

5. Our professionals





Our professionals



Quality employment: #PeopleFirst

The Quirónsalud Group continues to grow and create quality employment, and we are taking a step forward by consolidating our #PeopleFirst project.

Around 2,000 new professionals joined the Quirónsalud Group in 2020 to help deal with the worst moments of the pandemic.

People are a strategic priority for the Quirónsalud Group, which continues to make progress in the **PeopleFirst project**, while promoting pride in belonging and working on initiatives that will make us a reference for outstanding practices in the sector.

PeopleFirst is the set of initiatives “by and for the people of Quirónsalud”, included in the People Master Plan to help us achieve the strategic priorities we have set ourselves as a Group.



People, a priority strategy



Having the **best professionals today and in the future**, attract, identify and develop their talent and earn their loyalty



That we professionals feel **proud** to work in the leading hospital group in Spain and may **our commitment drive us**.

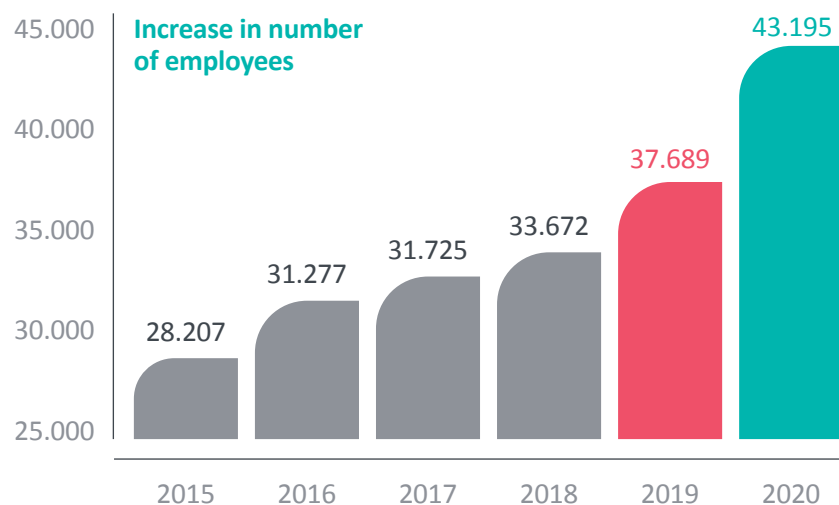


To be one of the most desired companies for being the **Best Place to Work**, be a benchmark for differential practices in the sector.

5. OUR PROFESSIONALS

#Peoplefirst

At the end of 2020, we had **43,195 staff**, an increase of 15% compared to the previous year.



In addition to the company's own members of staff, we collaborate with the best professionals across various branches of healthcare. Around 70% of our professionals are hired as service providers, the majority at Quirónsalud's private hospitals.

The Group's data reported for 2020 was obtained from all the information for Spain, broken down using SAP HR software, and from the information provided by the Latin American (LATAM) business units. The information analysed covers 99% of all employees. The gap corresponds to employees about whom the company did not have sufficient information on the closing date to include them in the breakdown, mainly staff from the recently acquired Latin America centres. The data reported therefore refers to a total of 42,760 employees.

Breakdown of employees by location

	2020	%	2019	%
SPAIN	36.044	84%	33.675	91,63%
LATIN AMERICA	6.716	16%	3.076	8,37%
Colombia	5.404	13%	1.846	5,02%
Peru	1.263	3%	1.220	3,32%
Argentina	11	0,03%	10	0,03%
Mexico	33	0,08%		
Chile	4	0,01%		
Panama	1	0,002%		
Total	42.760	100%	36.751	100%

Classification by professional category

	2020	%	2019	%
A-B	2.757	6,4%	2.563	6,97%
C	15.150	35,4%	12.042	32,77%
D	5.367	12,6%	4.143	11,27%
E	14.824	34,7%	13.769	37,47%
F	4.662	10,9%	4.234	11,52%
Total	42.760	100%	42.760	100%

- Group A -B** Management - middle management
- Group C** Other non-healthcare staff
- Group D** Other healthcare staff
- Group E** Nursing staff
- Group F** Medical staff

We also help young people enter the job market by granting scholarships under agreements with different academic institutions.

+75% Permanent contracts at the Quirónsalud Group.

100% of our employees in Spain are covered by collective agreements.
(with the exception of the CEO)

The Group aims to streamline the number of collective agreements it manages in order to standardise labour relations within the framework of a multi-activity company.

Social dialogue is conducted through union representation in order to inform, consult and negotiate with staff: union groups and Organic Law

on Freedom of Representation delegates at national level, and through united representation, works councils and staff representatives at workplaces.

The Group defines work organisation criteria while respecting the limitations of the various applicable collective agreements.

Some of the measures established by agreements for an efficient work organisation that respects the obligations of the collective standard include:

- Working hours
- Shift work and night work
- Overtime
- Irregular working hours
- Flexible working hours
- Internal mobility policy
- Mobility between work centres
- Internal promotion and filling vacancies

As a result of the state of emergency due to the COVID-19 pandemic, remote working systems were implemented, which have enabled the Group's companies to continue their activities while protecting our professionals.

Talent and employee experience



As part of our PeopleFirst project, in 2020 we have developed several initiatives focused on attracting and retaining talent, as well as on the candidate and employee experience.

