



*Corporate
Annual
Report*
2021

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Message from the Quirónsalud CEO

Yet again, we are delighted and proud to present our **Corporate Annual Report 2021**, where we share with all our stakeholders the **Quirónsalud Group's commitment to Sustainability** in the broadest sense, strengthening our **leadership and good governance methods**, placing people at the heart of our decision-making processes, and focusing on protecting the **environment**, something that is essential to **Health**, and our lifeblood.

During the pandemic in 2020, we had to face an unprecedented challenge. It was a time in which the Quirónsalud family demonstrated the **essence** of a Group that enjoys the knowledge and commitment of more than **45,000 professionals** and the firm desire to **improve people's health** in each circumstance we must address.

Thanks to the situation we've all experienced, we've grown stronger and we've learned; we're incredibly proud of our **team of staff**, who combine professionalism with passion, courage, solidarity, teamwork and a humane disposition that was evidenced in the most difficult

moments of the pandemic, and which continues to be our biggest asset.

At present, humanity is facing immense challenges and we find ourselves tackling global risks that threaten our well-being as well as our health; we know that now's the time for every individual and every organisation to strengthen our commitments and drive transformational changes.

In this regard, we'd like to 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 facing significant urgent challenges.

Of course, as a result of our company purpose, we continue to focus our actions and strategies on a goal of the utmost importance, **SDG 3:**

"To ensure a healthy life and to promote well-being for all people at all ages"

In this Corporate Report, we've recorded the Quirónsalud Group's commitment and measures related to sustainability, evidenced through various actions and initiatives aimed at our professionals, patients and families, and society as a whole. Now, more than ever, we are fully committed to society as a whole and will continue to make every effort to protect people's health and respond to the potential needs of the healthcare system.

We continued to grow as a company in 2021 while maintaining our identity and values: expert care and a view of medicine based on a tailored, friendly service that allows us to build an emotional connection with our patients, because we believe in **health person by person**.

The Quirónsalud Group has continued to expand both nationally and internationally with new openings and acquisitions, investing more than €100 million in our healthcare network.

At the same time, **our team of staff** has grown to exceed 46,000 employees with 3,000 new hires in 2021, upholding our commitment to a **diverse and inclusive** team in which 50 nationalities work together, with 74% women (29% in management posts).

We've continued to make great strides in terms of **digitalisation as an undeniable ally in matters of sustainability**, by innovating, developing and consolidating our digital tools to support first-class care and responding to the health needs of citizens to ensure excellent service.

We have boosted our goal of **being more technologically minded in order to be more human**. Technology helps us to offer more and better care to a growing number of people.

In 2021, we continued to develop the **Quirónsalud Research Strategy**, and would like to highlight, as we do every year, the work carried out by the Group's professionals in **generating knowledge** through various research projects, studies and scientific publications.

Protecting the **environment** has also been a matter of utmost importance to the Quirónsalud Group for many years now: we need a healthy environment in order to be able to care for people's health. We view preserving nature and biodiversity as the best life insurance, which is why we maximise our efforts to reduce the environmental impact of our activities, while launching a message of awareness towards all our groups, encouraging not just a **healthy lifestyle**, but also one in harmony with the environment.

Furthermore, as a leading health group we develop our **social endeavours** with a focus on the entire population's health, while never forgetting about more vulnerable groups and continuing our **international cooperation** activity by supporting diverse programmes led from our hospitals for yet another year.

The **Quirónsalud Foundation** has once again been carrying out its Group activity coordination task, developing multiple charitable initiatives and involving our professionals through the **Volunteering Programme** that is strengthened year after year.

To continue on our path, we're well aware of the pillars that support us and the values that guide our actions.

Once again, **thank you to the entire Quirónsalud family, #ThankYouQuirónsalud.**

Héctor Ciria
CEO, Quirónsalud Group



Social responsibility initiatives at the heart of our activity: our hospitals

In the last year, our centres have once again continued to demonstrate our understanding of social responsibility at Quirónsalud; the initial pages of this report are set aside for them, the protagonists, detailing just some of the numerous initiatives launched in every area we operate in.

Our hospitals' initiatives for patient groups

At Quirónsalud we remain firmly committed to attending to vulnerable patient groups: children, women, the elderly and patients with special needs and specific pathologies.

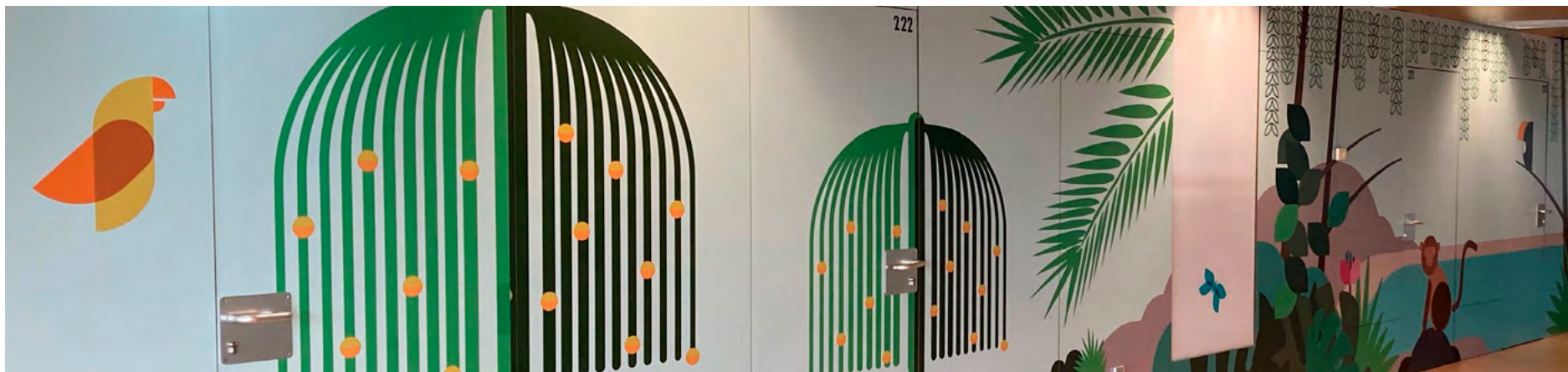
Humanising paediatrics

In 2021, we continued to make progress in our [Kenko Paediatric Project](#), developed in conjunction with the [Quirónsalud Foundation](#). This has already become a Quirónsalud benchmark for supporting 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.

The project continues to grow its partner centres involved in the initiative. For example, in April 2021, [Quirónsalud Zaragoza Hospital](#) strengthened its support

for paediatric care with a new website, a new space in the Day Hospital and the inclusion of other medical specialities with the aim of offering comprehensive, personalised and continued care to children and their families, from before the baby is born right up to when they turn 16 years old. This new Paediatrics Unit also has fully renovated facilities, making it more welcoming and accommodating for our paediatric patients.

This paediatric project was also extended to our centres in Latin America, as was the case with the [Prado Clinic \(Colombia\)](#), which also launched the Kenko initiative in October 2021.



New Paediatrics Unit, Quirónsalud Zaragoza Hospital

There were also numerous special initiatives that took place over the Christmas period and were aimed at hospitalised children.



Quirónsalud Madrid University Hospital:
the Three Wise Men visit hospitalised children



Focus on women

Women are another group of very special patients for Quirónsalud and a large number of initiatives are focused on them, some on the occasion of the World Days marked by the WHO. In this regard, we develop specific actions, from all our centres, that help to give visibility and raise awareness about preventing diseases and promoting healthy lifestyles.

This is the case with [World Breast Cancer Day](#), for which free diagnosis tests were carried out and numerous communication and awareness initiatives were organised, and [International Women's Day](#), for which diverse initiatives focusing on women's health were also launched.

Quirónsalud has set out its **commitment to fighting gender violence** through several specific awareness actions and it will strive to be an active agent in the construction of a society free from gender-based violence. It will extend this commitment to its employees, suppliers, clients, business organisations, trade unions and social agents.

This is the case with [Quirónsalud Murcia Hospital](#), which has joined the initiative named Companies for a Society Free From Gender Violence promoted by the Government of Murcia's Department of Equality, LGTBI, Families and Social Policy.



Oncology patients

Oncology is one of the **Quirónsalud Group's strategic care lines**, which is why it continued to represent **the majority of the clinical research carried out at our centres** in 2021. We were the first to start up a **Proton Therapy Centre** in Spain (opened in December 2019) and our care network then achieved certification for two hospitals to apply one of **the most innovative pharmacological treatments available** (CAR-T cell therapy).

The **Quirónsalud Proton Therapy Centre** has already successfully treated its first 100 paediatric patients.

We have also delved further into process analysis and improving the oncology patient experience; from the work carried out, a conclusion was drawn confirming the importance of the points related to the **impact of diagnosis and the patient's life post-cancer**. In this regard, specific initiatives were carried out by Quirónsalud centres.

One important development is the **real-time assistant for oncology patients (CHATBOT)**, which has been launched in the four **Quirónsalud hospitals within the Madrid health network**. Oncology patients

require special, personalised care, not only during the administration of their treatment, but also outside of hospital in the periods between cycles; for this reason, this real-time virtual assistant was implemented in the Patient Portal to automatically and simply provide a response and answer the questions these patients may have.

With a focus also on encouraging oncology patients, we've established numerous partnerships with social organisations that allow us to increase the impact our actions have.

For example, the Spanish Association Against Cancer and **Quirónsalud Marbella Hospital** have signed an agreement for improved care for patients who have been operated on for breast cancer during the recovery period: a process of overcoming challenges where it is critical that the patient feels the warmth of the health workers attending them and that they are offered emotional support at all times.

In 2021, we also maintained the **free fertility preservation programme**, with the support of the Quirónsalud Foundation, at no cost to the cancer patient



Research into Cáncer at Quirónsalud

In 2021 more than half of the research at Quirónsalud was cancer-related.

709 clinical trials operational

605 scientific papers published

Patients with disabilities and special needs

Ensuring personalised health treatment for patients according to their disability, whether it is physical or psychological, sensory or intellectual, is the main aim of the [Comprehensive Care Plan for Patients with Disabilities and Special Needs](#), implemented at hospitals in the Madrid health network, [Fundación Jiménez Díaz](#), [Infanta Elena](#), [Rey Juan Carlos](#) and [Hospital General de Villalba](#). It is based on a collaboration framework agreement with ILUNION, a company materialising the social initiative of ONCE and its foundation through activity in the social and healthcare sector and in caring for people with disabilities and special needs, the elderly and those in dependency situations.

Our centres also organised initiatives in collaboration with social institutions, as was the case with the [Quirónsalud hospitals and medical centres in the Valencian Community and the region of Murcia](#) and the not-for-profit association APSA, in favour of the mentally handicapped in Alicante, through signing an agreement to promote social awareness of disability.



Quirónsalud specialists and APSA members, together at a charitable event

Furthermore, [Quirónsalud Valencia Hospital](#) took part in the Capacitas Programme through the University of Valencia's employment service - Uvocupació - designed for students and university graduates with a disability certificate equal to or greater than 33%.

The [Quirónsalud Patient Portal](#) also has gained the AA certification, the maximum accreditation in digital tools for accessibility.



Nuestras mejores caras para cuidar de ti

La salud tiene muchas caras: la de la humanidad, la de la implicación, la del trabajo en equipo, la de la innovación y muchas más. En los hospitales y centros médicos Quirónsalud de Valencia, Alicante, Torrevieja y Murcia, podrás verlas todas al tratar con nuestros profesionales.

¿Cómo te podemos ayudar?

Accede online a tus resultados y gestiona tus citas en el área "Mi Quirónsalud" de quironsalud.es, o en nuestra App

Hospital Quirónsalud Torrevieja

Cita previa 901 500 501

Patient experience

The **humanisation of healthcare** for all patient groups is, and has always been, a priority for Quirónsalud hospitals.

