 2019, the significant aspects at the greatest number of hospitals are concluded as follows:

- Waste: special biomedical waste, cytotoxic waste, laboratory waste, drug waste and contaminated packaging
- Natural gas consumption
- Medicinal gas consumption
- Paper consumption

Likewise, the environmental aspects that could be generated in potential emergency situations have also been assessed and the following have been identified:

- Gas emissions and waste as a result of a fire
- Exploding pressurised bottles and tanks
- Biological contamination
- Refrigerant gas leakage

In 2019, an **environmental risk assessment at the Group's hospitals** was carried out, assessing the risks associated with possible inadequate management of environmental matters or of

legislative non-compliance, categorising them by risk level, in order to take effective action.

## Improvement objectives

In 2019, **corporate environmental objectives** have been established at the hospitals, aimed at:

- Improving hospital waste management by implementing the **corporate intrahospital waste management procedure**.
- Promoting **environmental communication** with interested parties.
- Improving the monitoring of **environmental legal requirements**.
- Increasing the company's environmental **awareness**.

These general environmental objectives have been introduced through 103 targets at hospitals and a further 6 targets at corporate level, which have been implemented with an 89% and 67% level of achievement, respectively.

## Environmental awareness and communication

In 2019, environmental communication with the Group's employees, as well as our patients and hospital users, was aimed at raising awareness about **climate change and sustainable transport**.

Some examples of our environmental communication and awareness actions:

- **World Environment Day**, 5th June. The theme in 2019 was sustainable transport, in terms of reducing air pollution and its effect on health.
- **Mobility Week**, from 16th to 22nd September. An employee mobility survey was launched, and an electric bicycle was raffled off.



Launch of World Environment Day 2019. Sustainable transport.



Leaflet delivered on World Environment Day 2019. Sustainable transport.



Launch of Mobility Week 2019.

ilidad



**quirónsalud**  
La salud persona a persona



*Environmental awareness campaign at Quirónsalud Torrevieja.*

# Efficient resource consumption



We are increasingly aware that responsible resource consumption is vital to contribute to sustainable development.

## Energy efficiency

Hospitals are facilities that require and consume a great deal of energy, as they are in operation 24 hours a day, 365 days a year, unable to stop their activity, and also require special air conditioning and air renewal systems to ensure patient comfort and safety.

Therefore, for Quirónsalud, energy efficiency and minimising the environmental impact of this consumption is a priority.

Both the construction of new hospitals and the execution of new projects and renovations are designed and carried out by considering how we can improve energy use and consumption, with highly energy efficient equipment, control and management systems, LED lighting and renewable energy generation sources.

As part of our environmental improvement plan, energy efficiency measures have been introduced at our centres, such as improved monitoring and management of heat and cold generation and

distribution, replacing production equipment with more energy efficient models, renewing lighting systems to install LED technology, controlling fluorinated greenhouse gases, and installing biomass boilers and solar collectors, among others.

As examples, we would like to highlight the project to replace existing light fittings with LED lighting at **Teknon Medical Centre**, with significant improvements in energy consumption, reducing from 200kw/day to 30 kw/day in the hospital's main foyer; as well as the energy efficiency project undertaken at **Quirónsalud Toledo Hospital**, which also included replacing lights and incorporating sensors and automatic timers to turn off lights at night in areas and corridors where they are not needed.

Moreover, we also carry out regular awareness campaigns on responsible energy use. For example, on 30th March, many of our hospitals, including Quirónsalud Murcia Hospital and Quirónsalud Malaga and Marbella Hospitals, turned off their lights for "Earth Hour", as a symbolic action to reflect on climate

change, which they also promoted through outreach work on social networks.

The following hospitals are certified under the ISO 50001 standard: Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Rey Juan Carlos University Hospital, Villalba General University Hospital, La Luz Hospital and Ruber International Hospital.



Quirónsalud Murcia Hospital switches off for "Earth Hour"

**6 of our hospitals have the ISO 50001 certification: Energy Management System**



We monitor the energy consumption at each of our hospitals on a monthly basis, regularly analysing the results in collaboration with an energy manager, who advises the Group on energy use optimisation.

Likewise, we record the consumption at all our facilities, as part of our annual carbon footprint calculation.

In 2019, energy consumption for the entire Quirónsalud Group was 314,976 MWh.

We have managed to optimise energy use as, despite the fact that our total consumption has increased slightly in absolute terms, so has our activity, the surface area of the centres and the equipment installed. This is demonstrated by the indicators relative to activity (\*).

At Quirónprevención, electric consumption has been reduced by 25%.

The results of energy consumption and evolution indicators for the **2018-2019 period** are as follows:

#### EVOLUTION OF ENERGY CONSUMPTION AT QUIRÓNSALUD GROUP (\*\*)

	2018	2019
Electric consumption (MWh)	204,005	210,563
Natural gas consumption (MWh)	92,819	100,169
Biomass consumption (MWh)	104	105
Diesel consumption (MWh)	4,320	4,140
<b>TOTAL consumption (MWh)</b>	<b>301,248</b>	<b>314,976</b>

(\*\*) The comparative results shown correspond to the Group's activity in Spain. Since 2019, the Group has started to record indicators for centres in Latin America and information on these will be included in the next reporting cycle. This data is already considered on aggregate in the Non-Financial Information Status Report 2019, available on the company's website.

Consumption for 2018 has been recalculated in order to be able to make a more precise comparison under the same calculation criteria.

## Water consumption

The water consumed at our centres comes from the municipal supply network, subject to local limitations.

Water consumption optimisation measures continue to be implemented at different centres, both with regards to new mechanisms and facilities, as well as reviewing existing systems and preventive maintenance.

In 2019, 1,425,876 m<sup>3</sup> of water was consumed by Quirónsalud Group, representing an increase in the total value, but a reduction in consumption per activity (healthcare act).

As another example of the Group's environmental commitment, several of our centres have joined the celebration of **World Water Day**



Among other initiatives, **Rey Juan Carlos University Hospital** joined the Canal de Isabel II Water Challenge, a campaign to raise awareness of responsible water consumption among hospital users.

## Consumption of raw materials

In order to carry out its work, Quirónsalud Group requires a large amount of materials, medicinal gases and chemical products, which are resources with the greatest environmental impact.

For the carbon footprint study carried out in 2019, we have taken into account the consumption of anaesthetic gas (N<sub>2</sub>O) and fluorinated refrigerant gases refilled at the Quirónsalud centres: R410A, R407C, R404A, R134A, R422A, R424A, R422D, R442A, R449A and R507:

- Consumption of N<sub>2</sub>O used as an anaesthetic agent in 2019: 46,692 kg
- Consumption of refrigerant gases in 2019: 2,002.94 kg

With regards to chemical cleaning and disinfecting products, our efforts are focussed on optimising consumption, using more ecological products, eliminating the use of plastic and increasing the lifespan of materials, as much as we can.

We have a supplier at corporate level that provides cleaning products to the centres and catering areas. Practically all the products used have recyclable packaging and ensure the best practices of use in terms of minimising their environmental impact.

We use products with automated dispensers and concentrated formats, as well as the most environmentally friendly versions of products.

We contribute to eliminating plastic waste by replacing bottles with water fountains. Plastic cups have also been replaced by biodegradable materials at many centres.



At Quirónprevención, the purchase volume of products with ecological criteria has increased by 31% compared to the previous year, especially consumables and office, hygiene and cleaning materials.

Likewise, paper consumption has decreased by 13% compared to the previous year and 95% of the paper used is FSC and ECOLABEL certified.



# Commitment to the fight against climate change



Climate change is undoubtedly one of the main challenges that we must face in order to protect humanity; we all play a key role in reversing global warming.

## In 2019 we have updated and optimised the Quirónsalud Carbon Footprint calculation

Every year we work to reduce the emissions generated by our activity, striving to achieve a more sustainable business model that respects the environment in which we operate.

Since 2016, we have been conducting an ambitious study of the emissions generated by our activity which, far from being intensive in greenhouse gas emissions, we consider as having a potential for improvement, in order to be able to contribute to the common fight against climate change.