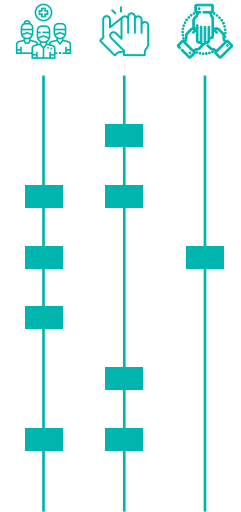
#PeopleFirst+ of 60 initiatives






3 to 5 year time horizon

Grouped in 7 axes

1. Basics of people's functions
2. People policies
3. People processes
4. Development in Quirónsalud
5. The day-to-day work of the professional
6. Business professionals
7. HR technology



-  **Best professionals**
-  **Pride of Belonging and Commitment**
-  **Best Place to Work**

Some of these initiatives are listed below:

Candidate Experience: Recruitment and Selection

With regards to attracting and selecting the best talent, we have made progress in the following initiatives and related processes:

- **Digitisation:** implementing the new “Talent Clue” tool.
- **Traceability** of recruitment and selection processes.
- Defining, implementing and approving the **Recruitment and Selection Policy**.
- Defining, implementing and approving the **Internal Vacancies Policy**.
- Joint Quirónsalud Recruitment and Selection **Database**.
- **Standardising roles**.
- Defining **roles and responsibilities**.
- Defining **KPIs** at service level.
- **Attracting** the best professionals.
- **Management selection and dismissal** policy: incorporating the **outplacement** programme.
- **Standardising** the image projected as a company.

Candidate Experience: Onboarding

We aim to accelerate the onboarding of new professionals to the Group, helping them to adapt and integrate into the Quirónsalud business culture and values in a fast and friendly manner.

- “ON Quirónsalud” **welcome model**, applicable to the entire Group.
- Same circuits, roles and responsibilities throughout the Group.
- Unified, friendly, smooth and digital **onboarding experience**.
- Analysis and standardisation of **welcome documentation**.

- Unique **training itineraries** according to profile.
- **Digitisation**.
- Action plans focused on becoming the **best place to work**.
- **Welcome message from the CEO** and other key members of the Company.

Employee Experience: e-NPS

We want to engage with our employees by listening to them and giving them a voice and opportunity, **driving the change that people need by counting on people**.

We therefore want to measure and relate the employee experience (eNPS) to the patient experience (NPS) by launching the **Quirónsalud Group Spain Survey** (except for public hospitals and Quironprevención).

Internal Communication and Employee Brand

Some of our initiatives in this area include the following:

- New internal communication channels:
 - Email segmentation and measuring tools.
 - Online events and streaming software.
 - Creating three newsletters: news, training and research.
- Communicating company messages and Group culture:
 - News and main milestones of the Group's strategic axes.
 - Nurses Week in the International Year of the Nurse and Midwife.
 - Environment Week on the occasion of World Environment Day.

| Talent and employee experience

- Coronavirus:
 - Support, motivation and Group campaigns: #GraciasQuirónsalud; positive initiatives; One Day Less.
 - Standardising prevention messages and new safety regulations.
 - Remote working requirement analysis surveys.
 - Information and steps to follow in case of close contact with positive COVID-19 cases.
 - Standardising messages on COVID-19 vaccination.
- Launching the **Six months, six patient safety targets** patient safety campaign.
- Launching **FOR BEING QUIRÓNSALUD**: the exclusive advantages programme for Quirónsalud Group employees.

Events

- **Trivu**: The Battle by POW: authentic.
- **Talent Day Madrid**: connecting and informing professionals thanks to technology during COVID-19.
- **Talent Day Barcelona**: CONNECTING HEALTH & TALENT - 360º People management in the virtual and uncertain age.
- **Corporate Learning**: REINVENTING LEADERSHIP FOR CURRENT CHANGING TIMES. Leadership as an agent of change in the organisation.

Talent awards

Talent Beats: Launched in collaboration with the Francisco de Vitoria University, the aim of this initiative is to bring students closer to the world of work in a safe environment of excellence. Students choose a reference hospital for their entire nursing degree and receive personalised tutoring and supervised training activities. At the end of their training, they join the hospital team on a minimum two-year contract.

Talent Beats has won the Tea Cegos Award in the category of **attracting and integrating talent**. These awards for Best Practices in Human Resources recognise company initiatives to innovate, implement best practices, add value in their actions and stand out from the market, while generating organisational change and promoting professional development.

Talent Beats has also won the Cinco Días Award for the **most innovative business action linked to a university**: Cinco Días newspaper's Business Innovation Awards 2020, which recognise the most innovative initiatives in the Spanish business world.

According to the **Universum Most Attractive Employers** study, Quirónsalud was ranked the most attractive company for Health Sciences and Medicine students in 2020.

This study reveals which companies students in Spain prefer, and what young people value in the business sector they will be joining in the future.

The aspects most valued by students include secure employment, high ethical standards, work-life balance and good development paths for their future career, as the most positive factors of our company.



Diversity and equal opportunities



Quirónsalud remains firmly committed to diversity and inclusivity in its team by adding talent and promoting different and complementary skills and abilities.

We continue to promote best practices in order to make progress in managing more diverse and integrated teams, in an inclusive working environment that favours all talent and allows us to overcome challenges and achieve the best results.

Our **Code of Ethics and Conduct** expressly prohibits any cause of discrimination, while always respecting the applicable legislation:

- As a company, we support and promote equal opportunities, and take a clear stance against discrimination. For example, no one shall ever be discriminated against on the basis of skin colour, race, gender, religion, political views, age, physical constitution, sexual orientation, appearance or other personal characteristics.

Gender diversity



72 %

of Quirónsalud
staff
(30.910 women)



25 %

of senior
managers
are women



8.552

female
employees
hired in 2020

Women have a very significant presence at Quirónsalud, representing 73% of staff in 2020 and a much higher figure in nursing. It is therefore very important that the Group responds to the needs and roles of women, both within the company and in family life.