The project *"Nuestras mejores caras para cuidar de ti"* (Our best side when caring for you) was launched with the aim of showcasing and shedding light on the health workers at Quirónsalud after a year of pandemic, informing society of the importance of promoting the values they view as key in the profession and which form a part of the Quirónsalud Hospital Group: **the generation of trust from a human and emotional standpoint.**

More than 400 health professionals from **Quirónsalud hospitals and medical centres in Valencia, Alicante, Torrevieja and Murcia** took part in the campaign.

Our centres in Latin America also share our philosophy of humanising healthcare. For example, the **Programa Urgencias con Sentido** (Meaningful Emergency Programme) was implemented at the **Prado Clinic (Medellín)** with the aim of offering distinctive, comprehensive and high-quality care, with all our collaborators working to design a treatment and user care process.

In the scope of digitalisation, there were notable projects developed by the **hospitals in the public health network in the Community of Madrid**:

- ▶ **Digital pathology:** The Pathological Anatomy Department of the four Madrid hospitals consolidated its world-leading digitalisation project. With the digitalisation of pathological anatomy services, samples are turned into high-resolution digital files stored on a unique aggregated data base, as the first step towards computational pathology based on applying artificial intelligence and image analysis tools.
- ▶ **Artificial intelligence:** Assistance tool to predict the development of patients with COVID-19, using an algorithm based on Big Data that predicts (in real-time) the probability of their condition worsening. The algorithm is implemented in Hospitalisation, ICU and IRCU which, at the same time, feed back into and improve the system through results analysis in their patients.
- ▶ **3D planner:** Creation of a three-dimensional (3D) model accessible from the diagnostic image viewer, providing the surgeon with a solution that supports them when tackling surgery and its planning.

Our centres promote health and well-being

*Our aim is to help make **society healthier** by promoting physical and mental well-being.*

Initiatives on the occasion of World Days (WHO)

The World Days defined by the WHO are always special days at Quirónsalud; they are moments when we do our bit to help increase visibility and awareness about preventing diseases and the importance of acquiring and maintaining healthy lifestyles.

One notable example of this is [World Cancer Day](#), when we develop specific awareness initiatives and support campaigns for those affected by this disease. [Quirónsalud Marbella Hospital](#) promoted a very special initiative aimed at all those currently dealing with a recent cancer diagnosis. The Marbella centre gathered

stories from survivors of this disease in the hope that they would be useful as an emotional support tool.

Also worthy of special mention is [World Heart Day](#), when our hospitals remind people that cardiovascular diseases continue to be the world's leading cause of death, and they offer guidelines on how to control risk factors.

In addition, on the occasion of [World Stroke Day](#), [World Depression Day](#), [World COPD Day](#), [World Kidney Day](#), [World Hand Hygiene Day](#) and [World Prematurity Day](#), among others, numerous centres got involved in different activities to raise awareness of these issues through informative talks and conferences given by different specialists, initiatives in favour of the groups affected, or by joining forces with local social organisations, often providing spaces at the hospital for information and fundraising activities.



Informational campaigns and educational programmes

The “Mes a mes: persona a persona” (Month to month: person by person) campaign is an initiative focused on promoting health and raising awareness of preventive habits. It is based on the way we understand healthcare: Health person by person.

We should also highlight our “Stay Healthy” initiative focused on adolescents: in 2021, the [Quirónsalud Foundation](#) continued its work with this educational programme through which our professionals encourage healthy habits among Spanish adolescents, thus improving their quality of life from the classroom.



We promote the health and well-being of our professionals

There are also numerous initiatives promoting the health and well-being of the Group's own employees.

Examples of these include the *"Cada paso cuenta"* (Every step counts) and *"Siente el Ritmo. Mi paciente, mi mejor versión"* (Feel the rhythm: My patient, my best version) campaigns, the **Running Club** at **Quirónsalud Valencia Hospital**, and "Fruit Day", on which many of our hospitals make local, seasonal fruit available to employees to encourage its consumption.



Healthy nutrition

We promote healthy nutrition habits at 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.



Charitable initiatives

In 2021, several hospitals got involved in **charitable initiatives supporting those affected by the volcano on La Palma**. **Quirónsalud Tenerife Hospital** was noteworthy in its efforts given its approachability, launching various volunteering initiatives, donating material, raising funds to collaborate with civil protection organisations on La Palma and donating food to the Red Cross.

For another year running, our hospitals participated in **charitable activities** for different causes and in collaboration with several social organisations, both national and local, joining efforts to collect food, toys, sanitary material, economic donations, and specific fundraising initiatives.

For example, our hospitals in Seville, **Quirónsalud Infanta Luisa** and **Quirónsalud Sagrado Corazón**, made economic donations to different organisations and associations, including the Seville Food Bank Foundation. In parallel, they collected more than 500 kg of food to help Seville families.

The involvement of our centres in **sponsoring sporting events with solidarity purposes** was also notable. For example, the **Alicante Medical Centre** and the 7th City Races against Pancreatic Cancer, organised by the Spanish Pancreatology Association (AESPANC) and the Pancreatic Cancer Association (ACANPAN). All of the money raised was set aside

for research grants to help improve pancreatic cancer diagnosis and treatment.

In the same line of action, various hospitals sponsored other charitable races supporting different causes, such as **Quirónsalud Zaragoza Hospital**, which was the sponsor of the Women's Race against Breast Cancer.

Recogida solidaria de alimentos

Desde el Hospital Quirónsalud Toledo, y el Hospital de Día Quirónsalud Talavera queremos hacer una recogida solidaria de alimentos para ayudar a las familias que, ahora más que nunca, lo necesitan.

Cuándo: 10 y 11 de noviembre
Punto de recogida: puerta principal de ambos centros

Todos podemos participar aportando:
aceite, leche, garbanzos de bolsa, arroz y conservas de pescado.
Todos los alimentos recogidos serán entregados a Cáritas.

Accede online a tus resultados y gestiona tus citas en el área "MI Quirónsalud" de quironsalud.es, o en nuestra App.

Hospital **quirónsalud** Toledo | Hospital de Día **quirónsalud** Talavera

International cooperation at our hospitals

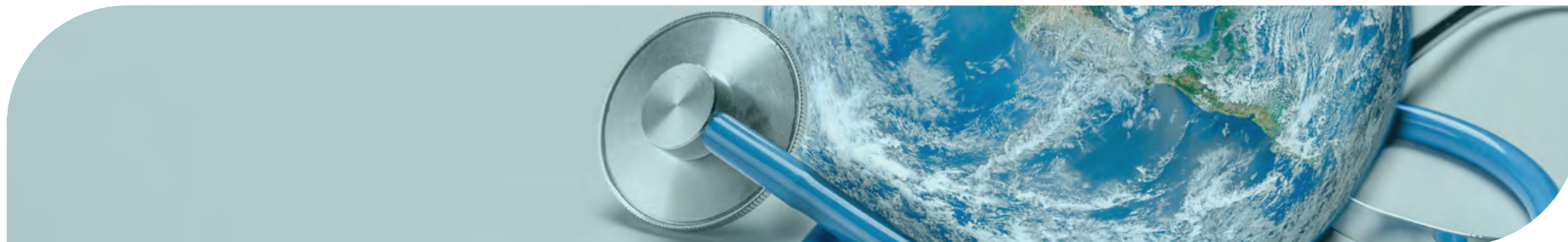
In 2021, using our experience and resources, we continued to support patients who cannot access the treatments they need.

Some of our initiatives:

- ▶ The **Adama Project**, by the Clavel Foundation, the aim of which is to mobilise a medical shipment comprising health professionals (neurosurgeons, anaesthetists, nurses) and those from other specialities for ten days to Adama Hospital in Ethiopia to help improve the health of patients with spinal and/or brain pathologies, both children and adults. Another specific goal on which Dr Pablo Clavel, neurosurgeon at [Quirónsalud Barcelona](#)

[Hospital](#), is collaborating, is the specialised training of local health workers, as well as donating necessary medical and surgical material.

- ▶ The **“El derecho a oír” Project (The Right to Hear Project)**, by the García-Ibáñez Foundation, which Dr Luis García Ibáñez, otolaryngologist at [Teknon Medical Centre](#) is involved in, is focused on helping completely deaf children to hear using
 - ▶ a cochlear implant, an electrode that stimulates the cochlea, allowing sound waves to be captured by the brain. The beneficiaries of the project are people affected by severe deafness, whether profound or complete, and diagnosed as candidates for a cochlear implant: children of families without adequate economic resources and residents in developing countries.
 - ▶ Collaboration with the **Tabassaye Project**, which [Sagrat Cor Hospital](#) and the [University General Hospital of Catalonia](#) are taking part in. A Senegalese patient was operated on in 2021 and others are in the middle of the process.
- ▶ For **International Day of Zero Tolerance for Female Genital Mutilation**, the Dexeus Mujer Foundation reconstructed the clitoris of 116 women for free with the collaboration of [Dexeus University Hospital](#).
- ▶ **Collaboration with the Carme Chacón Foundation, Gift of Life:** the Congenital Cardiopathies Unit at [Dexeus University Hospital](#), headed up by Dr Abella, collaborates with foundations from various countries to carry out operations that cannot be done in their countries of origin. 2021 saw the operation of Milosz take place. This young boy was operated on with the help of a Polish athlete who auctioned off his medal to raise funds.
- ▶ **Collaboration with the Recover Foundation**, to operate on African children in different Group centres, with notable involvement from [Quirónsalud Albacete Hospital](#).



Our centres' commitment to the environment

For another year running, our hospitals were involved in building a society that guarantees health, launching environmentally friendly measures and undertaking initiatives to raise awareness and promote changes in attitude in citizens' daily lives.

For [World Environment Day](#), [World Energy Efficiency Day](#) and [World Water Day](#), the Corporate Department at Quirónsalud encouraged centres to get involved in small actions that raise the visibility of the environmental challenges we are facing.

Numerous centres designed special activities to celebrate these days and place greater emphasis on caring for our planet as a way of guaranteeing health. For example, a competition was run by [Quirónsalud Córdoba Hospital](#) to gather ideas that will lead to a reduction in carbon footprint.

As usual, our hospitals created press releases and posters that remind people of the importance of correctly managing environmental aspects in their daily lives: separating waste, controlling emissions, reducing their carbon footprint and saving resources.

At [Quirónsalud San José Hospital](#), informative short videos were sent to all employees with guidelines, advice and information that impacts directly on daily behaviour. They covered topics such as the impact of expired or disused medicine, water and energy consumption, greenhouse gas emissions, and the identification and separation of waste, reminding them all of their individual responsibility.



In terms of individual initiatives aimed at actions to minimise healthcare's environmental impact, [Jiménez Díaz Foundation University Hospital](#) has acceded to the Climate Emergency Declaration and presented the [MAS+, Environment and Health, Project](#), which considers the design and development of several initiatives in different scopes of the hospital's activity to reduce the carbon footprint generated by health practice with regard to the centre's sustainability and medical acts.

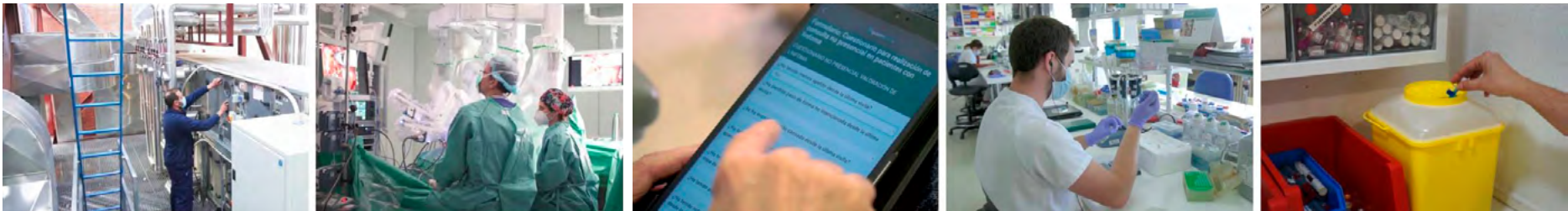
As examples of specific actions with extremely positive results, we can mention the case of [La Luz](#)

[Hospital](#), which, in 2021, after replacing its chillers in 2020, saved 171,839 kWh, amounting to a reduction of almost 7% in current electrical energy consumption. Electricity consumption has fallen 22% at the hospital centre in the last four years.

