



Corporate annual report 2020



quironsalud

Accesos
principal





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Message from the CEO - Quirónsalud Group

It is a great pleasure to present our **Corporate Social Responsibility Report** for the financial year 2020, a year that will go down in history as the year the pandemic began, a year in which we have experienced the greatest healthcare crisis of recent times and one that has posed an unprecedented challenge for our company, for the sector and for society as a whole.

I would like to start by paying a very special **tribute and remembering** all the healthcare workers, especially Quirónsalud professionals, who have died as a result of the pandemic. They will forever be in our thoughts, and, therefore, we would like to express our deepest condolences to their families, friends and colleagues. Also, a heartfelt message of support to those who have lost loved ones and those who have suffered or are still suffering from the effects of the virus.

We will most probably **never forget** the terribly difficult times our society has experienced in 2020, nor the challenges that each and every one of us in the **Quirónsalud** family has faced first-hand as we dealt with such a virulent pandemic from the outset with all our determination. And we will remember, not only because of the endless hours at work or because of our tireless efforts, but because these moments have touched the most intimate part of us: **our emotions**. It is during these difficult times that **so many years of preparation**, the accumulated expertise and, in short, the **essence of a Group** that combines the knowledge and commitment of more than **40,000 professionals** with a strong will to **improve people's health**, comes to the fore and can be truly appreciated.

From the outset, the entire Quirónsalud Group was committed to help overcome the national emergency by collaborating with all health authorities, **working as a team** with a common goal, coordinating all the human and material resources within our healthcare network and doing our utmost to try to cure as many people as possible. Our entire team has played a crucial role with an unforgettable courage, of which **we are tremendously grateful and proud**.

In this Corporate Report 2020, we wanted to record the **Quirónsalud Group's response to COVID-19** and the various actions and initiatives aimed at our professionals, patients and their families, and society as a whole.

As a result, and especially due to the commitment and efforts of our professionals, Quirónsalud has been recognised by the **Merco ranking** as the **only healthcare company among the 20 most committed and socially responsible companies** in Spain during the pandemic. We are immensely proud and grateful to receive this recognition as it confirms the good performance of our **purpose**, which is particularly relevant in such critical times as those recently experienced. As a result, now more than ever, we reaffirm our **strong commitment** to society as a whole and will continue making **every effort** to protect people's health and respond to the potential needs of the healthcare system.

In addition, we also reiterate our commitment to the United Nations **2030 Agenda** and its **Sustainable Development Goals (SDGs)**, and to the **Global Compact** Network by reporting on our performance in its **Ten Guiding Principles**. We are aware of our **responsibility and ability** to make a positive impact by working together to rebuild a society that is facing significant urgent challenges.

Undoubtedly, because of our purpose as a company, we continue to focus our actions and strategies on **SDG 3**, which is now more relevant than ever:

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

The companies and institutions that have reacted best to the pandemic, and which will emerge stronger, are those that started out with **solid foundations, committed professionals, sustainable business models** and advanced **digital transformation** processes, as has been the case of the Quirónsalud Group.

This has allowed us to continue progressing as a company in 2020 while maintaining our identity and values: expert care and a view of medicine based on personalisation, excellence, and a close, human relationship with our patients, because we believe in **health person by person**. In parallel, the Quirónsalud Group has continued to expand, both in Spain and Latin America, purchasing and opening new hospitals, investing an additional nearly 200 million euros in our current healthcare network to provide it with infrastructures, equipment and state-of-the-art clinical and digital technologies.

In addition, **our workforce** has also continued to grow to more than 43,000 employees, of which 10,553 were new recruits in 2020. We remain committed to **diversity and inclusivity**, with a team of 50 nationalities, 74% of whom are women.

In 2020, we continued rolling out the **Quirónsalud Research Strategy**, further highlighting the work carried out by the Group's experts in **generating knowledge about SARS-CoV-2 through numerous research** projects, clinical trials, and scientific publications, added to other stable research areas including cancer, neurological or cardiac diseases, or genetics, where the Group continues to play a very significant role.

Protecting the environment has also been of the utmost importance for Quirónsalud for many years, as it is clearly directly linked to **Health**, our *raison d'être*. The COVID-19 pandemic has led to previously seen action guidelines being ramped up and gaining greater strength; guidelines that inevitably involve **the need to preserve** nature and biodiversity, which is the best life insurance policy we can have.

The Quirónsalud Group has also significantly intensified its **social action** through numerous initiatives aimed at covering basic **social needs** and improving the health of vulnerable collectives, making our resources available to society at the most critical times and contributing, through our actions, towards rebuilding it, which is crucial in the aftermath of the pandemic.

Despite the adverse circumstances, we have not neglected our **international cooperation** activities, and have supported various programmes led by our hospitals for yet another year.

Special mention should be made of the work carried out by the **Quirónsalud Foundation**, which focuses on helping and coordinating the entire Group's activities in response to the crisis, undertaking a significant amount of charity work and involving our professionals through the **Volunteering Portal**.

Although the end is in sight, this pandemic is far from over and we still face many uncertainties. We will therefore continue to apply **everything we have learnt** during this crisis to our future work, to emerge **stronger** and **better prepared, more supportive**, and also **more flexible**, allowing us to adapt to whatever the future has in store. We will become an even **closer team** and, as this past year has shown so clearly, we will be **more technological so that we can be more human**.

I would like to reiterate my most sincere **thanks and recognition** to each and every one of the professionals within the Quirónsalud family. I am proud to be part of this team, which has not only proved to be a reference in healthcare, but also embodies the highest professional and human values to face the complex situations that fate sometimes has in store for us.

Once again, **thank you all, #ThankYouQuirónsalud**.

Héctor Ciria
CEO, Quirónsalud Group

Key figures: Our achievements in 2020

Our Sustainability Plan

Our 4 pillars

Commitment to the 2030 Agenda

1 Good governance and transparency



Our Corporate Governance ensures **integrity, honesty and transparency in business management**, management as a key instrument to minimise risks and ensure responsible conduct and excellent service.

2 People at the centre of decisions



Our **workforce** is highly qualified, in constant training and committed to **research and teaching**, working in an inclusive, safe and healthy environment, with the best technologies and cutting edge treatments to provide an unbeatable experience for our **patients and their families**.

3 Protecting the environment



We safeguard the **environment** as a guarantee of health through the efficient use of resources and the progressive minimisation of our carbon footprint, contributing to raising environmental awareness in society as a whole.

4 Social Action focusing on health



We are proactive in promoting **healthcare for everybody**, contributing to achieving a fairer and more egalitarian society, and fostering alliances with social entities in order to meet our objectives more quickly.

2020 milestones Our value contribution in figures

Economic performance



53
hospitals

99
outpatient health centres

+300
prevention centres

3.421,5 M€
operating revenue

199 M€
investments in care network

86,7 M€
investment in medical technology

57,3 M€
tax on profits

338 M€
purchase volume (CECO)

+11%
vs 2019 EDI service providers

98%
local corporate suppliers

Work practices



43.195
employees

2000
new employee hires

75%
permanent contracts

100%
social benefits

73%
women

18%
of executives are women

50
nationalities

+100.000
hours of training

Test COVID
for entire workforce

Environmental commitment



42 Hospitals + Quirónprevención
ISO 14001 Environmental Certification

6 Hospitals
ISO 50001 Energy Certification

70% environmental goals met

Corporate Carbon Footprint

121.647 tCO₂e

2,92 tCO₂e/used
(-12% vs 2019)

-11,74% vs vs 2016
emissions per healthcare act

-12,79% vs 2016
emissions per m² of surface area

100% renewable energy
Quironprevención

11 kWh per QS healthcare act

-7% QS energy intensity vs 2018

7l water per QS healthcare act

-10% non-hazardous
waste vs 2019

Social impact



10.145.472 consultations

2.223.836 emergencies attended

8.001 beds and **467** operating theatres

26.179 COVID-19 patients discharged

3.100 COVID-19 patients in ICU

13% hospitalised COVID-19 patients have been treated at QS

+3,5 million protective equipment

+2 million Patient Portal users

+1.500 research projects

+1.000 scientific publications

149 studies and **200** scientific articles on SARS-CoV-2
published

€500.000 international cooperation Recover Foundation

+€65.000 to +20 social entities

Official Medical Service

VI Edición Reto Pelayo Vida Pelayo Life (6th Edition of the
Challenge-Sailing Tour of Spain 2020)

QuirónsaludFoundation

+25.000 students Stay Healthy Programme

+65 entities in the Corporate Volunteering network

2.251 volunteering hours

€50.000 Premios Innovación Asistencial y Transformación
Digital en Salud (Healthcare Innovation and Digital
Transformation in Health Awards)

Social Responsibility at the heart of our activity: Our Hospitals

The Quirónsalud Group's response to COVID-19

Our hospitals have shown exemplary human and professional commitment in the most critical moments of 2020

2020 has been marked by the impact of COVID-19, posing a major challenge for the health sector. The pandemic has impacted the Group and our hospitals at all levels, and it has been necessary to reorganise processes to prioritise pooling all our resources and all our professionals to overcome the national emergency.

Our centres have continued to demonstrate Quirónsalud's understanding of social responsibility.

We are proud of our hospitals, and would like to start this Report by highlighting their central role and giving some examples of these outstanding initiatives.

Other initiatives are listed later in this report and many others have not been reflected here, but **they are all equally relevant and show the commitment of the entire group from all our centres.**

In 2020, attending **patients hospitalised for COVID-19** has logically been one of our priorities. Despite the complexity of the situation, we have focused not only on their treatment and recovery, but also on providing them with personalised assistance to help them and their families during their hospitalisation at such a critical time.

All our centres have launched a large number of initiatives focusing on these patients, starting with reducing the impact of their isolation and facilitating contact with their families.

Particularly noteworthy is the **CICOVID** project: **COVID-19 Infection Control**, implemented by the Preventive Medicine services of the **Jiménez Díaz Foundation, Rey Juan Carlos, Infanta Elena and General de Villalba University Hospitals**, focusing on improving care for patients affected by the coronavirus.

This project arose in the wake of the pandemic wave triggered by the arrival of SARS-CoV-2 in March 2020 and the consequent unprecedented healthcare overload.

Additionally, many of our hospitals organised **video conferences** with relatives thanks to donations of mobile phones and tablets, providing devices with the best reception. Given the imposed situation of restricted visits, a circuit was set up so that relatives could send objects to patients and campaigns were launched to send **anonymous letters to hospitalised patients.**



Webinar gratuita

EL CÍRCULO
DIRECTIVOS DE ALICANTE

“Cómo afrontar los riesgos psicológicos derivados del Covid-19 en la empresa”

Martes, 21 de abril a las 18:00 h.

Impartido por la doctora Nuria Javaloyes Bernacer, especialista en Psicología Clínica y Psicooncología en el Hospital Quirónsalud Torrevieja.

La doctora Javaloyes dará las claves emocionales, cognitivas y conductuales para gestionar el miedo a la incertidumbre y hablará de la capacidad de adaptación como objetivo psicológico saludable en la empresa.



Organiza el Círculo de Directivos de Alicante y Quirónsalud Torrevieja y Alicante.

Doctora Nuria Javaloyes Bernacer

La doctora Javaloyes tiene una amplia experiencia en psicología clínica y psicooncología y forma parte de la Plataforma de Oncología del Hospital Quirónsalud Torrevieja desde el año 2008.

quirónsalud
Alicante

Hospital
quirónsalud
Torrevieja

Support groups were formed such as the **Humanisation Team** of the **Quirónsalud El Pilar Hospital**, formed by professionals from different areas with the aim of accompanying the patient as far as possible and facilitating communication with the patient's relatives at all times.

Likewise, the **Sagrat Cor University Hospital** set up an emotional support group for health professionals, employees and their families made up of psychologists and psychiatrists, offering support sessions in different units (ICU, A&E, hospitalisation, cleaning staff).

The **Quirónsalud Córdoba Hospital** launched a support initiative where people could send messages and drawings of encouragement for patients to view on the tablets in their rooms.

The hospital also participated in the exhibition of artists from Cordoba **“Héroes con bata”** (Heroes in scrubs), in which different artists from the city selected photos of our centres in the worst moments of the pandemic to build works of art.

Another initiative seen in many of our hospitals has always been to disseminate information and messages of help to overcome the pandemic and the effects of confinement.

One of the many examples in this line of action: the **Quirónsalud Alicante Hospital** hosted the Webinar **“Cómo gestionar la ansiedad y el estrés derivado de la situación de incertidumbre del Co-vid-19”** (How to manage anxiety and stress derived from the uncertainty situation of Covid-19), in collaboration with the Círculo-Directivos de Alicante and with the help of Dr Nuria Javaloyes, a specialist in Clinical Psychology.

At a time of health crisis such as the one experienced, numerous centres developed specific actions focused on providing special assistance to **expectant mothers**, launching various initiatives to inform and send messages of reassurances, such as virtual seminars **“Embarazo, parto y COVID-19”** (Pregnancy, childbirth and COVID-19) in the **Quirónsalud Hospitals of the Community of Madrid**, the **“Tour de futuras mamás”** (Mum-to-be tour) from the **Quirónsalud Córdoba Hospital** or the **“Proyecto Bunker”** (Bunker Project) for obstetric and neonatal assistance in times of a pandemic from the **Infanta Elena University Hospital**.

10 health tips to cope with confinement



1 Make plans

Set weekly routines similar to those you would do if you were not confined.



4 Get active

Have breaks. Get up off the chair or the sofa every hour and find a way to do some type of exercise, depending on your home



8 Have some fun

Take the opportunity to cultivate your hobbies. Set time aside every day for them.



2 Clean and tidy

Now is a good time to remember some hygiene habits we should always maintain, and not only in this exceptional situation, and to encourage the youngest members of the household to take part in them.



5 Sleep and rest

Go to bed and get up at a reasonable hour to follow a normal working day. Take advantage of the time you would spend commuting to rest an extra hour at home. Your body and mind will thank you.



9 Essential workers

If you are one of those people who, because of your job, have to travel to your place of work... WE THANK YOU!



3 Eat healthily

Pay special attention to your diet. We are forced to maintain a more sedentary lifestyle and we must adapt our diets to this new situation.

Increase your intake of plant-based foods and minimise the consumption of foods of animal origin, that way you'll reduce the amount of fat you eat and provide antioxidants to improve your immune system.



6 Control your emotions

Don't let fear get the better of you. Avoid information overload. It's important to keep your mind busy with other topics aside from the coronavirus.



10 Stay informed

Access only truthful, contrasted and scientifically backed information.



7 Get moving

Let humour in your life. Take the opportunity to watch films that made you laugh with your family. When we laugh, our brains release endorphins that enhance our sense of wellbeing and reduce stress.



JOINT PREVENTION SERVICE



The **Quirón salud Murcia Hospital** launched the monthly campaign “*Co-responsabilidad: En equipo sumamos*”, (Co-responsibility; together we are stronger), with the aim of integrating and involving all staff in the proper functioning of the hospital.



The **Quirónsalud Madrid Hospital** edited its **COVID-19 Handbook**, which covers the hospital's entire experience with the disease, in terms of all the clinical aspects known to date, as well as the exceptional and intense experiences that took place.

Given the health, social and economic situation caused by COVID-19, different initiatives were launched from the hospitals to provide **psychosocial support to our professionals** and sessions to promote **work and emotional wellbeing**.

You already know that...

5 Key moments that saves lives

Sanitise hands:

- 1 Before **contact** with the patient
- 2 Before performing an **aseptic procedure**
- 3 After risk of exposure to **body fluids**
- 4 After **contact** with the patient
- 5 After contact with the patient's **environment**



Always
remember these
guidelines



**SCR
COMMITMENT
AT THE CORE OF
OUR ACTIVITY**

Our centres were so involved in providing material aid for different groups and needs, all of which was reinforced by the enormous work carried out by the **Quirónsalud Foundation**.

Protective material (masks and gloves), school and computer equipment, as well as food, was provided to organisations dedicated to the protection of vulnerable groups thanks to the collaboration of our hospitals with numerous local and national social organisations.

Quirónsalud volunteers also supported various social organisations, focusing mainly on helping elderly people who, due to their high-risk profile, were unable to get out and about to meet their basic needs.

Volunteer psychologists and psychiatrists provided support to vulnerable groups on the Red Cross psychosocial helpline.

We would also like to highlight the many international cooperation initiatives launched by our hospitals during the pandemic. Some examples:

- **Telemedicine and COVID-19:** a team of collaborators from the **Jiménez Díaz Foundation University Hospital** have provided ongoing training and shared clinical cases of patients as part of the Recover Foundation's telemedicine project in Africa.
- **Project to minimise the impact of COVID-19 on HIV, malaria and malnutrition in Southern Mozambique**, run by Dr María Lucía Alonso Pérez from the **Quirónsalud Madrid University Hospital**, in collaboration with the South Mozambique Foundation.
- **Misión Covid-19 India QSD**, in which the **Quirónsalud Campo de Gibraltar Hospital**, the **Quirónsalud Pontevedra Hospital** and the **Quirónsalud City Real Hospital** participated, in collaboration with **MEDICAL SERVICE JIM.IIMC**.



PROCHAIN DE LA COMMUNAUTÉ COVID-19 JEUDI 26 NOVEMBRE

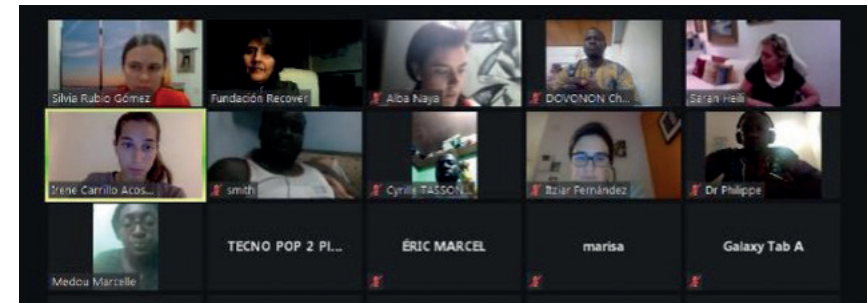
- Débat sur la situation actuelle en Europe
- Comment traiter des cas bénins
- Critères cliniques d'admission de patients
- Révision de cas cliniques
- Echange sur la prise en charge des patients en L'Afrique

Ces sujets et autres...

Sous la direction de l'équipe de volontaires COVID-19 de l'Hôpital Universitaire Fundación Jiménez Díaz de Madrid

Une invitation de **Télémedecine: Santé qui connecte**
VEUX-TU y PARTICIPER? Inscris-toi à:
<https://forms.gle/131bznJwFdCa9z739>

18:30 Côte d'Ivoire **19:30** Bénin Cameroun Espagne RD Congo **21:30** Madagascar



PREMIOS COOPERACIÓN INTERNACIONAL

FUNDACIÓN MOZAMBIQUE SUR

Minimizar el impacto de la COVID-19 sobre el VIH, la malaria y la desnutrición en el sur de Mozambique.



Other Social Responsibility initiatives from our hospitals

Our hospitals' initiatives for patient groups

Despite the pandemic, for yet another year, other vulnerable patient groups have also continued to receive special attention from our centres: children, women, the elderly, and patients with special needs and specific pathologies.

Humanising paediatrics

Many initiatives have been implemented at our hospitals for children and their families. Several hospitals have joined the **Kenko Pediatric Project**, a creative proposal already consolidated as Quirónsalud's key proposal to accompany children, parents and families in healthcare, both in the hospital environment and in their day-to-day lives. This programme is based on three key pillars: **prevention, support and humanisation**.

Read + <https://www.quironsalud.es/kenko>

Aimed at another critical group of patients, the initiative "*Un deseo concedido*" (A Wish Granted) commissioned before the pandemic by the **Quirónsalud Córdoba Hospital** for **ICU patients**, giving them the opportunity to choose a wish after they have spent a week in the unit. This type of action benefits the mental and physical state of patients, providing them with an incentive and greater motivation to continue with their recovery.

Women are another group of very special patients for Quirónsalud and a large number of initiatives are focused on them, some of them on the occasion of the World Days marked by the WHO, developing specific actions that contribute to giving visibility and raising awareness about this issue.



International Women's Day
Quirónsalud Córdoba Hospital

Patient experience and digitisation

The humanisation of healthcare has always been a priority for Quirónsalud hospitals, and all the more so in complex situations such as the one experienced in 2020. To continue progressing on this path, the **Quirónsalud public hospitals in Madrid** have taken a step further in consolidating the **SmartRoom Project**, reinforcing their remote strategies and relying on new technologies, digitisation, the involvement of professionals and the empowerment of patients and relatives to optimise user experience during their stay at the centre, thus further connecting patients and the professionals who care for them with their family and environment.

The SmartRoom is a room that integrates different technological elements with the **Patient Portal**. In a critical moment like the one we have experienced in 2020, connecting patients with their loved ones and environment can be key to their emotional state and recovery.



Oncology patients

We have maintained in 2020 the free fertility preservation programme, with the support of the Quirónsalud Foundation, at no cost to the cancer patient.

The **Quirónsalud Proton Therapy Centre** has installed *“La campana de los sueños”* (the dream bell), donated by the Spanish Association Against Cancer (AECC) so that cancer patients can ring it to celebrate the end of their treatment. This campaign represents a symbol of overcoming the disease and is very meaningful for patients finishing treatment sessions with this advanced cancer therapy, as it marks the beginning of a new stage in their lives.



The AECC dream bell can already be heard in the Quirónsalud Proton Therapy Centre



Patients with disabilities and special needs

The Jiménez Díaz Foundation, Infanta Elena, Rey Juan Carlos University Hospitals and the Vallalba General Hospital have devised a **Comprehensive Care Plan for Patients with Disabilities and Special Needs**, a road map to ensure the health and wellbeing of this group. The centres train health personnel to carry out work adapted to the needs of patients diagnosed with some type of disability.

Asimismo, el **Portal del Paciente** de Quirónsalud cuenta con la distinción doble AA, la máxima acreditación a la accesibilidad para personas con discapacidad que puede tener una herramienta digital.



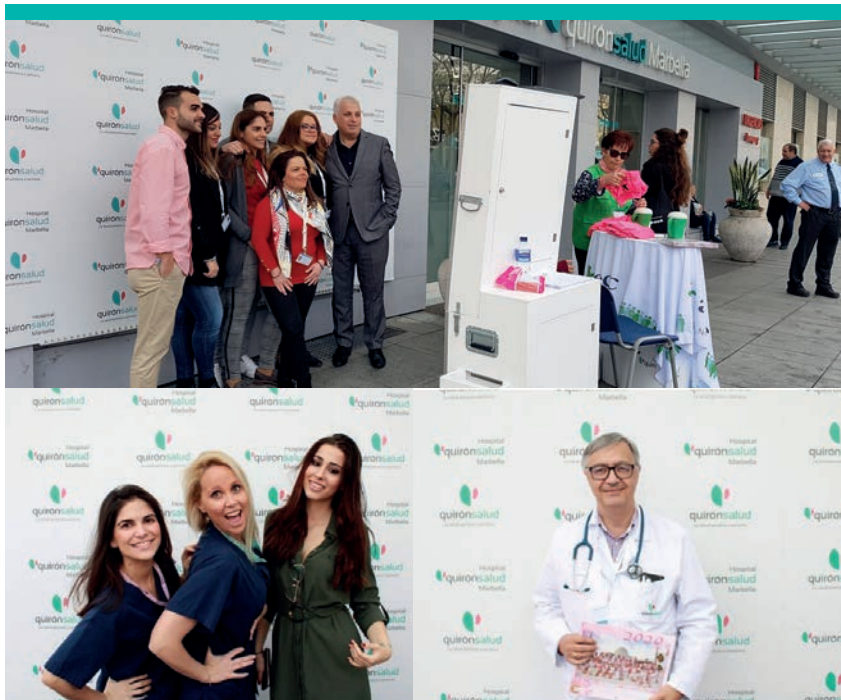
Our centres promote health and wellbeing

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

Initiatives on the occasion of World Days (WHO)

Our hospitals join countless specific actions on the occasion of World Days marked by the WHO to contribute to giving visibility and raising awareness about disease prevention and the importance of acquiring and maintaining healthy lifestyle habits.

To give an example, the **Quirónsalud Marbella Hospital** actively participated in 2020 in **World Cancer Day**, carrying out a special action to raise awareness and support those affected by this disease with a message of optimism: **Charity photoshoot** in collaboration with the AECC.

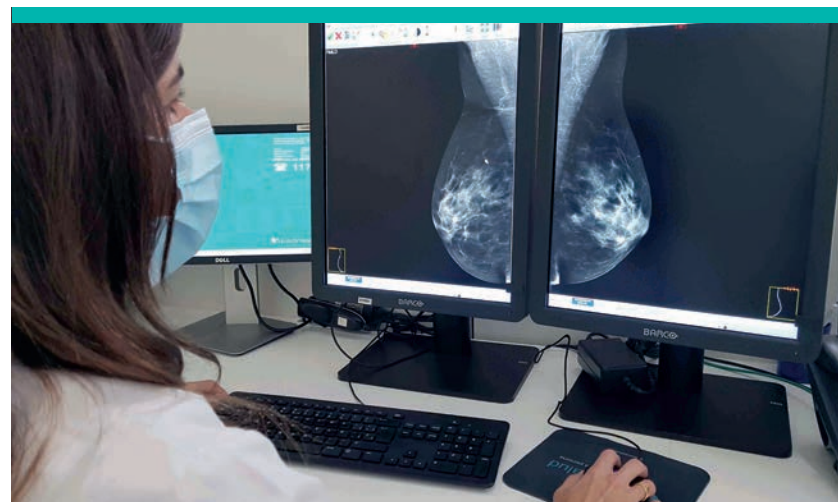


Free testing is often carried out, as well as organising outreach days, information tables, exhibitions and practical workshops in collaboration with many social, national or local organisations.

For example, on **World Breast Cancer Day**, free testing is offered at many of our hospitals.

Also on the occasion of **World Stroke Day**, numerous centres are taking part in different activities to raise awareness of this problem, through informative talks and conferences given by different specialists.

On **World Heart Day**, public hospitals managed by Quirónsalud in Madrid organised the **World Heart Day 2020**, in which they analysed the **relationship between Covid-19 and cardiovascular diseases** and launched the **First virtual walk through the Heart**.



Quirónsalud Hospitals of Málaga and Marbella: Breast Cancer Awareness Week with free mammograms

29 Oct. Día Mundial del Ictus

En la lucha contra el ictus, cada segundo cuenta

Hospital quironsalud Barcelona

HOSPITAL Saguro COVID-19

Quirónsalud Madrid World Breast Cancer Day: AECC "Sacapecho" (Breastsout) campaign



JORNADA CORAZON 2020

Enfermedades cardiovasculares y COVID-19

¡DALE MARCHA A TU CORAZÓN!

Hospital Universitario General de Villalba

Subintenci

SCR
COMMITMENT
AT THE CORE OF
OUR ACTIVITY

Healthy nutrition

We promote habits of **healthy nutrition** in our centres with the project *“Espacio de Comida Saludable”*, (Healthy eating space), based on a review of all the food and beverages offered in our hospitals, responding to criteria endorsed by prestigious institutions and selected by nutritional specialists from Quirónsalud.

We also promote healthy habits among our workforce through specific sessions on different topics that are taught in our centres. We advocate sport, for example, the **Quirónsalud Valencia Hospital Running Club**, and we participate in charity sporting events such as the Marea Rosa race in support of AECC Malaga, held virtually in 2020.

In some of our hospitals, **fruit day** has been launched, making local and seasonal fruit available to employees to encourage its consumption.

“Stay Healthy” programme for teenagers

The **Quirónsalud Foundation** has continued with this educational programme to promote healthy habits from the classroom among Spanish adolescents and thus improve their quality of life.

The project, developed with the participation of all affected parties together with educational psychologists and more than a thousand adolescents, is also supervised and endorsed by health professionals who bring their knowledge to the classroom through the programme's workshops. Content in 2020 has focused on promoting healthy habits related to nutrition, sleep, physical exercise and COVID-19 as a consequence of the current situation.



The Quirónsalud Murcia initiative is back, fostering daily fruit and vegetable intake.

On the first Wednesday of every month, you will find a local, seasonal fruit basket at your work station so you can enjoy a fresh, tasty and very healthy snack.

Start living a healthier lifestyle!



Stay Healthy Programme
for teenagers

International cooperation at our hospitals

In addition to the aforementioned numerous international cooperation initiatives that arose due to the pandemic, and despite the health crisis experienced in 2020, we have continued to provide support with our expertise and resources to patients unable to access the treatment they need – either due to lack of financial resources or because the necessary means and/or qualified professionals are not available in their home countries. Some of our initiatives:

Cardiology Mission 2020 in Burkina Faso (Quirónsalud Albacete Hospital)

Run one year more by Dr Gonzalo Aldámiz, Head of the Cardiac Surgery Department, and in collaboration with the Recover Foundation. Thanks to this programme, about a hundred people have undergone heart surgery in the Saint Camille Hospital of Ouagadougou in Burkina Faso in the last decade. The medical team travelled to the African country to visit the operated patients and check their state of health and the evolution of their heart after the operation.

Surgery Project in Turkana

It is still underway. This programme is directed by Dr Carmen Hernández of the Ruber International Hospital, who, together with other professional aid workers, travels to Turkana to operate on hundreds of Kenyans. The project has not come to a standstill and the team plans a major surgical campaign for 2021.



Dr. Gonzalo Aldámiz,
Jefe de Servicio de Cirugía
Cardíaca Hospital Quirónsalud
Albacete - Fundación Recover



Surgery Project in Turkana Dr
Carmen Hernández Pérez Ruber
International Hospital

Our centres' commitment to the environment

We are aware that raising awareness about caring for the environment is necessary to help build a **society with a health guarantee**. For this reason, environmentally friendly measures are implemented in our centres and small actions are carried out to raise awareness and promote changes in attitudes in everyday life.

On the occasion of **World Environment Day**, the Quirónsalud Corporate Division published a compilation of the actions undertaken by our hospitals to improve the environment.

As examples of specific actions, the La **Luz Hospital** has replaced conventional taps with taps with a photocell system, achieving savings of 2,418 m3 and a reduction in consumption of 18%.

In addition, the **Quirónsalud Torrevieja Hospital** launched the initiative a *"Crea un juguete sostenible"*, (create a sustainable toy, an environmental project that promotes recycling and the reuse of materials in the family nucleus.



You already know that...

If you act for the planet, you act for your health

Dialogue for the care of the environment

1

REUSE

whenever you can.
The best waste is
the one that is never
produced.

2

CLASSIFY

waste and take it
to the appropriate
container.

3

TURN OFF

tap while not
in use.

4

DO NOT USE

the toilet as a
rubbish bin.

5

IF YOU USE

air conditioners,
close the windows.

6

TURN OFF

electronic
equipment at the
end of the working
day.

7

TURN OFF

lights that are
not needed. Take
advantage of
natural light.

8

NOISE

also pollutes,
try to minimise it.

9

CHOOSE

public transport
or carpooling.

10

SAVE ENERGY

to reduce the
emission of
polluting gases.



1. The Company





Quirónsalud: a trusted brand

We believe in health person by person

About us

Quirónsalud is part of Helios, a German company belonging to the Fresenius Group, which is the leading hospital operator in Europe and one of the largest in the world. With over 100,000 employees, it manages more than 150 health centres and maintains both brands, **Quirónsalud** in Spain and **Helios** in Germany.

The main Fresenius shareholder is non-profit foundation Else Kröner-Fresenius-Stiftung, which is dedicated to advancing medical research and developing medical-humanitarian projects.

Quirónsalud is the leading healthcare services company in Spain. Although we are a young brand resulting from the merger of IDCsalud and Quirón, we have **more than 60 years' experience** in caring for people's health and wellbeing.