All our hospitals are aware of the importance of controlling atmospheric emissions from emitting sources, such as combustion boilers or refrigerant gas charges from air conditioning systems.

Therefore, each hospital has preventive maintenance programmes in place to maintain optimal operating conditions and regularly check the industrial facilities, through which all operations that may generate atmospheric emissions are reviewed.

All maintenance operations are described in the Corporate Facility Procedure Manual according to the facility type.

With regards to equipment containing fluorinated greenhouse gases, such as air conditioning systems, we strictly comply with the relevant leakage checks in accordance with the current regulations.

We are carrying out the emissions study together with the *Ecology and Development Foundation (Ecodes)* and *ZeroCO<sub>2</sub>*, a pioneering initiative

in Spain that aims to reduce the climatic impact of an activity, facilitating and promoting the involvement of all social players.

The calculation includes scope 1, 2 and 3 emissions, following the “GHG Protocol” standard:

- **Scope 1:** Includes GHG (greenhouse gas) emissions from emission sources belonging to or controlled by the organisation, in this case from the consumption of **natural gas, LPG and diesel; nitrogen protoxide (nitrous oxide)** used as an anaesthetic agent; direct GHG emissions from vehicles owned by some centres, and emissions from **refrigerant gas leakages** in cooling systems. (R410A, R407C, R404A, R134A, R422A, R424A, R422D, R442A, R449A and R507).
- **Scope 2:** Includes indirect GHG emissions produced by electricity, heat or steam generation from external sources, which are consumed by the organisation. In our case, we are only referring to the consumption of **electrical energy**. In this scope, no sources of indirect GHG emissions from electricity have been omitted.

- Scope 3: Includes indirect emissions not included in Scope 2 which, although resulting from the organisation's activities, they originate from GHG sources belonging to or controlled by other organisations.

The GHG Protocol and ISO 14064-1 methodologies require all sources of Scope 1 and 2 emissions to be calculated, and recommend that the main sources of Scope 3 emissions are identified, depending on the centre's activity or the ease of access to reliable data.

In our case, we have taken into consideration **water consumption**, emissions associated with employees **travelling to and from work**, and emissions as a result of staff **business trips**.

Likewise, since 2018 we have also considered the **emissions associated with our generated waste**, with non-hazardous waste also being taken into account in 2019.

In 2019, the total footprint calculated for Quirónsalud Group is **114,876.31**Tn of CO<sub>2</sub>-eq, **4.68** kg CO<sub>2</sub>-eq/activity and **89.89** kg CO<sub>2</sub>-eq/m<sup>2</sup> built.

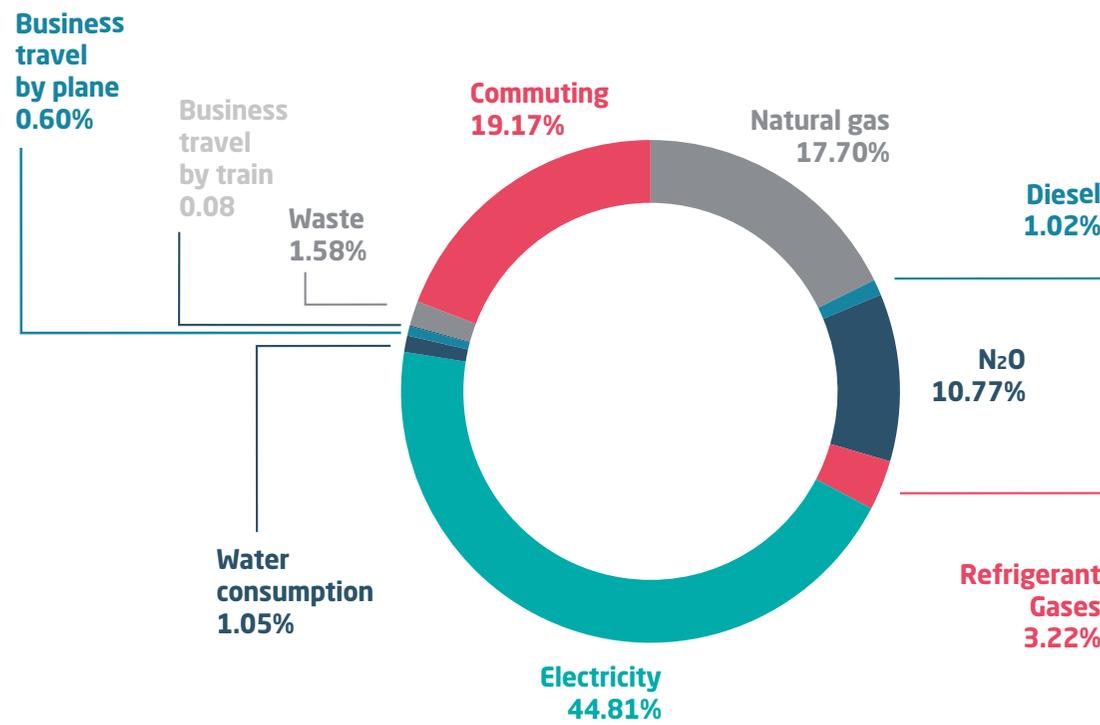
The emissions by activity indicator decreased by about 26% between 2016 and 2019, while the emissions by surface indicator reduced by 11% between 2018 and 2019.

95% of emissions correspond to the Quirónsalud centres and the remaining 5% to emissions from the activity of Quirónprevención.

Overleaf are the most representative results of the emissions study:

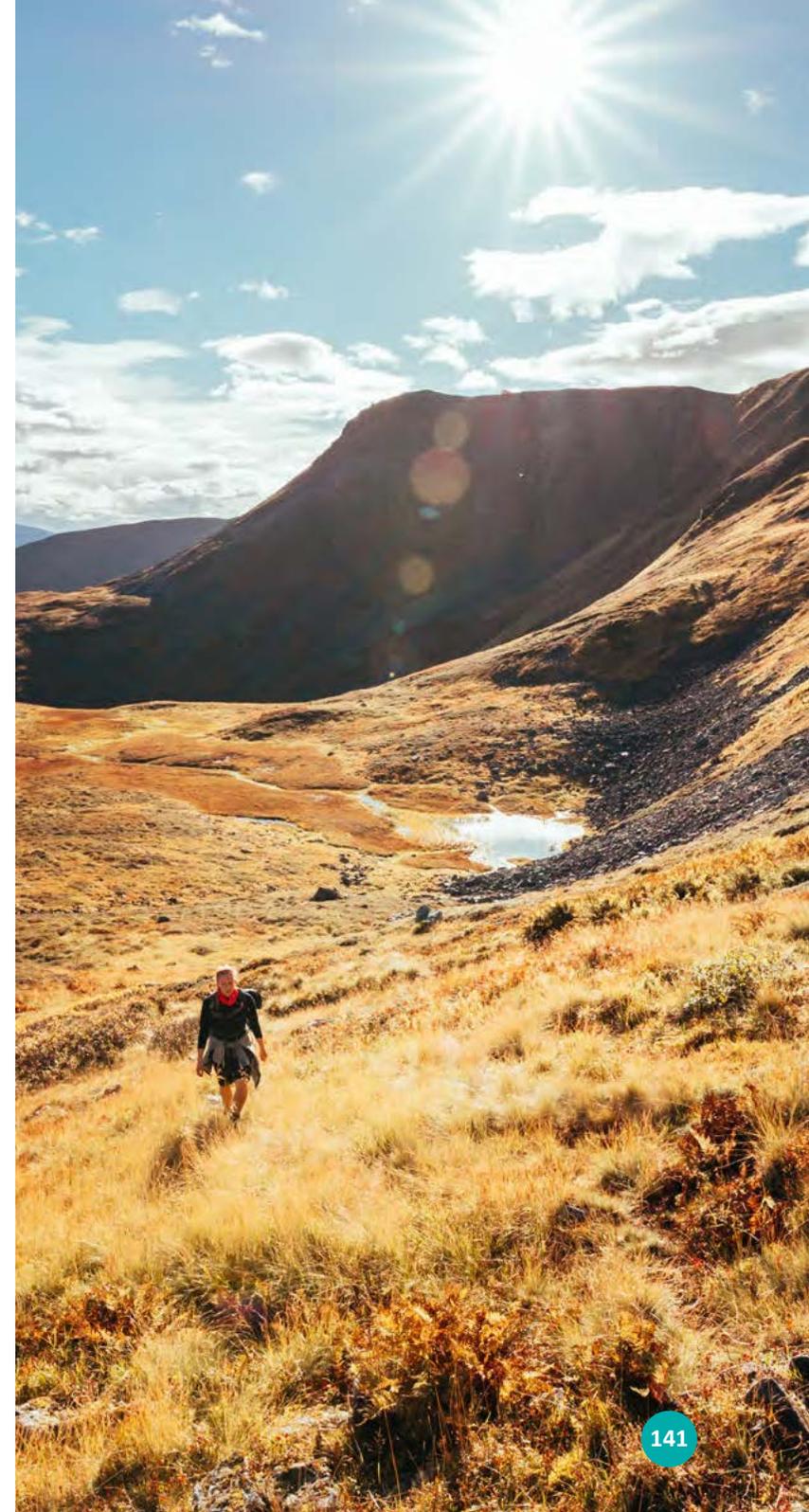
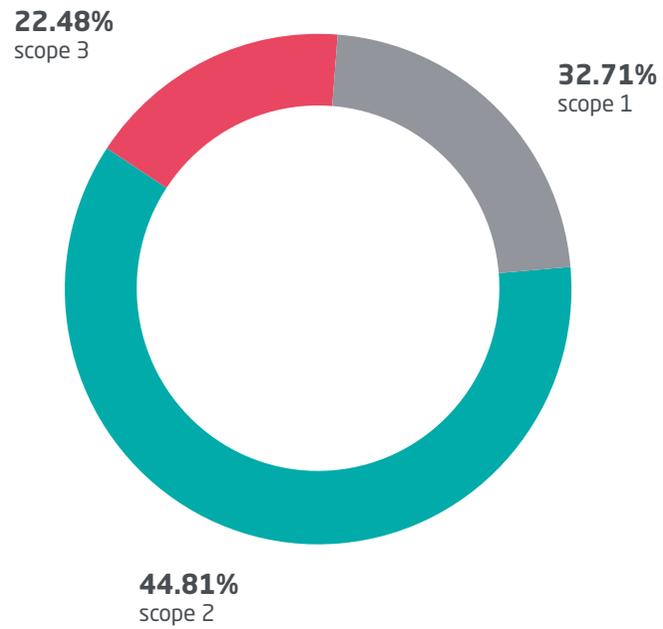


BREAKDOWN OF QUIRÓNSALUD EMISSIONS 2019



With regards to the **breakdown of emissions by scope**, the CO<sub>2</sub>-eq emissions of Quirónsalud Group are mainly included in the indirect emissions of Scope 2 and 3.

#### BREAKDOWN OF QUIRÓNSALUD EMISSIONS BY SCOPE 2019



We have managed to reduce the total emissions, having made significant progress in terms of the results for Scope 2, as a consequence of optimising electricity consumption.

The increase in Scope 1 emissions is due to a higher consumption of anaesthetic gas and refrigerant

gases. With regards to the slight increase in the results for Scope 3, this is mainly due to better data collection, as year after year, the emission sources considered in the calculation are increasing, along with the precision of the indicators used.

#### EVOLUTION OF GHG EMISSIONS BY SCOPE (2018-2019)

	2018*	2019*
Scope 1 (tCO <sub>2eq</sub> )**	33,726.24	37,577.09
Scope 2 (tCO <sub>2eq</sub> )***	71,396.40	52,962.88
Scope 3 (tCO <sub>2eq</sub> )	28,148.83	29,839.92
<b>TOTAL (tCO<sub>2eq</sub>)</b>	<b>133,271.47</b>	<b>120,379.88</b>

\* Information relative to the Group's activity in Spain.

\*\* The value of Scope 1 emissions for 2018 has been recalculated due to a change in criteria: it is considered that all N2O used as anaesthetic gas is emitted into the atmosphere.

\*\*\* The value of Scope 2 emissions for 2018 has been recalculated due to a change in criteria: the energy mix factor of the Quirónsalud electrical supplier in 2018 is applied.





### EVOLUTION OF GHG EMISSIONS BY SCOPE (2018-2019)

	2018	2019
Natural Gas	19,256.065	20,334.241
Diesel	1,226.709	1,175.508
N <sub>2</sub> O	11,455.420	12,373.380
Refrigerant Gases	1,788.045	3,693.956
Electricity	69,399.138	51,476.558
Water consumption	1,117.328	1,205.139
Business travel by plane	437,362	684,093
Business travel by train	102,749	93,523
Waste	1,452.349	1,818.125
in itinere	21,820.374	22,021.786

## EVOLUTION OF GHG EMISSION INDICATORS

Quirónsalud Indicators	2018	2019
tCO <sub>2</sub> e/year	128,055.54	114,876.31
tCO <sub>2</sub> e/employee	4.68	4.00
kgCO <sub>2</sub> e/m <sup>2</sup> (built)	109.63	89.89
kgCO <sub>2</sub> e/m <sup>2</sup> (usable space)	136.34	-
kgCO <sub>2</sub> e/activity	5.87	4.68
tCO <sub>2</sub> e/bed	19.02	15.97

In order to make the calculations, the centres are categorised into “Large Hospitals”, “Medium Hospitals”, “Small Hospitals” and “Other Centres”, which enables us to monitor the emissions and ratios calculated by Group and by centre, analysing the results and specificities of each case with a view to developing more precise plans for possible environmental improvements.

We would like to **highlight** that **five** large hospitals have reduced their emissions, **improving the emission per activity ratio by 7.5%** (Jiménez Díaz Foundation University Hospital, Rey Juan Carlos University Hospital, Sagrat Cor University Hospital, Ruber International Hospital and Quirónsalud Sagrado Corazón Hospital).

Likewise, the small hospital group has achieved a **12%** reduction in the emission per activity ratio between 2018 and 2019.

Quirónsalud Group already controls its main emission sources (Scope 1 and 2, and the most significant ones from Scope 3); we will continue to calculate the annual emissions by monitoring the established

indicators, to continue progressing efficiently, setting realistic reduction targets focussed on the emission sources and centres that require the most attention.

Throughout the year, environmental activities were carried out, aimed at improving biodiversity and combating climate change, such as the reforestation or cleaning of natural areas carried out by staff from our centres, as is the case of the *Ecofluye Project* in which **Quirónsalud Murcia Hospital** participates, involving our professionals in **environmental volunteering** as a healthy, awareness-raising environmental action.

We also continued to work with the **Spanish Cluster on Climate Change**, represented by the country's major companies and coordinated by Forética in Spain as a representative of the WBCSD (World Business Council of Sustainable Development).



Throughout 2019, this cluster has worked on the implications of business on climate change and has produced the report entitled “Keys to transforming business towards a

low-carbon economy”, presented at an event framed by the COP25 on Climate Change held in Madrid in December 2019.



This report records the results of the work of this cluster and includes the key elements for companies to work successfully towards transforming their business models in the face of the current climate emergency.

Quirónsalud has also joined the **#PorElClima (“For Climate”) Community**, a platform for action to implement the Paris Agreement in Spain, driven by three key sectors: government, private sector and social organisations.

This initiative was created to accelerate climate action in different sectors of society, and one of its objectives is to bring together different pioneering agents that are already fighting against the climate crisis and reducing their emissions, with the aim of becoming carbon-neutral by 2050.



# Minimising the impact of our waste



In 2019 we have approved the intrahospital waste management procedure to be implemented at all the Group’s hospitals.