At [Quirónsalud Sagrado Corazón Hospital](#), improvements were made to include on the digitalised maintenance system an area to monitor the photovoltaic solar energy generated, while at [Quirónsalud Torrevieja Hospital](#) the air conditioning circuit was modified, generating savings and improving the cooling service according to its use in each area of

the hospital. In addition, LED lights were installed and the building control system was improved to include generalised switch-offs according to time schedules.

Similar measures have been introduced by many of our centres in recent years, as evidenced in the **positive results of our environmental indicators and in the reduction of our carbon footprint**, presented in further detail in a specific chapter of this report. This would not have been possible if it were not for the **environmental commitment of our hospitals**, which are the nucleus of our activity.



1

The company

Quirónsalud: a trusted brand

About us

Our identity

Companies and services

Health centre network and market presence

Key figures 2021

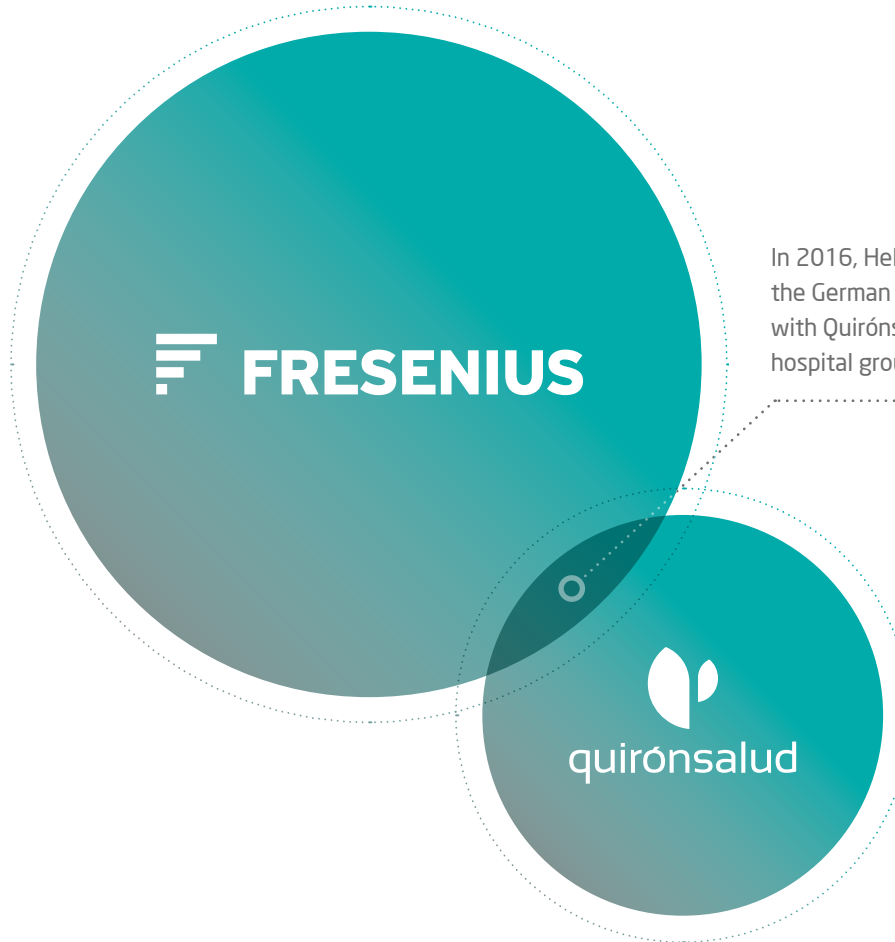


About us

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 a non-profit foundation called Else Kröner-Fresenius-Stiftung, which aims for medical research and the development of 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 well-being



In 2016, Helios Kliniken, owned by the German group Fresenius, merged with Quirónsalud, the leading Spanish hospital group.

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.

We believe in health person by person.

 quirónsalud

*The value of a strong brand with
something important to say*

Our values

Our values are the pillars that underpin the way we act, work and do things. They explain 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, hospitality 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.

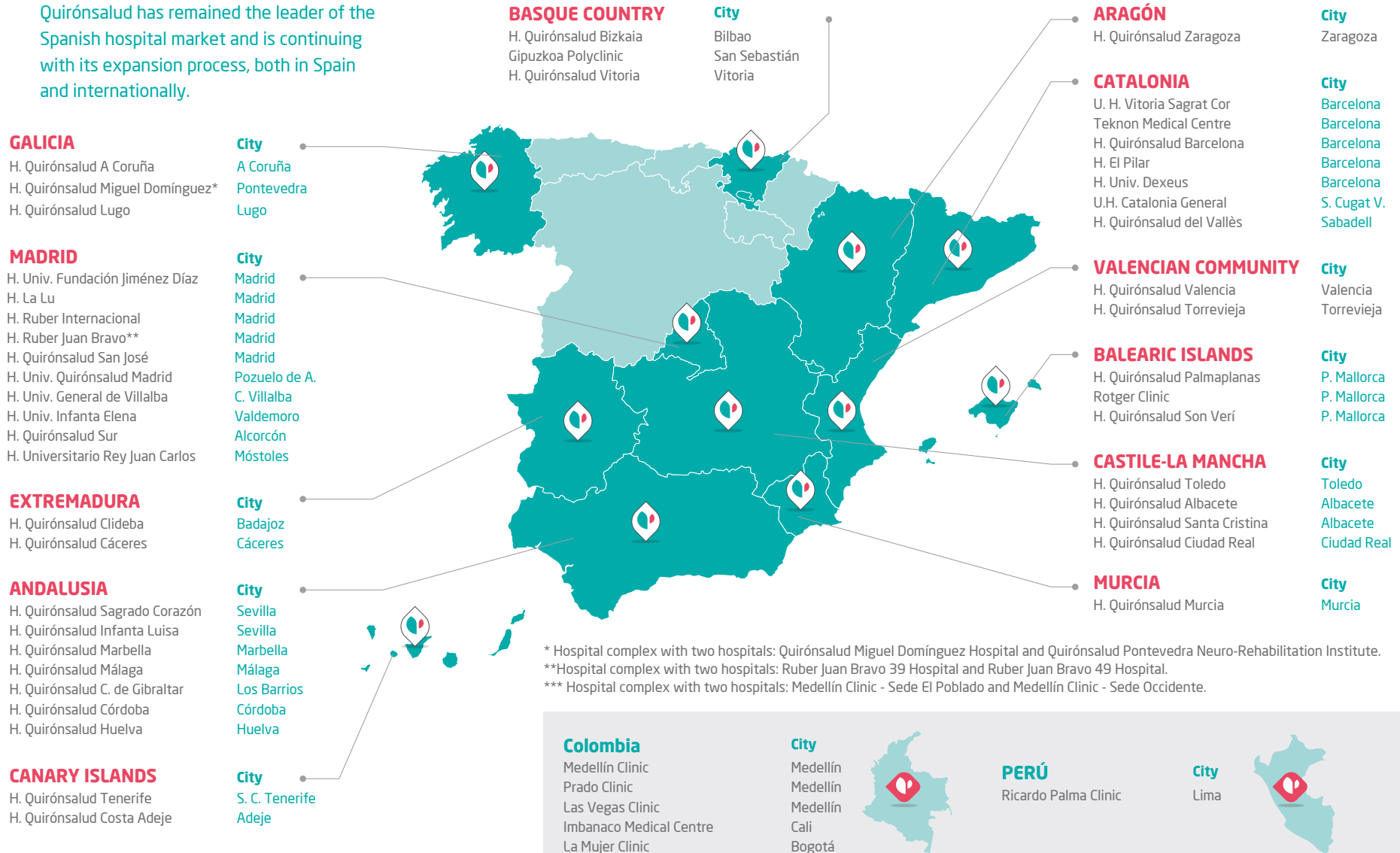
We provide our patients with a specialised cross-cutting healthcare network, state-of-the-art medical technology for personalised diagnoses and treatments, and a range of services covering all the medical and/or surgical specialisms that are most in demand in other countries.

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 remained the leader of the Spanish hospital market and is continuing with its expansion process, both in Spain and internationally.



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

6 DAY HOSPITALS

65 OUTPATIENT CENTRES*

231 PREVENTION CENTRES

11 MADRID

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

4 EXTREMADURA

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

17 ANDALUSIA

Ave María Day Hospital
 M.C. 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
 M.C. 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

5 GALICIA

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

4 BASQUE COUNTRY

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

1 NAVARRE

Quirónsalud Pamplona Assisted Reproduction

1 ARAGÓN

Quirónsalud Zaragoza Day Hospital

2 CATALONIA

M.C. Quirónsalud Aribau
 Quirónsalud Barcelona Ophthalmological
 Institute

9 BALEARIC ISLANDS

M.C. 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

7 VALENCIAN COMMUNITY

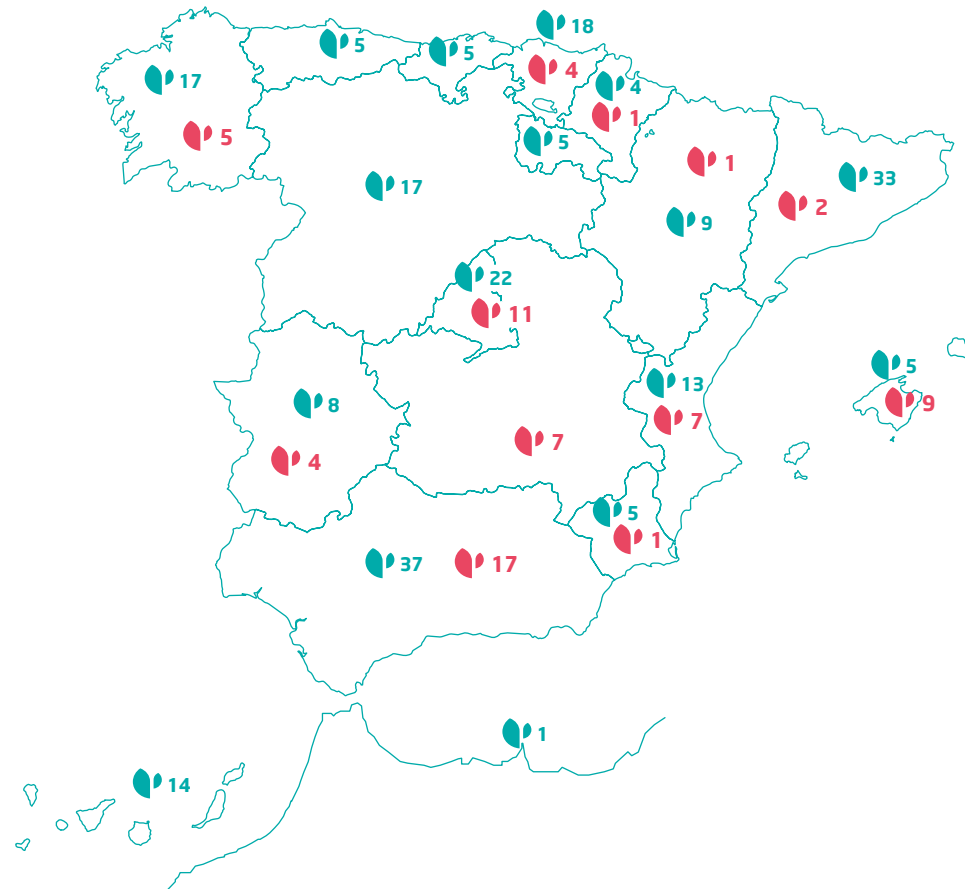
M.C. Quirónsalud Blasco Ibáñez
 M.C. Quirónsalud Severo Ochoa
 M.C. Quirónsalud Plaza Legión Española
 M.C. Quirónsalud Valencia
 M.C. Quirónsalud Artes Gráficas
 M.C. Quirónsalud Orihuela
 M.C. Quirónsalud Santa Pola

1 MURCIA

Assisted Reproduction Institute
 M.C. Dexeus Murcia M.C.