Our identity

We have successfully created an identity that reflects the prestige and quality assurance of the Quirónsalud brand.

We have made our own unique and distinctive pledge of patient-friendly service: **health person by person**. This declaration is at the heart of our Group's values, and takes the concept of **personalised medicine** even further.

Expert care and a view of medicine based on a tailored, friendly service that allows us to build a connection with our patients.

Because we believe in health person by person.

2016 saw the thefusion between Helios Kliniken, property of the German group Fresenius, and Quirónsalud, the leading Spanish hospital group.

quirónsalud
The value of a strong brand with something big to say

Our values

Our values are the pillars that underpin the way we act, work and do things. They say where we are today and where we are going to be in the future. They talk about our way of understanding health and our relationship with people. They make us different and unique.

They are our identity:



Companies and services

The 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, accommodation and catering).
- Occupational risk prevention.
- Laboratories; consultation, diagnosis and treatment services; and social care for older people and those with physical or mental disabilities.

Information on all Quirónsalud Group companies is included in the annual accounts of the parent company, Helios Healthcare Spain, S.L.U.

We cover all medical specialities to offer comprehensive patient care. We therefore have a prestigious team of professionals, the most advanced technology, an inestimable vocation for research and education, and a management model based on a firm commitment to excellence.

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

And we have specialised centres for Assisted Reproduction, Ophthalmology and Cardiology.





Quirónsalud at the forefront of cancer treatments

Proton Therapy Centre

Available for the first time in Spain, Quirónsalud has been offering this radiotherapy treatment option since 2019.



Quirónsalud Companies

A complete range of services to cover the comprehensive care of employees, from prevention to medical care within the company itself.

Open to the world

We have circuits and services specifically aimed at foreign patients, offering them quality medical care according to their needs and preferences.

We provide our patients with a specialised cross-cutting healthcare network, state-of-the-art medical technology for personalised diagnoses and treatments, and a range of services covering all the medical and/or surgical specialities that are most in demand in other countries.

Our entire international organisation is structured through the International Patient Service, comprising a team of multilingual advisers from different countries, who deal with each foreign patient interested in being treated in the Quirónsalud hospital network on an exclusive one-to-one basis.

Health centre network and market presence

Quirónsalud has maintained its leading position in the Spanish hospital market and continues to expand, both nationally and internationally.



1. The Company

Quirónsalud hospital network



* Hospital complex with two hospitals: Quirónsalud Miguel Domínguez Hospital and Institute of Neurorehabilitation Quirónsalud Pontevedra.
 ** Hospital complex with two hospitals: Ruber Juan Bravo Hospital 39 and Ruber Juan Bravo Hospital 49.
 *** Hospital complex with two hospitals: Clínica Medellín - Sede El Poblado and Clínica Medellín - Sede Occidente.

Region	Hospital Name	City
COLOMBIA	Clínica Medellín***	Medellín
	Clínica del Prado	Medellín
	Clínica Las Vegas	Medellín
	Centro Médico Imbanaco	Cali
Clínica de la Mujer	Bogotá	
PERU	Clínica Ricardo Palma	Lima

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

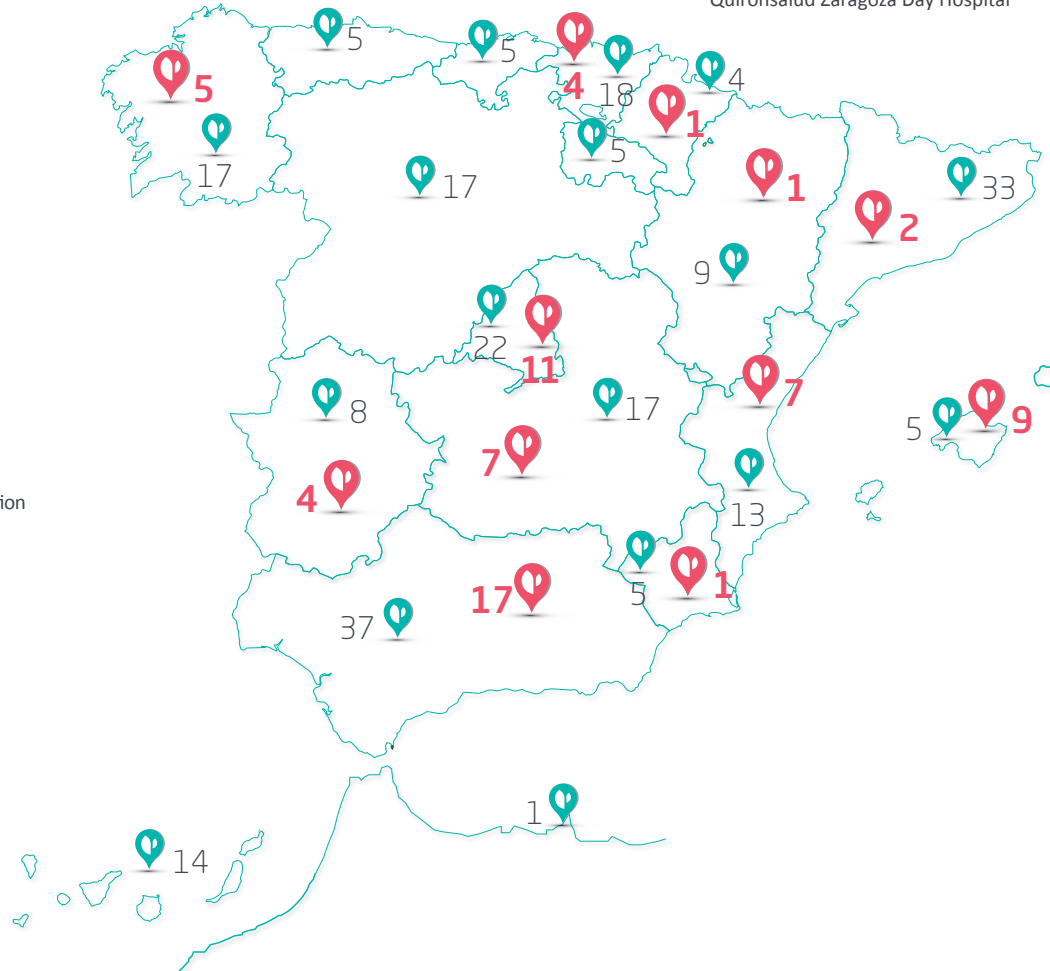
Quirónsalud Donostia Day Hospital
Quirónsalud Bilbao M.C.
Quirónsalud Vitoria Rehabilitation Centre
Gipuzkoa Irún Polyclinic Resonance Centre

NAVARRRE : 1

Quirónsalud Pamplona Assisted
Reproduction Institute

ARAGON : 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

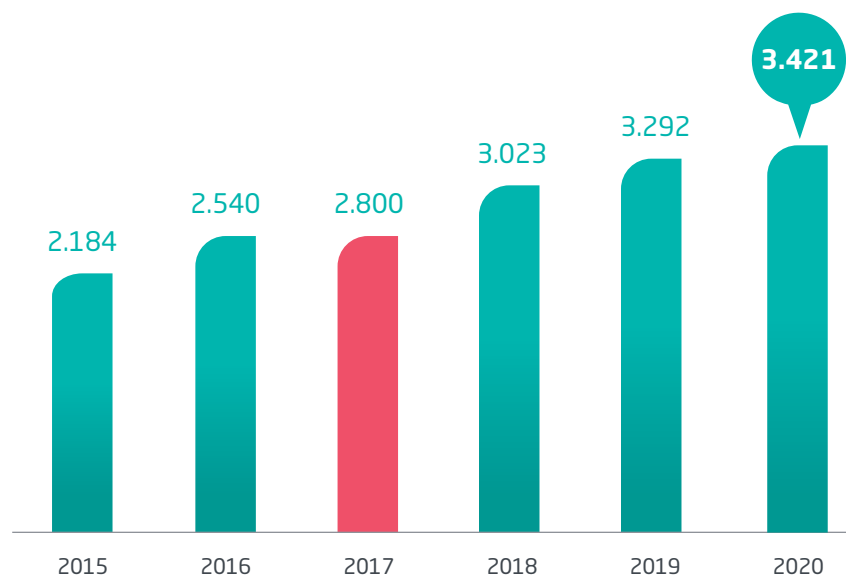
* Includes: Speciality centres,
Medical Centres, Rehabilitation
Centres, Ophthalmological Institutes,
Traffic unit, Assisted Reproduction
Institutes, MRI centres and
Radiotherapy unit.

Business development: continued growth

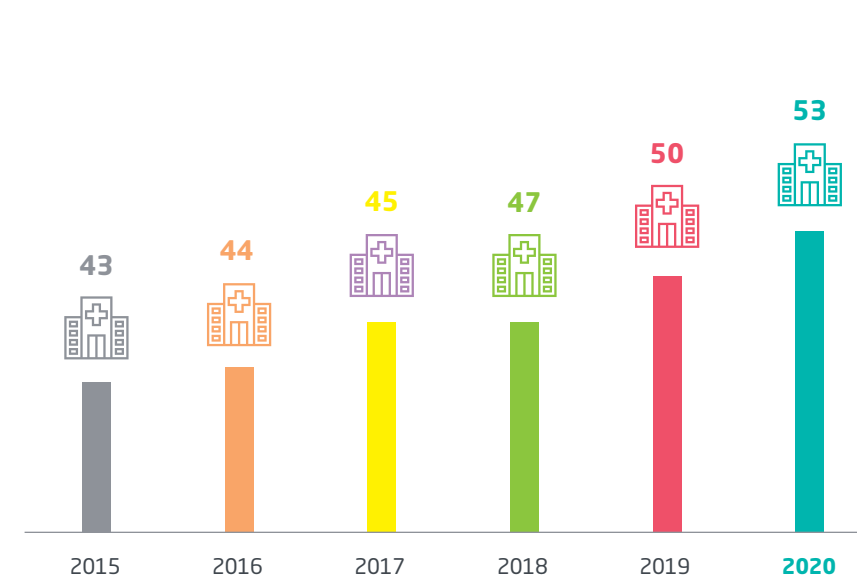
Key figures 2020



Income



Hospitals









2.
**Good corporate
governance**



Good corporate governance

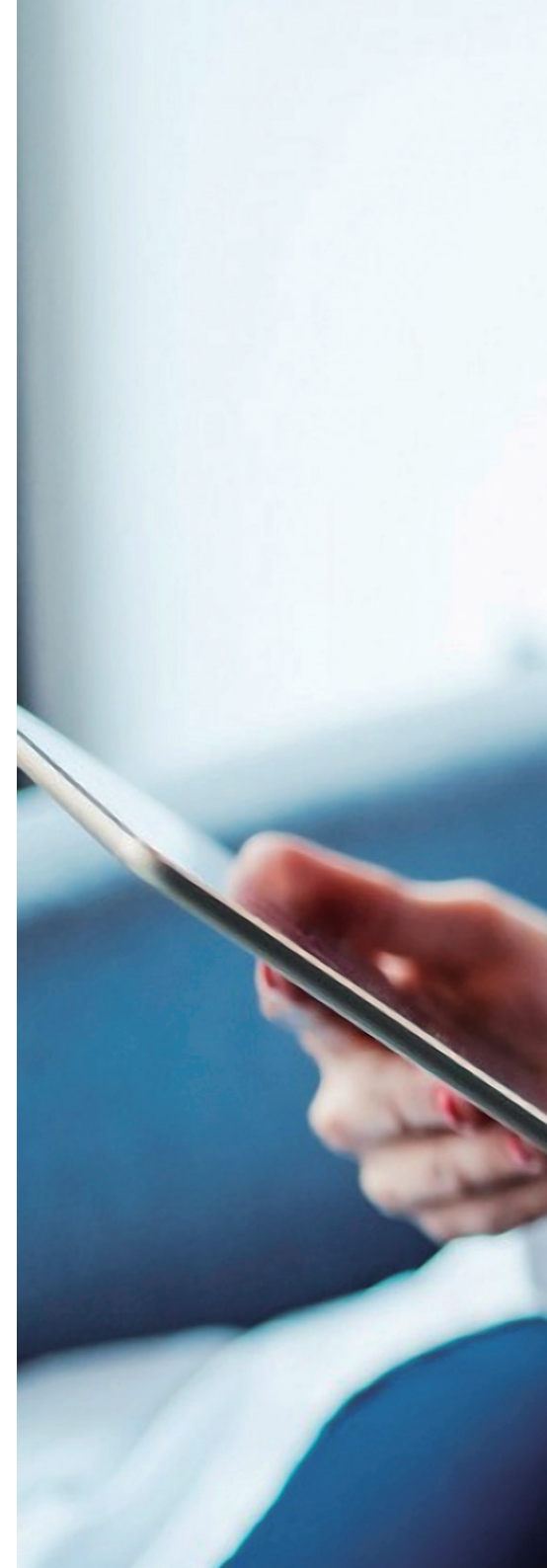
Ethical and transparent management



Governance structure

The **Board of Directors** is the main governing body of the Quirónsalud Group, and it has the following duties:

- 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





2. GOOD CORPORATE GOVERNANCE

At a geographical level, the Group is managed in 7 Regional Units, which report to the aforementioned Operations Divisions. Each Regional Unit has its own governing body with regional Steering Committees represented by a Regional Director and Managers for each business unit. In turn, these business units have their own Steering Committees.

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

- Manager
- Nursing Management
- Medical Management
- Human Resources Management
- Communication and Marketing Management

Beyond the corporate structure, the Group has other additional Committees and Commissions to ensure the company is managed ethically, responsibly and transparently in each of the corresponding management areas and in line with the strategic objectives. These include:

- Hospital Health and Safety Committees
- Hospital Environmental Committees
- Equality Commissions
- Workplace Violence Committees
- Human Rights Committee at the Group's parent company (Fresenius)
- Personal Data Protection Committee (Quironprevención)

Corporate policies

In addition to the corporate structure as a guarantee of Good Governance, a range of Corporate Policies have been established by the Quirónsalud Group's corporate management, which are mentioned throughout this Report and represent another of our pillars in each management area.

These policies are implemented in each of the regional divisions and, consequently, in each of the Group's centres and hospitals.

Some of the most significant corporate policies include the following:

- **Anti-corruption Policy (approved in 2020)**
- Quality and Environmental Policy
- Remuneration Policy
- Occupational Risk Prevention Policy
- Internal Mobility Policy
- Human Rights Commitment Policy
- Purchasing and Contracting Policy
- Data Protection Policy

Risk management and compliance

The Quirónsalud Group has a **Risk Management and Compliance System**, which provides criteria and policies to identify, assess and manage the most significant risks that could prevent the Company from achieving its objectives.

The aim of the Quirónsalud Risk Management model is to help identify, analyse and assess the main risks to the Group's strategy and objectives based on homogeneous criteria, allowing them to be managed and controlled systematically and transversally, with the participation of all areas of the Group.

This methodology is based on three distinct phases, which have enabled the Company to implement actions to prevent any non-compliance.

The following have been specifically considered as part of the risk categories:

- Ethical Risks
- Fraud Risks
- Money Laundering Risks
- Tax Risks
- Business Risks
- Competition Risks
- Criminal Risks



2. GOOD CORPORATE GOVERNANCE

In 2020, the Risk Management and Compliance System has been strengthened by reviewing the risk map, including new regulatory compliance clauses and adding two new members to the Compliance Committee. This Committee comprises thirteen Group executives and an external chairperson, and oversees compliance with the Code of Conduct within the organisation. It also promotes actions aimed at minimising and preventing any non-compliance with the Group's principles and values, and acts as the supervisory body for Compliance within Quirónsalud.

The aforementioned Committee issues recommendations and instructions to ensure that all Quirónsalud activities are carried out in strict compliance with the law and with the Group's own values and policies.

Likewise, the **Compliance Committee** acts as the Group's **Compliance Officer**, and its duties include the following:

- Integrating Compliance into the Quirónsalud Group's policies, procedures and processes
- Providing training support to the organisation in this area
- Exercising due supervision, vigilance and control to prevent or reduce the risk of any crimes from being committed within the company

All of which has the following objectives:

- Preventing crimes within Quirónsalud
- Detecting criminal conduct within the organisation
- Carrying out the duties of prevention, detection and reaction

Several Committee meetings have been held throughout 2020 to review aspects such as information system protection policies and Quirónsalud's tax risks arising from its relationships with commercial medical professionals.

With the aim of strengthening the Group's governance model with regards to **crime and fraud prevention**, in 2020 we have developed a new **Anti-corruption Policy** to improve transparency and ensure solid governance aligned with the demands of all our stakeholders.

We have strengthened our crime prevention and anti-fraud system, which covers in detail the specific actions to be taken in order to prevent and mitigate any unlawful actions or those contrary to the Group's Code of Ethics and Conduct.

Quirónsalud Code of Ethics and Conduct

I Our ethical principles

- Providing the best healthcare to our patients
- Respect for people
- A quality service
- Professionalism
- Equality
- Legality
- Corporate social responsibility

Our **Code of Ethics and Conduct** is the reference framework that helps ensure our actions are transparent, just, fair and efficient for everyone, working for the benefit of the users of our services and for society in general.

As stated in the Quirónsalud Group Code of Conduct, we are fully committed to complying with all legislation applicable to our activity, and feel particularly bound to the spirit and letter of the laws that regulate:

- Workers' rights
- The healthcare standards applicable to our material and human resources
- The qualifications of our doctors
- Occupational quality, health and safety standards
- The environment
- Corruption and bribery
- The correct payment of taxes
- Accurate financial information reporting
- Fair competition

Staff can access this Code of Ethics and Conduct through the Employee Portal, and a compulsory training course has been developed, which all employees are required to attend.

A review of the Code of Ethics and Conduct has been carried out in 2020, which will be approved by the company's management in 2021, and re-distributed, with further training provided in the coming year.



Whistleblowing channel

Our **whistleblowing channel** allows all employees to report any breach of the Code of Ethics and Conduct, laws or applicable internal rules.

No cases of Code of Conduct violations have been identified.

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

Eleven complaints were registered in 2020, but none were considered sufficiently relevant from a compliance point of view. All complaints were archived after being clarified as necessary and distributed to the relevant departments to be taken into consideration.

Information security and privacy

Our **Security Office** aims to protect the confidentiality, integrity and availability of our systems and associated information.

Aware of our responsibility, we manage all matters relating to Information Security and Privacy, including keeping Management informed of any risks or breaches in this area and staying up to date with General Data Protection Regulation requirements.

Throughout 2020, we have continued to make progress and adopt measures at Quirónsalud in order to maintain and improve the level of compliance with the applicable laws. We have implemented measures to increase the organisation's level of security maturity, including:

- Monitoring security alerts
- Developing a regulatory body
- Carrying out security awareness campaigns
- Improving workstation security
- Securing internet portals
- Designing security architecture in hospitals
- Defining security committees at different levels to ensure measures are implemented correctly.

Furthermore, in line with this process of continuous improvement, we have established a strategy of certifications that accredit and support our commitment to information security and regulatory compliance. As a Group, we already have ISO 27001 and ENS (Spanish National Security Scheme) certifications in some of our companies and centres.

Membership to external initiatives

In 2016, we were the **first hospital group** to become a member of the **Spanish Network of the United Nations Global Compact**, also joining the Global Network.

In 2020, we renewed our commitment to the 10 Principles for another year.

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

In 2020, we have continued to work with this Cluster to develop and disseminate tools that emphasise the link between transparency and competitiveness, highlighting the growing interest of investors in environmental, social and good governance (ESG) matters, as well as the need to transfer responsible practices to clients and suppliers.



Pacto Mundial
Red Española







3.
**Our sustainability
model**





Our sustainability model

Adding value at our centres



The pillars of our strategy

We continue to make progress in our strategic lines while maintaining a firm commitment to the four key pillars that guide our actions:



1

Good governance and transparency

as hallmarks of Quirónsalud, a trusted brand.



2

People

Always putting people at the centre of our decisions: patients and their families, employees and partners, and society as a whole.



3

Protecting the environment


which is essential for the health of the population: we prioritise the fight against climate change and the efficient consumption of resources.



4

Social action

integrated into our work, focused on improving the health and wellbeing of all.



Once again this year, we present the Quirónsalud Group's Corporate Report 2020, in which we share with our stakeholders what our road map continues to be, where we are now, and our objectives and outcomes. As always, our CSR is based on transparency and honesty, and while we know we still have a long way to go, we feel proud of our progress and of the team of people who make it possible every day.

3. OUR SUSTAINABILITY MODEL

Stakeholders and materiality

We have always focused our social responsibility on creating value together with our stakeholders.

In the exceptional year that was 2020, we have worked closer than ever with all our stakeholders; the situation has required us to go a step further in order to meet their needs, urgently and based on trust and cooperation.

We have found that our model of close and ongoing relationships with all our stakeholders has allowed us to manage the crisis under better conditions and address each of their realities.

These are our stakeholders, and this is how we communicate with them:

falta traducción:



Investors / Financial institutions

- Board Meetings
- Regular information



Patients and relatives

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



Nurses and healthcare staff : 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 and strategic partners

- 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
- Companies
- Medical companies



Society

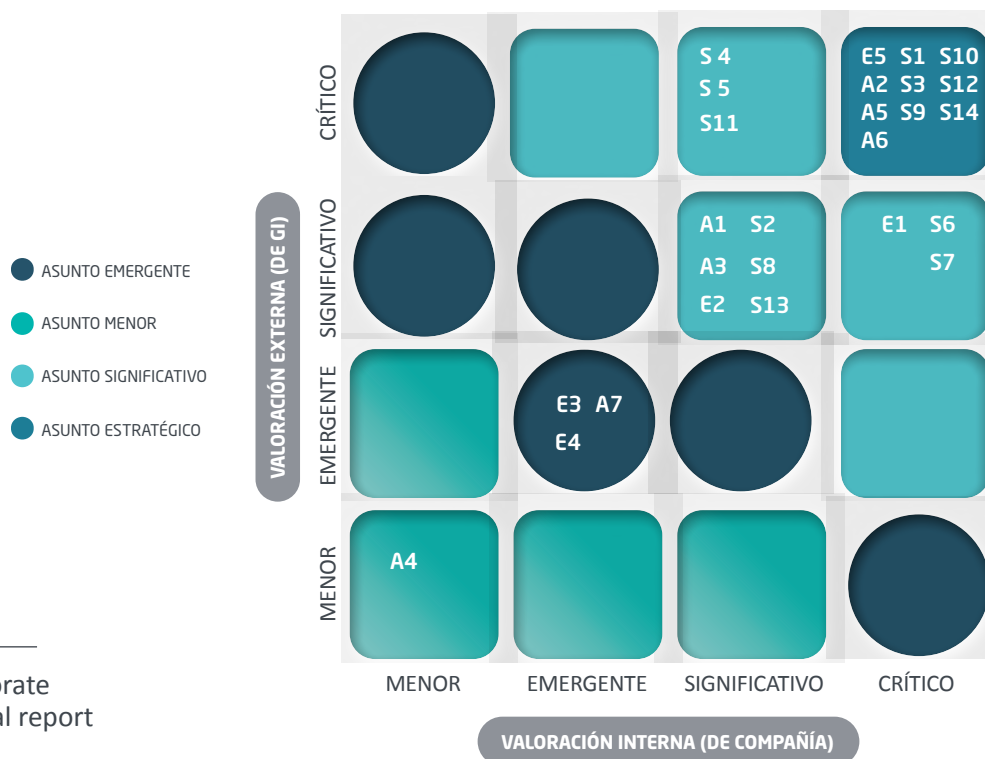
- Day-to-day direct contact with managers
- Internal communication processes (corporate intranet)
- Company committees
- Internal notifications and training on procedural updates

3. OUR SUSTAINABILITY MODEL

We listen to our stakeholders while considering the strategic vision of the company. This year, we have once again updated our **materiality analysis** to establish our priorities.

We have taken into account the concerns of our stakeholders, which we know through direct communication with them, through ongoing listening and dialogue mechanisms, and through other sources of information. These include reports by reference entities, feedback received in specific work clusters and associations in which Quirónsalud participates, analysis of social media communications, and other specific projects in different areas of sustainability considered useful and relevant for this analysis.

The issues analysed for the 2020 period have been classified as *"Critical, Significant, Emerging and Minor"*, as follows:



Strategic material issues

- 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)

Significant issues

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

Emerging or minor issues

- Indirect consequences of our activity (E3)
- Procurement from local suppliers (E4)
- Environmental impact of suppliers (A7)
- Impact on biodiversity (A4)

Our contribution to the SDGs

The major global challenges experienced in 2020 have made us more aware of the relevance of our sustainability model. At Quirónsalud, we have reaffirmed our belief that we have the ability and responsibility to contribute to a better and fairer society by helping to achieve the United Nations Sustainable Development Goals (SDGs) and 2030 Agenda.

The issues considered material for Quirónsalud due to their level of impact and risk shape our sustainability plan and actions. They are in turn related to the SDGs and the 10 Principles of the Global Compact to which the organisation subscribes:



3. OUR SUSTAINABILITY MODEL



Commitment to human rights

In 2020, we have carried out a human rights due diligence analysis of our entire value chain.

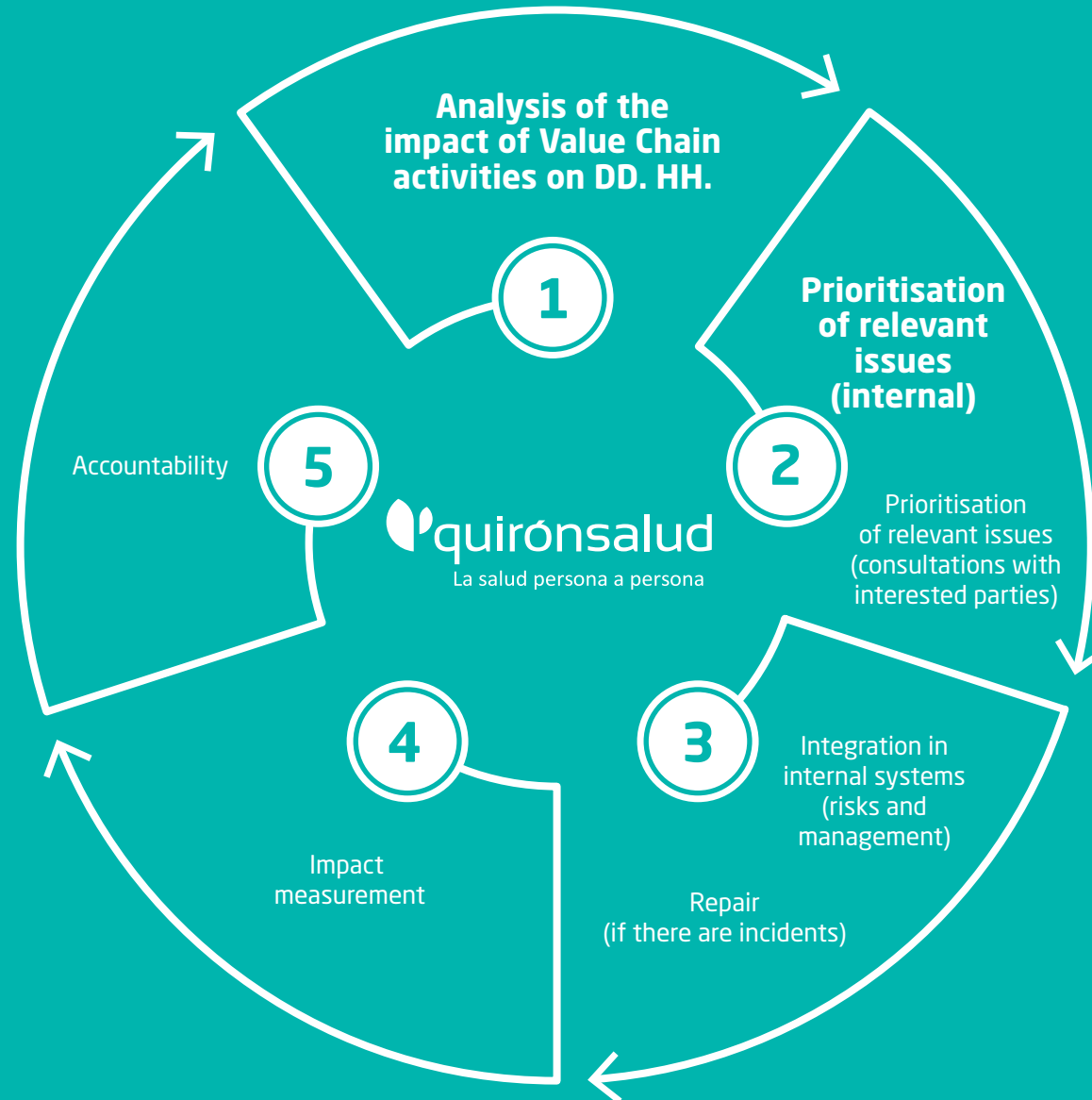
At Quirónsalud, we follow the guidelines set by our parent company, Fresenius, with regards to our commitment to human rights, which applies to all the Group's activities and businesses. We strive continuously to save lives, promote health and improve the quality of life of our patients.

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 published by the International Labour Organisation (ILO).

Likewise, we make a crucial contribution with our products and services to ensure access to adequate and affordable healthcare in all countries where we operate.



- **We do not tolerate** the use or threat of violence or any other form of coercion.
- **We strictly prohibit** the use, support or condonation of child exploitation and forced labour.
- **We support** equal opportunities and take a clear stand against discrimination in all its forms.
- **We respect** freedom of association and recognise the right to collective bargaining.
- **We are committed to ensuring the necessary safety** measures are in place and that working conditions are fair and safe for all our employees, in order to create safe working conditions.
- **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 **impact on the environment**, 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 expect our suppliers and business partners to commit to ethical standards of conduct in daily business towards employees, society and the environment, as well as the aforementioned areas with regards to respecting human rights.



Diagnostic methodology for due diligence in human rights matters

In anticipation of future European regulations on the matter, in 2020 we have developed a human rights due diligence diagnosis, analysing Quirónsalud's value chain from the perspective of the impact of operations

on people, in order to determine their impact in terms of risk (negative impacts) or opportunity (positive impacts).



Work Practices	Product and Service Impact on people	Impact of operations on the Community	Impact on/of Suppliers	Prevention of corruption and bribery
Compliance with ILO	Responsibility impact of P&S	Dialogue with communities	Supply Chain Control	Promotion of effective governance
Fair hiring and compensation	Transparency with clients and consumers	Environmental protection and safety	Local empowerment	
Health and safety	Data privacy	Local development	Transparency	
Diversity and equality	Inclusive business			



All business segments have implemented the **Quirónsalud Group's Code of Ethics and Conduct**, including the express and firm commitment to respect human rights. They also have a whistleblowing channel to report any breaches of this code, or of the applicable law and internal regulations.

None of the complaints received through this channel are considered to breach the Code of Ethics or human rights.

The Quirónsalud Group actively promotes **non-discrimination** and diversity in all its forms.

3. OUR SUSTAINABILITY MODEL

Measures such as **protocols against sexual and workplace harassment** and the **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, the **Workplace Violence Commission** has been established.

No risks have been identified for Quirónsalud employees with regards to eliminating forced and child labour.

In addition to the fact that our sector requires highly qualified staff, all the Group's activities are carried out in strict compliance with local, regional, national and international regulations, thus guaranteeing compliance with human rights and the absence of any risk of forced or child labour.

Any risks relating to forced or child labour in the Group's workforce can therefore be excluded.

With regards to our commitment to eliminating forced and child labour throughout the value chain, the Group's parent company is working with suppliers and business partners to ensure they all commit to ethical standards of conduct in their daily business dealings with employees, society and the environment.

The Group requires all partners in the supply chain to implement the necessary processes to guarantee compliance with all regulations and commitments made to ensure respect for human rights, and additional control measures may be put in place if behavioural risks are detected.