Breakdown of Quirónsalud Group employees by sex:

	2020	%	2019	%
WOMEN	30.910	72,3%	26.929	73,27%
MEN	11.850	27,7%	9.822	26,73%
Total	42.760	100%	36.751	100%

In 2020, 25% of the Group's senior management, including members of the Group's Management Committee and Regional Management Committees, are women. This figure stood at 18% in 2018 and 23% in 2019, so it is worth highlighting the positive trend in this diversity indicator.

In 2020, 8,552 women have joined the workforce, more than twice as many as in the previous year.

Social measures and benefits have been introduced with the aim of improving the work-life balance of employees. These include improvements to maternity, mainly with regards to breastfeeding and the right to keep one's job in the event of a voluntary leave of absence due to legal guardianship of a child under 12, flexible remuneration (childcare vouchers), extension of paid and unpaid leave to improve the work-life balance, and study assistance for school children of different ages.

Moreover, [sexual harassment and gender discrimination protocols](#) and [the Ten Principles of Inclusive Language](#) have been developed at various centres, as well as Equality Commissions to ensure these aspects are enforced and monitored.

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

At the beginning of March 2020, before the state of emergency was declared, we signed the [IDCQ Hospitales y Sanidad, SLU Equal Opportunities Plan](#). Although slowed by the pandemic, its actions were not stopped, in order to ensure compliance with the agreed measures. This plan affects more than 13,000 people in the Group, and by the end of the year, two more Quirónsalud company negotiating tables will have been set up to develop equality plans along the lines of the previous one.

At Quironprevención, 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.

The [protocols against sexual and workplace harassment](#) and the [Ten Principles of Inclusive Language](#) have been introduced at our centres, as we are aware of the power of language in both everyday and professional environments, and how it can influence perceptions, attitudes and behaviour. In this regard, Quironprevención has established the [Workplace Violence Commission](#).

Generational diversity

Diversidad generacional

At Quirónsalud, we believe that generational diversity provides different complementary skills and abilities, resulting in a better approach when innovating and developing new projects. By creating integrated teams and adding talent, we can overcome challenges and achieve the best results.

Breakdown of Quirónsalud Group employees by age:

	2020	%	2019	%
<30 years old	8.268	19,3%	7.001	19,05%
30-50 years old	25.715	60,1%	22.312	60,71%
>50 years old	8.777	20,5%	7.438	20,24%
Total	42.760	100%	36.751	100%

Quirónsalud has signed the [Code of Principles for 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 and respecting all current legislations.

Functional diversity

Quirónsalud promotes integrating people with disabilities at the company through initiatives and agreements with different social organisations, such as the selection process agreement with the Inserta Foundation.

At the end of 2020, the number of employees with disabilities was 424, compared to 447 in the previous year.

Several centres have also been granted a “declaration of exceptionality” in accordance with the applicable regulations, where they can use alternative measures until the target of 2% staff with disabilities is reached.

In this regard, the alternative measures provided for in Article 2.1.a) and b) of Royal Decree 364/2005 have been chosen, which involve hiring the equivalent number of workers with disabilities through special employment centres.

The Group complies with the provisions of the regulations and stands out for its involvement with functional diversity: it has a high percentage of staff with disabilities for various services, such as laundry services, and selects suppliers while promoting hiring people with disabilities.

Several of its centres have certifications of exceptionality under the alternative action "signing a service or civil contract with a special employment centre or with a self-employed worker with a disability, for the provision of services external and complementary to the normal activity of the company".



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 society as a whole.

This vision requires us to act at different levels of technical and sustainable management in our design and construction projects, taking into account all the universal accessibility criteria in the relevant regulations and the highest standards on the matter. Thus, all our environments and services can be used by all people independently, safely and efficiently.

Likewise, as universal accessibility also applies to digital environments, extensive adaptation works have been carried out in this regard.

The Quirónsalud Group has applied the following standards with regards to accessibility:

- Compulsory accessibility regulations: CTE DB SUA 9 (Safety of Use and Accessibility)
- Braille Signage Regulations according to the Corporate Interior Signage Manual: UNE 170002:2009 Standard.

Likewise, Patient Portal, the application developed in-house by the Group and used at Quirónsalud's public hospitals in Madrid, has the double AA distinction according to the UNE 139803:2004 Standard and the W3C Web Content Accessibility Guidelines 1.0, which is 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 to ensure as many people as possible can access the information and use the services provided, regardless of their limitations or those arising from the context of use.

Thus, the following measures were taken when developing the portal:

- Use of CSS for presenting information
- Mark-up tags
- Usable, intuitive and alternative navigation systems
- Alternative descriptions in the images
- Testing the view with different browsers and devices
- Using universal and alternative formats
- Links that provide details of the hyperlink's function or destination
- Using W3C standards
- Access to the main options via keyboard shortcuts
- Design that adapts to fit the browser window size so that the portal displays well on mobile devices

All Priority 1 and Priority 2 and a subset of Priority 3 requirements have been manual accessibility tested using different semi-automatic tools, user agents and specialist technicians.

Cultural diversity

Integrating cultural diversity into our workforce is key not only from an internal perspective, but also to be able to pay adequate attention to the multiculturalism of our patients.

83 nationalities among our staff

Spanish	Colombian	Peruvian	Venezuelan	Italian
34,177	5,586	1,402	199	186
Romanian	Moroccan	Portuguese	Ecuadorian	Argentinian
170	83	82	77	73
Cuban	Bolivian	Russian	Congolese	Bulgarian
59	58	38	38	37
Ukrainian	Mexican	Dominican	Polish	Chilean
35	30+33	30	29	29
Honduran	Paraguayan	French	German	Others*
28	24	20	19	188

*Others: Those represented by fewer than 13 employees (Honduran - Uruguayan - Algerian - British - Nicaraguan - Hungarian - Moldavian - Andorran - Salvadorian - Dutch - Swedish - Slovakian - 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)



Occupational health, safety and wellbeing



During 2020, we have prioritised implementing preventive measures against COVID-19, constantly updating our action and information procedures to achieve a high level of internal service and support for our professionals.