As a result of the activities at our centres, the waste generated by Quirónsalud Group is categorised into four main types:

- Non-medical waste that can be assimilated to domestic waste (including paper, cardboard, plastic and glass)
- Medical waste that can be assimilated to urban waste
- Biological waste
- Chemical waste (where chemical waste itself is differentiated from cytostatic waste)

Set objectives have been defined to improve waste segregation, promoting training and monitoring the amount of waste generated by waste type. Specific observational cross-sectional waste segregation studies have also been included.

In order to optimise waste segregation and reduce environmental impact, throughout 2019, training

has been given to healthcare and non-healthcare middle managers at all of the Group’s hospitals.

Moreover, specific group training was carried out at all centres certified for the first time under the ISO 14001 standard.

Furthermore, rounds of reviews have been carried out in different areas of the hospitals and “in situ” training has been given to staff.

In this regard, it is worth mentioning that **Rey Juan Carlos University Hospital** was a finalist for the “Observational Studies on Waste Segregation” environmental practice, an acknowledgement of the Madrid Health Service.

There are also numerous events held at our centres on **World Recycling Day**, 17th May, such as the **First “Recycle with Us” Competition** held at **Rey Juan Carlos University Hospital**, or various activities at **Quirónsalud Torrevieja Hospital** to inform and promote proper waste segregation and recycling.

As part of its firm commitment to environmental care, in 2019, **La Luz Hospital** managed to reduce the medical waste generated in its healthcare activity by more than 15% compared to the previous year.

## Quirónsalud waste generation indicators

	2018	2019
Non-hazardous waste (t)	15,589	15,969
	2018	2019
Biological waste	1,381	1,655
Cytostatic waste	95	105
Liquid chemical waste	256	290
Solid chemical waste	77	146
Other hazardous waste	17	31
<b>Total hazardous waste</b>	<b>1,826</b>	<b>2,228</b>

Bearing in mind the increased activity of our centres, we have managed to slightly improve the hazardous waste per healthcare act indicator, decreasing from 76 to 69 g/healthcare act in 2019. We continue working to improve the data collection methodology for all the Group's hospitals, as well as at Quirónprevención, in order to achieve increasingly precise indicators that allow us to reliably assess the evolution of our environmental management and take the necessary measures for each activity and centre.

## Non-hazardous waste

Both medical and non-medical waste that can be assimilated to domestic waste is collected separately at the centres according to type, facilitating its subsequent treatment and recycling, whenever possible.



Hospitals have specific containers for segregating the different recyclable fractions, which are located in areas where more of that type of waste is generated, such as in the general warehouses,

pharmacies, waiting rooms and cleaning services. Likewise, vending areas have built-in furniture that facilitate the segregation of light packaging.

## Hazardous waste

This waste is delivered to authorised managers and its treatment varies according to type:

- Biological waste: sterilisation/incineration
- Cytostatic waste: incineration
- Liquid chemical waste: neutralisation and removal through chemical processes
- Solid chemical waste: chemical removal
- Other hazardous waste not included in the above categories: treatment according to waste type

## Food waste

Throughout 2019, the Group's mass catering management systems have moved towards improving production and controlling loss, and therefore, reducing food waste.

Likewise, we continue working with suppliers with the aim of making delivery services more regular and ensuring that each hospital only has the necessary stocks, helping to control expiry dates and therefore, reducing waste.

In 2019, we have begun to implement a **new catering computer system**, which will allow us to adjust raw material stocks to the necessary production and considerably **reduce food waste**.

At the moment, there are no results available on food waste indicators. We will be working on it, in order to be able to check the results of the improvements made.

## Liquid discharge

Liquid discharge from Quirónsalud hospitals and centres is urban wastewater that is discharged into the municipal sewer networks. Therefore, we can consider that all the water consumed is discharged into the sewage network.

Process water which, due to its characteristics, contains a mixture of chemical products, such as laboratory water, sample preservation liquids or reagent mixtures, is collected separately and managed as hazardous waste through the aforementioned authorised managers and treatments.

To ensure the proper control of hospital wastewater, analyses are carried out as often as required by the relevant bodies in each case.



# 7

## Our relationship with society

Social commitment  
embedded in the business





# Social action initiatives



We are fully aware of our direct responsibility for today's challenges and of our ability to provide and contribute to social justice.

Our aim as a company is to improve people's health and wellbeing by promoting healthy lifestyle habits and participating in various social initiatives that allow us to share our resources, knowledge and expertise.



**We share and pass on the value of our work**

Quirónsalud promotes social action activities in the different areas linked to its work, which are carried out at the hospitals of each territory, often

**in collaboration with local and national social organisations**, through numerous initiatives that fall into three types of actions:

- Caring for and supporting patient groups
- Promoting health
- Charitable sports activities

In addition to these actions, a separate chapter deals with the international cooperation maintained by Quirónsalud as one of its most significant lines of action in terms of social commitment.

## • Caring for and supporting patient groups

Patient health and wellbeing is the main axis around which all Quirónsalud activity revolves. For this reason, much of our social action is aimed at sharing the resources, knowledge and expertise of our professionals.

**Children** are always special patients for Quirónsalud, and **our hospitals are dedicated to implementing initiatives that improve their stay and wellbeing**. There are numerous examples of these types of actions, including specific campaigns at Christmas time or on special occasions, as well initiatives focussed on improving their anxiety, and in turn, that of their parents and relatives.

**Quirónsalud remains firmly and decisively committed to the social action integrated into its own activity, identifying opportunities and establishing partnerships to progress more effectively towards a fairer, more caring society**

In 2019, we would like to highlight the progress of the **Quirónsalud Kenko Paediatric Project**, which was established to support children, parents and families with matters of healthcare, both in the hospital environment and in their daily lives. Kenko means “health” in Japanese, and it is the personification of child health in a little girl.



Author: **Lola González**, Corporate Director of Quirónsalud Infrastructure.

Developed in collaboration with the **Quirónsalud Foundation**, this project has already been introduced at many of our hospitals and is in the



pipeline for other centres that have joined the initiative for 2020. The aim is to create a connection with our paediatric patients and their families so that, in Quirónsalud, they find an ally to look after their health at all stages of their growth.

We have created a world of learning, educational content and games, the backbone of which are the adventures of Kenko, the main character of the project’s stories, and the common thread of all our activity focussed on **our most special patients: children.**



As an example of our centres' patient and family support initiatives, **Quirónsalud Barcelona Hospital, Dexeus University Hospital and Teknon Medical Centre** collaborate with the *Som Prematurs* (We Are Premature) Association to support and advise families of premature babies.



Some of our centres, such as **Quirónsalud Sur Hospital and Dexeus University Hospital**, celebrated **World Prematurity Day** on 17th November by organising parties with families to honour all the premature children born at the centres at under 32 weeks of pregnancy, arranged with the utmost enthusiasm and with the participation of all the medical and nursing staff at the hospitals' Paediatric and Neonatal Departments.



Quirónsalud Sur Hospital. World Prematurity Day 2019

All departments, teams and services at our hospitals are happy to join in at Christmas to **improve their patients' experience** during such a special time.

As an example of the numerous initiatives in this regard, thanks to staff at **Dexeus University Hospital, Quirónsalud Barcelona and Quirónsalud Madrid University Hospital**, children received Christmas visits from Star Wars characters and Santa Claus.





*Star Wars characters visited inpatients at Dexeus University Hospital*



*Santa Claus visited inpatients at Quirónsalud Barcelona Hospital*

Other actions include remote-controlled electric vehicles to transport children undergoing surgery or diagnostic tests at Quirónsalud hospitals from their rooms, and the introduction of VR glasses, a virtual simulation in paediatric CEX, to improve their anxiety levels and emotional wellbeing.



*Quirónsalud A Coruña Hospital*



*Quirónsalud El Pilar Hospital*



In this same vein of social action to support patients at our hospitals, another regular activity is organising concerts with local music groups or bands, as well as the “**Music in their Veins**” programme, with monthly concerts for inpatients at several Quirónsalud centres, which have been participating for years.



For us, **older patients** are another group that we need to take special care of, which leads us to arrange specific holistic activities aimed at this patient type, to help them achieve as much independence, autonomy and quality of life as possible.