Likewise, since 2016, the Quirónsalud Hospital Group has been a signatory 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 basic human rights**.

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



4. Patients and their families





Patients and their families

Health person by person



In order to deal with the complex situation in 2020, the entire Quirónsalud health-care network was restructured to respond to the urgent need to care for patients affected by COVID-19.

Infrastructure, advanced technologies and innovative solutions

In 2020, we had to face an unexpected and very complex reality: living with the COVID-19 pandemic.

As a result, critical and inpatient services were expanded at the expense of medical procedures and outpatient clinics, with these changes taking place in a matter of hours, if not a few days.

More than €2 million was invested in non-recoverable facilities (partition panels, new electrical and gas installations, etc.) **in order to cope with the new requirements resulting from the pandemic.**



Puede ser que aquí falte un título?

4. PATIENTS AND THEIR FAMILIES

Significant infrastructure projects undertaken: new centres

Despite dealing with the urgent requirements of the pandemic, and with the only slowdown due to the impact of the situation, Quirónsalud continued with its plan to invest in new centres, representing an increase of approximately 26,000m², and an investment of **€31.3 million** in construction in 2020.

- **Construction of the new La Masó Medical Centre, attached to Ruber International Hospital, was completed.**

- **Progress was also made in the construction of:**

- New Alcalá de Henares Medical Centre
- New Quirónsalud Torrejón Hospital
- New Seville Maternity Hospital

The already significant investment effort in new centres was increased in the last quarter of the year, with progress made in designing other new hospitals, both replacement and new facilities, construction of which will begin in 2021.

As part of this expansion process, we have continued to make new acquisitions in Colombia, such as Cedimet, Invanaco, Women's Clinic, Del Prado Clinic and Las Vegas Clinic, while continuing to improve our positioning in Peru.

Investment in expansions, renovations and improvements at existing centres

As well as investing in new centres, we have continued to renovate and expand existing ones. Over 14,800m² has been renovated and expanded, with an investment of **€28.3 million**.

- **Renovation of inpatient facilities at:**

- Quirónsalud Madrid University Hospital
- Ruber International Hospital
- Quirónsalud Sur Hospital
- Sagrat Cor University Hospital
- Catalonia General University Hospital
- Quirónsalud El Pilar Hospital
- Quirónsalud Sagrado Corazón Hospital in Seville

- **Renovation and expansion of surgical and treatment facilities:**

- Phase I of the new surgical area at Rotger Clinic
- New endoscopy area at Ruber Juan Bravo no. 39

- **Renovation and expansion of maternity facilities:**

- New neonatal ICU at Quirónsalud El Pilar Hospital
- New obstetrics unit and neonatal ICU at Quirónsalud Marbella Hospital
- New obstetrics unit and neonatal ICU at Quirónsalud Santa Cristina Hospital Santa Cristina

- **Expansion of medical centres and outpatient clinics:**

- Clara del Rey Medical Centre, Phase II
- Alicante Medical Centre, Phase II (outpatient surgery and day hospital)
- New vascular surgery, psychiatry and allergology consultation areas at Quirónsalud Madrid University Hospital
- New cardiology consultation rooms at Catalonia General University Hospital
- New consultation area at Quirónsalud City Real Hospital
- New consultation area at Rotger Clinic

- **Renovation and expansion of other hospital areas:**

- New nuclear medicine area at Jiménez Díaz Foundation
- New cafeteria at Jiménez Díaz Foundation
- New sterilisation facilities at Teknon Medical Centre
- New pharmacy area at Quirónsalud A Coruña Hospital

- **Creation of new teaching areas:**

- New School of Nursing at Villalba General Hospital
- New area for university students at Quirónsalud Madrid University Hospital

- **New call centre at City Real**



4. PATIENTS AND THEIR FAMILIES

A further €3.6 million has been invested in installing new high-tech equipment, including both new facilities and upgrading existing equipment.

- **Upgrades of radiotherapy equipment at:**

- Ruber International Hospital (cyberknife upgrade)
- Quirónsalud Barcelona Hospital
- Quirónsalud Torrevieja Hospital

- **Installation and upgrades of treatment facilities:**

- New biplane system at Quirónsalud Pozuelo Hospital
- Renovation of cardiovascular room at Quirónsalud A Coruña Hospital
- Renovation of cardiovascular room at Quirónsalud Gipuzkoa Polyclinic

- **Installation and upgrade of MRI scanners:**

- New MRI scanner at Alicante Medical Centre
- Upgraded MRI scanner at Quirónsalud Valencia Hospital and Gipuzkoa Polyclinic, replacing the previous 1.5T model with a 3T MRI
- New MRI scanner at Quirónsalud Alcázar Clinic Day Hospital

- **Upgraded gamma camera at Rotger Clinic**

Investment specifically aimed at improving the safety and efficiency of facilities:

In addition to the significant investment in new hospitals, and in renovations and expansions at operational centres, in 2020 we have continued to invest in facilities to improve both the safety of activities and our efficiency in terms of energy consumption.

In 2020, €7 million was invested in upgrading facilities to meet new regulatory requirements, including:

- Jiménez Díaz Foundation
- Catalonia General University Hospital
- Sagrat Cor University Hospital
- Quirónsalud El Pilar Hospital
- Quirónsalud Albacete Hospital
- Ruber International Hospital

Likewise, a further €11 million was allocated to improving electrical, air conditioning and fire detection systems, boilers, coolers, IT networks, etc., to ensure our facilities function correctly and to improve their energy efficiency.

Specific investment at Quironprevención:

We have continued to improve the spaces at our prevention service and adapt to the new times by increasing ventilation and air recirculation in waiting areas; creating larger, more separate spaces, and incorporating new premises to our network. These investments have amounted to around €1 million.

I Investment in medical technology

Despite the pandemic, Quirónsalud has carried out all the projects it had planned for incorporating and upgrading medical technology in 2020. It has also increased its investment in medical equipment to improve the facilities at its centres in view of the important role they have played in caring for COVID-19 patients.

A total of €86.7 million has been invested in purchasing equipment from more than 70 suppliers, mostly manufacturers and leaders in their respective fields and, to a lesser extent, local distributors of leading international brands.

In healthcare, purchasing new equipment has focused on:

Diagnosing and treating disorders directly caused by SARS-CoV-2, in which the Group has invested more than €5m to acquire:

- Over 50 pieces of laboratory equipment, which has provided all the Group's hospitals in Spain with the technology to carry out PCR tests.
- Over 800 patient beds
- 221 patient monitors
- 263 ventilators
- 3 ambulances
- 12 specific UV-C disinfection systems to provide more thorough cleaning processes in healthcare areas, particularly the most critical ones.

Increasing and upgrading existing life support equipment, in addition to that specifically acquired for COVID-19: €5.2 million, including:

- Over 450 patient monitoring systems
- 80 ventilators
- 27 anaesthetic machines
- 31 neonatal machines (11 intensive care incubators; 3 neonatal ventilators; 8 hot cots with resuscitator; 2 phototherapy systems, and several types of complementary equipment).

Improving diagnostic imaging and molecular diagnosis, for which €21.4 million has been earmarked in order to purchase:

- 11 MRI scanners, of which 4 are 3T, one heavily involved in clinical research, and 7 are 1.5T (2 of which are upgrades of existing equipment).
- 1 SPECT-CT and 2 PET-CT scanners, one of which is digital.
- 2 128-slice CAT scanners with advanced applications for non-invasive cardiovascular diagnosis and 1 intraoperative CAT scanner
- 92 ultrasound machines
- 39 X-ray machines, including surgical arches and fixed and portable equipment.

4. PATIENTS AND THEIR FAMILIES

Developing robotic and minimally invasive surgery and improving surgical safety and procedures in general, with particular emphasis on neurosurgery and traumatology: €7.4 million

- 1 biplane room for advanced neuroradiology procedures
- 17 high-performance microscopes
- 5 NeuroNavigators
- 85 surgical motors

Improving cancer treatments: €9.2 million

- 3 linear accelerators and upgrading 2 existing ones

Increasing precision and safety in treating cardiovascular processes: €6.8 million

- 3 cardiovascular rooms for carrying out diagnostic and therapeutic procedures with greater precision and safety.
- 3 cardiac surgery machines
- Over 900 cardiology machines

Other investments in equipment for diagnosis and treatment: €2.5 million

- 147 ophthalmological machines
- 24 endoscopy / laparoscopy towers

Investment in other equipment and facilities: €29.2 million





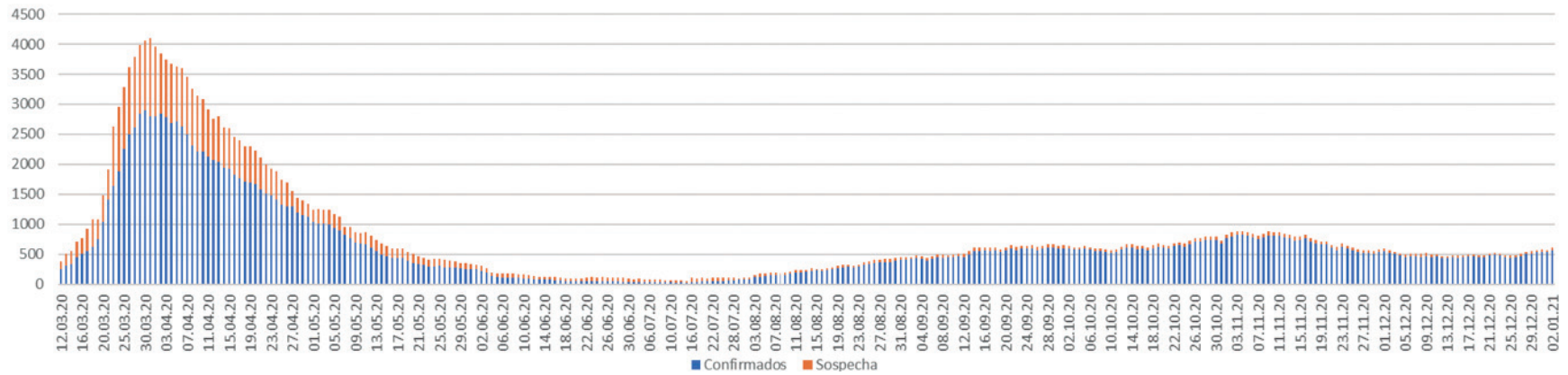
Healthcare activity

In 2020, the healthcare activity at our centres has continued to grow in all areas. The resources of our network have also increased significantly once again this year.

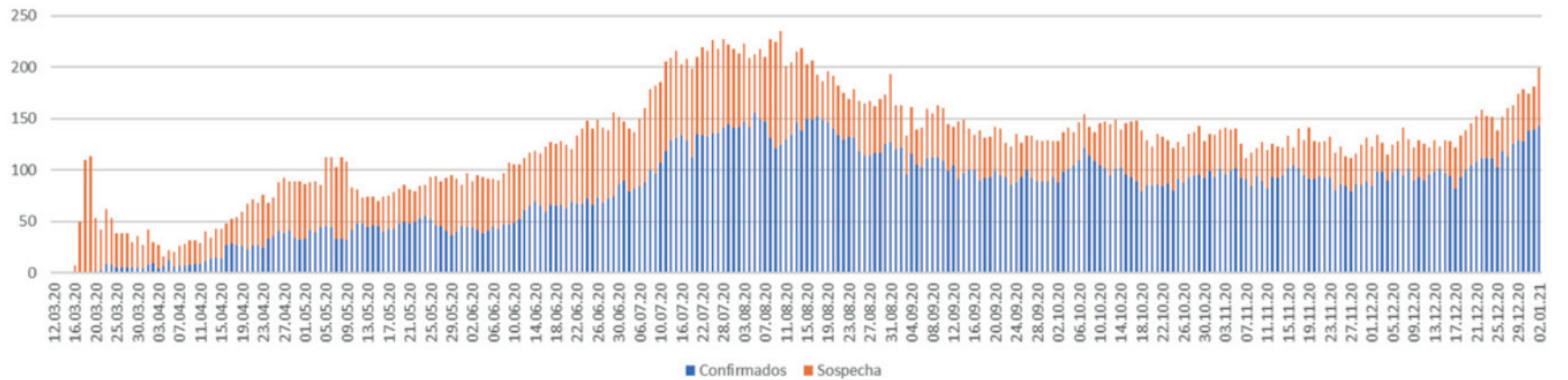
Healthcare network resources and activity indicators			
	2018	2019	2020
No. available beds	6.914	7.332	8.001
No. operating theatres	405	434	467
No. ICU/PICU/NICU	548	572	771
No. delivery rooms/LDR	102	112	124
No. consultation rooms	8.786.793	9.998.993	10.145.472
No. emergencies attended	2.573.313	2.892.102	2.223.836
No. hospital admissions	352.936	384.828	394.245
No. surgeries	407.466	460.732	488.449

COVID healthcare indicators			
	Category	No. of cases	%
Spain	Total patients discharged	22.680	100
	Deaths	3.466	15
	Patients with ICU stay	2.056	9
	Deceased with ICU stay	728	35
	Patients with IMV	1.256	6
	Deceased with IMV	547	44
Peru	Total patients discharged	1.074	100
	Deaths	142	13
	Patients with ICU stay	251	23
	Deceased with ICU stay	92	37
	Patients with IMV	197	18
	Deceased with IMV	84	43
Colombia	Total patients discharged	2.425	100
	Deaths	374	15
	Patients with ICU stay	793	33
	Deceased with ICU stay	267	34
	Patients with IMV	729	30
	Deceased with IMV	265	36

COVID 19 patients hospitalised in Quironsalud centres in Spain



COVID 19 patients hospitalised in Quironsalud centres in Latin America



Safety and adequacy of clinical practice



Quality of care and patient safety are Quirónsalud hallmarks: our priority is to strive for excellence in healthcare at all our hospitals.

In 2020, we have continued working to promote improvements to **patient safety** through actions aimed at developing and implementing best practices, promoting a culture of safety, and reducing the risk of safety-related incidents.

Likewise, the Quirónsalud Group constantly reviews the risks related to patient health and safety. As effective management is key in order to address these risks, the company has carried out various actions throughout 2020, including updating the risk map promoted by the Corporate Compliance Committee.

By identifying and prioritising risks, we have been able to make specific commitments to prevent and manage them. In the case of patient safety risks, these were already being addressed through the **Corporate Patient Safety Strategy 2018-2020**. The Compliance Committee is responsible for updating and ensuring subsequent compliance with this strategy.

CORPORATE PATIENT SAFETY STRATEGY

The Corporate Patient Safety Strategy 2018-2020 was completed in 2020, and represents a qualitative leap in implementing the management and culture of patient safety at Quirónsalud centres. This is now an indivisible part of the Group's and hospitals' management agenda, and as such, issues related to patient safety and clinical practice are dealt with by the respective management committees, while its objectives and indicators are part of the main KPIs within the corporation and its hospitals.

This has been made possible by creating an organisational structure to manage patient safety; promoting a safety culture and reporting adverse events; standardising and using procedures to improve safety and clinical practice in collaboration with the **Corporate Patient Safety Committee**; and implementing the Corporate Patient Safety Strategy through annual targets at hospitals, compliance with which is part of the management performance appraisal.

Under this reference framework, and with the natural readjustment of activities due to the SARS-CoV-2 pandemic, in 2020, Quirónsalud has continued to promote improving patient safety and clinical practice.

Although the **COVID-19 pandemic** has impacted the Group and its hospitals at all levels, including developing and implementing the Patient Safety Strategy, it has also provided an opportunity to improve infection control processes.

During 2020, the work of the Corporate Patient Safety Committee has focused on advising on COVID-19 management.

Many actions have been carried out to support our centres in preventing and controlling infection, as well as reorganising their activity. These can be grouped as follows:

- **Supporting centres in reorganising to deal with the effects of the pandemic:**
 - Coordinating and supporting hospitals in reorganising their spaces and adapting their facilities to provide additional beds for conventional hospitalisation.
- **Permanently updating information and knowledge of COVID-19:**
 - Disseminating 62 official Ministry of Health documents on outbreak preparation and response, COVID patient management, and infection prevention and control, in near real time.

- Disseminating relevant literature on COVID diagnosis and treatment, in collaboration with Helios Health and the Group's German hospitals.
- Conducting 10 clinical sessions with the participation of all Group hospitals on high-impact topics such as diagnostic testing for COVID-19 infection, appropriate use of PPE, updates in medical treatment, etc.

- **Adapting protocols and procedures to the new pandemic situation:**

- New informed consent templates and adapting previous ones to inform patients of the specific risks of COVID infection or the treatments required.

- **Designing an organisational framework to resume hospital activity after the first wave, and preparing procedures and protocols** to resume post-COVID activity with the aim of guaranteeing safe healthcare, the effective cleaning and disinfecting of centres, and infection prevention.

- **Implementing an information system** and monitoring the impact of COVID on hospital activity, and updating this data daily. This has allowed us to know which patients have been admitted to our centres on a daily basis, and their status as confirmed or highly suspected cases (controlling COVID is equally important, as until infection is ruled out, patients must be managed as possible cases in order to prevent infecting staff and other patients).

Corporate Patient Safety Committee

Although the **Corporate Patient Safety Committee** has focused on advising on managing COVID in 2020, it has also made progress in the following corporate patient safety protocols:

- Informed consent compliance and management
- Conducting safety patrols
- Medication reconciliation
- Access instructions for surgical equipment suppliers and technical assistance in the operating theatre
- Cleaning and disinfecting surgical material
- Cleaning and disinfecting endoscopy equipment
- Analysing and managing risks and biosafety during hospital construction work
- Identifying and preventing baby swapping or abduction
- Using abbreviations and the "cut and paste" function safely in medical records

Hospital quality targets

For the first time in 2020, quality targets were structured according to the Joint Commission International standards model, which has been chosen to roll out the Patient Safety Strategy and hospital quality model. Accordingly, the 38 patient safety targets with indicators monitored by the Corporate Services have been grouped under the following lines of action:

- International Patient Safety Goals (IPSG)
- Assessment of patients (AOP)
- Anaesthesia and surgical care (ASC)
- Medication management and use (MMU)
- Infection prevention and control (IPC)
- Improving the quality of patient safety (QPS)
- Patient and family rights (PFR)

Quality levels have been defined for each indicator in order to classify the centres and establish degrees of progress each year. At the end of 2020, the hospitals have achieved a 70% level of compliance.

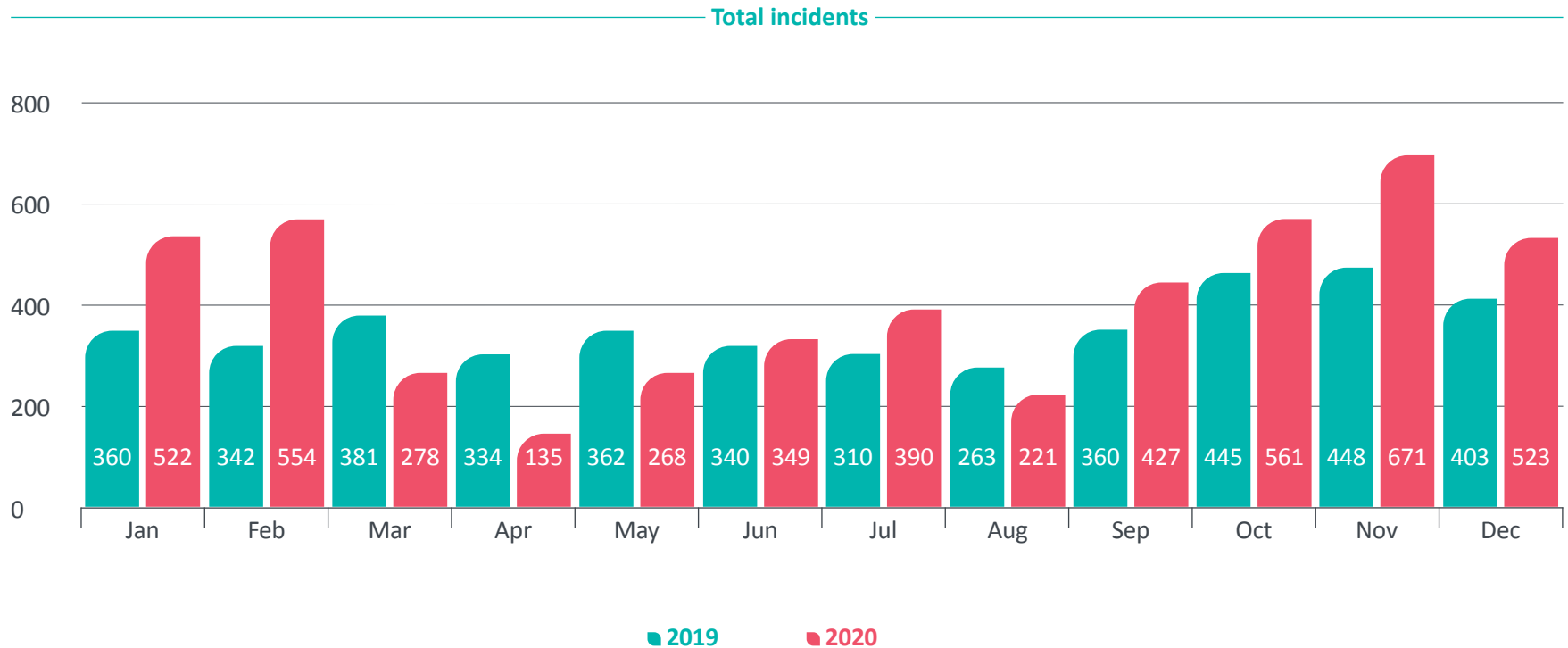


4. PATIENTS AND THEIR FAMILIES

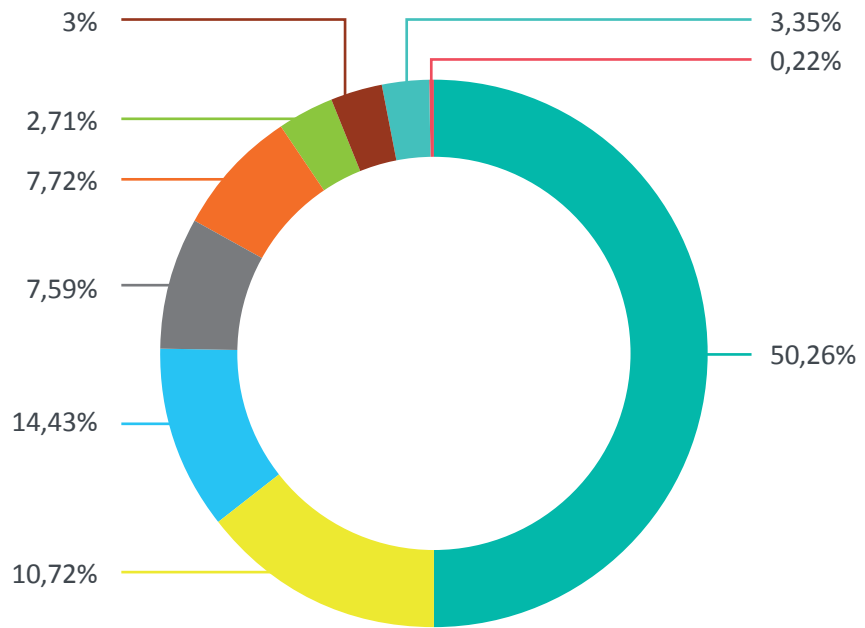
Reporting patient safety incidents

The incident reporting system is an additional tool used to promote a culture of patient safety, and one of the "best thermometers" to measure the degree of quality culture at a centre. Incident reporting is seen as an opportunity for learning and improvement, which is why the world's most trusted healthcare organisations have high levels of reporting.

In 2020, safety incident reporting has increased by 12.67% compared to the previous year, with a ratio to Group activity of 2.38%, which again exceeds that of the previous year (2.03%). This increase highlights that the safety culture is taking root at Quirónsalud centres.



As a group, nurses report the most (50.26%), followed by doctors (14.43%) and pharmacists (10.72%). Compared to the previous year, nurses increased their participation in incident reporting by 19.46%, and doctors by 13.30%.



Notifier

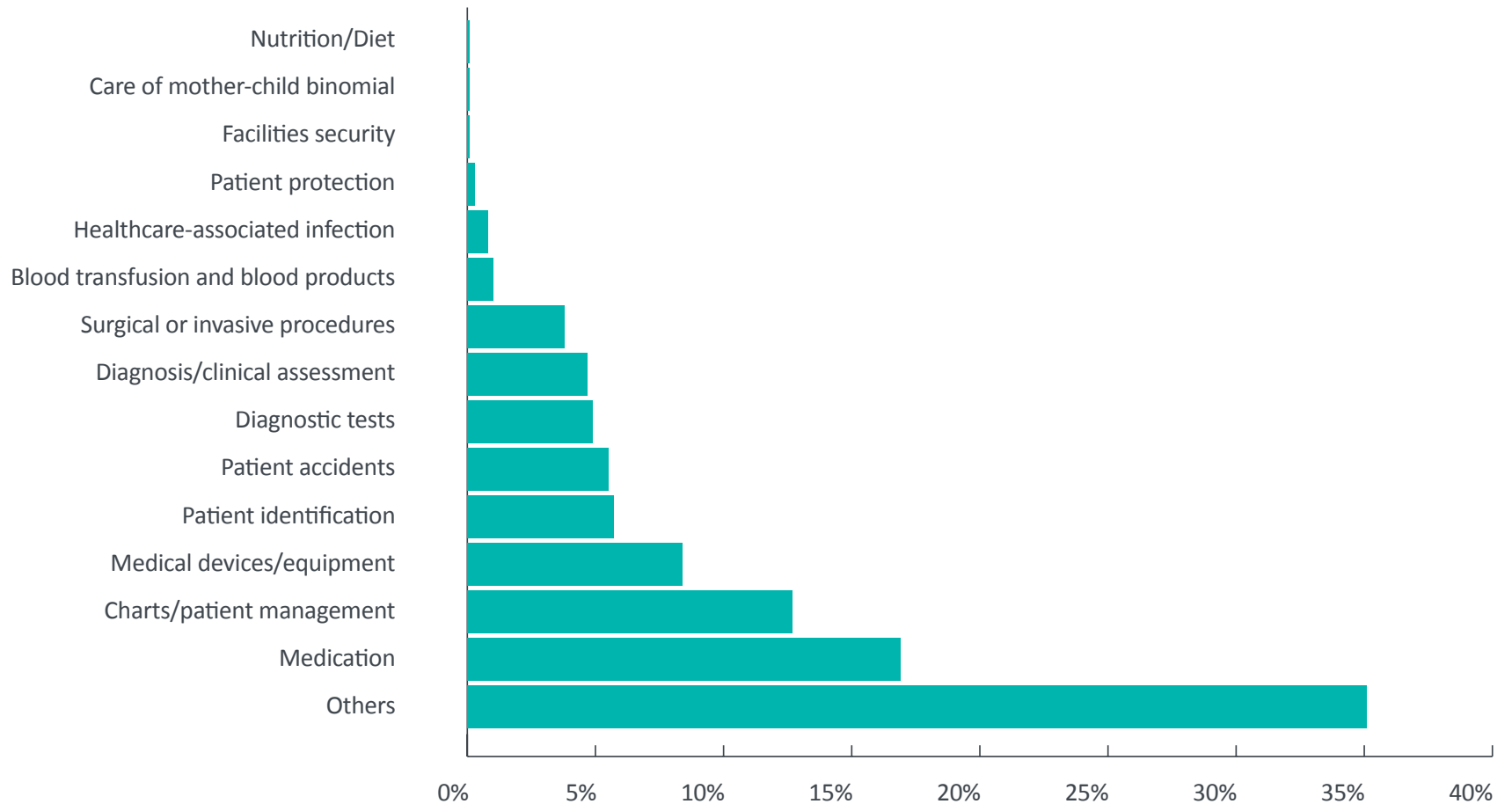
- Auxiliary nurse
- Pharmacist
- Without informed
- Porter
- Doctor
- Notifier Non-healthcare
- Nurse
- Others
- Staff Technician

Notification of incidents related to patient safety

The improvements and **new features added to the incident reporting system** provide a better and more detailed analysis of the casuistry of incidents at hospitals. Thanks to improved data quality, hospitals have more

accurate information on what is happening at their centres, allowing them to adopt improvement actions specifically aimed at the healthcare process involved.

Tipos de incidentes notificados en 2020



| Clinical alerts

Some of the most serious incidents reported have led to three **clinical alerts** being issued. The purpose of these alerts is to inform hospitals of situations of significant relevance due to their frequency or seriousness, with the aim of making recommendations to as many professionals as possible in order to prevent that particular adverse event from reoccurring.

Upon receipt of these alerts, medical managers at the Group's hospitals immediately **check that the relevant departments are acting in accordance with good clinical practice standards**, and if not, they put improvement procedures in place. In 2020, alerts have focused on obstetrics and gynaecology (morcellator use), diagnostic radiography (importance of systematically reading imaging tests regardless of the diagnostic suspicion), and pathological anatomy (need for double readings in certain cases and other good diagnostic practices).

| Specific patient safety information and training actions

As part of the actions to support hospitals in implementing a patient safety culture, and with the aim of helping to improve quality, reduce risk and align the entire organisation with patient safety standards, the following are just some of the many corporate actions carried out:

- Launch of the **patient safety survey** to measure the safety culture and develop improvement actions based on the results. In the first phase, it has been launched at the two hospitals that are working towards the JCI accreditation in 2021. In the second phase, it is planned to be carried out biennially at all the Group's centres.



La **Seguridad del Paciente** es uno de los pilares de la estrategia de Quirónsalud.

Tu **experiencia diaria en la realización de tu trabajo y la atención a los pacientes es clave.**

Por eso, lanzamos una encuesta que, junto a otras herramientas de mejora de la calidad, nos ayudará a identificar las áreas en las que más tenemos que trabajar para seguir avanzando **para prestar una atención de excelencia a los pacientes** que confían en nosotros. La encuesta estará abierta hasta el 22/10. Solo te llevará unos minutos.

Ayúdanos a mejorar en Seguridad del Paciente
Su seguridad es nuestro compromiso

PARTICIPA

4. PATIENTS AND THEIR FAMILIES

Specific patient safety information and training actions

- Launch of the "Six months, six targets to improve patient safety" communication campaign, which aims to promote each of the International Patient Safety Goals (IPSGs) through different communication channels. Implementing the six IPSGs defined by the WHO and the Joint Commission International is essential to provide safe healthcare, and their purpose is to promote specific improvement actions aimed at high-risk situations.



Training in root cause methodology

In 2020, we have continued to provide training to hospital Patient Safety Committees on the Root Cause Analysis methodology in order to analyse sentinel events or those that could potentially lead to an event of this type. This methodology provides a structured analysis method to carry out a thorough review of healthcare processes in order to identify the underlying cause(s) of this type of event.

The aim is to train safety committee members so that, if a sentinel event occurs, they can reliably identify what happened and why, and how it can be prevented from reoccurring.

Other actions of interest

Likewise, an online training session on the medical-legal implications of medical records was held for the Group's Patient Safety Committee in order to reduce the risks associated with gaps in medical records and informed consent, both in terms of medical liability and quality and patient safety.

A section has been added to the corporate intranet, where general news regarding patient safety is posted on a regular basis to help disseminate relevant corporate actions as much as possible.

I Inpatient quality indicators and Peer Review

As part of our integration with the Fresenius Group quality model, 45 Helios Group inpatient quality indicators (IQIs) have been monitored on a quarterly basis during 2020. These indicators focus on the number and mortality of complex processes. In our case, the 45 chosen indicators serve to monitor 29% of casuistry in inpatients.

The results are published quarterly in the corporate business intelligence tool, as the minimum basic data set (MBDS) for each period is consolidated, and allow us to compare the performance of Quirónsalud hospitals with each other, with the Group average and with the German averages, thus offering a unique international benchmarking opportunity.