Prioritising preventive actions related to the pandemic has not stopped us from meeting the operational plans and targets planned for 2020 in terms of occupational risk prevention.

Throughout 2020, the following projects have been undertaken:

- Improving the appointment process for occupational medical examinations, by developing a self-appointment system for professionals. We have thus succeeded in completely digitising the entire occupational medical examination process, including issuing reports to professionals and their aptitude letters. A pilot test has been carried out, achieving an improved occupational medical examination attendance rate due to the flexibility and simplicity of the process for our professionals.
- Expanding the scope of the ISO 45001 certification.
- Developing training courses and informative audiovisual content of our own creation on accident prevention and health promotion, including developing audiovisual pills with the most frequent accident prevention measures in the healthcare sector, training on COVID-19 and a course on stopping smoking.

ISO 45001 / OHSAS 18001 certification::

Durante el 2020 se ha mantenido la certificación del Sistema de Seguridad During 2020, the OHSAS 18001 certification for the Occupational Health and Safety System of the Public Hospitals' Joint Prevention Service and the ISO 45001 certification of the Quirónsalud Joint Prevention Service was maintained. Furthermore, all Quironprevención and Clinamat centres have been certified in ISO 45001.

Preventive organisation:

At the end of 2020, the Quirónsalud Group has a preventive organisation formed of three Prevention Services which include the areas of safety, industrial hygiene, ergonomics, psychosociology and health monitoring in their scope of action and report to the Corporate Occupational Risk Prevention Department.

In 2020, the number of professionals dedicated to the Prevention Service was occasionally increased to control, monitor and support contact cases and positive cases of COVID-19, as directed by Occupational Health Managers in the Prevention Service.

No. of workers and no. of companies in each of the three Prevention Services:

	No. Workers	No. Workers Men	No. Workers Women	No. Companies
Quirónsalud Joint Prevention Service	28.239	7.579	20.660	34
Public Hospitals Joint Prevention Service	3.851	895	2.956	5
Jiménez Díaz Foundation Own Prevention Service	3.568	1.001	2.568	1

	No. Workers	No. Workers Men	No. Workers Women	No. Companies
Peru	1.262	318	945	1

	No. Workers	No. Workers Men	No. Workers Women	No. Companies
Colombia	6.792	2.155	4.638	6

Likewise, progress has also been made in coordinating business activities (CAE) by analysing new forms of processes and follow-ups to be implemented in 2021.

	No. Companies and Contractors managed in CAE
Quirónsalud Joint Prevention Service	6.227
Public Hospitals Joint Prevention Service	733
Jiménez Díaz Foundation Own Prevention Service	75
TOTAL	7.035

	No. Companies and Contractors managed in CAE
Peru	30
TOTAL	30

	No. Companies and Contractors managed in CAE
Colombia	1.126
TOTAL	1.126

Occupational health, safety and wellbeing

Health and Safety Committees

In accordance with the requirements of the Occupational Risk Prevention Law in Article 18 relating to the "Information, consultation and participation of workers", as well as its development in Chapter V dedicated to the "Consultation and participation of workers", and specifically in Articles 38 and 39 on "Health and Safety Committees" and "Competences and powers of the Health and Safety Committee", consultation and participation is carried out by the Health and Safety Committees of each centre, where they deal with the issues required by the prevention law.

	No. of Health and Safety Committees
Quirónsalud Joint Prevention Service	243
Public Hospitals Joint Prevention Service	29
Jiménez Díaz Foundation Own Prevention Service	5
TOTAL	277

	No. of Health and Safety Committees
Peru	12
TOTAL	12

	No. of Health and Safety Committees
Colombia	154
TOTAL	154

The number of Health and Safety Committees has increased as a result of the pandemic, especially in the case of Colombia.

	2020	2019
No. of Quirónsalud Group Health and Safety Committees	443	248

Statistical Analysis of Accident Rate 2020

In 2020, there have been no fatal occupational diseases. There has been one fatal accident due to a commuting accident (traffic collision).

The reporting and monitoring of statistical accident rate indicators at the Quirónsalud Joint Prevention Service has been consolidated using the corporate scorecard. This year, the results of our centres in Peru and Colombia are also included.

OCCUPATIONAL ILLNESSES WITH SICK LEAVE	No. of occupational diseases with sick leave	No. of occupational diseases with sick leave Men	No. of occupational diseases with sick leave Women
Quirónsalud Joint Prevention Service	4	1	3
Public Hospitals Joint Prevention Service	2	0	2
Jiménez Díaz Foundation Own Prevention Service	4	1	3
TOTAL	10	2	8

OCCUPATIONAL ILLNESSES WITH SICK LEAVE	No. of occupational diseases with sick leave	No. of occupational diseases with sick leave Men	No. of occupational diseases with sick leave Women
Peru	628	182	446

OCCUPATIONAL ILLNESSES WITH SICK LEAVE	No. of occupational diseases with sick leave	No. of occupational diseases with sick leave Men	No. of occupational diseases with sick leave Women
Colombia	1.046	295	752

In the case of Peru and Colombia, the number of occupational diseases is higher because confirmed cases of COVID-19 have been included in this category.