## • Promoting health

It is important to emphasise the **informative work** continuously carried out by our centres, **sharing the knowledge and expertise of our professionals on specific awareness and information days.**

This work has continued at all centres in 2019 through events, symposia, workshops and lectures, etc.

Also of note are the “**Health Classrooms**” and “**Family Schools**” introduced at many of our hospitals, as well as events focussed on specific groups, such as patients with disabilities or special needs, patients with specific diseases, or those aimed at the general population from a preventive approach.

Women are another special patient group for Quirónsalud, which is why various **women's health** activities are arranged at the different centres every year.

We focus on women's health at all stages, from a multidisciplinary approach that allows us to offer each patient highly qualified, specialist care to treat any gynaecological condition.

Our centres have once again participated in the **World Days defined by the WHO**, arranging, as they do each year, countless specific actions that contribute to **providing visibility and raising awareness** of disease **prevention** and **healthy lifestyle habits**, also conveying a positive message through stories of patients that have overcome illnesses.

It is common for **free tests to be carried out**, as well as **outreach days, information desks, exhibitions and practical workshops**, in collaboration with many local and national social organisations, on dates such as:



- World Heart Day
- World Asthma Day
- World Cancer Day
- World Multiple Sclerosis Day
- World Stroke Day
- World HIV Day
- World Alzheimer's Day
- World Day against Pain

- World Thrombosis Day
- World Swallowing Day
- World Ostomy Day
- World Thyroid Day
- World Diabetes Day
- World Sleep Day
- World No Alcohol Day
- World No Tobacco Day
- World Day of the Fight against Breast Cancer



Quirónsalud Alicante Hospital

- **Quirónsalud Madrid University Hospital** has launched the **Lung Disease Patient School**, which offers information to patients of chronic obstructive pulmonary disease (COPD), asthma, and those suffering from sleep apnoea syndrome (OSA), to advise them on their condition and offer them tips to improve its management.

Advice is also given on avoiding and stopping smoking, the cause of many respiratory problems that lead to consultation.



We would like to highlight the **“For You”** project at **Quirónsalud Zaragoza Hospital**, which promotes activities within and outside the work environment, training and dissemination of best practices, connecting companies with the same goal: prevention, rest, diet, sport and health monitoring.



As part of the Quirónsalud commitment to promote health, once again this year, we would like to highlight our **“Healthy Food Space”** project developed by **SPS** (Quirónsalud Group’s service company), which focusses on healthy eating and is based on reviewing all the food and beverages offered to patients, families, users and workers.





In 2019, Quirónsalud hospitals have once again thrown themselves into numerous **charity campaigns**, addressing the needs of their nearest towns and specific groups, such as women, children, and the elderly, paying special attention to the most vulnerable, at-risk, or socially excluded groups.

**Teknon Medical Centre** has continued to collaborate with the CardioDreams Foundation on actions aimed at improving cardiovascular health and financing heart surgery for patients without resources from developing countries.

Teknon Medical Centre has once again participated in its fundraising dinner, and an incredible eight operations were performed in 2019, twice as many as the previous year.

Likewise, the **“Women with a Heart”** project was presented, a programme to inform and raise awareness of the seriousness of cardiovascular disease in women and to promote a strong prevention strategy, encouraging and facilitating regular cardiovascular health checks in women.



*Dr. Ruyra, President of the CardioDreams Foundation and Director of QuirónSalud Teknon Heart Institute*

With this aim of promoting cardiovascular health, the **Healthy Heart Walks** initiative at **Gipuzkoa Polyclinic Hospital** is also of note. These walks are open to the entire population and take place on a weekly basis along flat six-kilometre routes.

Meanwhile, **Quirónsalud Murcia Hospital**, together with La Verdad newspaper, launched a new edition of **“Your Health Cycle”**, reporting on nutrition, miracle diets and surgical alternatives to obesity.

In 2019, Quirónsalud has also continued to collaborate with the **schools** near its hospitals, providing training workshops for different ages, such as the *4<sup>º</sup> ESO +Empresa* programme at Madrid hospitals, or the talks given by **Quirónsalud Clideba Hospital** to promote women’s sport, healthy lifestyle habits and good practices through sport for 14-17 year-old secondary school pupils, thanks to an agreement with Santa Teresa Football Club and La Luz School.

As part of this line of social action that focusses on participating in and supporting solidarity campaigns, numerous charity events have also been arranged through collaborations between our centres and different social organisations to support and promote various social causes. We have also provided spaces for information tables and charity sales at our centres.

One of the many actions in this regard is the participation of some of our hospitals in the “No Child Without School Materials” and “No Child Without Toys” campaigns, in collaboration with the Red Cross.

At **Quirónprevención**, specific donations have been made to the Aldeas Infantiles “Day Centres” project, and to the Aladina Foundation “Physical Exercise Programme at Niño Jesús Hospital” project.

## • **Charity sports activities**

Quirónsalud supports various sports events, in line with its mission to protect health and encourage healthy habits among the population. This collaboration takes the form of specific sponsorship actions, as well as the involvement of our hospital staff in **races or charity sports events**.

One of this year’s highlights was the **#Quirónsalud Pedalling for Inclusion Challenge 2019**. Young people with intellectual disabilities and Quirónsalud employees cycled together through several Spanish cities demanding a more inclusive society.

Each stage started and finished at a Quirónsalud centre, where activities for employees were held with the aim of promoting the importance of inclusion.

The **#Quirónsalud Pedalling for Inclusion Challenge 2019** has the *Sports and Inclusion Seal* from the National Sports Council (CSD) and aims to convey the benefits of physical exercise to people with intellectual disabilities and promote road cycling by demonstrating that **a diverse team is a better team**.



Other examples of charity sports initiatives:

The collaboration of **Jiménez Díaz Foundation University Hospital** on the **AECC (Spanish Association against Cancer) Race against Cancer**, with the centre receiving a special recognition from the AECC itself.



Participants in the **#Quirónsalud Pedalling for Inclusion Challenge 2019**

**Quirónsalud Costa Adeje Hospital** has a collaboration agreement with the **Canarian Walk for Life Foundation** and participated in the **Fifteenth Walk for Life against Breast Cancer**.

**Quirónsalud Alicante Hospital** collaborated on the **City Races against Pancreatic Cancer** through sponsorship and employee participation. The action was promoted by the Spanish Association of Pancreatology (AESPANC) and the Pancreatic Cancer Association (ACANPAN).



**Quirónsalud Alicante Hospital.**  
*City Races against Pancreatic Cancer*



**Quirónsalud Costa Adeje Hospital** *Canarian Walk for Life Foundation*

Quirónsalud Toledo Hospital sponsored the **First Quirocorazones Paddle Tennis Tournament**. All proceeds from entries, as well as from the sale of Quirocorazones charity backpacks, went to the Duchenne Parent Project Association to collaborate on research into muscular dystrophy.



Quirónsalud Toledo Hospital.  
First Quirocorazones Paddle Tennis Tournament

Moreover, Quirónsalud Toledo Hospital also took free blood pressure and blood sugar checks from participants of the **Twelfth Moon Race**, which is sponsored by the hospital, thus donating, for the second consecutive year, a test which, as well as promoting sport and healthy lifestyle habits, has a charitable purpose, since all proceeds are donated to the *Niemann Pick Children's Foundation* for research into this disease.



Staff from **Quirónsalud A Coruña Hospital** participated in the Ferrol-Coruña stretch of the **“Sail the Way” Regatta**, a sea race organised by North Marina in which nearly twenty-five sailing boats, with more than one hundred pilgrims on board, made this Jacobean route, starting in France.

Furthermore, Quirónsalud A Coruña performed medical examinations on race crew members and provided a medical care point and sick bay to treat any health problems.

**Quirónsalud Cordoba Hospital** was the official medical service of the **Andalusia Bike Race** between the provinces of Cordoba and Jaén, and of the **“Pedal for Them”** charity race organised by the Albor Foundation.