Furthermore, as part of 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 IQIs and in other internationally validated clinical practice adequacy and safety indicators (the other safety indicators monitored at corporate level are those defined by the AHRQ).

This self-assessment carried out by each hospital is complemented by a peer review process at the centres where no improvement is seen over time. This is a tool to improve the quality of care based on the exchange of information between healthcare professionals. During the peer review, patient care processes are systematically analysed in certain indicators in order to identify potential problems and establish corrective measures. At the core of this procedure is a protocolised face-to-face discussion of cases between the review team and the hospital's medical managers.

Peer review is a healthcare quality analysis tool that facilitates the evaluation of clinical practice and helps hospitals to identify areas for improvement.

Like many other activities, the peer review has been hindered by the pandemic. Thus, only one peer review has actually been carried out, compared to the eight initially scheduled for 2020:

- A peer review of the hip fracture surgery process (Ruber Juan Bravo Hospital). This review is aimed at improving the care of hip fracture patients, in line with the most excellent international practices.
- Thanks to the improvement strategy, 82.4% of hip fracture patients over the age of 65 in the Quirónsalud Group are operated on within the first 48 hours, well above the national average, according to an OECD publication (48.4%).
- A peer review of the heart failure process has also been carried out at Quirónsalud City Real Hospital.

Clinical documentation auditing process at the Group's hospitals

In 2020, the clinical record auditing process has continued at the Group's hospitals, with the aim of improving the quality of clinical and healthcare information.

Due to the movement restrictions resulting from the pandemic, only two audits were carried out this year, one at the Gipuzkoa Polyclinic and one at Quirónsalud Palmaplanas Hospital. The conclusions of these audits have been discussed with the managers of these centres, and a series of training actions have been established to improve the quality of medical documentation and coding, and therefore patient information and the reliability of their indicators.

Risk management audits

In 2020, a new tool has been implemented to improve patient safety and, specifically, risk management. These risk assessment audits have been carried out at six centres selected for their potential to improve in patient safety.

These visits aimed to define and characterise hospital risks by assessing their quality, patient safety and prevention strategies; identify areas for improvement and propose recommendations. Some of the hospital risk management aspects analysed include:

- General management
- Risk management organisation
- Complaints management
- Medical records
- Medication circuit
- Infection control
- Risk management in A&E
- Risk management in the surgical and obstetrics departments

Following the audits, the hospitals designed an improvement plan, and the degree of implementation was assessed at the end of the year.

Furthermore, a scorecard with the main accident rate KPIs has been designed to provide a complete and exhaustive overview of the risks relating to patient health and safety. This makes it possible to measure and understand the casuistry of hospital accident rates and thus get a full picture of the situation, in order to take immediate action for improvement.



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V5

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Excellence and quality in service provision



The Quirónsalud Group Management System is based on the most demanding quality, patient safety, environmental and energy management standards.

The basic principles of the Quirónsalud Group Management System are:

- A common strategy based on patient safety and experience.
- Transparency, which contributes to the understanding and reliability of results.
- Benchmarking information, projects and results to encourage continuous improvement in hospitals, central services and Group companies.
- The involvement and participation of all professionals.

I Certifications and accreditations

The quality management model defined for the Quirónsalud Group involves obtaining external certifications and accreditations from reference organisations, as a tool to promote improvement and gain external recognition for its achievements.

In this regard, there are a range of basic certifications and accreditations that must be obtained by all Quirónsalud hospitals in the medium term. These are subdivided as follows: Level 1 (General: Quality - ISO 9001, Environment - ISO 14001 and Information Security - ISO 27001) and Level 2 (Specific: Patient Safety - UNE 179003, Infection Prevention - UNE 17906, Assisted Reproduction - UNE 179007 and Energy Management - ISO 50001).

In addition to the above, there are a range of certifications and accreditations associated with a level of excellence. The following are mandatory for large hospitals: Level 3, JCI (Joint Commission International), EFQM (European Foundation Quality Management) and QH*** (Quality Healthcare).

Meanwhile, the extraordinary situation caused by SARS-CoV-2 coronavirus has led to new requirements in terms of cleanliness, hygiene, control and organisation for all sectors. As a result, certifying bodies have developed a series of guidelines with recommendations to validate good practices in the management of all kinds of facilities and services as we gradually return to normality.

To that end, all the Group's hospitals have undergone a rigorous auditing process to ensure that the measures adopted to protect the health of our patients are adequate. We are the first hospital group in Spain to prove

that our centres have implemented different **organisational measures and protocols that guarantee the prevention and control of COVID-19** at our facilities.

All Group hospitals, as well as Quironprevención, have obtained the **COVID Safe Protocol certification** issued by accredited external organisations Applus+ (private hospitals) and AENOR (JDF and the three concessionary hospitals in Madrid), after verifying that they are protected, controlled and aligned with the most demanding standards to help tackle the coronavirus pandemic. The Group's three residential care homes have also obtained this certification.

The certifications have highlighted both the management of the crisis during the first wave and the measures put in place to gradually resume the rest of our healthcare activity.

Meanwhile, Quironprevención has created its own "COVID-19 Safe Protocol" label to certify safe workplaces.

In addition to this effort, and despite the pandemic, work has continued in 2020 to improve the quality management system, both in obtaining new certifications and in consolidating those already available.

This year, the auditing timeframe has been exceptionally changed compared to previous years: internal audits have been delayed to the last quarter of the year, while external audits have started in December 2020 and will be completed in March 2021. Therefore, new certifications and the corresponding renewals will be issued in the first quarter of 2021.

Certifications and accreditations

At the end of 2020, the Group has the following certifications and accreditations



Quality Management certifications based on the **UNE-EN-ISO 9001:2015** standard. Quirónsalud Huelva Hospital, Quirónsalud Santa Cristina Hospital and the Proton Therapy Centre are in the process of joining the ISO 9001 multi-site certification of private hospitals, which means that all Spanish centres will be certified in this standard. Quironprevención also has its own certification in accordance with this standard.



Sagrat Cor University Hospital, Quirónsalud Valencia Hospital and Quirónsalud Clideba Hospital are all in the process of obtaining the **UNE 179003** certification in **Risk Management for Patient Safety**. They will join the ten hospitals already certified: Teknon Medical Centre, Rey Juan Carlos University Hospital, Catalonia General University Hospital, Quirónsalud Barcelona Hospital, Dexeus University Hospital, El Pilar Hospital, Quirónsalud Torre vieja Hospital, Quirónsalud Murcia Hospital, Gipuzkoa Polyclinic and Quirónsalud Santa Cristina Hospital.



Certification in **UNE 179006: Infection Prevention** has been maintained at eight hospitals, having passed their corresponding external follow-up audits: Rey Juan Carlos University Hospital, Villalba General Hospital, Infanta Elena University Hospital, Jiménez Díaz Foundation, Teknon Medical Centre, Catalonia General University Hospital, Quirónsalud Malaga Hospital and Quirónsalud Torre vieja Hospital.



UNE 179007: Management of Assisted Reproduction Laboratories: in 2020, Quirónsalud A Coruña Hospital was certified, and Ruber Juan Bravo is in the process of being certified, joining eight other centres: Jiménez Díaz Foundation, Zaragoza Day Hospital, Donostia Day Hospital, Ruber International, Quirónsalud Malaga Hospital, Quirónsalud Barcelona, Bilbao Medical Centre and Quirónsalud Valencia Hospital. Thus, only five ARUs remain uncertified, and this target is to be addressed between 2021 and 2022.



With regards to **ISO 27001: Information Security Management**, two hospitals have been certified: Jiménez Díaz Foundation and Infanta Elena University Hospital. Rey Juan Carlos University Hospital and Villalba General University Hospital are working towards certification in 2021.



The Quirónsalud multi-site certification in **UNE-EN-ISO 14001: Environmental Management** comprising 43 centres continues to respond to the improvements raised in external audits in previous years. All but four Spanish hospitals are certified in Environmental Management: the last three to join the Group (Quirónsalud Santa Cristina Hospital, Quirónsalud Huelva Hospital and Quirónsalud Son Verí) and Quirónsalud Madrid Hospital. Meanwhile, Quironprevención has its own environmental certification in accordance with this standard.



Certification in **UNE-EN-ISO 50001: Energy Management** continues to be consolidated at the six certified hospitals, and the certification of Quirónsalud Córdoba Hospital is planned for 2021. Although our infrastructure and other conditioning factors do not allow for the rapid extension of this certification, Head Office is promoting improvements in energy management and encouraging all centres to adopt specific measures to improve water and energy consumption.



Accreditation in the **European Model of Excellence: EFQM** is firmly in place at four centres: Jiménez Díaz Foundation University Hospital (5 stars), Infanta Elena University Hospital (5 stars), and the accreditation of Rey Juan Carlos University Hospital (5 stars) and Sagrat Cor University Hospital 400+ has been added. Villalba General University Hospital will achieve 500+ in 2021.



With regards to the **Joint Commission International (JCI)** accreditation, several milestones were achieved in extending this quality model:

Group hospitals accredited: Ricardo Palma Clinic, Teknon Medical Centre (sixth re-accreditation), and Imbabaco Medical Centre (Cali, Colombia).

Dexeus University Hospital and Quirónsalud Madrid University Hospital are actively tackling the necessary actions to become accredited in 2021.

Certification of transversal companies



The transversal services provided by HD (Health Diagnostic) and SPS (Servicios, Personas y Salud (Services, People and Health)) are integrated into the hospitals' management systems and aligned with the Group's strategy, and both companies also have their own management systems:



SPS successfully maintains its **ISO 9001** multi-site certification at all the Group's hospitals that receive its services, where it actively collaborates in each hospital's own certifications.



Health Diagnostic (HD) has two **ISO 9001** multi-site certifications, one for laboratory services and the other for diagnostic radiology and nuclear medicine services. In both cases, the services acquired from the various Group hospitals are gradually being integrated. In 2020 they incorporated three centres and in 2021 they will incorporate three more.

Certifications and accreditations

Evolution of certifications

2018	2019	2020 (marzo 2021)*
Multi-site certifications		
2 Sistemas multisite de calidad (ISO 9001) Públicos: 4 Privados: 40+3 residencias	2 Sistemas multisite de calidad (ISO 9001) Públicos: 4 Privados: 42 + 3 residencias	2 Sistemas multisite de calidad (ISO 9001) Públicos: 4 Privados: 44 + 3 residencias
2 Sistemas multisite de Gestión ambiental ISO 14001 Públicos: 4 Privados: 36	2 Sistemas multisite de Gestión ambiental ISO 14001 Públicos: 4 Privados: 38	2 Sistemas multisite de Gestión ambiental ISO 14001 Públicos: 4 Privados: 38
Multisite ISO 50001: 6 hospitales	Multisite ISO 50001: 6 hospitales	Multisite ISO 50001: 6 hospitales
Multisite SPS ISO 9001: 32 centros	Multisite SPS ISO 9001: 34 centros	Multisite SPS ISO 9001: 34 centros
Multisite HD Radiodiagnóstico ISO 9001: 7 Centros	Multisite HD Radiodiagnóstico ISO 9001: 7 Centros	Multisite HD Radiodiagnóstico ISO 9001: 10 Centros
Multisite Residencias ISO 158101: 2 residencias	Multisite Residencias ISO 158101: 2 residencias	Multisite Residencias ISO 158101: 2 residencias
	Multisite HD Laboratorio ISO 9001: 33 Centros	Multisite HD Laboratorio ISO 9001: 34 Centros
Individual quality certifications		
	ISO 9001: H. Santa Cristina (Obtenido en Junio)	
ISO 9001 Y 14001 HD: Servicio Laboratorio FJD	ISO 9001 Y 14001 HD: Servicio Laboratorio FJD	ISO 9001 Y 14001 HD: Servicio Laboratorio FJD
UNE certifications (179003; 179006 and 179007)		
179003 Riegos SP: 3 hospitales	179003 Riegos SP: 10 hospitales	179003 Riegos SP: 13 hospitales
179006 Prevención de la Infección: 8 hospitales	179006 Prevención de la Infección: 8 hospitales	179006 Prevención de la Infección: 8 hospitales
179007 Unidad de reproducción asistida: 3 URAS	179007 Unidad de reproducción asistida: 8 URAS	179007 Unidad de reproducción asistida: 10 URAS



Joint Commission International accreditation model

Throughout 2020, the Quirónsalud Group's hospitals have continued to work on implementing the **Joint Commission International (JCI)** reference model in order to improve quality and patient safety. As it is the most rigorous and demanding quality model in the world, Quirónsalud has opted for the Joint Commission system, with the aim of offering comprehensive healthcare developed under the highest levels of quality and safety, from the moment our patients arrive at hospital until they are discharged.

In February, the JCI carried out a mock survey at Dexeus University Hospital, in which the hospital's circuits and processes were thoroughly reviewed. This has allowed the centre to establish the priority lines of work for its assessment.

Likewise, a JCI webinar was organised for the medical directors and quality managers of our hospitals regarding the role of quality and patient safety in COVID management (*JCI Navigating to the New Normal: What COVID-19 is teaching us about Quality*).

In November, Quirónsalud Imbanaco Clinic in Colombia obtained the JCI Gold Seal for the second time, which re-accredits it as a centre of excellence in healthcare.



Audits

Scope of certifications

Todos los certificados ISO y UNE del grupo y los centros comprenden la All Group and hospital ISO and UNE certifications cover all activities: "Health-care and non-healthcare activities for the provision of medical services".

For SPS and HD, the Group's transversal companies, the scope is as follows:

Health Diagnostic, S.L.U. Laboratory Service: "Clinical analysis service in the following specialities: haematology, coagulation, biochemistry, molecular biology, immunology, microbiology and parasitology, in all phases: pre-analytical (including extraction), analytical and post-analytical. Transfusion Service".

Health Diagnostic, S.L.U.: Diagnostic Radiology and Nuclear Medicine Service: "Managing and providing diagnostic imaging, teleradiology diagnosis and nuclear medicine services".

Internal and external audits

A diferencia de años anteriores, debido a la situación COVID, en 2020 se Unlike previous years, due to COVID-19, a significant sample of the centres included in the ISO 9001 and 14001 Multi-Site Systems have been audited internally, instead of the usual 100%: 21 of the 44 hospitals were audited in 2020.

With regards to the ISO 9001 and 14001 Multi-Site Management Systems at Jiménez Díaz Foundation and the concession hospitals in Madrid; the ISO 50001 Multi-Site Energy Management System; and all hospitals certified in the UNE 179003, 179006, 179007 and 158001 standards, 100% of centres have been audited in 2020.

As for Quironprevención, internal audits were carried out at 24 work centres.

With regards to the ISO 9001 and 14001 Multi-Site Management Systems at Jiménez Díaz Foundation and the concession hospitals in Madrid; the

ISO 5000 Multi-site Energy Management System; and all hospitals certified in the UNE 179003, 179006, 179007 and 158001 standards, 100% of the centres have been audited.

The internal audits in 2020 have been delayed to the last quarter of the year, and the external audits (certification) have started in December 2020 and will be completed in March 2021. Therefore, the new certifications will be issued in the first quarter of 2021, as will the renewal of the ISO 9001 and 14001 multi-site certifications for both public and private hospitals.

The Care and Quality Directorate 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 on the basis of their critical nature and risk, while ensuring that everything within the scope of the system is audited every three years.

Quirónsalud creates a risk map aimed at identifying the processes to be audited each year, as well as the associated documentation and controls.

This is a plan common to all centres, and includes the transversal services provided by HD and SPS, which ensures that the results are focussed on the processes identified as being of interest during the year.

Internal audits are carried out by a team of qualified auditors who guarantee objectivity.

External audits are carried out by an accredited external body (DNV certification body) in the fourth quarter of the year. These audits cover 100% of individual certifications (179003, 179006 and 179007) 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), allowing the resulting findings to be analysed and dealt with at centre level by the process managers involved.

The overall audit result is analysed annually in order to make decisions to improve the system: reviewing risks and corporate objectives, preparing corporate documentation, improving electronic clinical records, monitoring data, training, etc.

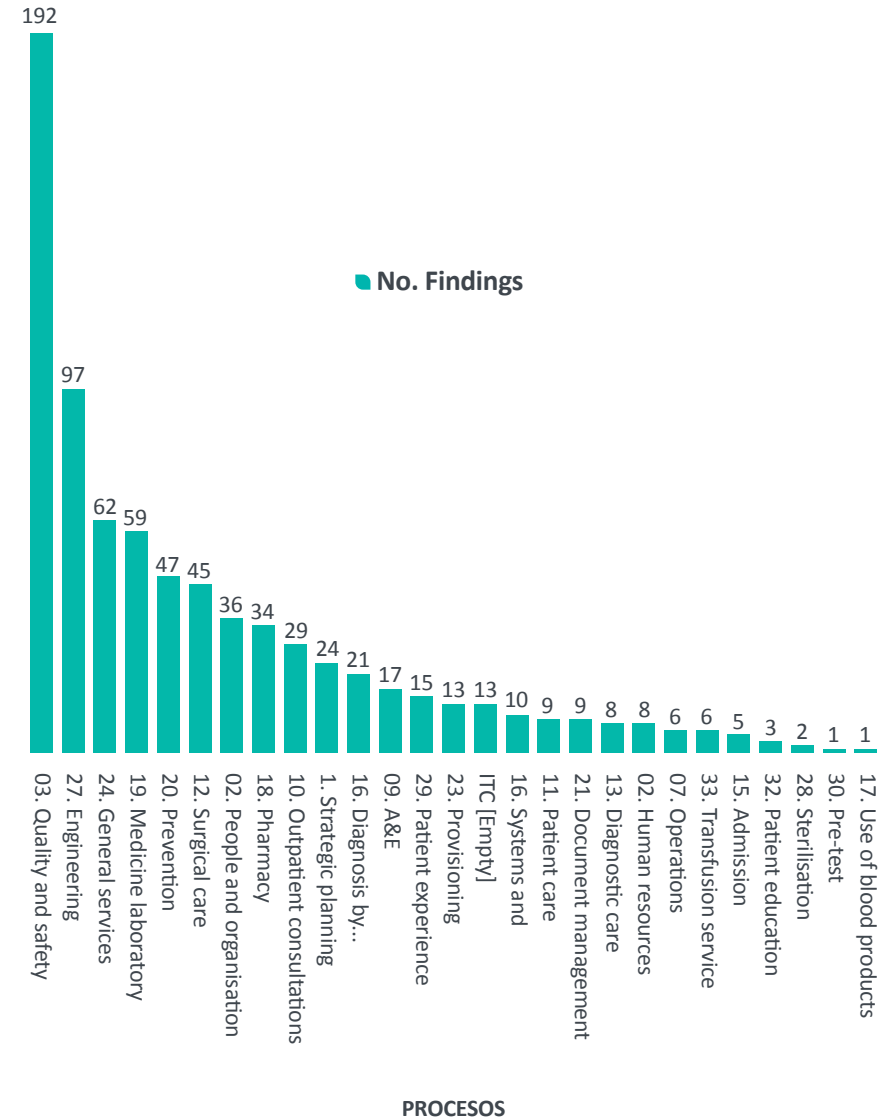
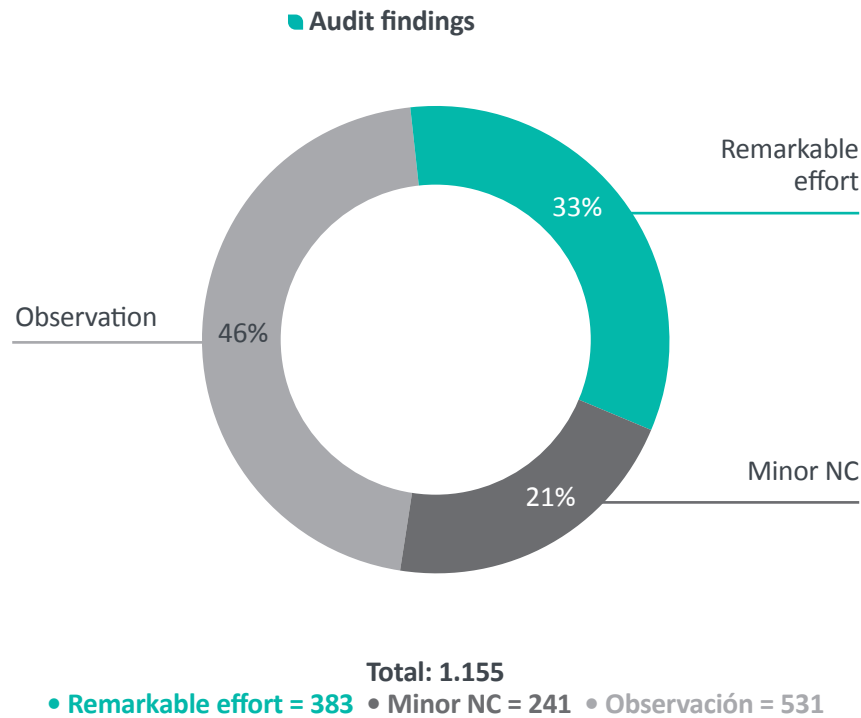


Audits

Results analysis

The audit results have been duly addressed to ensure the continuous improvement of Quirónsalud Group management systems.

NON-CONFORMITIES AND OBSERVATIONS FROM INTERNAL AUDITS DIVIDED BY PROCESS:



External audits will be completed in the first quarter of 2021 (these have been extended to March 2021 due to the pandemic).

Awards and recognition for excellence in healthcare

The audits continue to show that there is still room for improvement, with patient safety issues being particularly relevant: biosafety in surgical departments, managing medical gases, consistency and traceability of medical records, degree of patient safety protocol implementation, among other issues that we must strive to improve.

Many Quirónsalud hospitals are often the best rated in regularly published rankings.

In addition to other awards received throughout the year, the Jiménez Díaz Foundation has been named the best Spanish hospital by the Coordinadas Institute, and as the most efficient public hospital in Madrid by the National University of Distance Learning (UNED).

Quirónsalud Madrid University Hospital has once again come second in the ranking of private hospitals by the Healthcare Reputation Monitor of Spain (MRS), while other Quirónsalud hospitals have obtained outstanding results in both studies.

The Jiménez Díaz Foundation and Infanta Elena University Hospital maintain their QH*** accreditation, and Rey Juan Carlos University Hospital the QH**.

Several centres have featured in the Top 20 Awards for their excellent management and healthcare performance.

However, the Group's dedication to excellence prevents us from being satisfied with this. We aspire to be unquestionable market leaders and position ourselves internationally as an excellent hospital group, and a leader in patient experience and safety, innovative clinical practice and research activity.

To achieve this, it is necessary to improve not only in the aforementioned areas, but also in innovation and research, and in patient association ratings, the two areas where Quirónsalud hospitals tend to score lower than other competing centres.

With regards to participating in external initiatives, the COVID-19 pandemic has forced us to suspend all events planned for 2020.

Experience of patients and their families



At Quirónsalud, we focus on caring for people's health and wellbeing by adopting a top-quality, personalised, innovative and patient-centred approach to medicine under our hallmark: health person by person.

We want to become the national and international reference in patient experience. Patient experience is integrated as one of the essential goals of Quirónsalud's management model: to improve patient care by placing patients, their needs and expectations at the centre of all our actions and strategies.

A **management standard** has therefore been defined and is already in place at all centres, aimed at **increasing the leadership of centre management in improving patient experience**. This has been incorporated into the daily agenda of top regional and hospital management by:

- Appointing operational managers responsible for patient experience, both at regional and hospital level, and incorporating this responsibility into their job roles.
- Having those responsible for patient experience on the steering committee of each region and hospital.
- Including patient experience (and safety) indicators in the regional and hospital KPIs, and regularly analysing their results (at least monthly), promoting and monitoring the implementation of improvement actions by the Management Committee, where necessary.

The Corporate Patient Experience Strategy 2019-2021 includes three lines of action for 2020: increasing hospital leadership in improving patient experience by rolling out the aforementioned management actions, objectifying improvement in this area, and improving healthcare for two key groups: pregnant women and children.

Work was intense in this regard in January and February 2020, when COVID-19 broke out with unprecedented virulence, forcing hospital care to be reorganised in a matter of days, and thus the relationship with patients and relatives, not forgetting the relationship between healthcare workers themselves. The use of personal protective equipment (PPE), sometimes of very high protection, the need to maintain social distancing between people and the complete isolation of COVID-19 patients, marked the new relationship between healthcare staff and patients.

In this new context, and without losing the solid foundations of Quirónsalud's approach to patient experience, healthcare managers and professionals focused on trying to maintain the most humane, personalised and satisfactory care possible, in a broader context that not only did not favour it, but also made it very difficult. Thus:

■ **Procedures were designed to provide regular systematic information to the relatives of patients hospitalised with COVID-19:** twice a day, after the doctor's rounds, the Patient Care Service of each hospital (boosted by professionals from other departments) would call relatives to inform them of patients' progress.

- For "less serious" patients, healthcare professionals arranged video calls with their families, allowing them to inform them of their condition themselves.
- Letters of encouragement from family members and strangers were shared with patients to cheer them up and make their isolation more bearable.

■ **Care processes were reorganised to maintain safety and prevent infection:**

- With regards to inpatients, COVID wards were kept separate from others.
- COVID circuits were established in A&E.
- Outpatient telephone and video appointments were prioritised for non-COVID patients, who limited their attendance at hospitals due to the fear of possible infection. This helped reduce the risk of missed consultations from negatively impacting the evolution of their illness.

All these new processes, and many others that go beyond the scope of this report, have been maintained throughout 2020 to a greater or lesser degree as the pandemic has progressed, and were subject to accreditation by external bodies, as described above in the chapter on Excellence and quality in service provision.

Furthermore, after the first wave, hospitals were reorganised once again to recover previous levels of non-COVID-19 patient care, while continuing to care for COVID-19 patients:

■ **Thoroughly cleaning and disinfecting healthcare units** as the pressure of the pandemic waned, and preparing for new non-COVID activity.

■ **Implementing COVID-19 screening procedures for patients attending hospitals:**

- Controlling access and taking temperatures in outpatient departments.
- Performing COVID-19 tests on patients being admitted or undergoing invasive procedures.
- **Rescheduling cancelled appointments and procedures**, calling patients in order of clinical priority to offer them new appointments. These calls were often made by the specialists themselves.

■ **Rearranging staff holidays**, who once again showed their professionalism and compassion by putting the needs of patients first in order to increase activity during periods of fewer COVID-19 cases, and responding to delays in healthcare caused by the successive waves of the pandemic.

In this admittedly new and complicated context, actions were carried out to implement the Patient Experience Strategy (subject to the pandemic), as were patient experience measures.

4. PATIENTS AND THEIR FAMILIES

I Improving maternity care

Throughout 2020, work has continued on developing a project to improve the maternity experience. It aims to provide an excellent experience to pregnant woman throughout the healthcare process by transforming interactions and communications, thus ensuring constant support as well as patient loyalty and their return to the hospital. To that end, work has continued in three areas: renovating and upgrading obstetrics units, completing the definition of the Assistant Midwife and modelling the process in computer systems, adapting the flow to the reference journey. Likewise, inter-hospital clinical sessions have continued, which only stopped during the worst period of the first wave of the pandemic.

At the start of 2020, a specific maternity website was created with information on the facilities, services and professionals at each hospital, along with the possibility of managing appointments.

The Assistant Midwife corresponds to a figure demanded by women during their pregnancy, and seeks to improve the quality of care perceived by all pregnant women at all Group hospitals. This new service aims to achieve the following goals:

- **To better meet the health needs** of women with regards to pregnancy, childbirth and postpartum care.
- **To increase the confidence and loyalty** of pregnant women and mothers at all Group hospitals.
- **To improve the bond** between pregnant women and midwives prior to admission for delivery.
- **To promote relationships between midwives and expectant mothers** in order to create an atmosphere of trust during childbirth.

The service is highly digitised and covers all Group hospitals, thus encouraging more digital users and helping to provide increased support throughout the pregnancy and postpartum stages. Face-to-face services must also be provided at each centre.

Thanks to these and other actions, the NPS for obstetrics in 2020 was 59, having been affected by restrictions on accompanying people and visitors, and the need to speed up discharge processes as a result of reorganising hospital activity due to the pandemic.



¹ The expansion and reform of the maternal-neonatal areas of the Quirónsalud Marbella Hospital and the Quirónsalud Santa Cristina Hospital, and of the NICU of the Quirónsalud El Pilar Hospital have been completed. Due to the healthcare impact of the pandemic, it has been necessary to postpone the planned reforms at HQS Málaga and HQS Barcelona.

Other Group actions aimed at improving patient experience

COVID information for patients through the contact centre

The contact centre has promoted different actions to deal with and manage patients efficiently while helping to optimise patient care:

- Dedicated COVID telephone line, one at Quirónsalud and another at Quironprevención. A voice map was set up on this telephone line with two options:
 - Information regarding general COVID topics, based on government guidelines.
 - Advice for potential COVID patients; in this case, speaking to agents before being referred to digital hospital doctors.
- Creating an exclusive COVID testing option within the corporate 901, where patients can listen to the available COVID tests and their respective prices before speaking to an agent. Around 400 tests were quoted daily of the approximately 1,000 calls received.

Disseminating best practices in patient experience

A space has been created on the corporate intranet with all relevant patient experience information. This is updated weekly with the following sections:

- Relevant general PX news.
- Weekly selection of thank you messages received by professionals from patients and their relatives who felt in good hands and wanted to convey their gratitude and, occasionally, share their experiences with others through written acknowledgements or on social media to highlight their experience with Quirónsalud.
- Compilation of more than 45 best practice cases from any hospital department with impact results that are intended to be implemented or adapted at our centres.

Training

Along with the necessary adjustments due to the pandemic, training activities have continued in 2020 to improve patient experience. Thus, on-line training has continued for first contact professionals, where they can learn about and share the "Treat and Treatment" philosophy that drives our relationships with patients at Quirónsalud. Throughout the year, training has been given to 56 groups with a total of 466 participants.

The "Boosting Patient Experience" course has also been provided in all regions, which is aimed at middle management and had 265 participants.

Other courses of note were "Sense and Commitment", with 16 participants; "SPS Commitment", with 147 participants and "Our Values and Philosophy", with 38 participants.

In A&E, training is being redirected towards training pills aimed at doctors, nurses and admission staff.

Patient experience results

We have two tools for measuring patient experience at Quirónsalud centres: compliments, suggestions, complaints and claims from patients regarding the care received, and the Net Promoter Score (NPS) to systematically monitor the level of recommendation and evaluation of services.

Ratio of 8 complaints or claims for every 10,000 healthcare acts
23.14% decrease compared to the previous year
95% responded in under 2 weeks.

Compliments, suggestions, complaints and claims

At the beginning of 2020, the new suggestions, complaints and claims corporate management tool was implemented, providing greater traceability of the managing process and more operations and analysis possibilities, in order to develop actions to improve services.

In 2020, a total of 9,455 complaints and claims were registered at Quirónsalud hospitals, representing a rate of 8.06 per 10,000 healthcare acts, which is a decrease of 23.14% compared to 2019, when 12,241 complaints per 10,000 acts were registered.

The departments that received most of these complaints are outpatients (38.6% of complaints registered) and A&E (23% of complaints registered), as was the case in 2019.

The main causes of patient dissatisfaction were:

- Dissatisfaction with the care received (23.6%)
- Delay in care (16%)
- Appointments (10.6%)
- Treatment by staff (10.6%)
- Organisation and standards (8.6%)

In 2020, not only have we managed to reduce the absolute and relative number of complaints, we have also succeeded in managing and resolving them much more quickly. Thus, 94.8% of complaints were answered in under 15 calendar days compared to 87.4% at the end of last year, with an average response time of 7.12 days compared to 10.83 days in 2019.