Occupational health, safety and wellbeing

TOTAL NO. OF OCCUPATIONAL ACCIDENTS WITH SICK LEAVE (INCLUDING WHEN COMMUTING)	Total number of work accidents with sick leave	Total number of work accidents with sick leave Men	Total number of work accidents with sick leave Women
Quirónsalud Joint Prevention Service	928	226	701
Public Hospitals Joint Prevention Service	143	25	118
Jiménez Díaz Foundation Own Prevention Service	114	38	76
TOTAL	1.185	289	895

TOTAL NO. OF OCCUPATIONAL ACCIDENTS WITH SICK LEAVE (INCLUDING WHEN COMMUTING)	Total number of work accidents with sick leave	Total number of work accidents with sick leave Men	Total number of work accidents with sick leave Women
Peru	63	14	49
TOTAL	63	14	49

TOTAL NO. OF OCCUPATIONAL ACCIDENTS WITH SICK LEAVE (INCLUDING WHEN COMMUTING)	Total number of work accidents with sick leave	Total number of work accidents with sick leave Men	Total number of work accidents with sick leave Women
Colombia	274	61	213
TOTAL	274	61	213

OCCUPATIONAL ACCIDENTS AND OCCUPATIONAL DISEASES	2020		2019	
	Men	Women	Men	Women
Occupational accidents (No.)*	303	896	228	591
Frequency rate (of accidents)**	17,6	20,7	13,51	13,37
Severity rate (of accidents)**	0,4	0,6	0,45	0,42
Occupational diseases (No.)****	479	1206	6	16

* Including occupational accidents at work with sick leave.

** Frequency rate = (No. of accidents at work with sick leave*1,000,000)/No. of hours worked per year.

*** Severity rate = (No. of days lost due to occupational accidents at work with sick leave*1,000,000)/No. of hours worked per year.

**** In the case of Peru and Colombia, the number of occupational diseases is higher because confirmed cases of COVID-19 have been included in this category, whereas they are classified as non-work related in Spain.

HOURS OF ABSENCE	2020	2019
Absenteeism (h)*	4.214.508	2.685.011

An average contract of 1,680 working hours per year has been used for the calculations. Based on 220 working days per year, the average daily working day is 7.64 hours.

The absence figure is higher than in 2019 due to COVID cases, both positive and staff having to self-isolate.

* Includes hours lost due to occupational accidents (at work and while commuting), occupational diseases and non-work-related diseases, taking into account the Group's centres in Spain and LATAM.

Occupational health, safety and wellbeing

Occupational health

NO. OF MEDICAL EXAMINATIONS PERFORMED	No. of medical examinations performed	No. of medical examinations performed Men	No. of medical examinations performed Women
Quirónsalud Joint Prevention Service	10.416	3.504	6.912
Public Hospitals Joint Prevention Service	1.915	313	1.602
Jiménez Díaz Foundation Own Prevention Service	644	174	470
TOTAL	12.975	3.991	8.984

JOB ADJUSTMENTS OR RELOCATIONS (PARTICULARLY SENSITIVE WORKERS)	Number of particularly sensitive employees whose jobs have been adapted or who have been relocated to another position	Number of pregnant women whose jobs have been adapted or who have been relocated to another position
Quirónsalud Joint Prevention Service		447
Public Hospitals Joint Prevention Service		140
Jiménez Díaz Foundation Own Prevention Service		40
TOTAL	504	627

	No. of medical examinations performed	No. of medical examinations performed Men	No. of medical examinations performed Women
Peru	1.981	425	1.546

	No. of medical examinations performed	No. of medical examinations performed Men	No. of medical examinations performed Women
Colombia	5.025	1.762	3.264



Occupational health, safety and wellbeing

Occupational risk prevention training

24% increase in hours of ORP training compared to the previous year.

In 2020, **42,979 hours of occupational risk prevention training were given to a total of 23,226 professionals** in Spain. This means that 65% of the workforce has received training, achieving an increase of 24% in training hours compared to last year.

	Workers trained in ORP in 2019 total	Workers trained in ORP in 2019 total Men	Workers trained in ORP in 2019 total Women	ORP training hours in 2019 total	ORP training hours in 2019 total Men	ORP training hours in 2019 total Women
Quirónsalud JPS	18.851	4.083	14.767	33.422	7.975	25.450
Public Hospitals JPS	1.147	924	545	3.214	835	2.129
Jiménez Díaz Foundation OPS	3.228	1.003	2.225	6.343	2.058	4.285
TOTAL	23.226	6.010	17.537	42.979	10.868	31.864
Peru	3.078	768	2.310	3.078	768	2.310
Colombia	14.513	3.852	10.661	38.557	9.964	28.593

Associations and recognitions

In 2020, the Corporate Occupational Risk Prevention Department has maintained its partnership with the Spanish Association of Occupational Risk Prevention (AESPLA) and PRL Innovación, in which it actively participates by sharing best practices in prevention.



Throughout 2020, the Corporate Occupational Risk Prevention Department has promoted knowledge and value sharing. In addition to participating in occupational health, safety and wellbeing associations, it has attended **conferences** and presented various **publications**, including the following:

Participation	Event	Organiser
Speaker	Foro Empresarial Salud y Desarrollo Sostenible	Foretica
Speaker	Online pre-congress conference of the X International and XIV National Congress of Ergonomics and Psychosociology participating in the quadrilateral table titled: Felicidad: entre elnegocio y la realidad(Happiness: between business and reality)	Asociación Nacional de Ergonomía y Psicología aplicada
Publication	Denegación de Incapacidad versus ineptitud laboral	Archivos de Prevención de Riesgos Laborales 2020; 23 (2): 272-6
Publication	Felicidad y Salud: evidencias científicas. Bibliographical Review	Revista de la Asociación Española de Especialistas en Medicina del Trabajo 2020; 28: 374-385
Speaker	Open Week Post Covid-19: successful cases and news on the fight against Covid-19. The healthcare sector in the face of coronavirus	Ediciones Borrmar
Speaker	Update of the clinical-labour guide for the prevention of occupational risks during pregnancy and breastfeeding: Risks Psicosociales.	Congreso Español de Medicina y Enfermería del Trabajo
Communication	Multicentre serological study of asymptomatic health care workers in four hospitals during the pandemic of Covid-19 in Madrid	Virtual congress of the Sociedad Española de Calidad Asistencial
Communication	The impact of an exercise program on health-related quality of life: a comparison with two concurrent exercise programs in healthy workers of a tertiary hospital	An International Forum on Epidemiology, Athens
Publication	Return-to-work guidelines for the Covid-19 pandemic	Occupational Medicine 2020; 70:300-305
Publication	Proposed Protocol for Risk Assessment and Stratification	Occupational Diseases and Environmental Medicine 2020; 8:99-110
Publication	Covid-19: la protección individual y colectiva	Documento técnico de AEEMT-AEPSAL, 2020

Occupational health, safety and wellbeing

Furthermore, in 2020, several awards and recognitions have been achieved in the field of occupational risk prevention, including:

Type	Awards	Event	Organiser
Award	Finalists Premio Solutia Global	Solutia Global Health Solution Awards	Solutia Global Health Solution
Award	Finalists Premios Prevencionar	Prevencionar awards	Prevencionar
Award	Finalists Digital HR Awards	VII Health and Business Awards Digital HR	Digital HHRR
Award	First place for the Most Optimistic Story, special Covid-19 to the Health story.	Optimista Hospital Foundation VI Awards	Optimista Hospital Foundation
Award	First place for the best hospital service with less than 50 workers	Optimista Hospital Foundation VI Awards	Optimista Hospital Foundation
Award	Third place Positive Manager in Hospital Service of less than 50 workers	Optimista Hospital Foundation VI Awards	Optimista Hospital Foundation
Award	First prize for Research Project	CEPS Project: Burden of Occupational Diseases in the National Health System)	Spanish Congress of Occupational Health Nursing
Award	First prize for Resident Oral Communication	Measles immunisation status: usefulness of pre-vaccination serology in health care workers	Spanish Congress of Occupational Health Nursing



"Healthy Eating Space" at Quirónsalud

**Promoting healthy eating habits
across the board to our professionals,
patients and their relatives.**

The "Healthy Eating Space" concept, which any healthcare centre can join, aims to promote healthy eating habits at all levels of the Quirónsalud centres.

This involves the following measures:

- All food and drink offered to patients, workers or third parties at the centre is monitored and authorised by an accredited manager specialising in nutrition.
- The established guidelines meet criteria endorsed by prestigious institutions and are selected by nutrition specialists working in the Quirónsalud Group.
- The suppliers, raw ingredients, meals and components are selected in accordance with the established criteria and guidelines, and guarantee that all processes comply with quality, control and traceability criteria.

- These criteria are applied to all food and drink, regardless of the consumer or where it is offered (hospital ward, cafeteria, vending machine or any other).
- In addition to the above, food for inpatients should be individually tailored to suit their medical needs.

The aim of this initiative is to promote and put into practice healthy eating habits across the board to patients, relatives and workers. This process is considered to be fully implemented when all levels linked to food at each centre are involved (patients, public cafeteria, staff canteen and vending machines).

Furthermore, the products offered must have a range of characteristics: encouraging the consumption of wholemeal products as opposed to other flours; selecting low-sugar products and skimmed, semi-skimmed or organic dairy desserts; and offering healthy, traditional dishes from the Autonomous Community where the centre is located.