7 CASTILE-LA MANCHA

Quirónsalud de Talavera Day Hospital
 M.C. Puertollano M.C.
 Quirónsalud Alcázar De San Juan Clinic
 M.C. 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.



Key figures 2021



€4.02 B

Consolidated revenues



46,396

employees



€100M+

Investments in care network



Healthcare network

56

hospitales

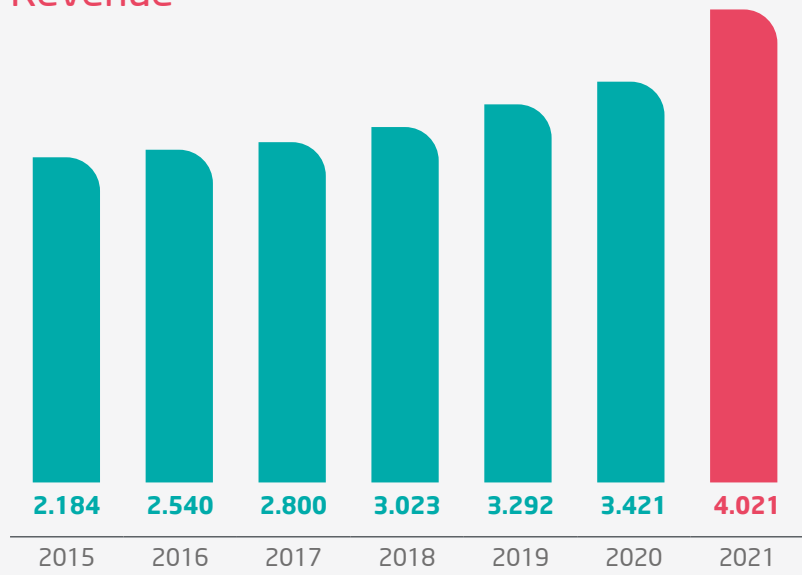
88

outpatient health centres

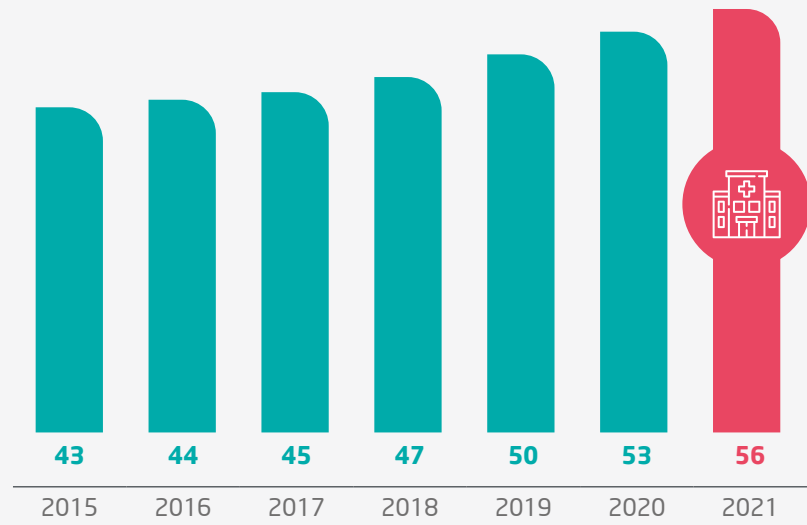
300+

occupational risk prevention centres

Revenue



Hospitals



2

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Corporate governance

*Ethical and transparent
management*

- Governance structure
- Corporate policies
- Risk management and compliance
- Quirónsalud Code of Ethics and Conduct
- Whistleblowing Channel
- Information security and privacy
- Membership to external initiatives



Governance structure



The main governing body of the Quirónsalud Group is the Board of Directors, which employs a responsible management methodology focused on achieving a sustainable increase in the company's value. To do so, it considers the following key factors:

- Long-term corporate strategies.
- Robust financial management.
- Strict compliance with legal requirements and ethical standards.
- Transparency in corporate communication.

To ensure this form of responsible management, the Board of Directors' main tasks are as follows:

- 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.
- Monitor internal information and control systems.
- Ensure that the commitments made by the Company are fulfilled.

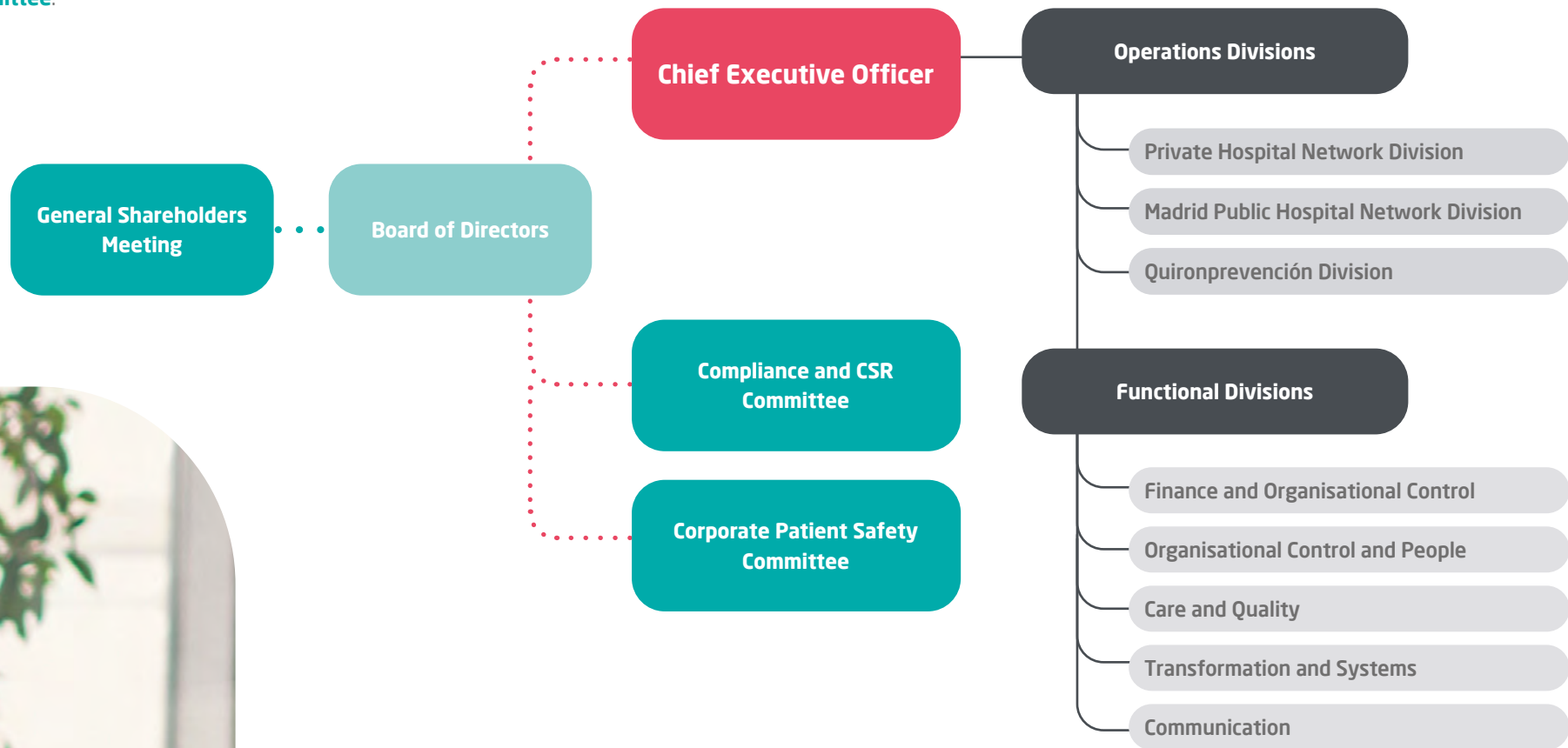
The Board of Directors comprises:

- Chairperson and Director
- 4 Directors
- Non-Director Secretary
- Non-Director Vice-Secretary
- 4 Executive Directors

The Board's duties are delegated through the **Chief Executive Officer** and it is supported by the **Compliance and Corporate Social Responsibility Committee and the Corporate Patient Safety Committee**.



Reporting to the Chief Executive Officer are three Operations Divisions and five Functional Divisions, which in turn make up the **Group's Management Committee**.



At a geographical level, the Group is managed in **seven 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
- ▶ Resources Management
- ▶ Communication and Marketing Management

Beyond the corporate structure, the Group has 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:

- ▶ Compliance and CSR Committee.
- ▶ Health and Safety Committee in each centre.
- ▶ Environment Committees in each centre.
- ▶ Equality Committees.
- ▶ Workplace Violence Committees.
- ▶ Human Rights Committee.
- ▶ Corporate Patient Safety Committee and Patient Safety Committees at hospitals.
- ▶ Personal Data Protection Committee.
- ▶ Digital Transformation Committee.
- ▶ People Committee.
- ▶ Clinical Trials Committee





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, Crime Prevention and Anti-fraud Policy
- 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.

As it does each year, in 2021 the Company created a risk map identifying the most relevant risks. This map was prepared using a bottom-up methodology through a specific piece of software that carries out these assessments. From the overall result of the risks list, the 20 risks with the highest score were selected and assigned to the corresponding managers with the aim of devising specific action plans that will help to manage and control them, by creating or updating corporate policies, with a detailed action plan to mitigate and control them, in addition to developing specific training activities designed to improve control of each risk.

As part of the risk categories, risks related to the following were considered specifically:

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

The most relevant risks to the Quirónsalud Group are related to patient data protection, undue access to said data, and attacks on IT systems that could endanger the correct storage of said data.

In addition, new regulatory compliance clauses have been included in standard contract models, as have certain provisions that try to improve control of the crime prevention and anti-fraud risk.

The Group has a **Compliance Committee** comprising Group executives and an external chairperson, and it 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.

In 2021, the Quirónsalud business managers for Peru and Colombia joined the Compliance Committee, as did the Corporate Risk Manager. The increase in the number of Committee members was a direct response to the need to include in this collective body representatives from all functional and geographical business areas in which the Quirónsalud Group operates.

The aforementioned Committee issues various recommendations and instructions so that Quirónsalud Group activities are carried out in the strictest legality, complying with the Group's values and policies, which are included in the Code of Conduct

Furthermore, the Compliance Committee acts as a **Compliance Officer** at the Group. Its functions include:

- ▶ 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 being committed within the company.



*In 2021, the company reviewed and updated its **Code of Ethics** and strengthened the **Compliance Committee** to include in this collective body representatives from all the functional and geographical business areas in which the Quirónsalud Group*

Quirónsalud Code of Ethics and Conduct

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 this code, at the Quirónsalud Group 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

In 2021, the company reviewed and updated its Code of Ethics to include express acceptance of its contents in all new employment contracts at Quirónsalud.

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



Whistleblowing Channel

The Group has a **Whistleblowing Channel** in place, allowing all employees to communicate any non-compliance with the Code of Conduct, or with the applicable internal rules and legislations.

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

Eighteen complaints were registered in 2021. However, after being analysed, none were considered sufficiently relevant from a compliance point of view. All were archived after clarifying the complaints as necessary and distributing them to the relevant departments for consideration.