In the compliments section, the care provided to **COVID-19 patients** has led to a widespread recognition of the efforts of our professionals by patients and relatives. A total of 10,737 **acknowledgements and compliments** were recorded, many of which were highly emotive.

NPS

The NPS is carried out at all the Group's centres using the same methodology: an email is sent 48 hours after care has been completed at a Quirónsalud hospital.

In 2020, almost 480,000 patients gave their assessment of the healthcare received at our centres. This is a lower number of surveys due to them being stopped during the first wave of the pandemic from mid-March to early June 2020, combined with the overall reduction in activity due to the impact of COVID.

This variation already reflects the survey being used at the new centres in Colombia, which have now been fully incorporated into the Quirónsalud Group's quality policy.

At the end of 2020, the cumulative Global NPS stood at 54, a repeat of the previous year's result. The aforementioned impact of the pandemic on the organisation and hospital processes led to a break in improving patient experience, which was clear in the first quarter: the NPS in March was 56.6.

The healthcare areas that have been negatively impacted by the effect of the pandemic include inpatients, outpatients and the laboratory. The turnover of inpatient nursing staff and social distancing measures, together with the significant increase in demand in outpatients and the laboratory, are at the root of the break in improved patient experience.

In outpatient surgery, patient experience has remained at previous levels of excellence. Patient experience in A&E and diagnostic radiography has improved compared to 2019.

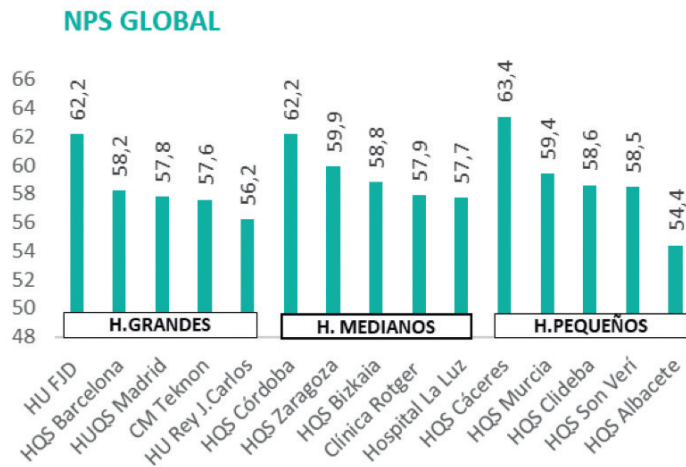
Healthcare area	NPS 2020	NPS 2019
Inpatients	59	62
A&E	42	39
Outpatient consultations	56	58
Outpatient surgery	72	72
Diagnostic radiography	60	58
Laboratory	52	60
Overall	54	54

Administrative procedures and waiting times are the main aspects to be improved in order to make further progress in enhancing patient experience.

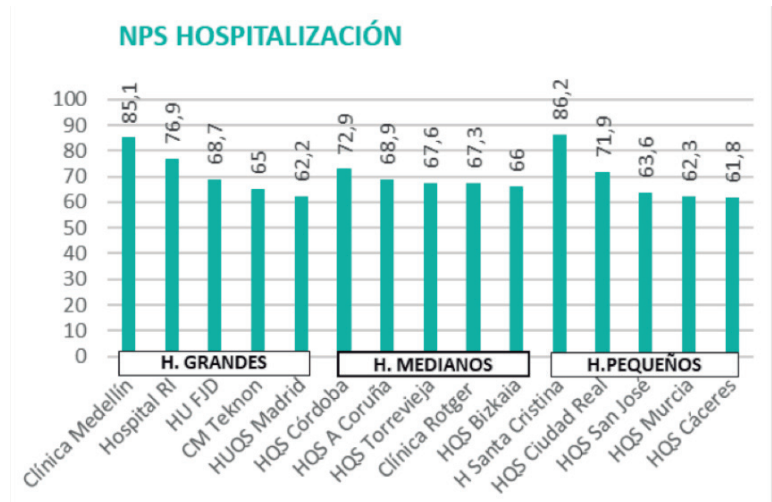
4. PATIENTS AND THEIR FAMILIES

Patient experience results

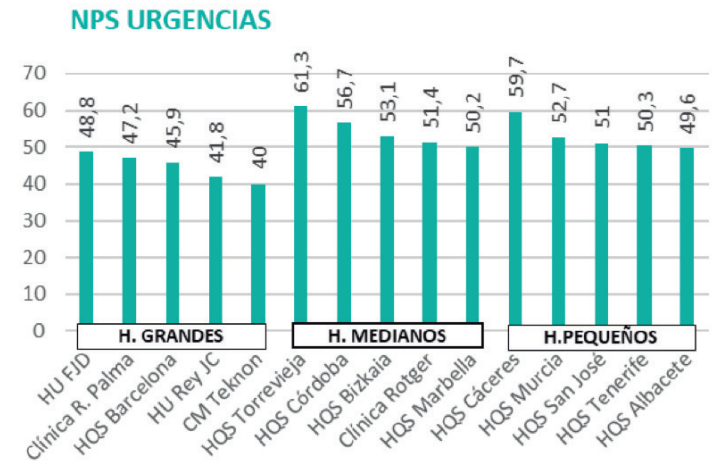
The hospitals with the best results in patient experience were:



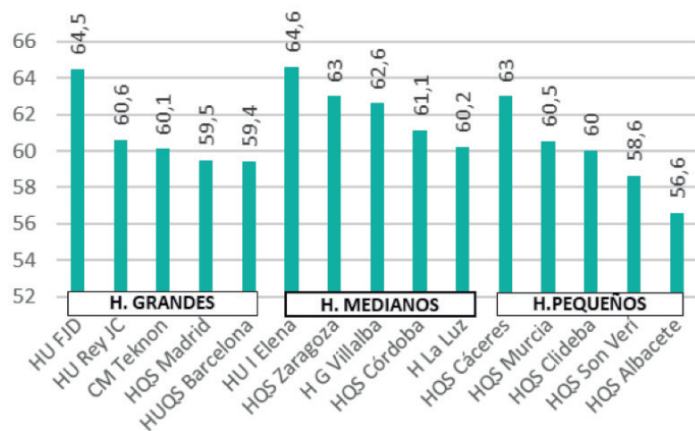
The hospitals with the best patient experience in each healthcare area are:



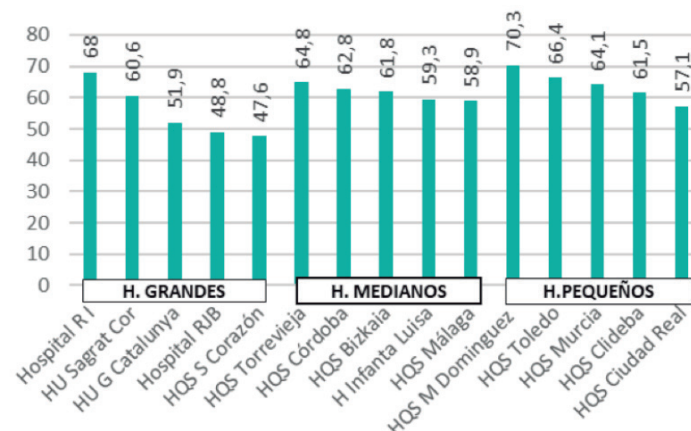
Also noteworthy are the promising results starting to be obtained at LA-TAM hospitals, particularly in Colombia, with Medellín Clinic and Imbanaco Medical Centre leading the way. These have not been included in the graph above, as they still have a "relatively" low number of surveys.



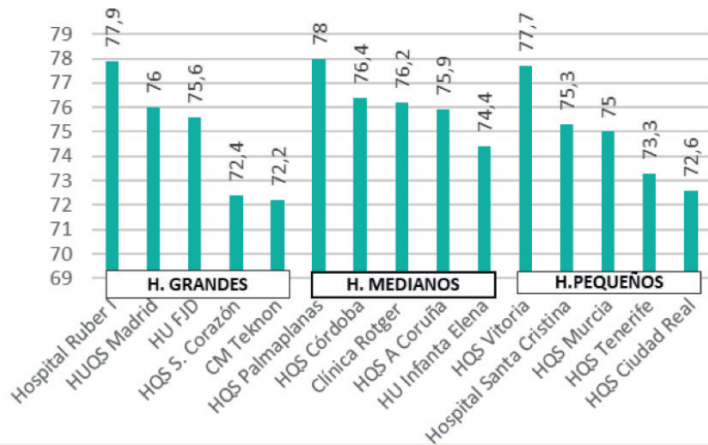
NPS CONSULTAS EXTERNAS



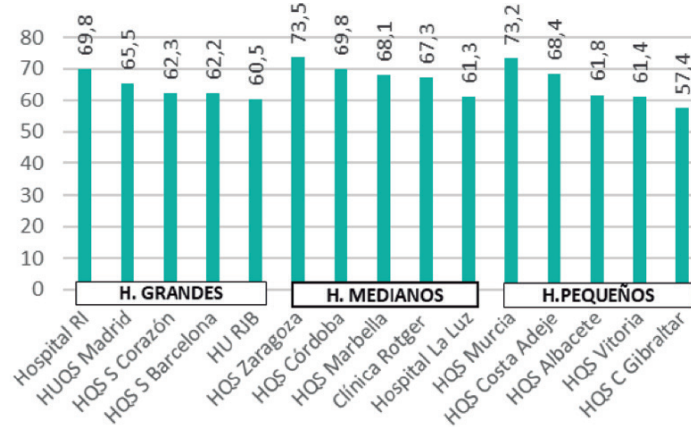
NPS LABORATORIO



NPS CMA



NPS RADIODIAGNÓSTICO



Protecting patients' personal data



The Quirónsalud Group has a team dedicated to Information Security and Data Protection, which ensures regulatory compliance and has enabled us to achieve a high level of security maturity in recent years.

As data is one of Quirónsalud's key assets, throughout 2020 we have continued to make progress and adopt measures to maintain and improve the level of compliance with the applicable legislation. For all of the above reasons, we have carried out various actions, including:

- Continuously improving the methodology used to obtain technological or information security risks, adapting it to the indicators established in the ISO 27001 standard.
- Reviewing and updating data protection documentation while also adopting new procedures: processing personal data in research studies, monitoring clinical trials remotely, ensuring data retention times comply with regional legislation, organising and structuring data protection at Quirónsalud, internal training, etc.
- Developing a training course for all employees, which will be posted on the Employee Portal. The main idea of this initiative is to offer annual training to the Group's employees, which can be carried out through the portal. Regional training will also be offered for healthcare centres on a quarterly basis.
- A member of the Jiménez Díaz Foundation University Hospital participating in the Drug Research Ethics Committee, which ensures that clinical research is carried out in accordance with data protection laws.
- Adapting to the recommendations of the Spanish Data Protection Agency with regards to monitoring clinical trials remotely (support for developing tools and documentation), cookies and data processing in relation to COVID-19, etc.
- Supporting healthcare centres in obtaining information security certifications and other healthcare accreditations such as the Joint Commission International.

The Quirónsalud Group has a technological infrastructure that enables extensive digitisation at each of its hospitals, providing healthcare staff and patients with a number of systems and equipment to guarantee quality treatment.

In turn, this digitisation represents a great responsibility for the Group since, during 2020, hospitals have been the main target of cyberattacks due to the pandemic. It is therefore essential we have a strategy in place and define effective measures to protect our patients' data and the integrity of our systems.

In line with this, our Security Office, the main objective of which is to protect the confidentiality, integrity and availability of our systems and their associated information, has implemented a range of measures to increase the organisation's security maturity level, which has already been mentioned in this report as part of the company's good governance.

Likewise, we have also established a certification strategy, which accredits and supports this commitment to security and regulatory compliance.

The Group currently holds the **ISO 27001: Information Security Management** certification at Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Quironprevención and TEBEX.

Rey Juan Carlos University Hospital and Villalba General Hospital are in the process of implementing this certification.

Jiménez Díaz Foundation University Hospital is also accredited by the Spanish National Security Scheme (ENS).



Research and innovation



Although we have continued to roll out the Quirónsalud Research Strategy 2018-2020, we would also like to highlight the work carried out by the Group's professionals in generating knowledge on SARS-CoV-2 in 2020.

Promoting **biomedical research** and innovation helps to achieve **three key objectives** for Quirónsalud:

- Be at the cutting-edge of scientific knowledge and contribute to its generation.
- Provide patients with early access to diagnostic and therapeutic innovations.
- Offer our professionals the comprehensive development of their work, not only in healthcare, but also in research and teaching.

Within this conceptual framework, we have continued to roll out the Quirónsalud Research Strategy 2018-2020. Furthermore, without detracting from implementing the strategy and developing research activity in other fields, in 2020, it is important to highlight the work carried out by the Group's professionals in **generating knowledge on SARS-CoV-2**.

Thus, since the early stages of the pandemic, **149 COVID-19 studies** have begun at the Group's hospitals, of which 36 are clinical trials, 100 observational studies and 13 research projects. Furthermore, nearly **200 scientific articles on COVID-19** have been published, of which 84 appeared in first-quartile journals.

This research activity covers a wide range of topics, from implementing prophylactic strategies to searching for new treatments, including studies with new devices and projects aimed at generating new knowledge regarding the diagnosis, progress, complications and clinical outcomes of SARS-CoV-2 infection.

The Group's researchers have participated in clinical trials promoted by the pharmaceutical industry, with the most promising drugs for preventing and treating COVID-19. Studies are also being carried out internally and in collaboration with private institutions to analyse the effect of other treatments and compounds on the evolution of the coronavirus. Also worth mentioning are studies with plasma and mesenchymal stem cells in the field of regenerative medicine, which have been carried out both internally and through public institutions.

Non-drug studies have covered a wide range of topics, from using artificial intelligence and biomarkers to determine the prognosis of COVID-19 patients; to studying clinical, diagnostic, prognostic, genetic, immunological, ethical, psychological, molecular factors and those related to patient care and wellbeing.

The medical specialities of internal medicine, pneumology and intensive care are the ones most involved in SARS-CoV-2 research, although practically all specialities have been represented in scientific initiatives related to COVID-19.

In 2020, the scientific output of the research groups working at Quirónsalud centres has continued to grow compared to last year.

There have been **1,600 scientific publications** in national- and international-impact journals, **an increase of 30%** compared to 2019, with an average impact factor of around 5 points.

The Group is participating in 1,100 clinical trials, 16% more than in 2019.

Over 300 trials have begun in 2020, approximately half of which are in early phases.

Most of the active clinical trials in 2020 were related to cancer; neuroscience; chronic, inflammatory and infectious diseases; and kidney, metabolic and cardiovascular diseases; with most of the early-stage clinical trials being initiated in the field of cancer.

In 2020, several research projects and observational studies have been carried out, many of them funded by national and international competitive tenders, focusing on relevant areas such as cancer; chronic, inflammatory and infectious diseases; and kidney, metabolic and cardiovascular diseases, among others.

Furthermore, a Europe-wide project has been launched with €10 million from the European Commission, which will be developed over the next four years. Its aim is to design and develop a Europe-wide infrastructure to house the largest collection of prostate cancer images obtained by MRI, together with clinical information on the diagnosis, treatment and monitoring of patients. The project involves 20 partners from 11 different countries, including leading prostate cancer

treatment centres, world leaders in artificial intelligence and innovative SMEs.

Quirónsalud has developed the following actions in order to contribute to achieving these results and ensure they are recognised:

- Implementing procedures aimed at excellence in managing and carrying out clinical trials.
- Providing support services to researchers: biostatistical and methodological support, support in writing publications and bibliographic documentation services.
- Organising training activities for Quirónsalud research staff.
- Establishing partnerships to develop projects and initiatives in the field of innovation, signing various agreements during 2020 to promote technological excellence.
- Announcing the Second Quirónsalud Research Awards.

The excellence of the results achieved in 2020 helps us approach new challenges the following year. These include improving training activities in different areas of research; promoting the development and implementation of innovative proposals; continuing to work in networks; and promoting multidisciplinary and collaboration with other leading companies in the fields of pharmacotherapy, biotechnology and medical technology, which contributes to co-creating cutting-edge knowledge.

All of the above and much more will be rolled out through the **new Research Strategy 2021-2023**, which will be developed in early 2021.

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**.

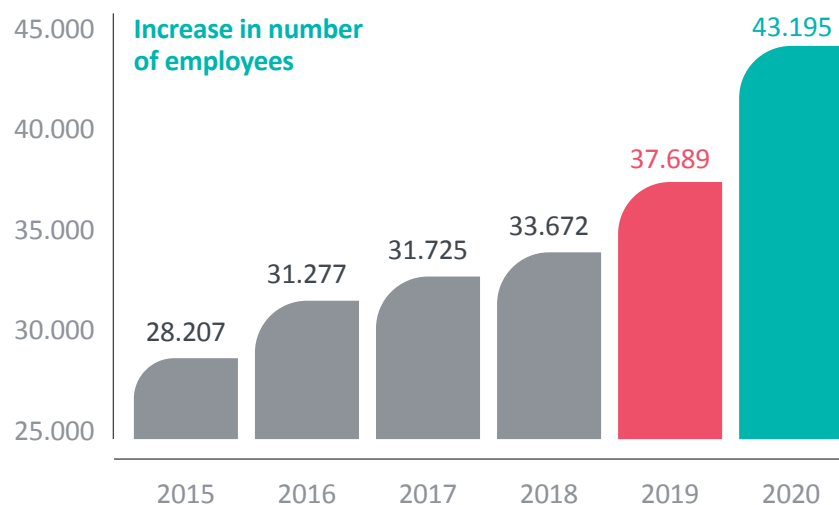


To be one of the most desired companies for being the **Best Place to Work**, be a benchmark for differential practices in the sector.

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.

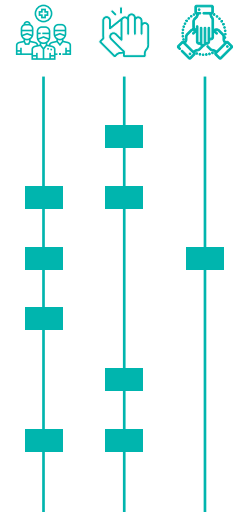
#PeopleFirst+ of 60 initiatives






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 el negocio 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 Borrmarkt
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"**

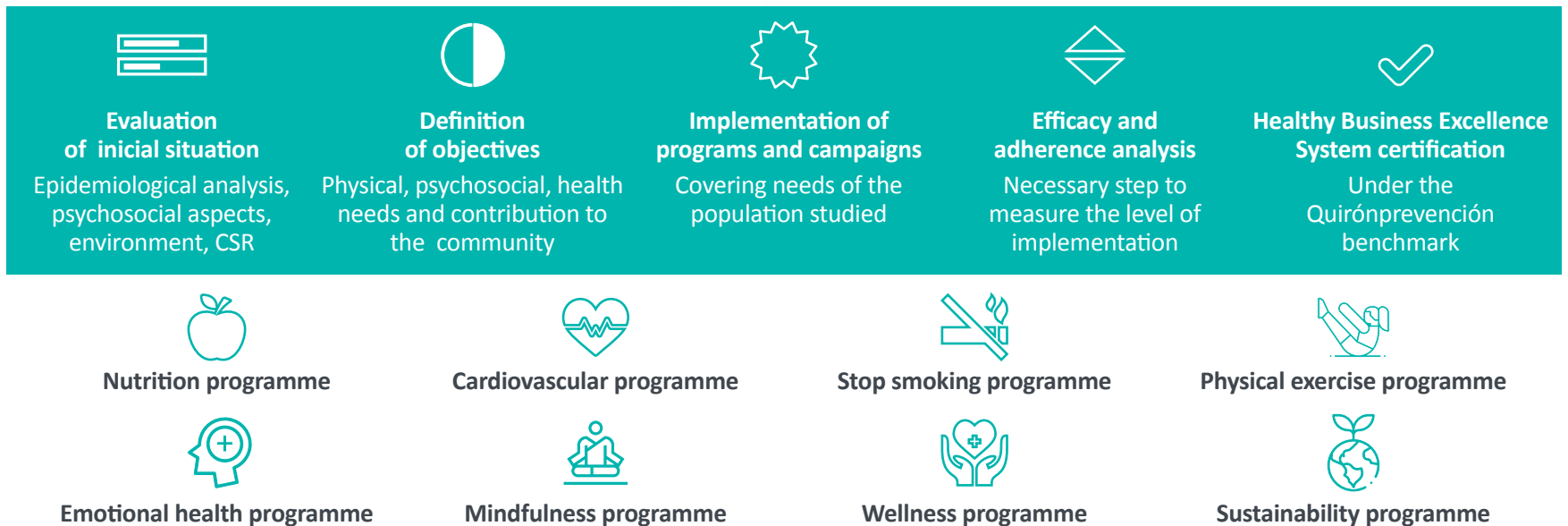


Occupational health, safety and wellbeing

Quironprevención's Healthy Company Programme

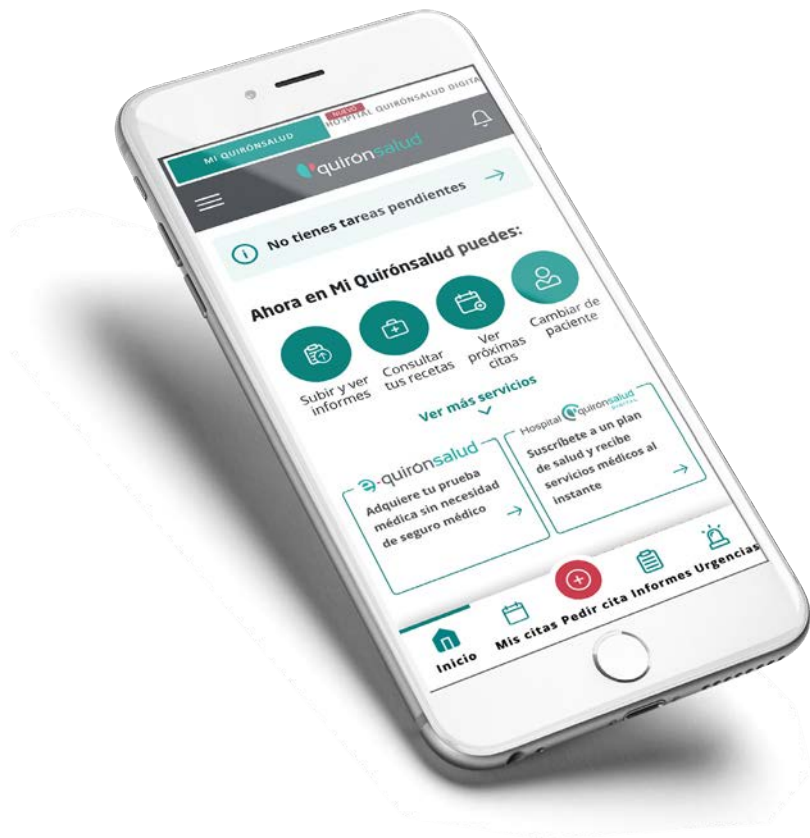
Caring for people in their personal and work environments, thus ensuring the company's own wellbeing.

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.**



6. Our suppliers and strategic partners





Our suppliers and strategic partners

Allies in our cause



Our supplier relationships are based on close collaboration and mutual trust, and we have continued to streamline and make our processes more efficient in 2020.

Our supply chain

Our supply chain has three categories:

Suppliers
Healthcare and prosthetic pharmaceutical products
Medical equipment
Services

We currently have six supply catalogues:

- Medical consumables
- Pharmaceutical products
- Instruments
- Other supplies
- Clothing and footwear
- Food

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

Prosthetics, medical material and drug suppliers are managed and coordinated by the Group's Corporate Purchasing Centre.

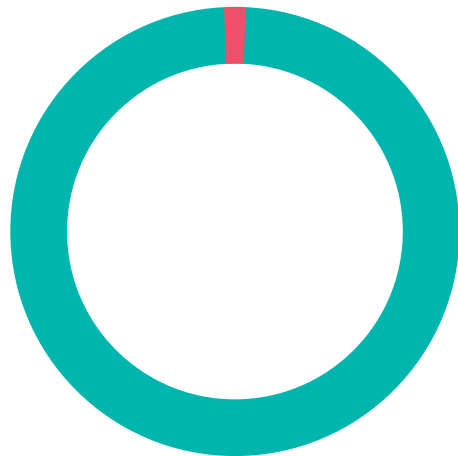
With regards to service providers, "Servicios, Personas y Salud" (SPS - Services, People and Health) is the Group company where General Services are centralised, and represents a non-healthcare support service at our centres. SPS subcontracts services such as laundry, waste management, pest control and disinfection, and security at corporate level.

Meanwhile, medical device supplier relationships are managed by the Corporate Healthcare Quality Department.

Our procurement practices focus on local suppliers.

98% of our medical and pharmaceutical suppliers are registered in Spain.

Only **2% of healthcare and pharmaceutical purchases** made at corporate level are from foreign suppliers, which are mainly Spanish branches of international companies.



■ Españoles ■ Extranjeros

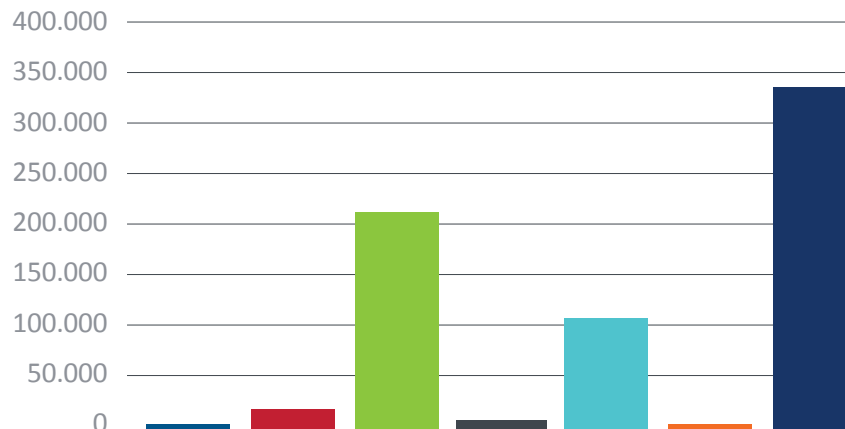


CPC: Quirónsalud Group Corporate Purchasing Centre

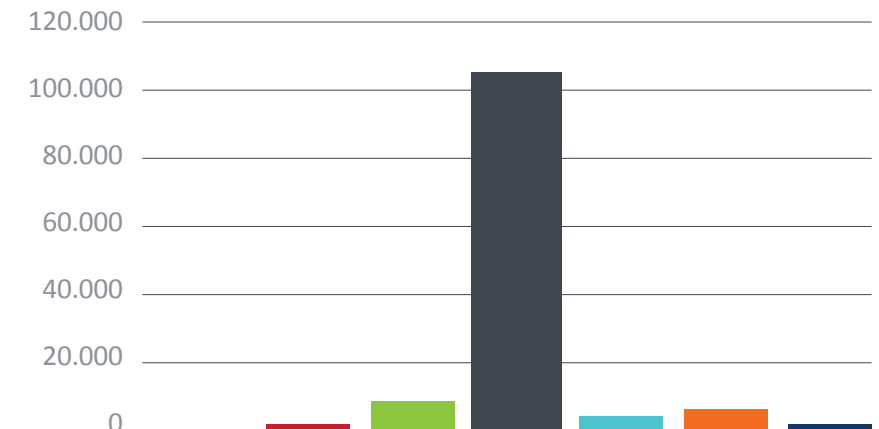
In 2020, we have continued to optimise the hospital supply process, and have increased the volume of purchases managed by the CPC by 5% compared to 2019.

116,537 references are enabled for traceable centralised orders

PURCHASE VOLUME € PER CATEGORY / 2020



ARTICLES CATALOGUED PER CATEGORY / 2020



- FOOD
- MEDICAL CONSUMABLES
- PHARMACEUTICAL PRODUCTS
- OVERALL TOTAL
- INSTRUMENTS
- OTHER SUPPLIES
- CLOTHING AND FOOTWEAR

- ROW TAGS
- INSTRUMENTS
- OTHER SUPPLIES
- CLOTHING AND FOOTWEAR
- FOOD
- MEDICAL CONSUMABLES
- PHARMACEUTICAL PRODUCTS

EDI (Electronic Data Interchange)

Electronic certificates that guarantee the quality and safety of supplies

Increase of 11% vs 2019

Suppliers are classified based on the type of material they sell. The purchasing and distribution process depends on this classification, and the **quality and safety of supplies** is guaranteed at all times by electronic transaction certificates.

Continuing with the optimisation process by electronically managing P2P transactional operations within the Group, the number of suppliers that go through EDI (Electronic Data Interchange) is increasing. 46% (1,080) of the total number of suppliers have now been added to the system.

In 2020, 53 more suppliers were added, representing an increase of 11% compared to the previous year.

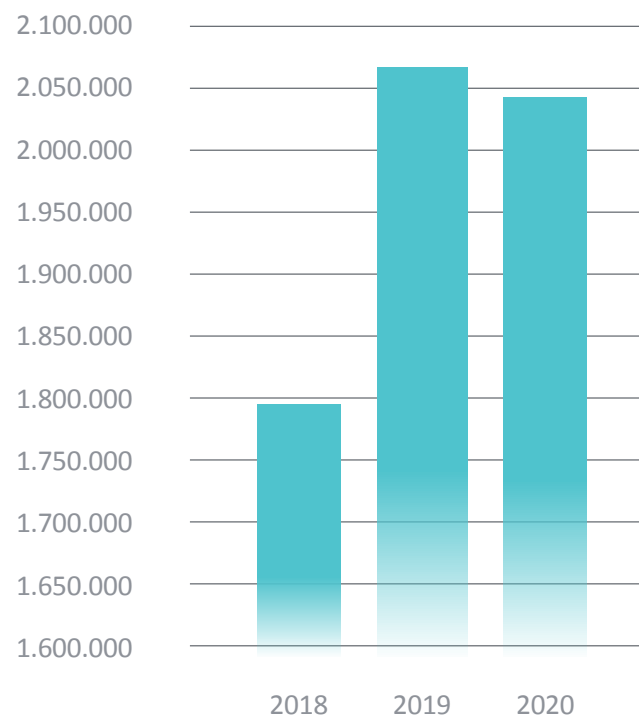
With regards to automating documents, orders and invoices via EDI, the figure reached 1,166,496 in 2020. This represents a major saving from going paperless in transactional purchasing operations (invoices, purchase orders, delivery notes), which has a significant positive environmental impact.

During the last quarter of 2020, we have implemented the **centralised supply of pharmacological products**.

After parameterising and organising the various ERPs used by our hospitals in coordination with the logistics operator and suppliers, by the end of 2020, five of the major pharmaceutical suppliers were providing services under this model.

This allows us to send and manage orders to each supplier in a consolidated way, thus managing the many orders that leave our hospitals on a daily basis in a more efficient and standardised manner. This in turn improves the administrative management of the P2P transactional process (order/invoice), ensuring compliance with the requirements of the current legislation and improving medicine supply traceability.