**9 hospitales del Grupo Quirónsalud
cuentan con el sello de
"Espacio Comida Saludable"**

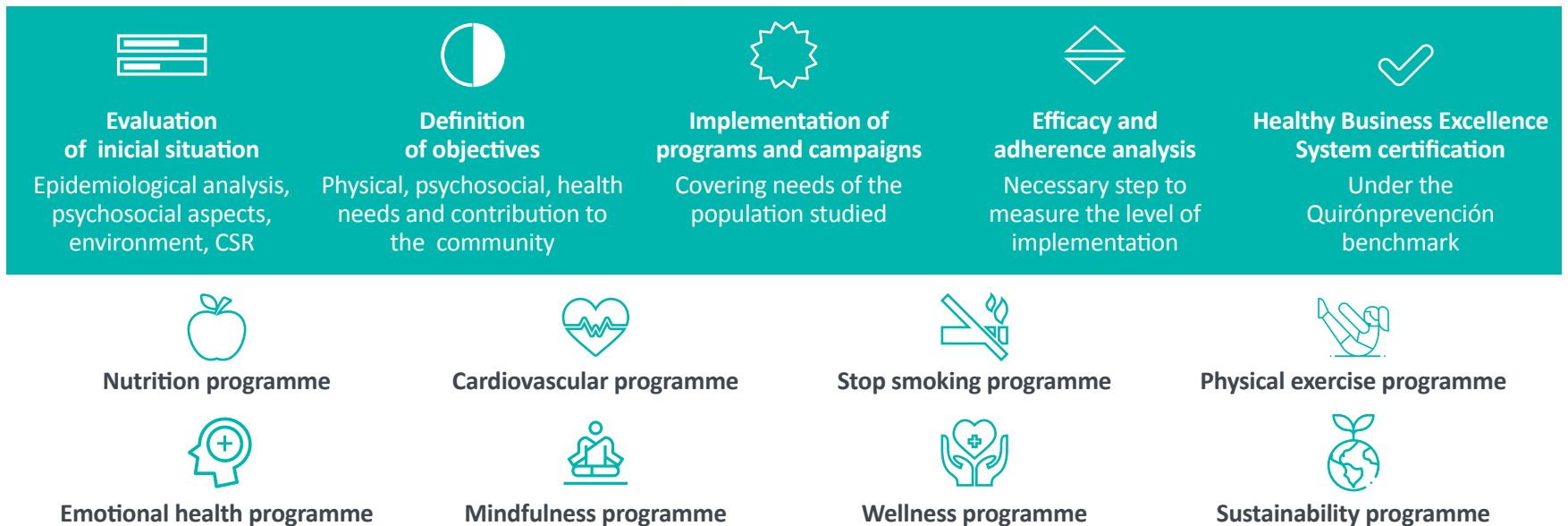


Occupational health, safety and wellbeing

Quironprevención's Healthy Company Programme

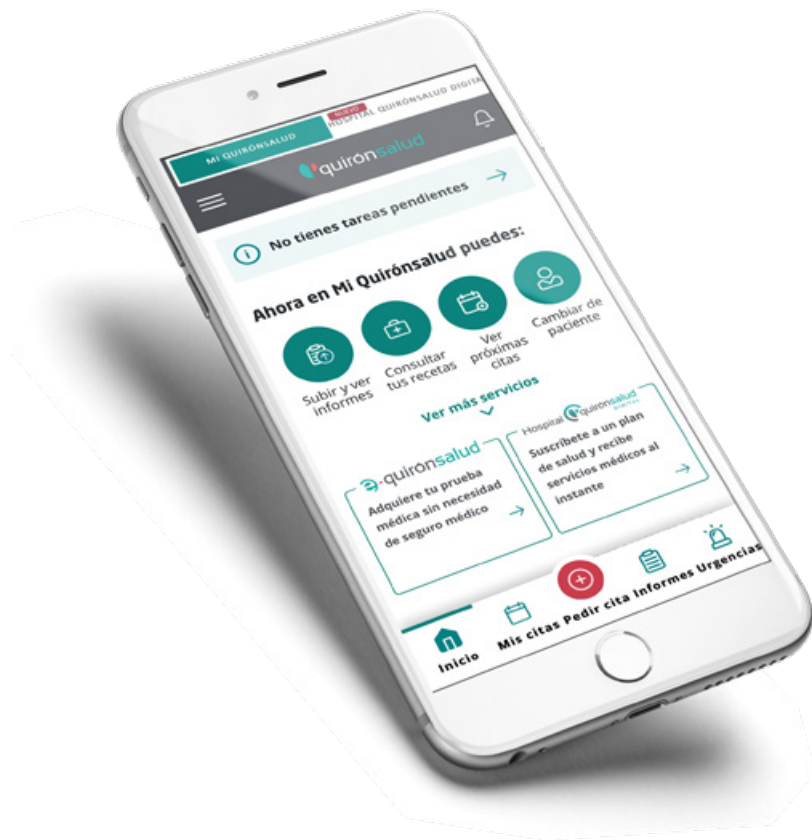
Caring for people in their personal and work environments, thus ensuring the company's own wellbeing.

Employees are a company's main asset, a key factor in making it competitive. We all only have "one health", which we share in the work environment, in the family and in our society. A poor diet, lack of physical activity, neglected emotional wellbeing and other poor lifestyle habits can affect the health and therefore, employees as people.



Quironprevención has developed an **app** and platform to provide each worker with all their medical information at their fingertips.

By downloading medical examinations, they can see the evolution of the most significant parameters and improve with the activities and challenges proposed by the company.



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 goals for workers



Make an appointment
Self-referral for medical examinations

Ongoing training and professional development



In 2020, we replaced the Group's predominantly in-person training programmes with shorter virtual courses that would allow us to adapt to the needs of our professionals during this exceptional year.

We launched the **Quirónsalud Corporate University** to support the company's strategy and objectives, increasing the productivity and satisfaction of our professionals, and becoming a reference for training and innovation, both externally and internally.



In addition to the **Annual Training Plan 2020**, we have launched two new initiatives in the field of training and continuous professional development:

- **QS Learning:** A quarterly training newsletter, with access to free courses that could be of interest to the day-to-day work of the Group's professionals.
- **QS Live:** Live events where different internal and external professionals discuss various areas of interest for the company.

At Quirónsalud, not only is training a strategic objective, it is also a tool that allows our employees to develop both professionally and personally. Thus, we are continuously committed to focusing on people.

In 2020, a total of 427,060 training hours were provided, an increase of 22% compared to the previous year.

During 2020, the policies and procedures implemented since 2018 have been maintained, although we have had to replace face-to-face training with shorter virtual courses, in order to adapt to the needs of Quirónsalud professionals during this exceptional year.

Likewise, in 2020, work has begun on converting the current training department into a global Corporate University for the entire Group, through various actions:

- **Technological tools.** Using a training management tool to customise the training offered to Quirónsalud professionals (CSOD + GIF).
- Establishing the Quirónsalud University Advisory Board to help promote and align learning initiatives with the company strategy.
- **The student at the centre,** aligned with the needs of the company, promoting specialisation through training itineraries by professional category and creating schools of knowledge in collaboration with internationally renowned institutions (MIT, Joint Commission, Harvard, Cleveland Clinic, etc.).
- **New courses.** Developing new training courses (lung ultrasound, echocardiography, patient safety, etc.) with new methodologies (gamification, storytelling, flipped classroom, etc.).
- **New channels** (QS Learning – QS Live).
- Creating **learning communities.**
- **Digital training,** in at least 90% of cases.

The managers, directors, occupational risk prevention team, Works Committee and Health and Safety Committee provide information to identify training needs.

With regards to compulsory strategic training actions, top management is consulted in order to identify the needs based on strategic objectives.