In 2022, we expect to open a whistleblowing channel to the general public, through a link on the Quirónsalud website. As such, in addition to offering access to a greater number of participants, we aim to anticipate the provisions set out in Directive (EU) 2019/1937 of the European Parliament and of the Council, on whistleblowing channels and policies.



No cases of Quirónsalud Code of Conduct violations have been identified



Information security and privacy

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 given the fact that, in 2021, owing to the context defined by the pandemic and the significant increase in cyberattacks globally, hospitals were one of the main targets of cyberattackers. Therefore, it is essential we have a strategy in place and define effective measures to protect people's data and the integrity of our systems.

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 2021, we have continued to make progress and adopt measures at Quirónsalud in order 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

In addition, the Group continue to progress in its certification strategy, which accredits and supports this commitment to security of information and regulatory compliance. Today, the Group already has the following certifications at some of its companies and centres:

- ✓ Jiménez Díaz Foundation University Hospital: ISO 27001 (Information Security Management System) and ENS (National Security Framework)
- ✓ Infanta Elena University Hospital, Villalba General University Hospital and Rey Juan Carlos University Hospital: ISO 27001
- ✓ All private hospitals: Private Electronic Prescription
- ✓ Quironprevención: ISO 27001, ENS and ISO 22301 (Business Continuity)

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

Membership to external initiatives

In 2021, we renewed our commitment to the 10 Principles of the United Nations Global Compact for another year.



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



Pacto Mundial
Red Española



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

In 2021, we continued to collaborate with this cluster in identifying and promoting key trends to integrate sustainability within companies' value chain, highlighting the importance of safeguarding companies' ESG (environmental, social and good governance) aspects and fiduciary responsibility (so-called 'stewardship') as a way to improve financial performance.

3

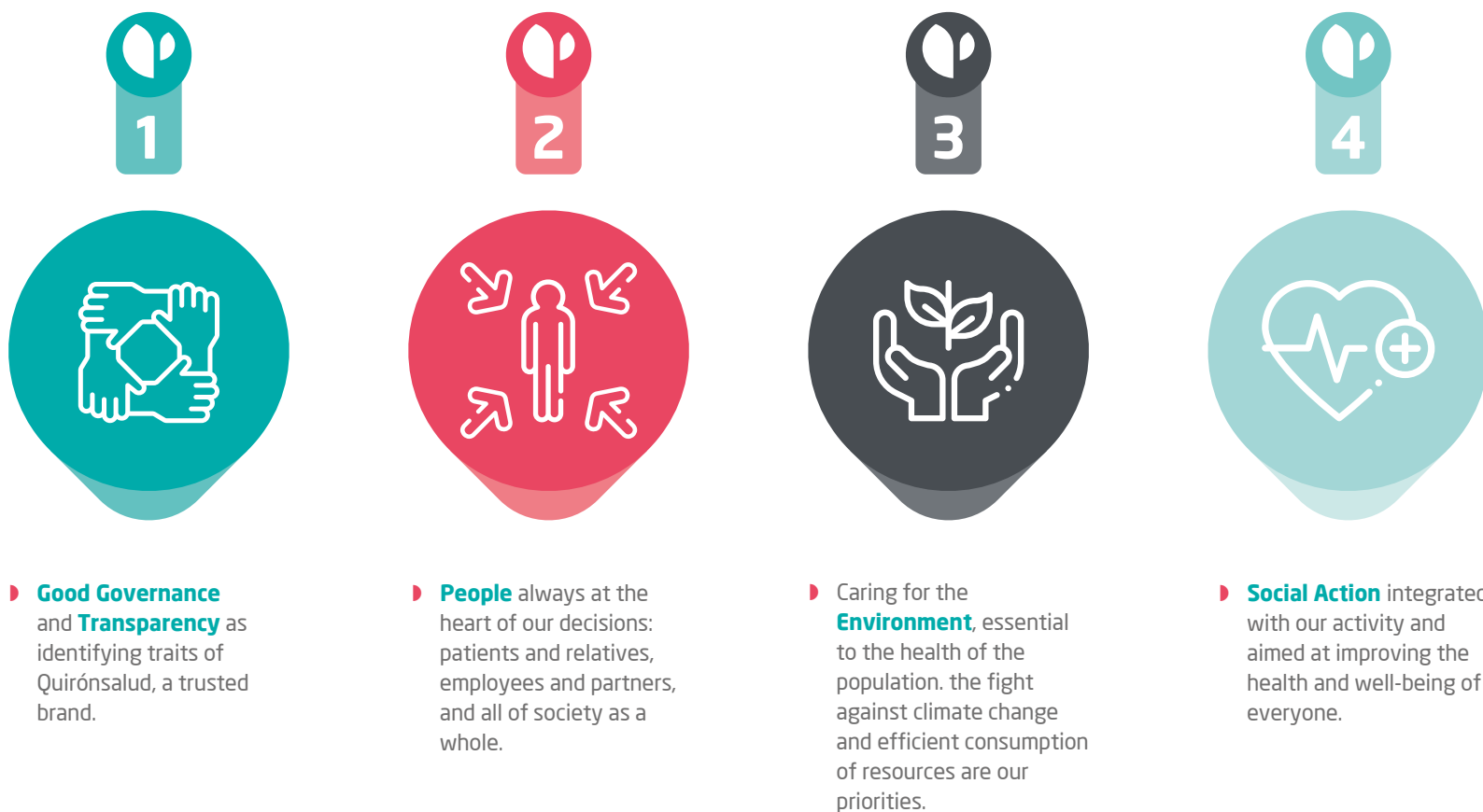
Our sustainability model

Adding value at our centres

- The pillars of our strategy
- Our stakeholders
- Materiality
- Our contribution to the SDGs
- Commitment to human rights



The pillars of our strategy



Once again this year, we present the Quirónsalud Group's Corporate Report 2021, 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.

Our stakeholders

We've always understood **sustainability** in terms of focusing on the creation of **value shared** with our stakeholders and accepting our **responsibility** to each of them.



Investors Financial institutions

- ▶ Board meetings
- ▶ Regular reports



Patients and relatives

- ▶ Personal contact
- ▶ Patient portal
- ▶ Contact Centre
- ▶ Website
- ▶ Consultations with professionals online
- ▶ Satisfaction and loyalty analysis tools (CSI, NPS, LIKEIK, Focus Group)
- ▶ Collecting and managing complaints and grievances
- ▶ Information security audits (legal and cuts in clinical history)
- ▶ Transparency portal
- ▶ Press releases
- ▶ Social media



Doctors, nurses and healthcare staff

- ▶ Internal communication processes (corporate intranet)
- ▶ Company committees
- ▶ Internal notifications and training on procedural updates
- ▶ Ongoing personal contact
- ▶ Workshops and seminars to share experiences, good practices and knowledge
- ▶ Online OHP platform
- ▶ Quirónsalud Campus and specific training
- ▶ Development of the internal and external communication plan



Non-healthcare staff

- ▶ Internal communication processes (corporate intranet)
- ▶ Company committees
- ▶ Internal notifications and training on procedural updates
- ▶ Ongoing personal contact
- ▶ Online OHP platform
- ▶ Raise awareness and train staff in how to treat and treatment, environment, energy resource management, Group culture
- ▶ Quirónsalud Campus and specific training



Clients

- ▶ Management tools (Public Administration Client)
- ▶ Teaching accreditation of our hospitals and health authorisations
- ▶ Tender submission meetings
- ▶ Procurement agreements
- ▶ Regular result validation meetings and reports
- ▶ Certifications and accreditations



Suppliers and strategic partners

- ▶ Standardisation processes and letter of commitment
- ▶ Purchasing management
- ▶ via EDI
- ▶ Planning and monitoring
- ▶ preventive maintenance
- ▶ Stock and monitoring maintenance of external equipment
- ▶ Inclusion in Group training sessions and activities
- ▶ Monitoring audits
- ▶ Relationship with local suppliers



Society

- ▶ Focus groups with patient associations
- ▶ Relationship with local entities
- ▶ Collaborations with scientific entities and research centres
- ▶ Informative workshops on health issues and healthy habits
- ▶ Provision of medical services at sporting events
- ▶ Sponsorships
- ▶ Environmental awareness among professionals
- ▶ Actions to drive the Sustainable Development Goals
- ▶ Collaboration agreements with universities and business schools
- ▶ Relationship with the media
- ▶ Press releases
- ▶ Monitoring and control of news and social media
- ▶ Relationship with entities in the voluntary sector



Materiality

In 2021, Quirónsalud reviewed its materiality analysis to ensure the relevant matters continue to be present in its strategy and in the report, progressively addressing the matters identified as priorities.

For this financial year, the focus of **double materiality** was included, in line with future reporting trends. In this regard, the company reflected on the impact of its activities in the different areas of sustainability, and how these issues can affect the company from a business perspective.

An inventory of issues was made in accordance with the aspects considered in Law 11/2018 on non-financial information and diversity, as well as the contents of the GRI standards as a reference reporting framework, and this inventory considered economic, governance, environmental and social aspects.

The methodology developed allows the organisation to have an objective list of relevant value creation issues for the identified stakeholders, as well as assess the materiality and priority of each one.

Two numerical values are obtained for each subject assessed. One value is based on strategic criteria for Quirónsalud, including the outside-in focus of double materiality, while the other is calculated according to criteria based on stakeholder opinions and expectations, which are discerned through direct communication with them (permanently introduced listening and dialogue procedures or frequent consultations with samples of certain groups), as well as through other information sources, such as sectoral analyses, reports published by entities that are experts in the subject, inputs received in specific work clusters and associations Quirónsalud is involved in, analysis of communication on social media, and other occasional projects developed in different scopes of sustainability that were considered useful and relevant to this analysis.

As a result of this process, for the 2021 financial year, the issues analysed were classified as follows:

Strategic material issues

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

Significant issues

- Economic performance (E1)
- Market presence (E2)
- Supplies (A1)
- Water consumption (A3)
- Worker-management relationships (S2)
- Employee training and professional development (S4)
- Equality and diversity (S5)
- Human rights and social impact of suppliers (S6)
- Medical research, innovation and teaching (S7)
- Social action (S8)
- Information about medical services (S11)
- Marketing and commercial communications (S13)

Emerging or minor issues

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

Some of the issues analysed, although not yet in the highest category of relevance, are also being addressed by the company and gaining in strategic weight, such as acquisition practices, the environmental impact of supplies, diversity management, and the company's social action.

The issues considered material to Quirónsalud due to their level of impact and risk are also linked to the 17 Sustainable Development Goals and 10 Principles of the Global Compact to which the organisation subscribes. The Group offers an annual update on their compliance and progress in its corporate reports.



Our contribution to the SDGs

The Quriónsalud team has not only proved to be a leader in healthcare, but it also embodies the highest professional and human values required to deal with society in a situation as complex as the one we are facing in the industry due to the pandemic.

The major global challenges experienced in 2020 have made us more aware of how important it is to strengthen the pillars of our sustainability model. At Quriónsalud, 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 the **2030 Agenda**.