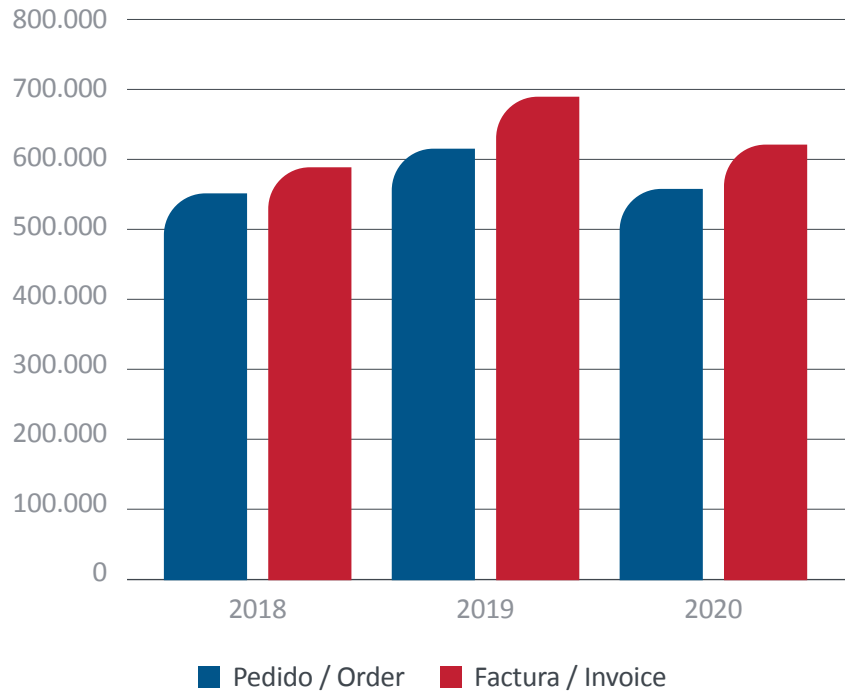
AVERAGE DOCUMENT VOLUME BY EDI



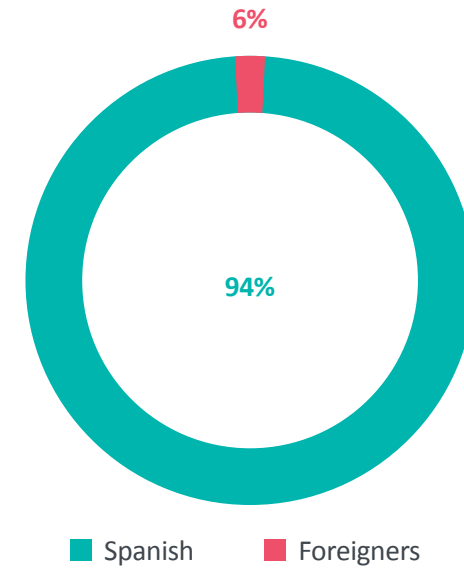
6. OUR SUPPLIERS AND STRATEGIC PARTNERS

CPC: Quirónsalud Group Corporate Purchasing Centre

ORDER VOLUME / INVOICES VIA EDI



SUPPLIERS INTEGRATED IN EDI ACCORDING TO GEOGRAPHICAL AREA



The number of documents exchanged by EDI represents a substantial saving from going paperless in transactional purchasing operations by not creating invoices, purchase orders and delivery notes, which has a significant **positive environmental impact**.

Although only 2% of purchases come from international medical and pharmaceutical suppliers, this figure increases to 7% if all EDI-integrated suppliers are taken into account.



Responsible purchasing and contracting

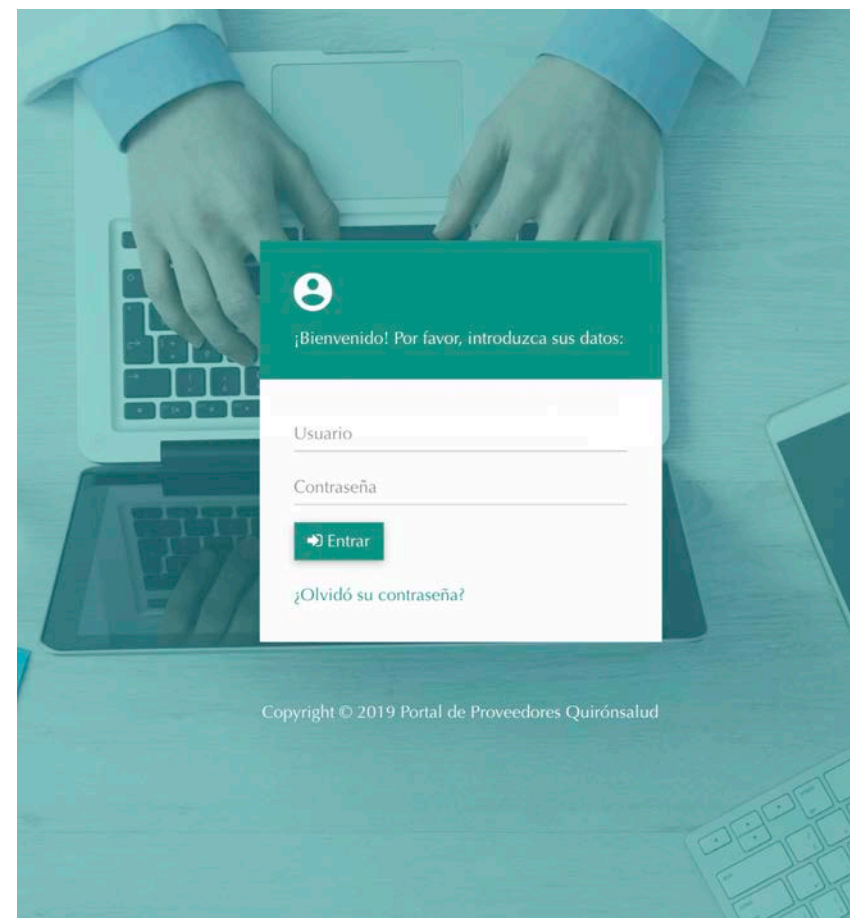
The Quirónsalud Group Corporate Purchasing Centre bases its purchasing and contracting policies on establishing long-standing relationships with its suppliers, built on transparency, mutual respect and trust.

Another of the Group Corporate Purchasing Centre's objectives is to look after supplier relations and create responsible relationships within the framework of Compliance and Corporate Social Responsibility.

In 2020, the functionality and IT architecture required to carry out this process has been designed, with the aim of using it to gradually connect with all our suppliers in the first quarter of next year.

El portal de proveedores de Quirónsalud

Comunicación fluida y relación de máxima transparencia con nuestros proveedores, generando confianza mutua y objetivos comunes.



Copyright © 2019 Portal de Proveedores Quirónsalud

The established processes aim to improve supplier company selection by using a **standardised 360º evaluation** that considers general, financial and quality aspects; social and environmental responsibility; criminal responsibility and compliance; data protection and cybersecurity, as well as more specific aspects decisive in guaranteeing a good service in certain areas of contracting, such as assessing food safety, medication, works or equipment.

This procedure follows a series of principles that also ensure suppliers' knowledge and acceptance of the **Supplier Code of Conduct required by Quirónsalud**, and responds to the **Employee Code of Ethics**, in order to provide quality and transparency in the supplier contracting process.

This platform will be linked to other functionalities, allowing our Corporate Purchasing Centre to have an efficient management system by improving communication with suppliers, managing tenders and awards, and establishing and controlling framework agreements.

Quironprevención has its own purchasing and contracting procedures and protocols.

Its Environmental Policy expressly states a commitment to include environmental considerations when making purchasing decisions and designing new products, wherever technologically possible, as well as when selecting suppliers and subcontractors, whenever their activities may have an impact on the company's environmental performance.

Likewise, it requires suppliers to sign the **Supplier Responsibility Commitment Letter**, in accordance with the procedure implemented as part of its Management System.

In the case of some Quironprevención suppliers, such as the supplier of office materials, furniture, technology, cleaning and safety 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 its carbon footprint, as well as from a social approach, as it promotes child education initiatives in developing countries.

Supplier audits have not been carried out in 2019 or 2020. These will be implemented if deemed appropriate, depending on the type and situation of each supplier.

As a lever of guarantee with our suppliers, we maintain our purchasing policy in establishing **framework agreements** that stipulate the guidelines for acquiring different products for our centres (deadlines, price, guarantees, etc.), always in compliance with the legal framework established by Quirónsalud.

In the framework agreements, we establish guidelines for acquiring different products for our centres, specifying economic, quality and safety aspects. All these agreements make up our **single general catalogue** for all our hospitals, a project that began in 2015, aiming for greater **standardisation and transparency**.

With regards to **infrastructure-related** procurement and contracting, since 2016, we have also been standardising the management processes of the Infrastructure Division in order to properly plan, monitor and control building and renovation work, as well as the decision-making process that underpins the implementation of new projects.

Strategic partners

For Quirónsalud, mutual insurance companies, insurers 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 managed by Quirónsalud's Corporate Operations Division, which sets management guidelines that are channelled through ongoing direct communication with our Regional Offices.



We have **framework agreements with the sector's main insurance companies**, which define the contractual model, addressing not only price agreements, but also volume commitments and key healthcare quality indicators.



7. Commitment to the environment





Commitment to the environment essential for our health



Precautionary principle and continuous improvement

Since our mission is to preserve people's health, we are aware of the importance of maintaining healthy ecosystems, and minimise our environmental impact by applying the precautionary principle.

We maintain our **basic principles of environmental action**, which apply to all our business areas and centres, at a time of **environmental challenges of unprecedented scale and urgency**:



Promoting **eco-efficiency** by using natural resources sensibly, and firmly supporting the **fight against climate change**.



Minimising the impact of our **waste** by promoting the **use of environmentally friendly products** and moving towards **circular business models**.



Raising awareness of sustainable environmental management in **decision-making**, as well as in the **daily operations** of our centres, while encouraging responsible consumption **habits**.

The main environmental problems related to human health include air, water and soil pollution; noise, chemical emissions, food contamination and the consequences of climate change.

Pollution is both a global and local problem: according to the WHO, nine out of ten people breathe polluted air, in addition to the related deaths, illnesses and allergies. These are worrying figures that require urgent action.

It is difficult to clearly identify all the cause-effect relationships between environmental factors and diseases. In any case, we apply the **precautionary principle**: by taking the appropriate preventive measures to minimise the environmental impact of our activity, we **continuously improve** and move towards more environmentally friendly processes.

In accordance with the precautionary principle, the Group carries out various actions to control and manage the current and foreseeable environmental effects of its activity, and to address the significant environmental aspects.

| Organisation for environmental management

The Corporate Quality Department, which reports to the Corporate Care and Quality Management, is responsible for the company's environmental management.

The Quirónsalud Group promotes environmental management through **multidisciplinary Environmental Management Committees** at most of its centres. These committees include managers from different areas: maintenance, waste, quality, nursing, preventive medicine, etc., and have the authority to make decisions and present them to hospital management.

Similarly, at the corporate offices, environmental and energy issues are dealt with by a task force comprising heads of various departments: quality, maintenance, social responsibility, as well as other areas required to deal with specific issues.



7. COMMITMENT
TO THE
ENVIRONMENT

| Environmental risk analysis

The risks identified by the Group in terms of environmental and energy management involve risks of non-compliance with regulations, waste management, consumption of natural resources, environmental pollution, identifying outdated facilities and lack of sufficient environmental awareness, which could lead to non-compliance with the law or with the **Group's Environmental Management Plan**.

In our internal Qualios tool, we have compiled the risk analysis for the following environmental and energy areas:

Riesgos de gestión de la energía	
05 - INVENTARIO RIESGOS	
Ambito : Gestión de la Energía	
Número Riesgos	
11	
Riesgos	
Instalaciones y equipos viejos u obsoletos que consumen energía en exceso	
Instalaciones y equipos con riesgo de avería porque no se renuevan cumplido su ciclo de vida útil	
Instalaciones y equipos sin control de consumo	
Configuración del edificio descentralizada que impide el control de consumo de energía	
Consumo de energía variable debido a cambios de actividad	
Corte de suministro/Desabastecimiento de combustible (líquido o gaseoso)	
Generación de contaminación por utilización de fuentes de energía más contaminantes (p.e. gasoil)	
Actuaciones de mantenimiento desatendidas o descontroladas por cambio de OCA´s o mantenedores	
Instalaciones y equipos con rendimiento bajo por afección de la climatología (Tº y humedad)	
Programación deficiente de consignas que genera derroche de energía	

Riesgos de gestión ambiental

05 - INVENTARIO RIESGOS

Número
Riesgos

9

Ámbito : Medioambiente

Riesgos	
Contaminación del medio (Derrames, emisiones e vertidos incontrolados)	
Exceso de generación de residuos	
Falta de compromiso ambiental	
Residuo no gestionado con gestor autorizado	
Inadecuada segregación de residuos	
Consumo de agua no optimizado	
Consumo de energía no optimizado	
Consumo de combustible fósil no optimizado	
Aplicación de legislación y normativa fuera de plazo	

Número Riesgos

9

In 2020, the Group has carried out a total of 368 environmental risk assessments and 221 energy risk assessments at both corporate level and at the Group's hospitals.

The level of risk is mostly marginal and appreciable, which is considered low risk. With regards to the more significant levels of risk, improvement measures have already been implemented to mitigate them.

7. COMMITMENT TO THE ENVIRONMENT

Environmental Policy and Management System

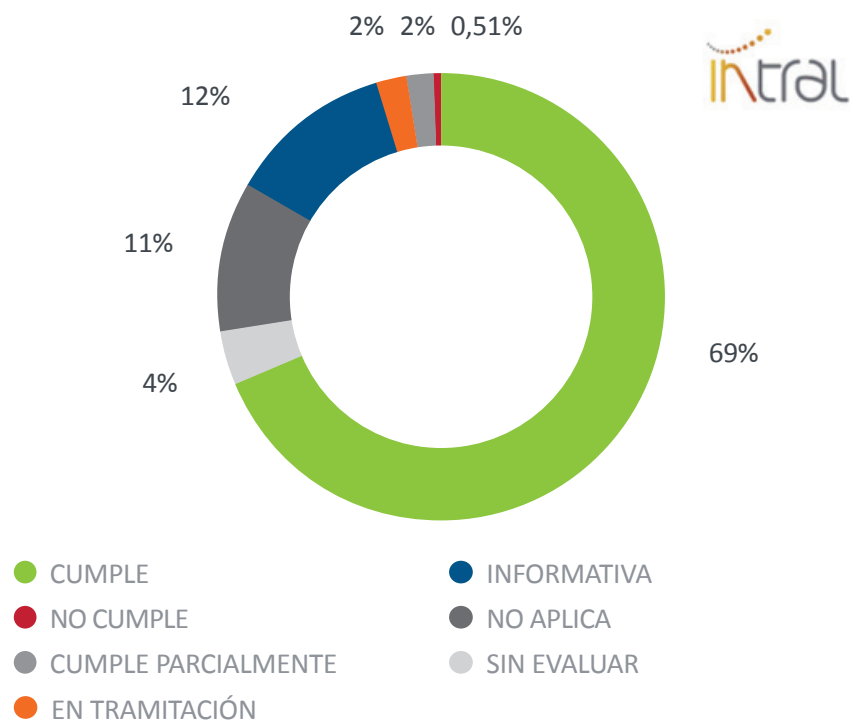
The Group's Environmental Management System is certified according to the **ISO 14001 Standard**, and its Energy Management System according to the **ISO 50001 Standard**.

Quirónsalud's Environmental and Energy Management System is based on the Management System Policy, which includes a commitment to protect the environment and prevent pollution; optimise energy use and consumption by promoting the acquisition of more efficient products and services; and comply with the applicable requirements to achieve continuous improvement within the organisation.

The Management System Policy is extended to all Group hospitals and shared with all stakeholders. It is available on the Group's website and intranet, and on display at all hospitals.

The hospitals' **level of compliance with environmental legal requirements** is assessed every six months. As a result of the global assessment in 2020, a total of 22,927 legal requirements have been identified for evaluation at Quirónsalud, with very positive results:

ENVIRONMENTAL LEGAL REQUIREMENTS ASSESSMENT 2020



It has only been necessary to carry out a thorough follow-up of the pending or current implemented actions for a small percentage of the requirements assessed.

| Environmental certifications

Over the years, environmental certification in accordance with the **ISO 14001** Standard has been extended as part of the Group's corporate strategy.

In 2020, Quirónsalud holds the ISO 14001 multi-site certification at 42 centres.

Quirónsalud's Management System is 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 each new centre, under standardised work and measurement tools and methods.

All but four Spanish hospitals are certified in Environmental Management: the last three to join the Group (Quirónsalud Santa Cristina Hospital, Quirónsalud Huelva Hospital and Quirónsalud Son Verí Hospital) and Quirónsalud Madrid Hospital.

The **Energy Management** certification in accordance with the **ISO 50001 Standard** continues to be consolidated at the **six certified hospitals**, and the certification of Quirónsalud Cordoba Hospital is planned for 2021.

Quironprevención has also had its own Environmental Management System certified in accordance with the ISO 14001 Standard since 2015.

In 2020, in-person audits have been reduced at the centres and replaced with videoconference interviews, in order to maintain the safety conditions recommended to contain the COVID-19 pandemic. Therefore, a representative sample of hospitals has been internally and externally audited, and face-to-face visits have been interspersed with videoconference interviews. Normal auditing activity is expected to resume in the first quarter of 2021.

| Identifying significant environmental impacts

Each year, environmental aspects at the hospitals are assessed in order to identify any significant ones that need to be addressed to reduce their environmental impact.

In 2020, environmental aspects resulting from the hospitals' environmental management under normal, abnormal and emergency conditions were assessed.

As a result, 155 significant environmental aspects under normal and abnormal conditions, and 80 significant environmental aspects under emergency conditions were identified.

7. COMMITMENT TO THE ENVIRONMENT

Identifying significant environmental impacts

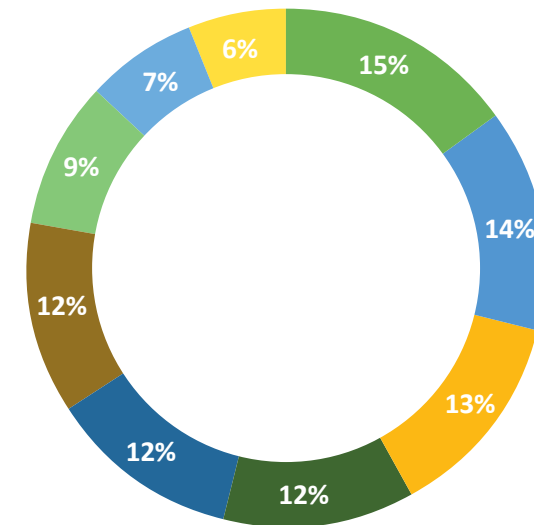
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CONDICIONES NORMALES Y ANORMALES

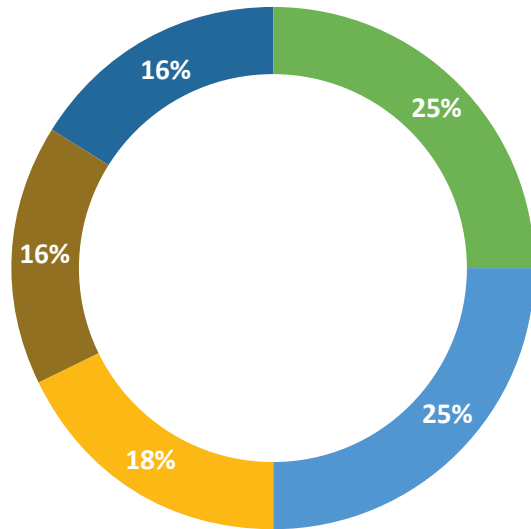
Environmental aspects assessed as significant in 2020 under normal and abnormal conditions



- 15% Producción de residuos citotóxicos
- 14% Producción de residuos biosanitarios especiales
- 13% Producción de residuos de agua de laboratorio
- 12% Residuos de productos químicos laboratorio
- 12% Producción de residuos de envases contaminados
- 12% Consumo de papel
- 9% Producción de residuos de envases contaminados
- 7% Producción de residuos nctes y punzantes
- 6% Consumo de gases medicinales

CONDICIONES DE EMERGENCIA

Environmental aspects assessed as significant in 2020 under emergency conditions



- 25% Emisiones de gases de combustión por incendio
- 25% Deterioro de las instalaciones por explosión de botellas y botellones de gases
- 18% Contaminación biológica
- 16% Generación de residuos en un incendio
- 16% Contaminación atmosférica por fuga de gas refrigerante

The most significant environmental aspects resulting from the assessment in 2020 were:

• **Normal conditions:**

- Production of cytotoxic waste
- Production of special biosanitary waste
- Production of laboratory water waste

• **Emergency conditions:**

- Fire
- Explosion of pressure vessels, bottles and canisters
- Biological contamination

The environmental aspects identified in 2020 will be assessed in the first quarter of 2021, analysing data for the year that is expected to differ from the usual trend due to the pandemic that has disrupted the normal activity of the centres.

7. COMMITMENT TO THE ENVIRONMENT

I Improvement targets

As part of the Management System, excellence is also promoted through a continuous improvement management model, which sets targets involving all levels.

In 2020, environmental targets aimed at optimising the hospitals' energy consumption were set, both with regards to electricity and fossil fuels.

The corporate strategy for 2020 included specific targets for replacing facilities and equipment with energy-efficient technology. All hospitals were required to allocate at least 5% of their renovation budget to invest in energy improvements.

Some 90% of hospitals decided to address this target and invest in environmental and energy improvements at their centre. Investments have focused on the needs of each hospital, including replacing boilers, installing LED lighting, upgrading air conditioning systems, improving infrastructure (renovations, windows, façades), upgrading equipment (tunnel washers, washing machines, dryers, kitchen ovens), purchasing Neptune waste management systems, and installing air curtains, etc.

Despite these actions and investments at the centres, these targets have only been met in some cases. This was due to the variation in activity during the year and the special ventilation needs of the buildings.

Quirónsalud hospitals implement training actions and projects to improve the most relevant environmental aspects at each centre. However, due to the COVID-19 pandemic, participation in face-to-face activities, training courses, workshops, conferences, talks or other formats requiring personal interaction between professionals and stakeholders has been reduced in 2020.

For much of the year, healthcare activity has been the main priority for both healthcare and non-healthcare professionals in order to cope with the pandemic. However, in the last quarter of 2020, normal activity has started to resume at hospitals, with the necessary changes to maintain safe conditions.

Environmental communication and awareness-raising

In 2020, environmental communication and awareness-raising activities have been suspended or reduced due to the situation and healthcare pressures of the year.

We plan to resume specific training on waste segregation and good practices at the centres in 2021.

This year, we once again celebrated **World Environment Day** on 5 June to raise awareness of environmental protection and the fight against climate change.

As we wanted to give it greater relevance with communications throughout the week, we carried out a series of mailings with themed messages from 1 to 4 June, encouraging professionals to participate in the environmental campaign, as coordinated by the Internal Communications Department.

Finally, on 5 June we published a summary of the actions implemented by the hospitals to improve the environment.



Efficient use of resources

At Quirónsalud, we take responsibility for moving towards a more sustainable and efficient resource consumption model.

| Energy efficiency



Hospital centres are facilities that constantly consume high levels of energy, as they operate 24 hours a day, 365 days a year, and are unable to stop their activity. They also require special air conditioning and air renewal systems to ensure patient comfort and safety.

Therefore, energy efficiency and minimising the environmental impact caused by this consumption is a priority for Quirónsalud, and the targets implemented in this regard are aimed at optimising and, consequently, reducing the emission of greenhouse gases into the atmosphere.

As part of our environmental improvement plan, our hospitals decided to address this target and invest in environmental and energy improvements. As mentioned above, these investments have varied according to the needs of each hospital and include replacing boilers, renewing LED lighting, upgrading air-conditioning systems, improving infrastructures and replacing equipment.

Awareness-raising campaigns on responsible energy use are also carried out regularly, either promoted at corporate level or as individual initiatives at our centres.

As of May 2020, 100% of the electricity consumed by Quironprevención comes from renewable sources.

Likewise, both the construction of new hospitals and 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.

**Six of our hospitals have the ISO 50001 Certification:
Energy Management System**



The following hospitals are certified in 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.

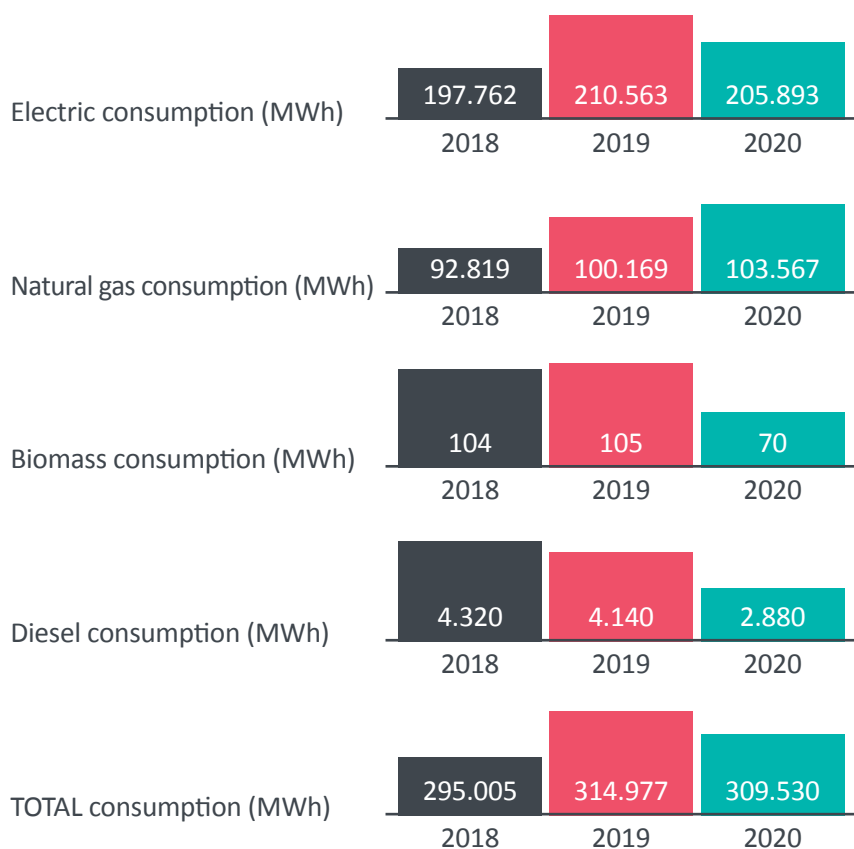
We monitor energy consumption at each of our hospitals on a monthly basis, periodically analysing the results in collaboration with an energy manager, who advises the Group on optimising energy use.

We also account for consumption at all our facilities as part of our annual carbon footprint calculation.

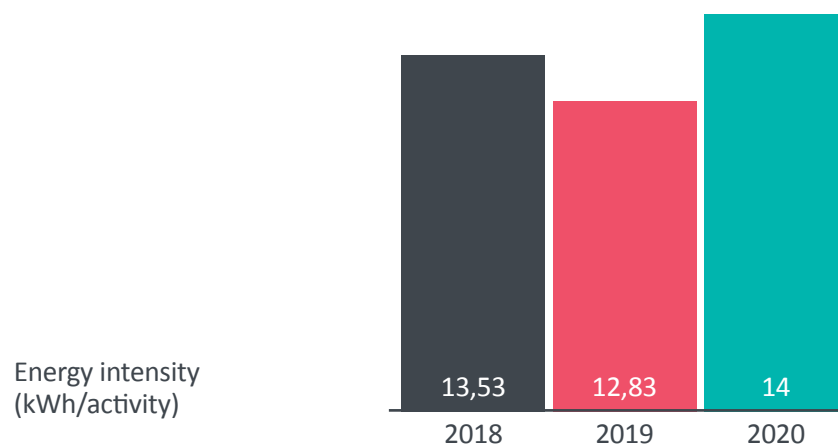
ENERGY CONSUMPTION INDICATORS AT THE QUIRÓNSALUD GROUP —

The Quirónsalud Group has made a significant effort to consolidate internal reporting processes in 2020, and provide results of global indicators and also those broken down for the entire Group. For this reason, specific data is provided for Quirónsalud hospitals in Spain in order to compare it with previous years.

ENERGY CONSUMPTION (Quirónsalud Hospitals Spain)



In 2019, we managed to optimise energy use, as although total consumption increased slightly in absolute terms, so did activity, the surface area of the centres and the equipment installed. 2020 has been an exceptional year in terms of healthcare pressure and energy requirements, which can be seen in the indicators related to activity (*).



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7. COMMITMENT TO THE ENVIRONMENT

In 2020, we have begun accounting for the Group's entire energy consumption, including our centres in Colombia and Peru, and other energy consumption not previously included, from both non-renewable sources (LPG consumption) and renewable sources (photovoltaic, cogeneration and thermal energy).

In the coming years, we will continue to report on the Group's global indicators and will be able to analyse their progress.

QUIRÓNSALUD GROUP Energy consumption (MWh)	2020
Electricity	250,752
Natural gas	105,077
LPG	1,492
Diesel	3,149
Biomass	70
Photovoltaic energy	74
Cogeneration electricity	122
Thermal energy	1003
TOTAL	361,741

Water consumption

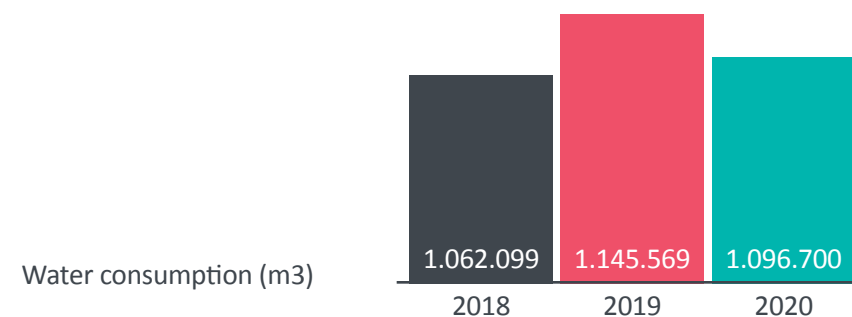


The water consumed at Quirónsalud's various activity centres comes from the municipal supply network, subject to local limitations.

As part of the environmental policy, which focuses on efficient resource consumption, water-controlling and -saving measures have been implemented in previous years. These include checking for possible leaks in tanks and installations, installing tap and shower aerators, adjusting toilet flush pressure, installing tanks with double push-button flushing mechanisms, adjusting watering levels and choosing plants that require less water.

As in the case of energy consumption, internal reporting on water consumption in 2020 has also been optimised to cover all our sites and activities. The results of the Quirónsalud centres in Spain have been provided, in order to show their progress compared to previous years.

WATER CONSUMPTION (m3) at Quirónsalud Hospitals Spain



In 2020, this water consumption amounted to **49 litres per healthcare act**, a similar value to in 2019.

Bearing in mind the LATAM centres and Quironprevención, the **total water consumption of the Quirónsalud Group in 2020 was 1,577,079 m3**.

I Consumption of gases and other raw materials



Due to the nature of the Group's activities, there is no significant consumption of raw materials.

Our efforts focus on optimising the consumption of chemical products and materials since these resources have the highest environmental impact. We do so by using more environmentally friendly products, eliminating the use of plastic and increasing the useful life of materials, as much as we can.

We have a corporate supplier that provides cleaning products to the centres and catering areas. Virtually all the products used have recyclable packaging and ensure optimal usage practices in terms of minimising their environmental impact.

We use products with automatic dispensers and concentrated formats, as well as the most environmentally friendly alternatives.

We contribute to eliminating plastic waste by replacing bottles with water fountains and using biodegradable materials.

In January 2020, single-use plastic cups were removed from all Quironprevención centres and replaced with biodegradable ones.

Likewise, paper consumption at Quironprevención has decreased by 38.43% compared to 2019, and 95% of the paper used is ecologically certified.

With regards to **gas consumption**, in order to study and calculate the corporate gas footprint, we have taken into account the consumption of **anaesthetic gas (N2O)** and fluorinated refrigerant gases recharged at the Quirónsalud centres: R410A, R407C, R404A, R134A, R422A, R424A, R422D, R442A, R449A and R507-

The anaesthetic gas and refrigerant gas consumption indicators in 2019 and 2020 are shown below:

	2020	2019
Consumption of N2O used as anaesthetic gas (kg)	45.600	46.692
Consumption of refrigerant gases (kg)	2.685	2.003

Note: The 2019 information refers to Quirónsalud's activity in Spain, whereas the 2020 information refers to the entire Quirónsalud Group, including the centres in Colombia, Peru and Quironprevención.