**Quirónsalud Valencia Hospital** has continued with its **Running Club** once again this year, with the aim of promoting physical activity and sport as a tool for developing and maintaining the physical and mental health of its workers.

Through initiatives at the different centres, Quirónsalud collaborates with national organisations, including the following:

Likewise, each centre has specific collaboration agreements with local organisations, with which they collaborate closely to organise and promote different activities, including many of those already mentioned.



# International cooperation

We want to share our expertise and resources with patients who cannot access the treatments they need, either due to a lack of funds or because their home countries do not have the necessary methods or qualified professionals.



Through projects directly promoted by our professionals, many of our centres have developed international cooperation initiatives with different **African and Latin American** countries, which focus on donating materials, treatment and operating facilities, as well as transporting and accommodating patients to be treated in our country, or even sending our medical professionals to work in the countries themselves.

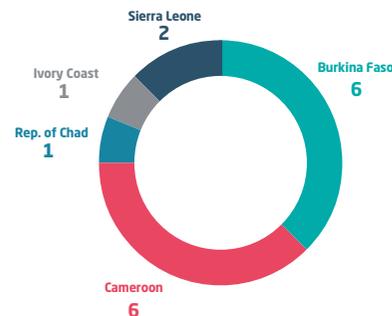
Quirónsalud collaborates with the Recover Foundation by donating 500,000 Euros a year to fund various programmes (Patients, Training, Hospitals in Africa and Health 2.0), as well as donations in kind, medicines and communication services.

## Patient programme

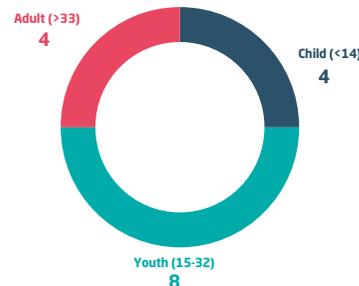
165 patients from 10 African countries have been treated since the start of this project. In 2019, 15 African patients and 1 scholarship holder have been

operated on/treated in Spain, including 10 women and 6 men, from 5 different countries.

PATIENT ORIGIN (2019)



PATIENTS BY AGE RANGE (2019)



## Patients per Quirónsalud hospital

<b>Quirónsalud Albacete Hospital</b>	5
Cardiovascular	5
<b>Jiménez Díaz FUH</b>	6
Cardiac surgery	1
Cardiology	2
Paediatric Cardiology	1
Maxillofacial	1
A&E	1
<b>La Luz Hospital</b>	2
Traumatology	2
<b>Ruber International Hospital</b>	3
Paediatric Neurosurgery	1
Neurology	1
Paediatric Neurology	1



Patients at Quirónsalud Albacete Hospital



Patient at Ruber International Hospital

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## Once again, we would like to highlight our support for the Recover Foundation, an ongoing collaboration of over ten years with very gratifying results

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### Training programme

Once again this year, Quirónsalud has continued to support the Recover Foundation Training Plan, funding the following campaigns in 2019:

- Cervical cancer prevention campaign in Obout and Bikop, Cameroon.
- Modular course in Hospital Management: Prospecting trip at Obout Hospital, Cameroon.
- Modular Course on Gynaecology and Paediatrics: Prospecting trip to Monavebe Hospital. Sangmelima, Cameroon.

- Second Plastic and Reconstructive Surgery campaign at St. Dominique Hospital in Djunang, Cameroon.



- Neurology workshop

(epilepsy) at Bouaké Psychiatric Hospital, Ivory Coast.

### Hospitals for Africa programme

Quirónsalud has collaborated on this programme through two lines of action:

- Supporting the management and coordination activities of each of the projects carried out (Cervical Cancer Campaign, rural campaigns, Diabetes and HIV Unit, psycho-social support to teenagers with HIV, improving the maternity ward at different medical centres, computerisation of 4 medical centres).



- Different kinds of donations: 94 medical uniforms, 13 laptops used for daily work in Cameroon, medicines sent to Cameroon and the Ivory Coast,



as well as cardiology patients coming to Spain for surgery.

### Health 2.0 telemedicine programme

In 2019, the Recover Foundation has continued to support this programme through two main lines of collaboration:

- Supporting the management of the programme as a whole.
- Transferring the platform that supports the telemedicine programme.

In addition to the above, Quirónsalud has supported the Recover Foundation with various communication, image, dissemination and awareness-raising actions, all of which are aimed at promoting its work and increasing its impact in Spain, boosting the number of private and corporate donors. It has also provided support for all management activities at the Recover Foundation offices.

# Sponsorship activities

The Quirónsalud Group sponsorship policy is a reflection of our commitment to society, focused on promoting social wellbeing, healthy lifestyle habits, preventive healthcare and supporting sport.



Our sponsorship policy is primarily focussed on sport, women and family, as well as sponsoring numerous patient association, scientific/academic society and conference events.

## Main campaigns supported in 2019

### Sports sponsorships:

Quirónsalud Official Medical Service of:

- Spanish Men's and Women's Basketball Teams
- Moto GP World Championships
- Mutua Madrid Tennis Open
- San Silvestre Vallecana 2019
- Forty-Ninth Olympic Sailing Team



### Women and family sponsorships

**Andes Challenge 2019.** Once again this year, the **Pelayo Vida Challenge** has brought together female cancer survivors willing to travel the Andes (Bolivia) to give hope to all those in the situation that they have successfully overcome, to show that there is indeed life after cancer.



Quirónsalud is the Official Medical Provider for the fourth consecutive year, having participated in the Transatlantic 2016, Polar 2017 and Annapurna Bike 2018 editions.

### Patient associations, scientific/academic societies and conferences

Patient associations, scientific and academic institutions and foundations play a major role in the healthcare system, especially in the case of chronic illnesses that are largely unknown among the population.

In 2019 we have maintained our Group sponsorship of the GEPAC Cancer Patient Congress.

Sports teams are also sponsored by our hospitals and by Quirónprevención, as are numerous congresses, events and conferences, in collaboration with local organisations.

In the case of Quirónprevención, examples include sponsorship of the Spanish-Portuguese Symposium on Psychosocial Risks, the Sixth Conference on Occupational Risk Prevention in Public Administration (Castile and León), and the first Andalusian Conference on Occupational Nursing.

Quirónsalud is a member of or collaborates with some of the following associations and organisations:

- Spanish Nutrition Foundation
- Global Compact
- Forética
- Seres Foundation
- Generation and Talent Observatory
- Spanish Association of Foundations



Our aim: to promote health and healthy lifestyle habits through 6 lines of action



## International cooperation

Aware of global health problems, we join forces to improve the health of people in countries in need through healthcare actions and a presence in disaster situations.



## Supporting patients and families

People and their families are our raison d'être. We support programmes aimed at meeting their health needs, such as fertility preservation in cancer patients.



## Knowledge generation

We support Spanish researchers through awards that promote healthcare innovation and digital transformation.



## Corporate volunteering

We want to contribute to a fairer society through a volunteer programme involving our collaborators in charitable causes.



## Promoting healthy habits and lifestyles

We promote health prevention and encourage healthy lifestyle habits through programmes aimed at young people.



## Promoting and supporting research and teaching

We support our professionals in the management of research and teaching grants.

## Our outstanding projects in 2019:

### International cooperation

Paediatric surgery in Latin America.

**In 2019, we have successfully operated on ten paediatric patients with various congenital heart diseases.**

Through this programme, the Quirónsalud Foundation funds operations on children with non-complex congenital heart defects, the second largest cause of infant mortality in Latin America, who cannot be treated in their own countries due to a lack of technical, infrastructural or human resources.

Since 2018, the year in which the project began, professionals from the paediatric surgery team in Barcelona have operated on 19 paediatric patients with various congenital heart defects, thanks to funding by the Foundation.



*In all cases, successful outcomes have allowed these children and their families to return to their home countries with a life-changing solution.*

## Support and presence in disasters/emergencies

In 2019, an internal fundraising programme has been conceptualised to help mitigate natural disaster situations.