The issues considered material to Quriónsalud due to their level of impact and risk shape our sustainability plan and actions. They are also directly related to our contribution to the SDGs and to the 10 Global Compact Principles that the organisation has signed up to:



Our greatest **direct positive impact** is identified in the following SDGs:

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS

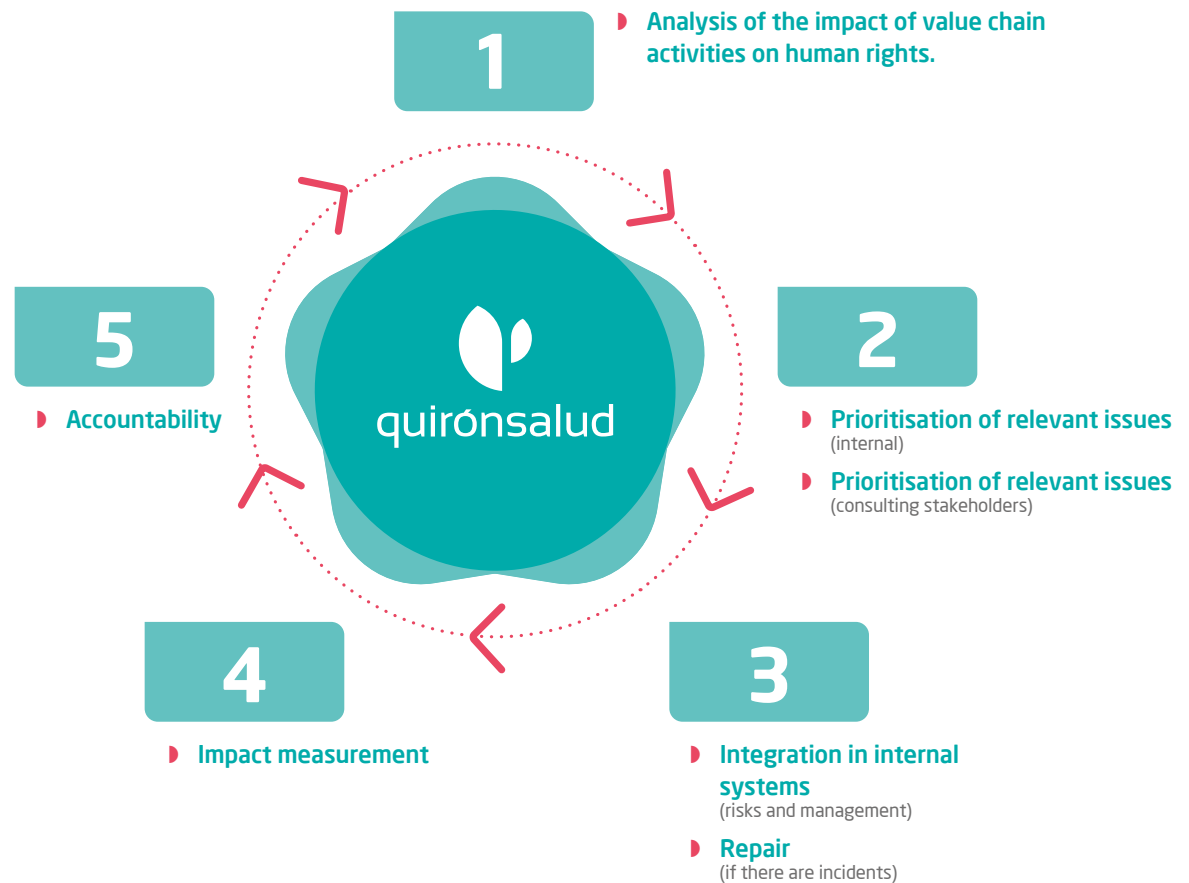


Commitment to human rights

In 2021, the assessment of risks related to human rights was incorporated in risk management across the entire Quirónsalud Group.

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.

In anticipation of future European regulations on the matter, in 2020 we 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). In 2021, these risks were aligned with compliance risks, and plans of action are in the process of being developed for each area where there could be an impact on human rights.



All of the Group's business segments have implemented the Quirónsalud Group's Code of Ethics and Conduct, including the express, firm commitment to respect human rights.

Over the course of 2021, we further strengthened our human rights risk assessment methodology in individual trade segments by identifying human rights issues and scopes of action in all business segments that are particularly relevant to our value chains. Several factors were considered, including the business models of business segments, and current public debates and regulatory developments, and National Action Plans (NAPs) for companies and human rights.

This methodology takes into account the severity of the potential risks to human rights, how they impact the people affected, and the possibility of restoring the situation, in addition to the likelihood of a possible violation of human rights occurring.

Quirónsalud's commitment to human rights matters sees us strive continuously to save lives, promote health and improve our patients' quality of life. As a healthcare company, we consider human rights to be part of our corporate responsibility.

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).

We are committed to observing all regulatory requirements and social expectations of due diligence with regard to respecting human rights.

Patient medical care and the well-being of our employees fall within the most important commitment areas of our **due diligence** in human rights matters. We are aware that respect for human rights stretches beyond the operations of our own company and core business.

We consider human rights issues by selecting and cooperating with our suppliers and trade partners, both in acquisitions and in sales and distribution. At present, we are working to increase the transparency of our supply chains. The knowledge acquired from doing so helps us to ensure safe supplies while reducing the risks to human rights when acquiring raw materials and important supplies.

Likewise, health is a human right and, through our products and services, we are making a crucial contribution to ensure access to appropriate, affordable, high-quality medical care in all the 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 approval of child labour and forced labour.
- ▶ We **support** equal opportunities and take a clear stand against discrimination in all its forms.
- ▶ We **respect** freedom of association and the effective recognition of the right to collective bargaining.
- ▶ We **ensure** the creation of safe work conditions, that the necessary measures are taken and that work conditions are fair for all our employees.
- ▶ We **guarantee** the privacy of each individual; we feel responsible for the personal data of our patients, employees, clients and suppliers.
- ▶ We **protect** resources for future generations. Considering our impact on the environment, it is also part of our joint responsibility and is our duty.
- ▶ We **encourage** our suppliers and trade partners to commit to ethical standards of conduct in daily business, towards employees, society and the environment, as well as the areas described with regards to respecting human rights.

Furthermore, we have in place our aforementioned **Whistleblowing Channel** for reporting any breach of this code, or applicable legislation or internal regulations.

None of the complaints received through this channel have been deemed to breach the Code of Ethics or human rights.

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

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 Committee** 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.

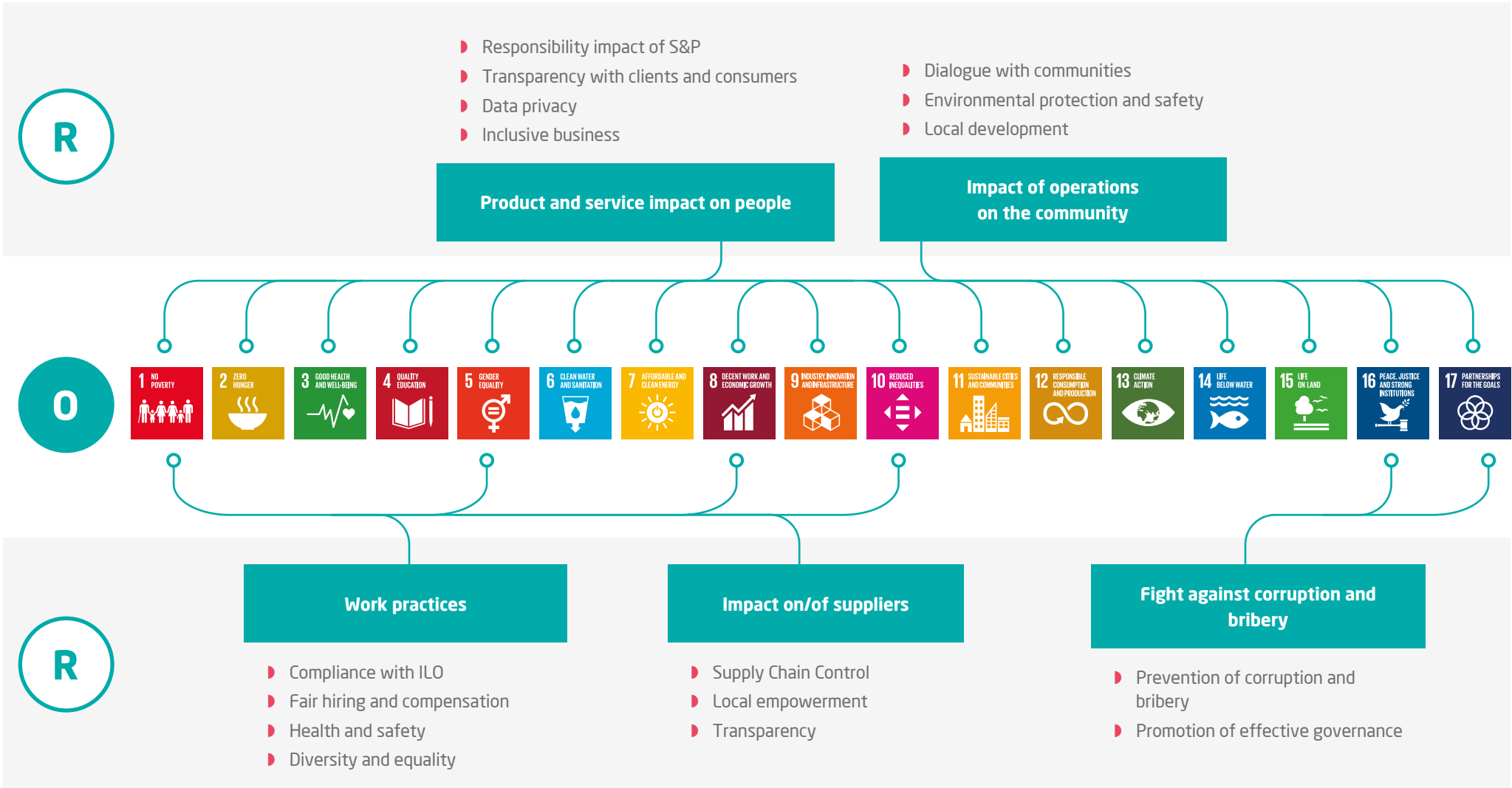
Any risks relating to forced or child labour in the Group's workforce can therefore be excluded.

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, as mentioned previously in this report, the Quirónsalud Hospital Group supports the **United Nations 2030 Agenda** and has, since 2016, been a signatory to the **10 Principles of the Global Compact**, 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

Health person by person

Infrastructure, advanced technology and innovative solutions

Healthcare activity

Safety and suitability of clinical practice

Excellence and quality in the provision of services

The experience of patients and their families

Security and confidentiality of patient information

Research and innovation

Infrastructure, advanced technology and innovative solutions



The Quirónsalud healthcare network, with the experience acquired during the pandemic, has continued to evolve and offer a response to a two-sided need: healthcare for patients affected by COVID-19 along with the natural development of the health sector.

In 2021, we have to continue living with the COVID-19 pandemic. As a result of this, we continued to expand our critical and hospitalisation areas at the expense of intervention and outpatient areas.



Infrastructure and expansion of the hospital network in 2021

Significant infrastructure projects undertaken: new centres.

While urgent needs resulting from COVID-19 were tackled, Quirónsalud continued with its plan of investing in new centres, which lead to an increase of approximately **108,000 m²** and to which an investment in construction of **€57.7 million** was applied in 2021. These figures are far higher than those for the previous year, which was affected by the slowdown caused by the impact of the pandemic.

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 2022.

In this same expansion process, new acquisitions continued to be added:

- Quirónsalud Elche Medical Centre
- Quirónsalud Santa Cristina Medical Centre
- New establishments for PCR sample-taking for Ruber Juan Bravo, Dexeus (Health Diagnostic) and Rotger Clinic
- Centralised laboratory for Health Diagnostic
- Rehabilitation centre in Huelva



New centres completed

- Quirónsalud Valle del Henares Medical Centre - Alcalá de Henares
- Quirónsalud Valle del Henares Hospital - Torrejón de Ardoz
- Quirónsalud Sevilla Maternity and Children's Hospital

Developments in new projects

- Expansion of new outpatient clinics at Quirónsalud Sur Hospital
- Quirónsalud Badalona Hospital
- Quirónsalud Málaga Day Hospital (Cuberta)
- Olympia Medical Centre
- Zaragoza Hospital

Investment in expansions, renovations and improvements at existing centres

As usual, the investment in new centres overlapped the renovation and expansion of existing ones. **Over 17,700m²** were renovated and expanded, with an investment of **€21 million**.