Commitment to the fight against climate change



The climate emergency requires increased ambition from the business sector now more than ever, making progress in actions with the aim of decarbonising the economy by 2050 and driving a green post-COVID-19 recovery.

Bearing in mind all the Quirónsalud Group's emission sources in 2019 and 2020, we have managed to reduce our corporate carbon footprint by 2.29%, the equivalent of 2,850.92 tCO₂e in emissions.

We have also reduced our emissions indicators by 11.74% per activity, which shows a significant positive trend between 2016 and 2020.

Tackling climate change is one of the greatest challenges currently facing our society, and requires a firm and decisive response from the business sector.

In keeping with our commitment, we have continued the emissions study that began in 2016, in order to have the relevant indicators on the greenhouse gas emissions generated by our activity. As our activity is not emissions-intensive, we believe there is a potential for improvement, with which we can contribute to the fight against climate change.

This emissions study was once again carried out with the **Ecology and Development Foundation (Ecodes)** and **CeroCO2**, a pioneering initiative in Spain that aims to reduce the climactic impact caused as a result of an activity by facilitating and promoting the involvement of all social players.



In 2020, we have retained all protocols relating to facilities maintenance and controlling emission sources, such as gas boilers or refrigerant gases for air conditioning systems at our hospitals, carrying out the relevant checks in strict compliance with the current regulations.



7. COMMITMENT TO THE ENVIRONMENT

The calculation has once again included Scope 1, 2 and 3 emissions, in accordance with the GHG Protocol:

- **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**; the consumption of **nitrogen protoxide** (nitrous oxide) used as an anaesthetic agent; GHG emissions from the **vehicles owned** by some centres; and emissions from **refrigerant gas leakages** used in cooling systems (R410A, R407C, R404A, R134A, R422A, R424A, R422D, R442A, R449A and R507).
- **Scope 2:** Includes indirect GHG emissions produced by generating electricity, heat or steam of external origin consumed by the organisation. In our case, we refer only to electricity consumption. No sources of indirect GHG emissions from electricity have been excluded from this scope.
- **Scope 3:** Includes indirect emissions not included in Scope 2, which, although a consequence of the organisation's activities, originate from GHG sources owned or controlled by other organisations. The GHG Protocol and ISO 140641 methodologies require all Scope 1 and 2 emission sources to be calculated, and recommend identifying the main Scope 3 emission sources, depending on the centre's activity or how easy it is to obtain reliable data. In our case, we have considered **water consumption**, emissions associated with **commuting**, and emissions as a result of staff **business trips**. Likewise, since 2018, we have also considered **emissions associated with waste generated, and non-hazardous waste has been counted since 2019**.

The footprint calculated for Quirónsalud's activity in Spain in 2020 was 118,799 tCO2e.

The total figure for the entire Quirónsalud Group was 121,647 tCO2e

97% of the emissions correspond to Quirónsalud centres, and the remaining 3% to emissions from Quironprevención's activity.

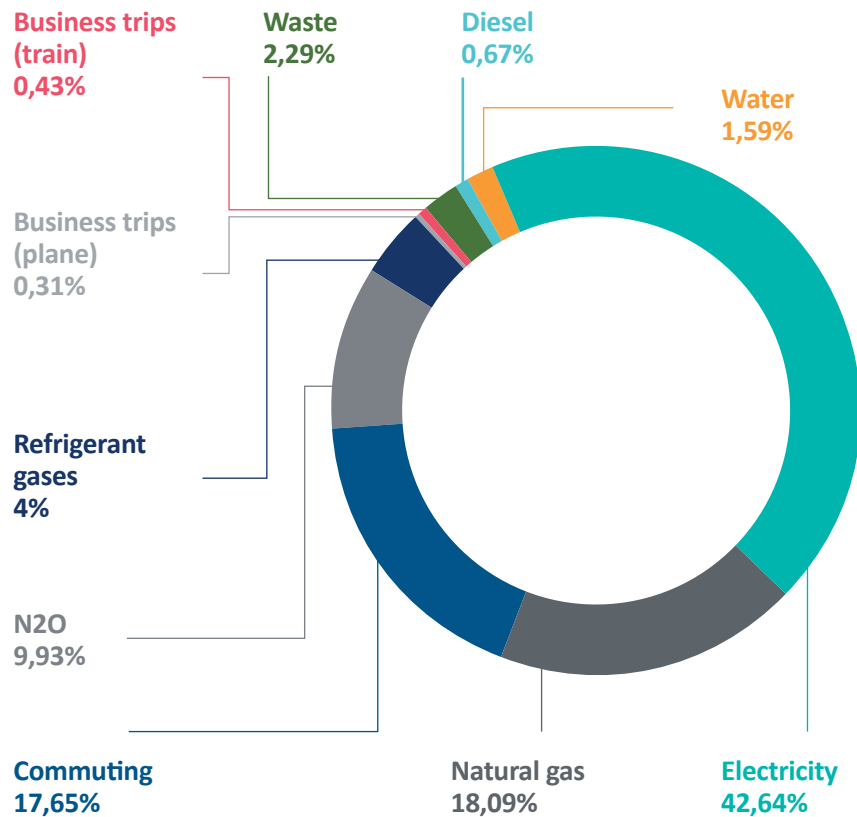
The results of the main indicators are shown below, as is their progress since 2016, when we began this study. There has been a **positive progress in emissions per activity, per employee and per built surface area:**

Indicators	2016	2017	2018	2019	2020	% progress 2016/2020
Quirónsalud						
tCO2e/employee	3.71	3.26	3.87	3.8	3.37	-9.19%
kgCO2e/m2 (built)	96.54	88.14	89.9	85.36	84.19	-12.79%
kgCO2e/m2 (used)	119.89	109.61	119.96	-	-	-
kgCO2e/activity	6.06	4.76	4.82	4.44	5.35	-11.74%
tCO2e/bed	-	-	15.6	15.16	14.90	-
Quironprevención						
tCO2e/employee	-	-	0.88	0.93	0.56	-
Quirónsalud Group						
tCO2e/employee	-	-	3.27	3.31	2.92	-

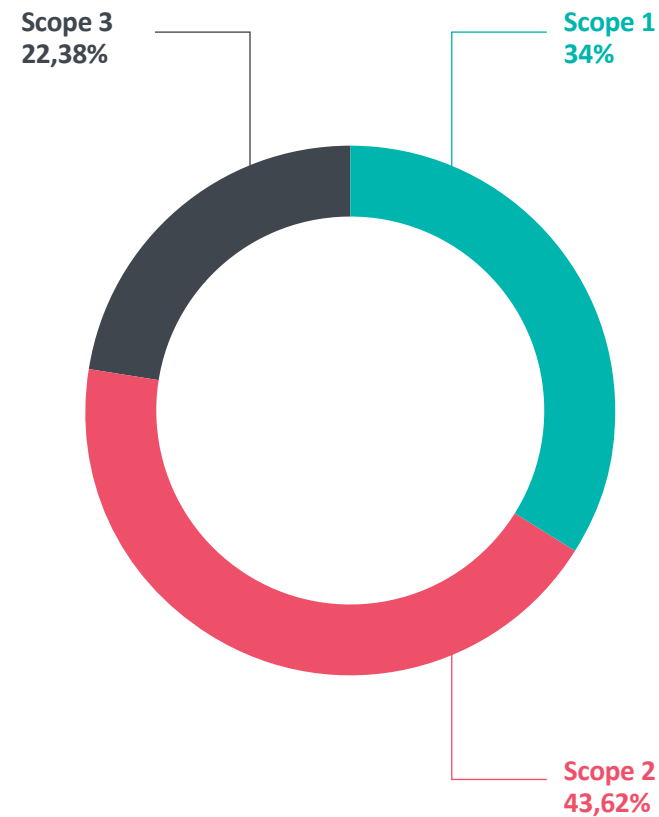
The main source of emissions is electricity consumption, which accounts for 49.81% of total emissions, followed by staff commuting with 19.22%, and gas consumption with 17.74% of total emissions.

The decrease in the Group's total emissions is due to significantly lower diesel consumption (-365 tCO₂e and -31%), as well as fewer flights due to the pandemic (-867.69 tCO₂e and -70%), and using renewable energy at Quironprevención centres (-5,216.05 tCO₂e and -9%).

BREAKDOWN OF QUIRÓNSALUD GROUP EMISSIONS BY SOURCE 2020



BREAKDOWN OF QUIRÓNSALUD GROUP EMISSIONS BY SCOPE 2020



7. COMMITMENT TO THE ENVIRONMENT

To make the calculations, the centres are categorised as "Large Hospitals", "Medium Hospitals", "Small Hospitals" and "Other Centres", which allows us to monitor the emissions and ratios calculated by Group and by centre. By analysing the results and specificities of each case, we can develop more precise plans for possible environmental improvements.

In 2020, emissions from Large Hospitals, which account for 43% of the Quirónsalud Group's total emissions, have decreased by 3% overall.

The ratio of emissions per activity has improved significantly by 10.8%.

Several of the Group's large hospitals have achieved reductions of around 10%, notably Rey Juan Carlos University Hospital with 17.5% and Quirónsalud Madrid Hospital with 13.7%.

Our aim is to continue working with our medium and small centres to also achieve significant improvements, within the possibilities of each one and taking into account their unique characteristics.

Quironprevención's total emissions have decreased by 31%.

This reduction is clearly linked to using renewable energy at all Quironprevención centres since May 2020, as well as restrictions on movement due to the pandemic.

Thanks to these annual calculations, the Quirónsalud Group can follow the progress of its CO2e emissions and monitor its main emission sources (Scopes 1 and 2, and the most significant sources in Scope 3).

This allows us to monitor the established emissions indicators on an annual basis for both the entire Group and the centres, and continue making progress in defining realistic and effective reduction targets by focusing on the emission sources and centres that require the most attention.

The Quirónsalud Group has been part of the **Spanish Climate Change Cluster** since it was created five years ago, represented by the country's main companies and coordinated by Forética in Spain as a representative of the WBCSD (World Business Council of Sustainable Development).

The transformation process towards a low-carbon economy involves a necessary change to help achieve the Sustainable Development Goal on Climate Action (SDG 13). The Climate Change Cluster works to strengthen business commitment by addressing the main climate trends, promoting dialogue between companies and public administrations, and generating meeting points and knowledge.



In 2020, we have continued our work with the Cluster, presenting the **nine levers to drive climate neutrality with business action**, focusing on three axes: '**Ambition, Action and Alliances**'.

The Climate Change Cluster delves into the nine essential levers for a low-carbon economy, highlighting the main tools, challenges and reference organisations in the different areas, as well as the opportunities for companies to activate these levers: setting science-based climate targets; transitioning to net zero emissions by 2050; managing climate risk; reducing our carbon footprint; nature-based solutions as part of the climate strategy; energy transition through innovation, new business models and renewable energy; collaborating for action; innovation in financing climate ambition; and communication and reporting.



Since 2017, Quirónsalud has also been part of the **#PorElClima** Community, an action platform to implement the Paris Agreement in Spain, driven by three key sectors: public administrations, the private sector and social entities. 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 the climate crisis and reducing their emissions, with the aim of becoming carbon-neutral by 2050.



Minimising the impact of our waste

We continue to make progress in reducing the amount of waste generated per waste type by encouraging segregation and promoting reuse and recycling.



The **circular economy** is presented as the main response to the challenges of natural resource sustainability and efficiency by proposing an alternative production and consumption method that directly affects resource and waste flows.

Healthcare is a sector where it takes more time to implement circular measures due to important aspects such as patient safety, hygiene and information privacy. Nevertheless, Quirónsalud is working on various aspects related to the life cycle of the products we use.

The waste generated by the Quirónsalud Group is divided into four main categories:

- Non-medical waste equivalent to household waste (including paper, cardboard, plastic and glass)
- Medical waste equivalent to urban waste
- Biological waste
- Chemical waste (distinguishing between chemical waste and cytostatic waste)

NON-HAZARDOUS WASTE

Non-medical waste equivalent to household waste and medical waste equivalent to urban waste is collected separately at the centres according to waste type, allowing it to be subsequently treated and recovered in the case of waste equivalent to household waste.

Hospitals have specific containers for segregating the different recyclable categories: blue containers or bags for paper and cardboard, and yellow containers or bags for light packaging and plastics. These containers can be found at locations where this type of waste is most often generated, such as in the general stores, pharmacies, waiting rooms and cleaning service.

Vending areas also have bins that allow users to segregate light packaging.

Quirónsalud aims to extend selective collection systems through collaboration agreements with the integrated management systems, as well as improving segregation levels.

HAZARDOUS WASTE

The treatment this waste receives once it has been delivered to an authorised manager differs according to waste type:

- Biological waste: sterilisation/incineration.
- Cytostatic waste: incineration.
- Liquid chemical waste: neutralisation, disposal by chemical processes.
- Solid chemical waste: chemical disposal.
- Other hazardous waste not included in the above categories: treated according to the type of waste in question.

QUIRÓNSALUD GROUP WASTE GENERATION INDICATORS

With regards to waste, we also continue working to improve the data collection methodology for the Group's hospitals as a whole, as well as for Quironprevención, in order to achieve increasingly accurate indicators that allow us to reliably assess our environmental management progress and undertake the necessary measures by activity and centre.

2020 has been a difficult year in which healthcare activity has been disrupted, making it harder than usual to compile the data from all centres in order to make a realistic comparison with the previous year.

	2020	2019
Non-hazardous waste (t)	15,030	15,969
Hazardous waste (t)	2020	2019
Biological waste	3,318	1,655
Cytostatic waste	85	105
Liquid chemical waste	232	290
Solid chemical waste	200	146
Other hazardous waste	23	31
Total	3,858	2,228

The largest increase in hazardous waste generation was observed in biological waste, as a result of COVID.

7. COMMITMENT TO THE ENVIRONMENT

Food waste

During 2020, the Group's food service management systems have continued to focus on improving production in order to better control wastage, and therefore reduce food waste.

Likewise, stocks of raw food materials are increasingly reduced, and we are working with suppliers to ensure more regular delivery services and that hospitals only have the necessary stocks, which helps to control expiry dates and thus reduce food waste.

Currently, there are no results available for the Group's food waste indicators.

In 2020, Barcelona hospitals have implemented the selective collection of organic waste, which is mainly made up of food waste from catering areas susceptible to biological degradation. By collecting this food waste separately, the amount of refuse generated is being reduced.

This indicator will also serve to assess the success of minimising food waste, as the collection of organic waste is expected to gradually begin at the rest of the Group's catering areas.

Liquid effluents

Liquid effluents from Quirónsalud hospitals and centres are urban wastewater, which is discharged into the municipal sewer networks. We can therefore 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 discharged water is properly controlled and managed, hospital wastewater is analysed at the intervals required by the relevant bodies in each case.





8. Our relationship with society





Our relationship with society

Social action integrated into the business

Social action

Due to Quirónsalud's purpose as a company, our social contribution is based on the impact we can have through our own activity: improving people's health and wellbeing while sharing resources, knowledge and expertise with a focus on contributing to the society in which we operate.

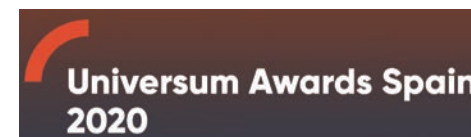
At the beginning of this report, we wanted to show the main corporate and hospital initiatives we have implemented as part of the Quirónsalud Group's COVID-19 response.

In 2020, the entire Quirónsalud Group has been committed to help overcome the national emergency caused by the pandemic by collaborating with all health authorities, working as a team with a common goal, coordinating all the human and material resources within our healthcare network and, in short, **doing our utmost to try to help as many people as possible.**

We have proudly gained recognition from society for how we have dealt with the most challenging moments of 2020, as demonstrated by the latest **Merco Ranking** on the responsibility of companies during the health emergency in Spain, which has placed **Quirónsalud as the only healthcare company among the top 20 companies with the greatest social commitment during the pandemic.**



Our social commitment has also contributed to **Quirónsalud being ranked as one of the favourite companies to work for** by university students, according to the latest '**Universum Most Attractive Employers**' study carried out by Universum, a consultancy firm that specialises in employer branding. After analysing more than 30,000 student surveys from 69 higher education centres, Quirónsalud has become the most attractive company for Health Sciences and Medicine students, and the sixth most attractive for students of other subjects, such as Natural Sciences and Mathematics. The most valued aspects 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.



At the Quirónsalud Group, we promote different areas of social action directly linked to our activity, which are carried out by the hospitals in each region, often in collaboration with national or local social organisations. The numerous initiatives can be categorised into four types of specific actions:

- Specific care services and patient support
- International cooperation
- Health promotion activities
- Sponsorships

**Merco Monitor:
Quirónsalud, the only company in
the health sector among the 20
companies with the greatest social
commitment to the pandemic**



8. OUR RELATIONSHIP WITH SOCIETY

I Caring for and supporting patient groups

As patient health and wellbeing is the main focus of all Quirónsalud's activities, much of our social action revolves around this.

Quirónsalud's centres have once again been involved in a large number of initiatives and projects focused on priority groups such as **children, women, disadvantaged groups** or those at risk of social exclusion, elderly patients and patient groups with **specific diseases and pathologies**, often through partnerships and collaborations with various social organisations.

However, throughout 2020, the main objective has been to **offer personalised assistance to patients admitted with COVID-19**, supporting them to improve their hospital experience. These aspects have already been mentioned in this report, in the specific 'Our patients and their families' chapter.

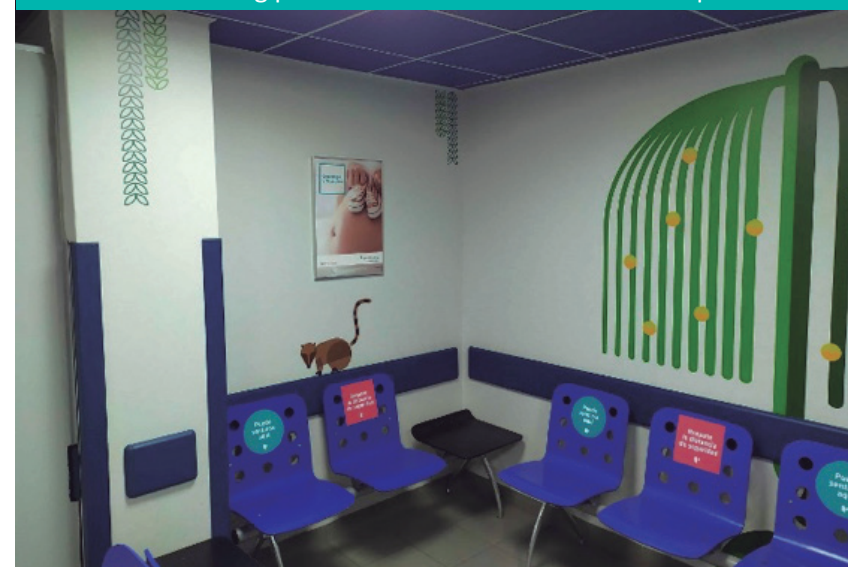
We would also like to highlight our dedication to **children**, who are always very special patients for Quirónsalud. Our hospitals are committed to implementing initiatives that improve their stay and wellbeing. There are numerous examples of this type of action, including specific campaigns at Christmas time or on special occasions, as well as initiatives aimed at improving their anxiety, and in turn, that of their parents and relatives.

In 2020, we have continued to make progress in the **Quirónsalud Kenko Paediatric Project**, a creative initiative based on personifying children's health in a girl. This has already become a Quirónsalud reference for supporting children, parents and families in healthcare, both in the hospital environment and in their day-to-day lives.

Developed in collaboration with the Quirónsalud Foundation, this project has already been implemented at several of our hospitals and is under way at other centres that will soon join the initiative.

The aim is to create a connection with our paediatric patients and their families so that they find an ally in Quirónsalud to care for 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 protagonist of the project's stories, and the common thread of all our activity focused on our most special patients: children.

Humanising paediatrics. Quirónsalud Murcia Hospital



At the beginning of this report and in the corresponding chapter, we have already shown the numerous initiatives at our centres to support specific groups of patients and their families.

La forma más divertida de
cuidar la salud de los
pequeños



8. OUR RELATIONSHIP WITH SOCIETY

International cooperation

We put our expertise and resources at the service of patients who cannot access the treatments they need, either due to a lack of finances or because their countries of origin do not have the necessary methods and/or qualified professionals.

In 2020, we have continued collaborating with the **Recover Foundation** through various programmes:



- Patient Programme
- Donation in kind: medicines and communication services.
- African hospitals and Health 2.0 (telemedicine) programmes.

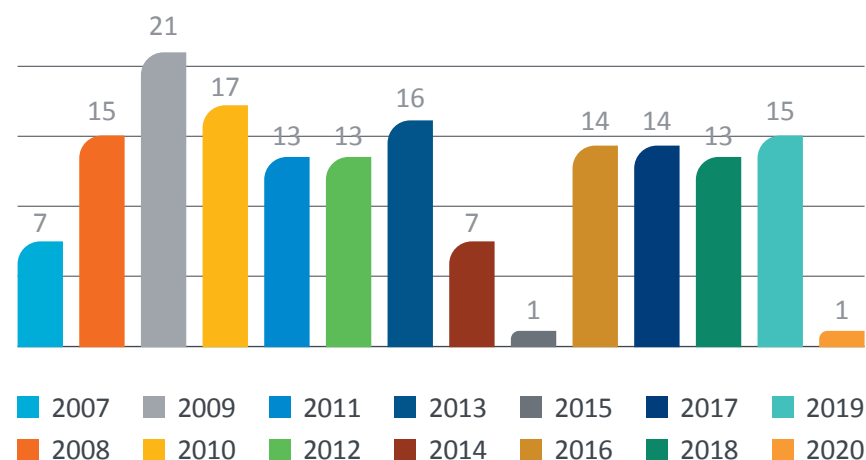
Quirónsalud has **donated €410,963** - €250,000 in financial donations and €160,963 in kind.

Given the situation in 2020, it has only been possible to treat one patient from the Democratic Republic of Congo, bringing the total number of patients treated since the start of the programme to 167.

The highest number of patients treated are from Burkina Faso (50%), with Cameroon in second place (37%). Other nationalities do not have a significant presence; however, the programme has benefited **patients from 12 different African countries**.

Of all the hospitals that have collaborated in this programme, **Quirónsalud Albacete Hospital** stands out, having treated **50%** of the cases, and **Jiménez Díaz Foundation University Hospital**, which has offered healthcare to **32%** of the patients.

PATIENT HISTORY 167 cases treated in Spain



The Patient Programme is expected to resume in 2021, with several patients ready to travel and other cases pending approval.

In February 2020, two Quirónsalud volunteers travelled to St. Camille Hospital in Ouagadougou (Burkina Faso) to participate in a **cardiology campaign**. Cases pre-selected by local cardiologists were studied, and the status of former operated patients was reviewed. Knowledge was also shared and exchanged with local doctors, as well as raising awareness in patients and healthcare staff at the hospital and during institutional visits.

Moreover, due to the pandemic, **telemedicine** has proven to be more necessary than ever in 2020, and confidence has increased in using it as a pioneering tool to diagnose pathologies in Africa. New ways to stay connected have also been implemented by launching COVID and Paediatrics communities, and real-time connection through webinars.

Three new pilot projects will be launched in the future as part of the telemedicine programme, requiring new technological developments at some telemedicine centres in order to monitor child patients with nutrition problems and elderly patients with non-communicable diseases. This represents a major step forward in digital collaboration, going beyond work that focuses solely on the Sparkspace digital platform.

Part of the Quirónsalud donations that could not be used in the Patient Programme in 2020 were put towards **training and volunteering**. However, only two volunteering trips were undertaken, as it was not feasible from March onwards due to COVID-19.

We would also like to highlight Quirónsalud's support for developing a consultancy with four Spanish volunteer specialists at various centres in Cameroon, with the aim of helping the Recover Foundation in its Strategic Plan 2021-2025. The consultancy was held for two weeks, and as a result, it was possible to identify the strategic lines to be followed for the future of the Recover Foundation.

In terms of support for training activities, 85 people are still participating in a Gynaecology and Paediatrics training course (July 2020-February 2021), given entirely by Quirónsalud volunteers.

With regards to the hospitals programme, the cervical cancer awareness-raising campaign and therapeutic surgery, which began in 2019 at

the Saint Martin de Porres Hospital in Yaoundé and was extended to a total of six centres, ended in May 2020. As a result of this programme, a total of 1,299 women have been screened and 38 therapeutic surgeries have been carried out.

Also of note was the participation of a team of Quirónsalud volunteers from [Rey Juan Carlos University Hospital](#) in Madrid, who travelled to various centres to carry out palliative surgery.

In addition to our collaboration with Recover, some of our hospitals have participated in humanitarian campaigns and missions with various social organisations to alleviate the effects of the pandemic in different countries. These include **Minimising the Impact of COVID-19 on HIV, Malaria and Malnutrition in Southern Mozambique**, a project carried out by Quirónsalud Madrid University Hospital, and the **Quirónsalud COVID-19 India** Mission, in which Quirónsalud Campo de Gibraltar Hospital, Quirónsalud Pontevedra Hospital and Quirónsalud City Real Hospital participated.

I Health promotion activities

Each year, our centres regularly participate in the **WHO World Health Days** by developing specific actions that help **raise awareness and give visibility** to disease **prevention** and **healthy lifestyles**, while also conveying a positive message through stories of patients overcoming illnesses.

We collaborate with numerous national and local social organisations on special dates, including:

- 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

Free testing is often carried out, as well as organising **outreach days**, information tables, exhibitions and practical workshops in collaboration with many social, national or local organisations.

As it has not been possible to carry out all the usual initiatives at our centres in 2020, much of the efforts in terms of messages on health education and disease prevention have focused on COVID and have been disseminated virtually, with webinars held at various hospitals throughout our network, given by Quirónsalud professionals specialising in different areas.

COVID-19 screening tests were also carried out for special groups, for example at **Quirónsalud Toledo** Hospital for employees of the Early Intervention Service and the Occupational Day Centre of the Toledo Cerebral Palsy Support Association (Apase), with the aim of helping them to resume their activities safely.

We have already highlighted some of our hospitals' health promotion initiatives in the first pages of this report, which are all the more important due to the pandemic.

Once again this year, the Group's hospitals have also been involved in numerous **charity campaigns** in response to the exceptional situation caused by the pandemic and the needs of their local population and the most vulnerable groups at risk of social exclusion.



As part of this social action, charity events have been developed by several centres in collaboration with various organisations, in order to support and promote different social causes.

Another notable example in 2020 was the [#lasbatasmásfuertes](#) campaign, in collaboration with Panenka magazine and the Santander Group, to create hospital gowns from football shirts for children hospitalised at Quirónsalud Group hospitals. This initiative aims to make the hospital stay more pleasant for our youngest patients. Child inpatients can now wear the colours of their favourite football team thanks to donated football shirts being transformed into hospital gowns.



[#lasbatasmásfuertes](#) Paediatrics Department at Quirónsalud Madrid Hospital

8. OUR RELATIONSHIP WITH SOCIETY

Also worth highlighting are the initiatives focused on achieving smoke-free spaces and developing information, awareness and health promotion actions among hospital healthcare staff.

For example, **Quirónsalud Murcia Hospital** has joined the Murcia Network of Tobacco-Free Hospitals, a programme that stems from the current international "Global Network for Tobacco-Free Healthcare Services". Quirónsalud Murcia joining the programme took on a special relevance on the occasion of **World Lung Cancer Day**, under the theme of prevention in 2020.



First Quit Smoking Course, Quirónsalud Murcia Hospital

In this regard, agreements have also been made between some of our hospitals and educational centres to resolve doubts about a safe return to school, as well as promoting healthy habits and offering free virtual consultations.

This was the case at **Quirónsalud Alicante Hospital**, which carried out virtual A&E consultations with King College Alicante and El Valle Educational Centre, as well as talks to promote healthy habits to teachers, parents and children.



Meanwhile, **Quironprevención** has developed various initiatives in 2020, which have led to donations of around €18,000 to non-profit organisations and foundations:

- Virtual Race through Europe to raise money to renovate the Recover Foundation Blood Bank building at Saint Martin de Porres Hospital (Cameroon).
- UNICEF donation thanks to the fourth Christmas Competition project.
- Donation to the Spanish Federation of Food Banks (FESBAL), through the Christmas Hamper donation project, with a high level of participation from our employees.

We also promote healthy eating with the "Healthy Eating Space" project, which involves reviewing all food and drink offered to patients, families, users and workers. This initiative has already been outlined in greater detail in a previous chapter of this report on Occupational Health, Safety and Wellbeing.



8. OUR RELATIONSHIP WITH SOCIETY

I Charity sports activities

Another important line of action for Quirónsalud is the support it gives to numerous sports events, in line with its mission to look after health and promote healthy habits among the population. This collaboration involves specific sponsorship actions, as well as the participation of our hospitals' staff in various **charity races or sports events**.

2020 has also been a peculiar year in this regard, as many events could not take place. For example, the 2020 Race against Cancer, organised by the AECC, became the **Virtual March against Cancer**, in which various Quirónsalud centres took part.

The participation of **Quirónsalud Murcia Hospital** in the **fifth Women's Race** is worth mentioning. This recreational-sporting event also has a clear manifesto for gender equality: "Running together in this long-distance race and in our day-to-day work to achieve equality".

Our hospitals are official medical centres at numerous sporting events. For example, **Quirónsalud Marbella Hospital** was the official medical service for the **AECC Charity Golf Tournament**. As a result of the pandemic, it had to change its traditional charity gala, the main source of income for its projects, and replace it with this sporting event. The AECC Marbella and Quirónsalud Marbella Hospital have a solid relationship that has resulted in many joint activities.



Quirónsalud Marbella Hospital has also been the official hospital sponsor of The One Marbella sports event, in both the golf and paddle tennis categories. Through this partnership, Quirónsalud strengthens its commitment as a driving force for practising sports among residents on the Costa del Sol.

I Quirónsalud Group sponsorships

Our sponsorship policy focuses mainly on **sport, women and family**, in addition to sponsoring numerous events organised by patient associations, scientific/academic societies and conferences.

The main campaigns sponsored in 2020 include the following:

- Spanish Men's and Women's Basketball Teams
- Forty-Ninth Olympic Sailing Team
- Cristina Padilla, surfing rising star
- MotoGP World Championship
- Pelayo Vida 20 Challenge
- San Silvestre Vallecana 2020

Once again this year, we would like to give a special mention to the **Pelayo Vida Challenge: Sailing Tour of Spain 2020**.

In 2020, the Challenge was held on the Spanish coast for the first time, as a way of supporting the country's recovery in the aftermath of COVID-19. In this sixth edition, five female cancer survivors sailed around the Iberian Peninsula, linking the ports of Bilbao and Barcelona, and stopping in the cities of Cadiz, Malaga, Cartagena and Valencia on board the 'Green Dragon'.



8. OUR RELATIONSHIP WITH SOCIETY

Quirónsalud collaborates through various initiatives with national social organisations, such as the following:



CIRUJANOS EN ACCIÓN



Likewise, each centre has specific collaboration agreements with local organisations in their area, with which they work closely on organising and promoting different activities, such as many of those already mentioned.





Quirónsalud Foundation



The aim of the Quirónsalud Foundation is to promote health and healthy lifestyles through six lines of action.



SUPPORT AND PRESENCE IN EMERGENCIES

The activity of the Quirónsalud Foundation in 2020 has been very much focused on supporting and coordinating the Group's activities in response to the COVID-19 crisis.