In preventive and quality matters, training is coordinated with the needs of the corresponding schedule.

Specifically, Quironprevención carried out its Annual Training Plan 2020, the general aim of which was to promote continuous professional development and specialisation, so that employees have new and better ways of carrying out their work, and are able to resolve the growing challenges more quickly and deal with these unpredictable times more efficiently, through a process of ongoing training that ensures clients receive the best service.

The **training areas** covered in 2020 were:

- Patient Safety
- Occupational Health and Safety
- Technical Activity
- Commercial and Network
- Digital, teaching and other professional skills.

Due to COVID-19, the face-to-face events and activities at Quirónsalud Campus had to be cancelled, and focus is now on 2021 as a year of new digital events.

Ongoing training and professional development

To analyse the progress of the training and check whether the expected objectives are being achieved, we manage a set of training KPIs, which assess the level of quality of the training actions, the level of learning, participation, hours taught and how the acquired knowledge is transferred to the workplace.

The number of training hours are broken down by professional category and compared to the previous year, as below:

Total number of training hours in the Quirónsalud Group:

Professional category	2020	2019
A-B	46.557	41.093
C	131.647	84.614
D	31.230	16.952
E	186.562	181.189
F	31.063	27.275
Total	427.060	351.123

Group A -B	Management - middle management
Group C	Other non-healthcare staff
Group D	Other healthcare staff
Group E	Nursing staff
Group F	Medical staff

Professional development. Skills assessment

Key people: individual development plans

In 2020, we have carried out various initiatives in this area, including:

- Defining four [key profiles](#)
 - Manager
 - Medical Director
 - Head of Growth Projects
 - Head of Transformation Projects
- Designing and implementing [Assessments](#) and calibrating the [Talent Matrix](#)
- Developing and introducing [Individual Development Plans](#)
- As a start to this project, 53 people have been assessed in 2020, and their [Individual Development Plans](#) have been implemented.

Overall satisfaction with the assessment and professional development process at Quirónsalud was 3.9 out of 4.

Work has also been carried out on the internal promotion and mobility process for directors and middle management, with the internal policy and circuit being defined and implemented.



Our commitment to teaching



Our commitment to teaching allows us to collaborate in training and developing future professionals in the medical sector, while helping to consolidate a motivated and committed team focused on constantly striving for the best healthcare and service for our patients.

We have launched the **Quirónsalud Corporate University** to support the company's strategy and objectives, increasing the productivity and satisfaction of our professionals – becoming a benchmark for training and innovation, both externally and internally.

In 2020, the initially planned teaching objectives were met, despite the exceptional circumstances. In-person teaching was suspended during the worst months of the pandemic, with centres having to move their teaching activity online and increasing it towards the end of the year.



More than 400 resident doctors trained at our hospitals:

8 university hospitals and 6 hospitals accredited for the specialised training of resident doctors.



More than 5,000 students

have completed internships at our centres.

In 2020, the Group has continued to collaborate with leading universities and professional training centres, strengthening its ties by renewing and updating training placement agreements and providing students with a space for knowledge, training, internships and development, not only professionally but also personally, creating an environment of shared knowledge and thus promoting talent development.

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

- Practical internships for vocational training students (workplace training), collaborating with numerous secondary schools (IES) and vocational training centres.
- Hosting final-year undergraduates (university training) in different specialities, working closely with prestigious universities.
- Internships for postgraduate students (specialists in health sciences, residencies from other accredited national and/or international centres, master's degree final projects and doctoral theses). We therefore welcome students from both universities and major business schools.
- We have occasionally collaborated with certain secondary schools on the 4º ESO – Company Programme, allowing visits to our hospitals for younger students to have contact with healthcare activity.



Our commitment to teaching

Main institutions with which Quirónsalud collaborates:

UNIVERSITIES	BUSINESS SCHOOLS	SECONDARY SCHOOLS / OTHER
UAB – Autonomous University of Barcelona	CEF – Centre of Financial Studies	Garcilaso Study Centre
UAH – Alcalá de Henares University	CIJ – Centre for Legal Studies and Research	Radiology Science Professional Training Centre
UAM – Autonomous University of Madrid	EAE Business School	European Professional Centre of Valencia
UAX – Alfonso X el Sabio University	EICS – International School of Health Sciences	CESUR Training Centre
UCAM – San Antonio de Murcia Catholic University	International Business School	Camino Real School
UCAV – Ávila Catholic University	ESIC Business Marketing School	EBORA Training Centre
San Pablo CEU University	EUDE – European Business School	IES Benjamín Rúa
UC3M – Carlos III University of Madrid	IE Business School	IES Luis Vives
UCM – Complutense University of Madrid	IMF – International Business School	IES Ramón y Cajal
UDIMA – Madrid Distance Learning University	ISDE – Higher Institute of Law and Economics	ITEP Training Centre
UEM – European University of Madrid	MPG – European Health School	OPESA Training Centre
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		
URJC – Rey Juan Carlos University		
VIU – International University of Valencia		

In 2020, 5,817 students have completed internships and training at our hospitals and centres, an increase over the figures achieved in previous years.

SCHOOL	UNDERGRADUATE			POSTGRADUATE	RESIDENCIES
	Medicine	Nursing	Other		
	1,901	1,477	308		
TOTAL	1,419	3,686	147	565	

The collaboration of all regions in managing teaching has been crucial in order to achieve the expected results once again this year.

For the coming year, one of our objectives is to continue **standardising teaching and training at Group level** by analysing hospital and professional demand, and creating strategic partnerships that will help us achieve our goals.

It is essential we continue creating master's degrees and our own training programmes in collaboration with leading universities, as they will provide us with the means and elements necessary to give even **more national and international prestige to our great team of professionals.**