✓ Expansion of inpatient facilities at:

- Catalonia General University Hospital
- Quirónsalud Campo de Gibraltar Hospital
- Renovation and expansion of surgical and treatment facilities:
- Final phase of the surgical departments at Jiménez Díaz Foundation University Hospital
- Expansion of the surgical departments at Quirónsalud Campo de Gibraltar Hospital
- Phase 2 of the new surgical area at Rotger Clinic
- Cardiology and Major Surgery Outpatient Clinic at Catalonia General University Hospital

✓ Renovation and expansion of maternity facilities:

- Renovation of the obstetrics area at Quirónsalud Barcelona Hospital

✓ Expansion of medical centres and outpatient clinics:

- Expansion of Alicante Phase III Medical Centre (adjoining building)

- Expansion of Colón Medical Centre (final phase)
- New oncology and neurosurgery consultation rooms at Teknon Medical Centre
- New outpatient consultation rooms for Quirónsalud Tenerife Hospital
- New ophthalmology unit at Quirónsalud Palmaplanas Hospital

✓ Renovation and expansion of other hospital areas:

- Expansion of the ICU at Quirónsalud Toledo Hospital
- Renovation and expansion of A&E at Gipuzkoa Polyclinic
- Main lobby plus two rooms at Jiménez Díaz Foundation University Hospital
- Waiting room, pharmacy and changing rooms in basement 3 at Jiménez Díaz Foundation University Hospital
- Renovation of the hall at La Luz Clinic
- Oncology day hospital at Quirónsalud Madrid University Hospital
- Oncological clinical trials unit at Quirónsalud Barcelona Hospital
- Renovation of the kitchen at Quirónsalud Campo de Gibraltar Hospital

A further **€2.1 million** has been invested in installing new high-tech equipment, including both new facilities and upgrading existing equipment:

✓ Upgrading of diagnostic imaging equipment at:

- CAT at Ruber Internacional
- CAT at Quirónsalud Manuel Siurot Medical Centre
- Remote control at Quirónsalud San José Hospital
- Mammography device at Quirónsalud A Coruña Hospital

✓ Installation and upgrades of treatment facilities:

- Cardiovascular room with hybrid operating theatre at La Luz Clinic
- Cardiovascular room at Quirónsalud Torrevieja Hospital

✓ Installation and upgrade of MRI scanners:

- Sagrat Cor University Hospital
- La Luz Clinic
- Quirónsalud Málaga Hospital
- Quirónsalud Ciudad Real Hospital

Investment specifically aimed at improving the safety and efficiency of facilities

Over the course of 2021, the Group continued to invest in improvements to facilities with a view to enhancing both activity safety and efficiency in energy consumption.

Investments totally €6 million were made in upgrading facilities to meet new regulatory requirements, with notable work carried out at the following centres:

- Jiménez Díaz Foundation
- Catalonia General University Hospital
- Sagrat Cor University Hospital
- La Luz Clinic
- Quirónsalud San José Hospital
- Quirónsalud El Pilar Hospital

Likewise, in 2021 a further €13 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 present day by increasing ventilation and air recirculation in waiting areas; creating larger, more separate spaces; and incorporating new premises to our network. The investments made in this area amounted to €7.8 million.

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, the purchase of new equipment has focused on:

- New Valle del Henares Hospital (Madrid): €6.8 M
- Refurbishment and extension to the Surgical Unit at Rotger Clinic: €1.8 M
- New Seville Maternity and Children's Hospital: €1.4 M
- New Ophthalmology Unit in Palma: €1.2 M
- Extension to hospitalisation and operating theatres in C. de Gibraltar: €0.9 M
- New Valle del Henares Medical Centre: €0.6 M
- New Endoscopy Unit at Dexeus H.: €0.5 M
- New Colón Medical Centre (Valencia): €0.4 M
- New Medical Centre in Elche (Alicante): €0.2 M

In healthcare, the purchase of new equipment was dedicated to:

- ✓ **Increasing and upgrading existing life support equipment, for €3 million, including among others:**
 - Over 300 patient monitoring systems
 - 31 ventilators
 - 26 anaesthetic machines
 - 20 neonatal machines (5 thermal cots with resuscitator; 2 neonatal incubators; 5 phototherapy lamps; 8 neonatal ventilators, and various supplementary devices).

✓ **Improving diagnostic imaging, earmarking €10.7 M to purchase:**

- 4 MRI machines (each 1.5 t) and updating 6 existing machines
- 4 CAT machines with advanced applications for non-invasive cardiovascular diagnostics, one of which has spectral imaging, with a strong involvement in clinical research
- 101 ultrasound machines
- 44 X-ray machines, including surgical arches and fixed and portable equipment.

✓ **Reinforcing minimally invasive surgery, as well as improving surgical safety and interventions in general, €3.5 M:**

- 1 hybrid operating theatre
- 1 biplane cardiovascular room for advanced neuroradiology procedures
- 6 high-performance surgical microscopes
- 67 surgical motors

✓ **Increasing precision and safety in treating cardiovascular processes, €2.7 M:**

- 3 cardiovascular rooms for carrying out diagnostic and therapeutic procedures with greater precision and safety, as well as 2 cardiac mapping systems
- 11 cardiac surgery machines
- Over 2,000 cardiology machines.

✓ **Other investments in equipment for diagnosis and treatment, €3.6 M:**

- 188 ophthalmological machines
- 171 ENT machines
- 28 endoscopy / laparoscopy towers

✓ **Investment in other equipment and facilities: €20.8 M**



Healthcare activity

In 2021 we maintained the upward trend in our healthcare activity across all areas. In addition, our network resources also experienced notable increases for another year running.

Healthcare network resources and activity indicators:

	2019	2020	2021
No. available beds	7,332	8,001	8,145
No. operating theatres	434	467	483
No. ICU/PICU/NICU	572	771	780
No. delivery rooms/LDR	112	124	137
No. consultation rooms	9,998,993	10,145,472	11,385,237
No. emergencies attended	2,892,102	2,223,836	2,905,708
No. hospital admissions	384,828	394,245	408,149
No. surgeries	460,732	488,449	529,421

COVID healthcare indicators:

	Category	No. of cases	%
Spain	Total patients discharged	14,923	100
	Deaths	1,621	11
	Patients with ICU stay	1,836	12
	Deceased with ICU stay	444	24
	Patients with IMV	1,110	7
	Deceased with IMV	351	32
Peru	Total patients discharged	1,422	100
	Deaths	181	13
	Patients with ICU stay	344	24
	Deceased with ICU stay	103	30
	Patients with IMV	232	16
	Deceased with IMV	77	33
Colombia	Total patients discharged	4,393	100
	Deaths	716	16
	Patients with ICU stay	1,236	28
	Deceased with ICU stay	466	38
	Patients with IMV	1,064	24
	Deceased with IMV	464	44

Safety and suitability of clinical practice



The Quirónsalud quality policy is based on equipping its centres with functional, safe infrastructure; state-of-the-art, effective, innovative equipment; and standardised processes underpinned by excellent clinical practice.

In 2021, we continued our work to drive improvements in **patient safety** and **excellent clinical practice** through numerous initiatives impacting the entire organisation, allowing us to share the experience accumulated at our different centres and clinically transfer the good practices identified.

In addition, the Quirónsalud Group continuously reviews and addresses risks related to patient health and safety, prioritising those identified by the Corporate Compliance Committee.

In 2021, we worked on drawing up basic operational policies and guiding principles of action within the Company, with the aim of preventing and mitigating certain risks inherent to our healthcare activity, including:

- Nosocomial infection.
- Incorrect application of treatments, including the incorrect administration of medication.
- Absence of informed consent/informed consent incomplete.
- Medical negligence.
- Illegal organ trafficking.

On the other hand, the care provided in relation to the COVID-19 pandemic has continued to have an impact, although to a lesser extent, on our hospitals' activity. To support centres, we have continued to adapt protocols in light of the epidemiological situation at each given time, as well as the emergence of new variants, placing special emphasis on measures to prevent infections and hospital outbreaks, and to regulate the controlled entry of visitors and non-COVID-19 patient visitors.

Corporate Patient Safety Strategy

In 2021, implementation of the patient safety culture and improved clinical practice in Quirónsalud centres continued apace thanks to consolidation of the organisational structure for patient safety management, promotion of safety culture, and standardisation and rollout of healthcare practice improvement procedures.

The improvement in key patient safety indicators confirms this progress and demonstrates that the boost to clinical practice and safety is already an indivisible part of the management agenda and organisational culture.

A total of 39 patient safety indicators were defined in 2021. Their level of compliance was monitored by Corporate Services using indicators grouped according to the following lines of action:

- ▶ International Patient Safety Goals (IPSGs)
- ▶ Patient assessment
- ▶ Anaesthesia and surgical care
- ▶ Medication management and use (MMU)
- ▶ Infection prevention and control (IPC)
- ▶ Improving the quality of patient safety (QPS)

At the close of 2021, the level of compliance achieved by our centres was 79%, exceeding the result achieved the previous year (70%).

In 2021, the activity of the Corporate Patient Safety Committee mainly focused on updating and developing new protocols with a view to aligning Group practices with the latest recommendations from leading institutions and to continue making progress in terms of preventing harm to patients.

A total of seven protocols were developed and seven other existing protocols were updated:

Corporate protocols developed in 2021:

- ▶ Environmental biosafety in controlled environment areas
- ▶ Discipline and infection risk prevention in surgical departments
- ▶ Handling the adult sepsis code
- ▶ Authorisation procedure for doctors to carry out healthcare activities
- ▶ Early detection and handling testicular torsion
- ▶ Exposure to ionising radiation
- ▶ Transfusion safety

Corporate protocols updated in 2021:

- ▶ Hand Hygiene
- ▶ Surgical Hand Hygiene
- ▶ Correct Use of Gloves
- ▶ Fall Assessment and Prevention
- ▶ Safe Use of High-Risk Medication
- ▶ Thromboembolism Prophylaxis
- ▶ Effectiveness of Verbal Communication. Communication at Handover

Also in 2021, work was carried out to **integrate accident management in the patient safety strategy**, for which reason:

- ▶ The **Corporate Accident Committee** was restructured to include the Medical Directors of our hospitals with a view to improving care risk management at Group hospitals. The conclusions drawn from these committees' meetings were shared with all medical management teams at the Group.
- ▶ Regional accident sessions were also held with medical management teams.

Notably, we have continued to carry out our **patient safety culture survey** (Spanish version of the Hospital Survey on Patient Safety of the AHRQ) to assess our professionals' perception of the safety culture and climate at their centres and, based on the results, to develop improvement actions. In 2021, the survey was carried out at three hospitals in Spain and seven in Latin America.

Consequently, in 2022 our actions aimed at improving patient safety and facilitating their effective rollout at all levels of the organisation will intensify. We will use the results and suggestions offered by our professionals in these patient safety culture surveys as a guide.

Reporting patient safety incidents

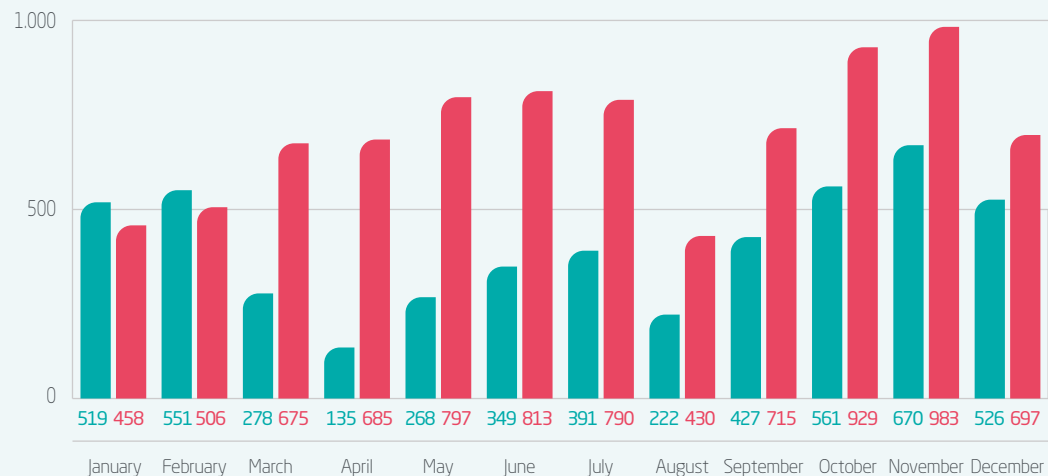
Reporting patient safety incidents allows the existing degree of patient safety culture at a centre to be measured and it reflects the commitment of the professionals there to improving and striving for excellence. High levels of reporting are inherent to safe, reliable organisations.