Faced with the health, social and economic situation caused by the pandemic, the Quirónsalud Foundation has launched various initiatives to support and help different groups:

- **Initiatives aimed at our professionals**, related to psychosocial support and emotional wellbeing.
- **Fundraising for different groups and needs**: food, school material, IT equipment, medical supplies, international cooperation, psychosocial support, etc., in collaboration with the following organisations:

- Spanish Food Bank Foundation
- UNHCR
- Aldeas Infantiles
- Recover Foundation
- Social Initiative Foundation
- Firefighters Without Borders
- Balia Foundation
- ASPACE
- Red Cross
- DASYC Foundation
- ASDEGAL
- Vicente Ferrer Foundation
- Movement for Peace
- Amigos de los Mayores
- YMCA
- ONCE Foundation
- HEROES
- Escuela Cultura de Paz
- OXFAM
- Southern Mozambique Foundation
- SEO Birdlife



I Quirónsalud Foundation

- **Volunteer participation**, collaborating with the Theodora Foundation to disseminate its content, videos and social media, as well as with the Red Cross, focusing mainly on helping elderly people who cannot go out to cover their basic needs due to being high-risk. Also volunteers (psychologists and psychiatrists) to provide support to vulnerable groups on the Red Cross psychosocial helpline.

- **Initiatives aimed at our patients:** agreement between the Orange Foundation and the QS Foundation to donate tablets and mobile phones with internet connection, so that inpatients can stay in touch with their family and friends.

- **Donating protective equipment** (face masks and gloves) and food from Quirónsalud to organisations dedicated to protecting vulnerable groups:

- Aldeas Infantiles
- Hogar Sí
- Health and Community Foundation
- Cerebral Palsy Foundation of Catalonia
- Fausta Elorz Foundation
- Movement for Peace
- Balía Foundation
- Firefighters Without Borders

- **Managing company donations.**

- **Financial contributions to various social organisations:**

€10,000 to the Red Cross and €3,000 to each of the following social organisations:

- UNHCR: urgent support for refugees.
- DASYC Foundation (Development of Social and Cultural Actions): education and reducing inequality.
- ASDEGAL (Solidarity Association of Galicia): support for families to study/work online.
- Vicente Ferrer Foundation: international cooperation - COVID Emergency India.
- Fundación Secretariado Gitano: education and reducing inequality.
- Aldeas Infantiles: complete support for the most vulnerable children and teenagers against coronavirus.
- YMCA: education and reducing inequality.
- Southern Mozambique Foundation: international cooperation between Madrid and Mozambique.
- Firefighters Without Borders: international cooperation.
- Social Initiative Foundation: food support for families at risk of exclusion.
- Balía Foundation: education and reducing inequality.
- Escuela Cultural de Paz: education and reducing equality in Seville: Roma population and those at high risk of social exclusion.
- ASPACE (Madrid Cerebral Palsy Association): health and wellbeing.

All this activity carried out by the Group and coordinated by the Quirónsalud Foundation has led us to be recognised as the **only healthcare company among the top 20 companies with the greatest social commitment during the pandemic**, according to the MERCO Monitor.

In addition to implementing the Group's response to the emergency, the Quirónsalud Foundation has continued to make progress in its main projects and lines of action in 2020:

International cooperation in healthcare

As part of our international cooperation strategy, the [Second Quirónsalud Foundation Call for Proposals](#) was launched to address the **exceptional post-COVID-19 emergency** in 2020. This was aimed at health, humanitarian and/or aid projects, through eight grants of €10,000 each to address the COVID-19 crisis and help the most vulnerable groups.



Aware that the Quirónsalud Group has a large number of professionals who are emotionally linked to these issues, have experience and a commitment to cooperation projects or a desire to join them, the Quirónsalud Foundation has earmarked these grants to support health, social and humanitarian projects and initiatives in 2020. This was done within the framework of exceptional emergency aid, and aimed to deal with the health and social consequences of COVID-19 through social organisations that have Quirónsalud Group professionals as collaborators, or those presented or endorsed by Quirónsalud Group professionals.

To date, both Quirónsalud and its Foundation have been committed to helping the COVID-19 crisis from a healthcare and social point of view by supporting various projects at the request of our centres, our professionals or directly from social aid organisations.

The main objective of this second call has therefore been to focus on COVID-19, and then to continue helping all areas of society to recover and improve after the exceptional situation caused by the crisis.

The projects awarded in 2020 included:

- *Minimising the impact of COVID-19 on HIV, malaria and malnutrition in Southern Mozambique.* Presented by María Lucía Alonso Pérez from Quirónsalud Madrid University Hospital, in collaboration with the Southern Mozambique Foundation.
- *Strengthening the local capacities of health services in North Lima in the context of COVID-19. (Peru).* Presented by Ignacio Llorente from the Quirónsalud International Department, in collaboration with Action Against Hunger.
- *Quirónsalud COVID-19 India Mission. (Kolkata, India).* Presented by Manuel Carrillo on behalf of Quirónsalud Campo de Gibraltar Hospital, Quirónsalud Pontevedra Hospital and Quirónsalud City Real Hospital, in collaboration with MEDICAL SERVICE JIM.IIMC.
- *Equipping and setting up the Ndava Maternity Centre. Muhanga. (Burundi).* Presented by Manuel Conde of Ruber International, in collaboration with the University Solidarity Association (ASU ONG).
- *“Come, give your hand to safety” (Venezuela).* Presented by Sandra Garcia from Quironprevención Toledo, in collaboration with the Ven, da tu mano Foundation.
- *Breaking Borders - COVID (Equatorial Guinea).* Presented by Nuria Gorina from Catalonia General University Hospital, in collaboration with NGO Más que Salud.

8. OUR RELATIONSHIP WITH SOCIETY

| Quirónsalud Foundation

- *Quality and safe education via food fortification and awareness-raising in a COVID context. (Madagascar).* Presented by Maria Jesus Ballesta from Quironprevención Malaga, in collaboration with the Agua de Coco Foundation.
- *Rural assistance for the containment and protection of COVID-19 for indigenous people. (Cameroon).* Presented by Manuel Arguello from Jiménez Díaz Foundation University Hospital, in collaboration with the Zerca y Lejos Foundation.

Supporting patients and families

Launched in 2018 and subsidised by the Quirónsalud Foundation, the [Cancer Fertility Programme](#) offers Quirónsalud cancer patients at risk of infertility due to their treatment the opportunity to preserve their fertility, either through oocyte cryopreservation for women, or through sperm freezing for men.



Since the beginning of this programme, the Foundation has dealt with **97 patients** (34 women and 63 men) from Quirónsalud Pozuelo, Ruber Juan Bravo International, Quirónsalud Barcelona, Quirónsalud Zaragoza and Teknon Medical Centre.

Due to the COVID-19 pandemic and patients not being able to attend hospitals, this line of work has been stopped, and complementary alternatives have been provided.

In 2020, occasional assistance has been offered to patients in exceptional cases, such as psychiatric treatment for families who have lost loved ones due to gender violence, and occasional second opinions in complex medical cases.

Generating knowledge

The Quirónsalud Foundation continues to promote healthcare innovation and digital transformation in healthcare through the **Quirónsalud Foundation Knowledge Generation Awards**, which celebrated their second edition in 2020.



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

The digital era and new technologies of the last few years have resulted in countless changes in the healthcare sector, bringing major improvements in diagnosing and treating diseases, and transforming healthcare practice for the benefit of patients.

With a prize of €25,000 each, the winning projects in the “**Healthcare Innovation**” category were:

- *HOPE: Personalised Cancer Day Hospital*, presented by Dr. Cristina Carames, Medical Oncologist at Jiménez Díaz Foundation University Hospital.
- *Implementing the PROA-Q project*, presented by Dr. Álvaro Flamarique Pascual, Internal Medicine specialist at Quirónsalud Zaragoza Hospital.



8. OUR RELATIONSHIP WITH SOCIETY

I Quirónsalud Foundation

The winning projects in the “Digital Transformation” category were:

- *Digital transformation of Quirónsalud Group surgical departments*, presented by Dr. David Sáez Martínez, Associate Head of the Orthopaedic Surgery and Traumatology Service at Jimenez Diaz Foundation University Hospital; Iván José Martínez Fayos, Regional Director of Information Systems at Quirónsalud; and Marta Berni Sanz, Head of the Administration Department at Quirónsalud Zaragoza Hospitals.
- *Hospital management system: Surgical department management and interoperability with other hospital and out-of-hospital services*, presented by Eduardo López Pardo, operating theatre nurse at Quirónsalud Victoria Hospital.



En 2020 se convocaron de manera extraordinaria los **Premios COVID**, tres premios de 10.000 € cada uno que recayeron en los siguientes proyectos:

- **Hospital QS Torrevieja. EPIDAS**: Validación de un método de desinfección de equipos de protección personal - FARMACIA.
- **Hospital QS La Luz. ECG-COVID-19**: Protocolo centralizado de monitorización ECG en pacientes COVID-19 para la prevención de eventos cardiovasculares.
- **Hospital Universitario Infanta Elena**. Proyecto Bunker. Asistencia obstétrica y neonatal en Pandemia: mantener la humanización es posible.

Promoting healthy habits and lifestyles

Stay Healthy Programme

With the aim of promoting healthy lifestyle habits in teenagers, in 2020, the Quirónsalud Foundation has continued with Stay Healthy, an educational programme that aims to improve the understanding, and therefore, the quality of life of adolescents by transferring knowledge from the Group's professionals.



In 2020, sessions have been held on nutrition, sleep and physical exercise, topics that have been co-created with the adolescents and with the help of the Group's professionals. Thus, the programme has reached more than 25,000 students from the start until December 2020.



Stay Healthy digital platform:
<http://www.stayhealthyfundacionquironosalud.es/>

3,642 pupils completed workshops and content on lockdown and healthy habits between April and June 2020.

In October 2020, the **COVID-19 topic** was launched, breaking participation records. Developed in collaboration with Quironprevención, this content responds to the need to resolve doubts about coronavirus and emphasise the hygiene measures required to prevent infection in schools, based on reliable information.

As an alternative to co-creation, the “What do teenagers know about COVID-19?” school survey was launched, supervised by Quironprevención, with over 1,200 responses.

More than 100 schools have now requested the COVID-19 information and prevention topic.

In November 2020, we began working on the **topic of addiction**, which is currently being developed by the psycho-pedagogical team. This topic will also be addressed through content on the blog and in the Quirónsalud Hospital Sim Game, and around 30 schools have already applied to participate.

We have also established an **open communication channel with teachers** by creating a virtual classroom, with the aim of opening listening processes to detect their needs. They will also be able to make enquiries, download teaching guides and learning materials, chat to resolve queries, check the latest news and complete surveys to find out which topics are of most interest.

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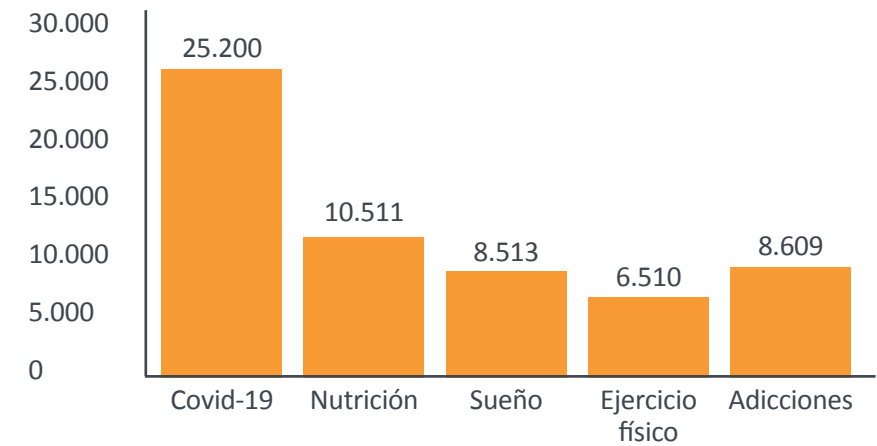
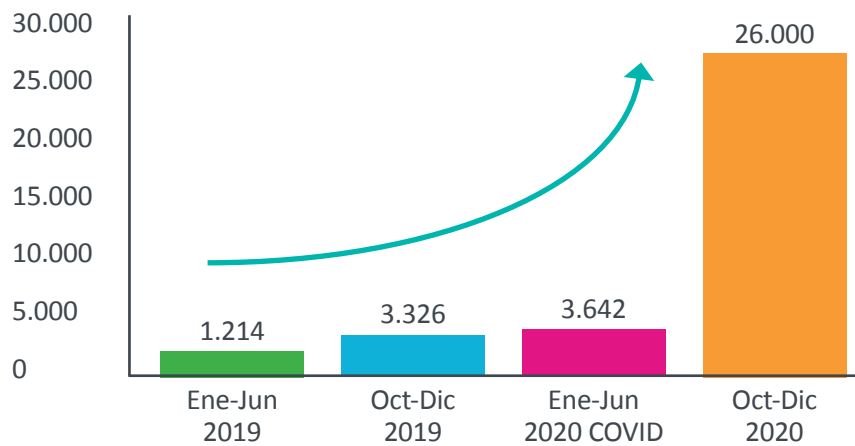
Quirónsalud Foundation

Internally, two mass communications have been made about this programme with the aim of turning Quirónsalud professionals into Stay Healthy prescribers, calling for staff participation in the project to reinforce scientific rigour and make it co-participatory with the employees themselves.

More than 20 healthcare professionals have already signed up to collaborate in audiovisual content as a source to enrich the project, and more than 25 professionals have collaborated directly in some way.



PROJECT IMPACT
Students per round of applications since the start of the project



28 schools
11 provinces • 3 subject areas

110 schools enrolled
13 provinces • 4 subject areas

The Quirónsalud Foundation Stay Healthy Programme has won the 2020 Healthy Company Call for the Seventh International Healthy Company Awards.

These awards recognise proposals that **clearly reflect the influence of the United Nations Sustainable Development Goals** and corporate wellbeing strategies, awarding measurable and sustainable projects and companies that are becoming healthy organisations on the basis of clear and measurable objectives.



Quirónsalud Foundation

Corporate volunteering

The **Quirónsalud Corporate Volunteering Programme** was created to meet the need to contribute positively to society by involving the 40,000 professionals that make up the Quirónsalud Group's workforce in an effective and participatory manner.

It was launched in March 2020, coinciding with the start of the state of emergency, which forced us to move it completely online in April, and respond to emerging needs throughout the year by creating a specific COVID-19 section with the flexibility to disseminate any action related to the virus on the volunteer portal.



The Corporate Volunteering Programme offers attractive and varied volunteering actions to Quirónsalud workers, encouraging their participation and meeting their expectations in social actions. Any of the actions can be carried out:

- On-site or online.
- As a family or individually.
- As a one-off, permanently or during holidays.

The Foundation aims to build a sense of community and act as a vehicle for communication between employees, work centres and NGOs, increasing our employees' pride of belonging, promoting their charitable spirit and participating in the joint effort to achieve a better world.

The Foundation and partner organisation “Quiero” will post and promote volunteering opportunities on an online portal to encourage Quirónsalud workers to participate in charitable initiatives in the following areas:



By the end of 2020, more than 2,251 hours of volunteering have been carried out in the 17 regions and more than 65 organisations attached to the network.

A total of 150 activities have been posted since the platform was launched.

In 2021, we will continue to boost the volunteering programme by expanding the network of organisations and focusing on the actions we consider to be priorities.

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

- **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.

I Quirónsalud Foundation

Supporting research and teaching

One of the aims of the Quirónsalud Foundation is to support clinical research and teaching, becoming a vehicle for Quirónsalud professionals to apply for funding and competitive grants for projects related to knowledge generation, in line with the relevant ethical principles and transparency regulations.

In 2020, the Quirónsalud Foundation has continued to support research and teaching by managing initiatives presented by the Group's professionals, as one of the tools available to access calls for proposals, which requires the participation of a non-profit organisation.

Each one is meticulously and individually analysed before being approved by the Board of Trustees.



The Quirónsalud Foundation maintains its goal of conforming to the highest transparency standards for non-profit organisations.

Aware that transparency in its actions as a Foundation is key, and that this concerns the foundation sector, donors, beneficiaries and society in general, the Quirónsalud Foundation has implemented mechanisms that allow for greater transparency with regards to information on all its activities.

The Quirónsalud Foundation has its own [Code of Good Governance](#), which was approved in 2016, with the aim of establishing the general guidelines to govern the conduct of the Foundation, its Board of Trustees and other bodies and employees of the same, when developing the activities through which the aims of the Foundation are achieved.

The Quirónsalud Foundation signs collaboration agreements with various organisations and institutions to carry out its foundational aims.

In recent years, it has signed agreements with Farmaindustria (national association of the Spanish pharmaceutical industry), third-sector associations and NGOs, and multi-sector companies that collaborate on our projects.







9. Appendices



Appendix I. About this report

I Principles for its preparation

The Quirónsalud Group's Corporate Annual Report 2020 has been prepared in accordance with the **GRI (Global Reporting Initiative) Standards**, and conforms to the core compliance option.

It also forms the **Progress Report 2020** in accordance with the 10 Principles adopted as part of Quirónsalud's commitment to the **United Nations Global Compact**.



In order to establish the content of this Report, the following GRI principles on reporting have been followed, as set out in GRI 101 – Foundation:

- **Stakeholder inclusiveness:**

We have identified our stakeholders and explained how we have responded to their reasonable expectations and interests.

- **Sustainability context:**

We have outlined how we relate sustainability to our own business strategy, as well as the context in which all information is provided, and the special circumstances of 2020, the year of the report.

- **Materiality:**

When preparing our sustainability report, the results of the materiality analysis have determined the relevant issues that are sufficiently important for us to provide information and results on.

- **Completeness:**

This Report highlights our achievements with regards to material issues while reflecting significant economic, environmental and social impacts, thus allowing stakeholders to assess our performance throughout 2020.

The following GRI Standards have been used to present this Report:

- GRI 102: GENERAL DISCLOSURES
- GRI 103: MANAGEMENT APPROACH
- GRI 200: ECONOMIC DISCLOSURES
- GRI 300: ENVIRONMENTAL DISCLOSURES
- GRI 400: SOCIAL DISCLOSURES

For each of these Topic-Specific Standards, a range of contents and indicators have been selected in order to report on the issues identified as material by the Group, with this Report responding to the core conformity option.

The **GRI Index** is included in **Appendix II** of this Report.

It also shows the correlation of each GRI topic with the **Principles of the Global Compact** and identifies the related **SDGs** in which we have made a positive impact.





APPENDICES

Scope of information

This Report includes the activities and key results of the Quirónsalud Group for 2020, while explaining its performance in the economic, environmental and social spheres.

Throughout 2020, the internal reporting process has been optimised, allowing us to consolidate information on the activity not only in Spain, but also at the centres located in Latin America. It is worth highlighting the company's continued efforts to incorporate new indicators each year, which enable it to analyse environmental and social performance more objectively and accurately.

The global results are therefore presented, covering the different companies and national and international business units, although the most relevant information in terms of performance and results refers to **hospital activity**, as this is the core of our business.

The corporate policies and management approaches for the various areas reported are common to the entire Group.

Balance and comparability of information

The Report aims to provide a balanced, accurate and consistent account of our performance, linked to the issues relevant to the Group, to our strategic projects and to our stakeholders. In this regard, the comparability of data and information with respect to previous years is an essential tool for its traceability and progress.

Given the situation in 2020 due to the pandemic, some indicators and set objectives have been affected by the exceptional activity and intense healthcare pressure, especially in the first half of the year. Likewise, as mentioned above, since the scope of the information presented is greater, as it includes more work centres outside Spain, the comparison with

the previous year is not always representative of performance. In this regard, global and partial results have been shown in some cases, so they can be compared with the 2019 financial year and the true progress can be analysed.

As in previous editions, this Report has been prepared with the involvement and participation of the heads of different business areas, as well as a dialogue with the main stakeholders, which allows us to continue aligning the information reported with the relevant aspects for these groups.

We continue to work, so that we can offer all our stakeholders a greater level of accuracy and comparability of information in future reports.

External assurance

Although the Quirónsalud Group's Corporate Annual Report 2020 has not been subject to external verification in its entirety, a large proportion of the information provided is also included in the Non-Financial Information Statements (NFIS 2020) as an appendix to the company's Management Report, a public document that has been verified by PwC Spain, as required by [Law 11/2018 on non-financial information and diversity](#).

I Definition of Content and Materiality

At the Quirónsalud Group, we have been applying our own materiality methodology for years, allowing us to keep the **Materiality Matrix** updated. This tool is used to integrate relevant issues for the business and for stakeholders, and as a source of key information to work and report on priority issues each year.

This method provides us with an objective list of relevant value creation issues for the identified stakeholders by 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, and whether they have a substantial influence on stakeholder assessments and decisions.

We learn about the concerns and expectations of our stakeholders through the various communication mechanisms we have implemented, such as direct communication (ongoing listening and dialogue procedures or regular consultations with samples of certain groups). Other sources of information include sectoral analyses, task forces and specific-topic clusters in which the company participates; reports published by reference organisations in the field, social media communications, and any specific element that is useful and provides relevant data.

In addition, six company criteria are considered, based 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 policy requirements.
- Guidelines of our parent company (Fresenius).
- Issues identified as relevant due to competitive policies and practices.
- Emerging issues of strategic interest for the Group.

Following this double internal and external analysis, a quantitative weighting system is used to classify these issues as "Critical, Significant, Emerging or Minor", and they are visually represented in the materiality matrix, which allows us to prioritise and define areas of risk/opportunity.

The results for 2020 are shown in the *"Our Sustainability Model"* chapter of this Report.



APPENDICES

| Contribution to the 2030 Agenda (SDGs)

Since the adoption of the **2030 Agenda**, we have been implementing our **sustainable development strategy**, aligned with the **Sustainable Development Goals**, by identifying our potential to have a positive impact on people and the planet, and contributing to the SDGs in which we consider we play a significant role due to our activity and context.

Due to our activity sector, and even more so in the current climate, **our responsibility is crucial in SDG 3: Health and Wellbeing**.



Likewise, due to our strategic lines of action in Corporate Social Responsibility, we identify our greatest positive impact in the following SDGs.



Throughout this Report we explain the pillars, progress and objectives of our sustainability strategy, and how our actions have a direct and indirect impact on these SDGs.

| Contact

The **Quirónsalud Corporate Social Responsibility** division, part of the **Corporate People and Organisation Department**, is responsible for preparing this Report.

Its contents have been agreed and validated by the **Compliance and CSR Committee**, a multi-functional, multi-sector committee with a supervisory, monitoring and control role, to ensure the correct performance of the company.

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| Acknowledgements

We have once again published our **Corporate Annual Report thanks to all the people who are part of the Quirónsalud Group**, the true protagonists of our achievements. This is especially the case in a year as difficult for our sector as 2020, where **our team has gone above and beyond in the most adverse circumstances**.

We sincerely thank all our professionals and collaborators for their involvement, their effort and constant dedication, helping us to grow as a company, to continue fighting for a more sustainable and healthier world, and to complete yet another year in this process of reporting and transparency towards all our stakeholders.





Appendix II. Table of contents: GRI Standards, Global Compact Principles, SDG

I GRI 102: GENERAL DISCLOSURES

GENERAL DISCLOSURES FOR THE CORE CONFORMITY OPTION CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
1. ORGANISATIONAL PROFILE			
102-1 Name of the organisation			
102-2 Activities, brands, products and services			
102-3 Location of headquarters			
102-4 Location of operations		8, 10	1-10
102-5 Ownership and legal form			
102-6 Markets served			
102-7 Scale of the organisation		8	1-6
102-8 Information on employees and other workers		8	1-6
102-9 Supply chain		8, 10	1-10
102-10 Significant changes to the organisation and its supply chain		8, 10	1-10
102-11 Precautionary principle or approach		12, 16	1-10
102-12 External initiatives		12, 13 16, 17	1-10
102-13 Membership of associations		16, 17	1-10
2. STRATEGY			
102-14 Statement from senior decision-maker		1-17	1-10
3. ETHICS AND INTEGRITY			
102-16 Values, principles, standards and norms of behaviour		16	1-10
4. GOVERNANCE			
102-18 Governance structure		16	1-10



GENERAL DISCLOSURES FOR THE CORE CONFORMITY OPTION CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
5. PARTICIPATION OF RELATED GROUPS			
102-40 List of stakeholder groups			
102-41 Collective bargaining agreements		8	1-6
102-42 Identifying and selecting stakeholders			
102-43 Approach to stakeholder engagement			
102-44 Key topics and concerns raised			
6. REPORTING PRACTICE			
102-45 Entities included in the consolidated financial statements			
102-46 Defining report content and topic boundaries			
102-47 List of material topics			
102-48 Restatements of information	No		
102-49 Changes in reporting	No		
102-50 Reporting period	Jan - Dec 2020		
102-51 Date of most recent report	September 2020		
102-52 Reporting cycle	Annual		
102-53 Contact point for questions regarding the report	Appendix I		
102-54 Claims of reporting in accordance with the GRI standards	Appendix I		
102-55 GRI Table of contents	Appendix II		
102-56 External verification	Note 1		

(Note 1) The Non-Financial Information Statement Report (NFIS 2020) has been verified by PwC Spain, in accordance with Law 11/2018, and forms part of the company's Management Report, a document available to the public.



APPENDICES

I GRI 200: ECONOMIC DISCLOSURES

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
200 SERIES. ECONOMIC DISCLOSURES (Note 2)			
201. ECONOMIC PERFORMANCE			
201-1 Direct economic value generated and distributed		1, 8 ,10, 16	1-6, 10
204. PROCUREMENT PRACTICES			
204-1 Proportion of spending on local suppliers		1, 8 ,10, 16	1-6, 10
205. ANTI-CORRUPTION			
205-1 Operations assessed for risks related to corruption		1, 8 ,10, 16	1-6, 10
205-2 Communication and training about anti-corruption policies and procedures		1, 8 ,10, 16	1-6, 10
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's Management Report.





APPENDICES

I GRI 300: ENVIRONMENTAL DISCLOSURES

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
300 SERIES. ENVIRONMENTAL DISCLOSURES			
301. MATERIALS			
301-1 Materials used by weight or volume		12, 13, 17	1, 2, 7-9
302. ENERGY			
302-1 Energy consumption within the organisation		7, 11, 12, 13	1, 2, 7-9
302-2 Energy intensity		7, 11, 12, 13	1, 2, 7-9
302-3 Reduction of energy consumption		7, 11, 12, 13	1, 2, 7-9
302-4 Reduction in energy requirements for products and services		7, 11, 12, 13	1, 2, 7-9
303. WATER AND EFFLUENTS			
303-1 Interaction with water as a shared resource		6, 11, 12, 15	1, 2, 7-9
303-3 Water extraction		6, 11, 12, 15	1, 2, 7-9
303-4 Water discharge		6, 11, 12, 15	1, 2, 7-9
305. EMISSIONS			
305-1 Direct greenhouse gas (GHG) emissions (scope 1)		3, 11,12,13,15	1, 2, 7-9
305-2 Indirect GHG emissions from generating energy (scope 2)		3, 11,12,13,15	1, 2, 7-9
305-3 Other indirect GHG emissions (scope 3)		3, 11,12,13,15	1, 2, 7-9
305-4 GHG emissions intensity		3, 11,12,13,15	1, 2, 7-9
305-5 Reduction of GHG emissions		3, 11,12,13,15	1, 2, 7-9
305-6 Emissions of ozone-depleting substances (ODS)		3, 11,12,13,15	1, 2, 7-9
305-7 Nitrogen oxides and other significant air emissions		3, 11,12,13,15	1, 2, 7-9

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
300 SERIES. ENVIRONMENTAL DISCLOSURES			
306. WASTE			
306-1 Waste generation and significant waste-related impacts		3, 11-15	1, 2, 7-9
306-2 Management of significant waste-related impacts		3, 11-15	1, 2, 7-9
306-3 Waste generated		3, 11-15	1, 2, 7-9
306-4 Waste diverted from disposal		3, 11-15	1, 2, 7-9
306-5 Waste for disposal		3, 11-15	1, 2, 7-9
307. ENVIRONMENTAL COMPLIANCE			
307-1 Non-compliance with environmental laws and regulations		3, 16	1 a 10
308. ENVIRONMENTAL ASSESSMENT OF SUPPLIERS			
308-1 New suppliers that were screened using environmental criteria		3, 7, 9, 10-15	1 a 10
308-2 Negative environmental impacts in the supply chain and actions taken		3, 7, 9, 10-15	1 a 10



APPENDICES

I GRI 400: SOCIAL DISCLOSURES

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
400 SERIES. SOCIAL DISCLOSURES (Note 3)			
401. EMPLOYMENT			
401-1 New employee hires and employee turnover		5, 8	1-6
401-2 Benefits for full time employees that are not given to temporary or part-time workers		5, 8, 10	1-6
403. OCCUPATIONAL HEALTH AND SAFETY			
403-1 Occupational health and safety management system		3, 8	1-6, 10
403-3 Occupational health services		3, 8	1-6, 10
403-4 Worker participation, consultation and communication on occupational health and safety		3, 8	1-6, 10
403-5 Worker training on occupational health and safety		3, 8	1-6, 10
403-6 Promotion of worker health		3, 8	1-6, 10
403-7 Prevention and mitigation of health and safety impacts of workers directly linked to trade relations		3, 8	1-6, 10
403-9 Work-related injuries		3, 8	1-6, 10
403-10 Work-related ill health		3, 8	1-6, 10
404. TRAINING AND EDUCATION			
404-1 Average hours of training per year per employee		4, 8	1-6
404-2 Programmes for upgrading employee skills and transition assistance programmes		4, 8, 17	1-6

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
400 SERIES. SOCIAL DISCLOSURES (Note 3)			
405. DIVERSITY AND EQUAL OPPORTUNITIES			
400 SERIES. SOCIAL DISCLOSURES (Note 3)		5, 10, 16, 17	1-6, 10
406. NO DISCRIMINACIÓN			
406-1 Casos de discriminación y acciones correctivas emprendidas	Cero	5, 10, 16	1-6, 10
407. FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		8, 10, 16	1-6, 10
412. HUMAN RIGHTS ASSESSMENT			
412-1 Operations that have been subject to human rights reviews or impact assessments		8, 10, 16	1-6, 10
412-2 Employee training on human rights policies or procedures		8, 10, 16	1-6, 10
413. LOCAL COMMUNITIES			
413-1 Operations with local community engagement, impact assessments and development programmes		1, 3-5, 10, 16, 17	1 a 10
414. SOCIAL ASSESSMENT OF SUPPLIERS			
414-1 New suppliers that were screened using social criteria		1, 3-5, 8, 10, 16	1-6, 10
414-2 Negative social impacts in the supply chain and actions taken		1, 3-5, 8, 10, 16	1-6, 10



APPENDICES

I GRI 400: SOCIAL DISCLOSURES

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Goals SDG	Principles Global Compact
400 SERIES. SOCIAL DISCLOSURES (Note 3)			
416. CUSTOMER HEALTH AND SAFETY			
416-1 Assessment of the health and safety impacts of product and service categories		3, 16	1, 2
416-2 Incidents of non-compliance concerning the health and safety impacts Not identified security of product and service categories	Not identified	1, 3-5, 8, 10, 16	1-6, 10
417. MARKETING AND LABELLING			
417-1 Requirements for product and service information and labelling		16	1-6, 10
417-2 Incidents of non-compliance concerning product and service information and labelling of products	Not identified	16	1-6, 10
417-3 Incidents of non-compliance concerning marketing communications	Not identified	16	1-6, 10
418. CUSTOMER PRIVACY			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		16	1-6, 10
419. SOCIO-ECONOMIC COMPLIANCE			
419-1 Non-compliance with laws and regulations in the social and economic area	Not identified	16	1-6, 10