Moreover, as part of its activity in this area, the Quirónsalud Foundation has designed an **Action Procedure in the Event of a Disaster**, which includes creating a Crisis Committee to assess the impact, select an NGO to collaborate with, and analyse the type of communication for each case.

The actions in this line of work will be carried out after the intervention has been approved by the internal Crisis Committee.

Group professionals may contribute financially, and the amount donated will be matched by the Foundation, with the aim of being present and providing support in the natural disasters and catastrophes that occur around the world.

## Call for international cooperation on health proposals

The Quirónsalud Foundation has launched the **Call for International Cooperation on Health 2019**, continuing its firm support for the international cooperation projects developed at our centres.

The Foundation opens an annual call for applications and offers 5 grants of 10,000 Euros each, with the aim of supporting high-impact international cooperation projects and initiatives in areas with a high demand for healthcare and medical training, carried out in conjunction with social organisations that work in this field, which include Quirónsalud professionals.



In 2019, 36 high-quality, high-impact projects were presented and assessed, and the following ones were selected:

- **Surgical training in remote areas using remote assistance.** Lake Baikal. Led by Dr. Aleix Vidal from Teknon Medical Centre with the participation of *Arthroscopy without Borders*.
- **Hope for Little African Hearts. Burkina Faso.** Led by Dr. Gonzalo Aldamiz Echavarria from Quirónsalud Albacete and the participation of *Recover*.



- **Aayun Saharan Health Project.** Led by Patricia Garcia Rama from Infanta Elena Hospital, Valdemoro and the collaboration of *Sahara in Action*.
- **Join Liberia.** Led by Dr. Imma Navas and Dr. Maria Teresa Montojo from Jiménez Díaz Foundation University Hospital and the collaboration of *EOCO* (Each One Counts Organisation).
- **First Dermatological Surgery in Malawi Project.** Led by Dr. Javier Romero from Quirónsalud Malaga and the collaboration of *PQD Zicomo Africa*.



## Supporting patients and families

### Oncology Fertility Programme

This programme was launched in 2018 with funding from the Quirónsalud Foundation.

It offers cancer patients treated at Quirónsalud centres, whose ability to reproduce is at risk due to their treatment, the opportunity to preserve their fertility, either through oocyte cryopreservation for women, or sperm freezing for men.

In 2019 more than 70 patients have been treated thanks to funding from the Foundation.

## Generating knowledge



**Quirónsalud Foundation Awards for Healthcare Innovation and Digital Transformation in Health.** In conjunction with the Quirónsalud R+D+i Department, the Quirónsalud Foundation has launched these prizes to promote scientific knowledge, improve healthcare practice and use new technologies in the health sector, through a competition to reward healthcare innovation initiatives and innovation in digital transformation in health.

The aim of these awards is to recognise initiatives in the Spanish health sector that promote improvements in healthcare practice and the use of new technologies.



With a prize of 25,000 Euros each, the Foundation has launched the second round of these awards (2019-2020), maintaining its commitment to improving healthcare knowledge.

Likewise, the 2018 Healthcare Innovation and Digital Transformation Awards were presented at the First Research Conference at Jiménez Díaz Foundation University Hospital on 27th June:

- Prize for the Best Healthcare Innovation Initiative: “Optoelectronic management of information systems and intraoperative medical devices with

intuitive contactless technology and its impact on the safety of the surgical patient”. PI: Raquel Barba and Lorena Pingarrón, from Rey Juan Carlos University Hospital (Madrid).

- Prize for the Best Digital Transformation in Health Initiative: “Appnea. An application that facilitates OSA diagnosis through voice recording, capturing images of the mouth and face using the patient’s mobile phone”. PI: Luisa Alfonso Hernández Gómez, from Madrid Polytechnic University, Telecommunications Engineering Technical School (Madrid).



## Corporate volunteering

In 2019, all actions were taken to set up the Quirónsalud Corporate Volunteer Programme, responding to the need to continue bringing positive value to society and be able to involve a workforce of almost 40,000 professionals that form the Quirónsalud Group in an effective, participative way.



The Quirónsalud Foundation has decided to embark on the adventure of setting up a corporate volunteer programme to respond to the different concerns and needs of all its collaborators.

Through the online platform, hosted on the Quirónsalud Hospital Group intranet, charitable opportunities for the organisation’s employees will be launched, promoted and nurtured.

This project was created with the aims of:

- Reinforcing employee pride of belonging, by promoting and making the volunteer programme more visible.
- Allowing the programme to belong to all: the volunteer programme is built by all and belongs to all.
- Team building among collaborators from different centres.

- Thanking employees for their altruistic efforts, because not only are they helping to improve the world, they are also helping to improve the Quirónsalud Group.
- Supporting volunteer opportunities, within the five agreed areas of action.



In 2019, the following actions have been carried out for its implementation:

- Creating the visual outline of the platform and its internal functioning.
- Developing the design of the online platform.
- Programming the platform.
- Disclaimers for the volunteer portal and the Technical Office email.
- Collaboration agreement with social organisations to join the Partner Network of the programme.
- Basic Training Manual for Volunteers.
- Volunteer activity report form.

The **TYPES OF VOLUNTEER ACTIONS** identified as priorities for the Quirónsalud Foundation are the following:

- **Accompanying** and supporting vulnerable people.
- **Educational activities** with children, youths, adults and/or the elderly.
- **Inclusion** and **equality** activities.
- Supporting local **outreach** and/or **fundraising** activities for projects.
- **Dissemination, awareness** and/or **training**.
- Selecting and preparing **materials to be sent to the field**.
- **Health** practice.
- **Sports events** for a specific cause.
- **Animal** protection.
- **Collecting and recycling waste**.
- **Replanting and protecting** species.
- Providing support in **emergency** situations.
- **Volunteering in the field**.



## Promoting healthy habits and lifestyles

### Stay Healthy Programme

In 2019, Stay Healthy reached over **4,500 teenagers** through **168 workshops**, held at **60 schools**.

The Quirónsalud Foundation launched this school programme in September 2018, with the aim of promoting a healthy lifestyle focussed on nutrition, physical exercise and sleep.

To design this programme, the Foundation has collaborated with doctors of the hospital network, who have been key in validating the content, educational psychologists, and the protagonists of the project: 14-15 year olds, who shared their concerns about the areas being addressed in the workshops during co-creation sessions prior to its implementation.

Both content and format are adapted to the project's recipients by combining an in-person experience and digital format. Thus, the **programme's digital platform** provide teens with a space where they can

find rigorous information and activities on the subjects that interest them most.

Stay Healthy digital platform:



<http://www.stayhealthyfundacionquironsalud.es/>

In 2020, the programme will continue to increase the number of topics on offer, including addictions, as well as its presence in Spain, increasing from 7 to 11 provinces: Madrid, Barcelona, A Coruña, Bilbao, Badajoz, Toledo, Alicante, Valencia, Seville, Malaga and Cordoba.

In the same vein, in 2019 the Quirónsalud Foundation has continued to make progress in a project focussed on promoting healthy habits in the tourist sector through health content for sector companies developed by our professionals from different fields: nutrition, physical activity and emotional wellbeing.

Likewise, another of our objectives is to improve the stays of the families of patients who are brought to Spain for treatment, as part of the aid programmes of the International Cooperation Foundation.

In pursuit of a better analysis to implement the programme, the following actions have been carried out in 2019:

- Analysing the market situation
- Coordinating with the International Department
- Redefining the original project
- Negotiating charity accommodation
- Designing a report and initial graphic line to present to potential partners



- Contacts with different hotel chains
- Meeting with the Spanish Confederation of Hotels and Tourist Apartments (CEHAT)

Areas of action will be defined, the best partners will be identified in each case, and flagship projects will be pinpointed, all within the framework of an effective internal communication plan and to measure the social performance of the Foundation in this regard.

## Supporting research and teaching

One of the objectives of the Quirónsalud Foundation is to support clinical research and teaching, becoming a vehicle for Quirónsalud professionals to apply for grants and competitive aid in projects related to knowledge generation, following current ethical principles and transparency regulations.

In 2019, the Quirónsalud Foundation has continued to support numerous initiatives presented by Group professionals to carry out update activities (conferences on oncology, rheumatology, dermatology, urology, paediatrics) at various hospitals. Each one is meticulously and individually analysed before being accepted by the Board of Trustees.

Likewise, 20 contributions have been received from the Industry:

- ROCHE FARMA, S.A.
- NOVARTIS PHARMACEUTICALS, S.A.
- NESTLE SPAIN, S.A.U.
- AVORIS RETAIL DIVISION, S.L.
- MEDTRONIC IBERICA, S.A.
- SANOFI-AVENTIS, S.A.
- MERCK SHARP AND DOHME SPAIN, S.A.
- JANSSEN-CILAG, S.A.
- BRISTOL-MYERS SQUIBB, S.A.U.
- LILLY, S.A.
- IPSEN PHARMA, S.A.
- GLAXOSMITHKLINE, S.A.
- BRISTOL-MYERS SQUIBB, S.A.U.

In terms of research project management, in 2019 the Foundation has continued to manage the contracts from the VHIO (Vall d'Hebron Oncology Institute) trials and various clinical protocols.

The Quirónsalud Foundation maintains the objective of meeting the highest standards of transparency for non-profit organisations.

Aware that transparency must be a key element of its actions as a Foundation, and that it is in the interest of the foundation sector, donors, beneficiaries and society in general, the Quirónsalud Foundation implements mechanisms that enable greater transparency in terms of information on all its activities.

The Quirónsalud Foundation has its own Code of Good Governance, approved in 2016, with the aim of establishing the general guidelines to govern the conduct of the Foundation, the members of its Board of Trustees, and other bodies and employees of the same, in the development of the activities through which the aims of the Foundation are achieved.



# Appendices

I. I. About this report



# Appendix I

## Principles for its creation

The Quirónsalud Group CSR Report 2019 has been prepared in line with the **Global Reporting Initiative (GRI)** standards, in accordance with the core compliance option.



This Report constitutes the **2019 Progress Report (\*)** in accordance with the 10 Principles assumed through Quirónsalud's commitment to **the United Nations Global Compact**.



(\*) The GRI Index of the Report, included as Appendix II, also indicates the different parts of the document that refer to each of the Global Compact Principles.

The following GRI reporting principles have been followed to establish the content of this report, as set out in GRI Standard 101 - Principles:

- Stakeholder inclusiveness
- Sustainability context
- Materiality
- Completeness

## Scope of information

This Report covers the main results and activities of Quirónsalud Group for 2019, explaining its performance in the economic, environmental and social spheres. The report mainly focusses on Spain, as the company is in a consolidation phase for the internal reporting of the centres located in Latin America, United Arab Emirates and Portugal.

The overall results covering the different companies and business units are presented, although the most

relevant part in terms of the information provided about activities and results refers to hospital activity, as this constitutes the core of the company.

## Balance and comparability of information

The Report aims to publish balanced, accurate and coherent information about our performance, linked to the relevant issues for the Group, our strategic projects and our stakeholders. In this regard, the comparability of data and information with respect to previous years is an essential tool for their traceability and progress.

As in previous editions, this Report has been written with the involvement and participation of those responsible for the different business areas, as well as dialogue with the main stakeholders, which allows us to align the information reported with the relevant issues for these groups.

Quirónsalud continues to work on optimising and consolidating an agile system for reporting sustainability indicators. The efforts made by the company to include new indicators each year, allowing it to analyse its environmental and social performance in a more objective and precise manner, is worth highlighting.

In some cases, data is only reported for the corresponding year or for part of our activity, as it is not currently possible to compare it to previous years. In each case, the scope of such data is detailed for greater information accuracy and comparability, as well as the relevant explanation.

Our aim for future reports is to improve the level of precision and comparability of the information provided.

### External verification

The Quirónsalud Group Corporate Responsibility Report 2019 has not been subject to independent external verification in its entirety, however, much of the information provided is also included as an appendix to the company's Management Report, Non-Financial Information Status Report, a public document that has been verified by PwC Spain, as required by Law 11/2018 on non-financial information and diversity.



# Appendix I

## Definition of Content and Materiality

At Quirónsalud Group we have our own methodology, which allows us to keep our **Materiality Analysis** up to date, as a tool for integrating the relevant issues for the business and our stakeholders, and thus define the key content to work on and report on each year in our CSR Report.

This method allows the organisation to have an objective list of relevant value creation issues for the identified stakeholders, assessing the **materiality, priority and degree of coverage** of each one. To that end, the importance of their economic, environmental and social impacts is analysed, or whether they have a substantial influence on stakeholder assessments and decisions.

We are aware of the expectations and concerns of our stakeholders from different communication mechanisms, either through direct communication with them (listening and dialogue procedures on

an ongoing basis or regular consultations with samples from certain groups), as well as through other information sources, such as sector analyses, reports published by reference organisations in the field, analysis of communications on social networks, or any other useful element that may provide relevant data.

Moreover, six company criteria are considered, on which the relevance of each topic is assessed from an internal perspective.

- Results of the company risk analysis.
- Direct financial impacts in the short to medium term.
- Matters subject to legal, regulatory or normative requirements.
- Parent company (Fresenius) guidelines.
- Issues identified as relevant due to competitive policies and practices.
- Emerging issues of strategic interest.

After this double internal and external analysis, the analysed issues are classified using a quantitative weighting system, as “Critical, Significant, Emerging or Minor”, and visually represented in the materiality matrix, which allows us to prioritise and define areas of risk/opportunity.

The results for 2019 are shown in the “*Our Sustainability Model*” chapter of this Report.

## Contribution to the 2030 Agenda (SDG)

We align our sustainable business strategy with the goals of the 2030 Agenda, identifying our potential to have a positive impact on people and the planet, adding to the Sustainable Development Goals (SDG) that are key to our activity and context.

Due to the sector of activity and our strategic lines of action in Corporate Social Responsibility, we identify our greatest positive impacts in the following SDG:



Throughout this Report we explain the pillars, progress and objectives of our Sustainability Master Plan, and how each of them directly relates to these SDG and some of their specific goals.

## Contact

The responsibility for preparing this Report lies with the **Corporate Social Responsibility** area, the Corporate People and Organisation Department.

Its content has been agreed and validated by the **Compliance and CSR Committee**, a multi-functional, multi-sector committee that exercises the due supervisory, monitoring and controlling role, to ensure the correct performance of the company.

For more information:

### For more information:

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Email: **rsc@quironosalud.es**

web: **www.quironosalud.es**

## Acknowledgements

**The people who are part of the Quirónsalud Group are our greatest asset and the architects of our achievements.**

Without them, we would not be able to share our progress and challenges once again through this Report.

**We would like to thank our entire team of professionals and collaborators** for their involvement, their constant efforts and their passion for what they do, which helps us to improve as a company and continue to strive for a fairer, more sustainable world.

# Appendices

## II. Table of contents:

GRI Standards, Global Compact Principles, SDG,  
Law 11/2018 on Non-financial information and diversity.



# Appendix II

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102-7 Scale of the organisation	22-26	8	1-6
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GENERAL BASIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Agenda (SDG)	Global Compact Principles
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(Note 1) The Non-Financial Information Statement (NFS) has been verified by PwC Spain, as required by Law 11/2018, and is accessible on the company's website.

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205-3	Confirmed incidents of corruption and actions taken	Nil	1, 8 ,10, 16	1-6, 10

Note 2) Additional information regarding economic indicators is included in the Quirónsalud Group 2019 Management Report, available on the company's website.

# Appendix II

	SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Agenda (SDG)	Global Compact Principles
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	SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Agenda (SDG)	Global Compact Principles
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(Note 3) Additional information on work practice, equality and diversity indicators is included in the Quirónsalud 2019 Management Report, available on the company's website.

# Appendix II

	SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Agenda (SDG)	Global Compact Principles
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(Note 3) Additional information on work practice, equality and diversity indicators is included in the Quirónsalud 2019 Management Report, available on the company's website.



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