In 2021, safety incident reporting increased by 73% compared to the previous year, with a ratio to Group activity of 3.23%, which again exceeds that of the previous year (2.38%).

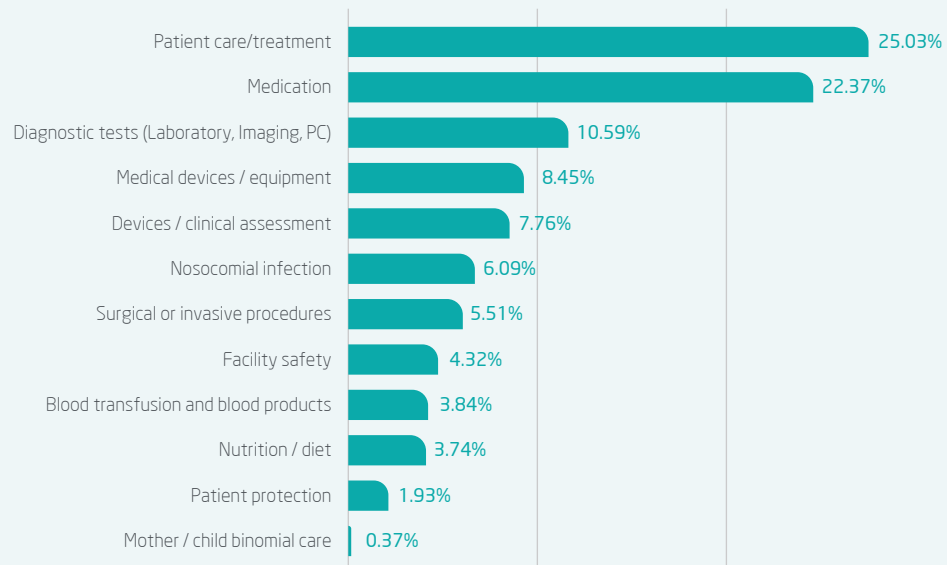
These figures reflect an increase in safety culture at centres, especially when considering that this increase is mainly owed to the increase in reporting hazardous or unsafe conditions, near misses and incidents that lead to no harm.

The specialities with the highest number of reports at the Group in 2021 were: ICU (12%), Internal Medicine (11%) and A&E (8%).

Safety incident reporting



Types of incidents



Average time to manage incidents 2021

Average incident analysis time	31 days
Average sentinel event analysis time ($\geq F$)	13 days
Average incident closure time	46 days
Average sentinel event closure time ($\geq F$)	70 days



Furthermore, we continued to introduce new functional features in the incident reporting system with a view to garnering the most in-depth information possible and facilitating agile incident management. The developments made over the course of 2021 were focused on improving incident management and how feedback is offered to the reporting party, as well as perfecting data quality by including a new category for incidents and contributing factors.

Similarly, work was done to develop a dynamic control panel using Power BI, which allows the casuistry of a centre's incidents, and management of these, to be viewed more agilely. It allows reports to be established using different criteria.

Several of the most serious incidents led to Clinical Alerts being raised. The aim of clinical alerts is to disclose situations that, given their frequency or severity, are particularly relevant, with the aim of ensuring their recommendations reach as many professionals as possible and thereby preventing the adverse event in question from being repeated.

In 2021 the following alerts were raised:

- Related to sample-taking in newborns and the need to adjust test requests to the particular nature and fragility of these patients.
- Related to paralysis of the vocal cords caused by injury to the recurrent laryngeal nerve following a thyroidectomy.
- Measures to ensure diagnosis quality in pathological anatomy studies to improve diagnostic reliability and prevent errors arising from an erroneous interpretation of the anatomical-pathological findings

Specific patient safety information and training actions

With the aim of advancing the consolidation and rollout of good care practices, as well as promoting safety culture at the organisation, in 2021, numerous **patient safety communication and training initiatives were organised**:

In the first half of the year, the communication campaign **“6 meses, 6 objetivos para mejorar la seguridad del paciente”** (Six months, six goals to improve patient safety) was developed to raise awareness of each of the International Patient Safety Goals (IPSGs).

International Patient Safety Goals



Identify patients correctly



Ensure **safe surgery**



Improve effective **communication**



Reduce the risk of healthcare-associated **infections**



Improve the safety of **high-alert medications**



Reduce the risk of patient harm resulting from **falls**

Jan Feb Mar Apr May Jun Jul Agu Sep Oct Nov Dec



In a bid to reduce the adverse events associated with the cannulation of peripheral venous access sites, an internal memorandum was issued to reinforce the critical points that must be considered when inserting and maintaining the catheter.

Additionally, in 2021 the campaign **“Zero Never Events”** was launched, the goal of which is to reduce the likelihood of this type of event occurring. It was discerned that incorrect identification of patients is a common factor in many of these events, for which reason the first and second communications for this campaign focused on detailing procedures and good practices in unequivocally identifying patients at the different points in the care chain, starting from patient admission and/or appointment. The third notification addressed safety in the transfusion process.

This year needs to be the year we eradicate never events, whose occurrence is directly related to breaches of the **International Patient Safety Goals (IPSGs)**.

The highest number of adverse events in the clinical care of inpatients is concentrated in situations that fall within these six safety goals, for which reason the development of actions to ensure they are implemented correctly is crucial and this is demanded in all excellent healthcare organisations.

We have designed and implemented **new online training courses in patient safety**:

- ▶ General training course on patient safety, addressing the key concepts that every professional should know upon joining a Quirónsalud centre.
- ▶ Course on hand hygiene, addressing a range of subjects, from hand hygiene technique using hydroalcoholic solution to hygienic washing with water and soap, pre-surgery hand washing and the correct use of gloves.

Training videos have been prepared on the following topics:

- ▶ The cannulation of vascular access sites in adult and paediatric patients, with the aim of eradicating adverse events in our centres due to poor IV cannulation.
- ▶ Urgent handling of the sepsis code with the aim of helping to implement the sepsis code handling protocol.

There were **four inter-hospital clinical sessions** organised, addressing the following subjects:

- ▶ Risk management and discipline in surgical departments.
- ▶ Adverse events related to IV handling.
- ▶ Fall prevention.
- ▶ Deficiencies in informed consent (IC) compliance and the clinical history. A communication campaign was carried out to improve IC compliance.

Also of note, in May 2021 an in-person training session on the implementation of **Risk Analysis Matrices in Radiotherapy Quality Programmes** was organised.

Furthermore, throughout 2021 **training in Root Cause Analysis (RCA) Methodology** continued in the Basque Country, Galicia, Levante, the Canary Islands, Castile-La Mancha and Extremadura.

Inpatient quality indicators and peer review

In 2021, efforts continued to further examine hospital casuistry analysis using the information contained in the MBDS (Minimum Basic Data Set).

On a monthly basis, the adjusted indicators for mortality, complications, replacement rates and adjusted average stay were monitored. The analysis for hospital mortality was carried out using inpatient quality indicators (IQIs), adapted from those used by the Helios Group in Germany, and they measure mortality in a series of pathologies and procedures that are particularly relevant given their volume. Any deviations in these indicators were analysed in the hospitals by the Morbidity and Mortality and the Patient Safety committees.

The patient safety analysis was performed by obtaining AHRQ patient safety indicators and monitoring the indicator for hip fractures operated on in the first 48 hours following admission. In 2021, 83.3% of hip fractures operated on at Quirónsalud hospitals were operated on in the first 48 hours after admission (82.3% in 2020).

Four peer reviews were completed over the course of 2021. Two of these analysed the hip fracture process, while the other two looked at the heart failure process. The peer review is a key tool in analysing clinical practice. It is used to examine different aspects of the healthcare process related to correct diagnosis of a patient's disease, the treatment process, surgical intervention recommendations/admission in intensive care units/therapeutic procedures, the monitoring of existing clinical pathways in a patient's treatment, coordination between different healthcare professionals who attended a patient, and documentation of the care episode.

Clinical documentation auditing process at the Group's hospitals

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

In 2021, three clinical information quality audits were performed. The aim of these audits is to improve the quality of clinical and healthcare information gathered in the clinical documentation at Quirónsalud hospitals: hospital discharge report, ICU report, operative report, informed consent and other clinical history documents like pathological anatomy, progress notes, clinical and nursing notes, etc. The aspects analysed are the quality of the clinical documentation in terms of content and structure, the level of compliance with informed consent, and the quality of the MBDS, in terms of both administrative variables and clinical variables.

In each of these audits, areas for improvement were identified. These were passed on to the centres so they could prepare a plan of action aimed at correcting the aspects detected.

Excellence and quality in the provision of services



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, aiding 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.

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 (Specifically: 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).

In 2021, the normal planning of internal and external audits resumed; this was altered in 2020 as a result of the pandemic, which saw external audits delayed to the first quarter of 2021.

Work has continued to improve the quality management system, both in obtaining new certifications and in consolidating those already available.



Hospitals



SPS

Healthcare support services



HD

Clinical Analysis Laboratory



HD

Diagnostic Radiology and Nuclear Medicine



Central services



- ▶ ISO 9001 Quality Management:
 - ◀ 48 hospitals and 3 residences
 - ◀ SPS 38 centres
 - ◀ HD Teleradiology
 - ◀ HD Laboratory 35 centres
- ▶ ISO 14001 Environmental Management:
 - ◀ 44 hospitals
- ▶ ISO 50001 Energy Management:
 - ◀ 7 hospitals
- ▶ UNE 179003 Patient Safety:
 - ◀ 14 hospitals
- ▶ UNE 179006 Infection Prevention:
 - ◀ 11 hospitals

- ▶ UNE 179007 Assisted Reproduction Unit:
 - ◀ 12 hospitals
- ▶ ISO 158001 Residence Management:
 - ◀ 2 residences
- ▶ Joint Commission International (JCI):
 - ◀ 5 hospitals
- ▶ EFQM:
 - ◀ 1 hospital 750+
 - ◀ 2 hospitals 500+
 - ◀ 1 hospital 400+
- ▶ ISO 27001 Information Security:
 - ◀ 4 hospitals
- ▶ ISO 45001 Occupational Health and Safety:
 - ◀ 5 hospitals

Quirónsalud Group certifications and accreditations (at close of 2021):



- ✓ All hospitals are certified according to the **ISO 9001 standard** with the exception of two new additions (HQS Lugo and HQS Valle del Henares) and this year nine centres - hospitals branches and already holders of this certification - were added.



- ✓ The **UNE 179003 standard for Risk Management for Patient Safety** was achieved by Sagrado Corazón Hospital and Quirónsalud Córdoba Hospital, joining the twelve other centres that already hold this certification: Teknon Medical Centre, Rey Juan Carlos University Hospital, Catalonia General University Hospital, Quirónsalud Barcelona Hospital, Dexeus University Hospital, El Pilar Hospital, Quirónsalud Torrevejea Hospital, Quirónsalud Murcia Hospital, Gipuzkoa Polyclinic and Quirónsalud Santa Cristina Hospital. Sagrat Cor University Hospital and Quirónsalud Clideba Hospital.



- ✓ The **UNE 179006 standard for Infection Prevention** was achieved by Quirónsalud Cordoba Hospital, Sagrat Cor University Hospital and Quirónsalud Marbella Hospital, joining the eight hospitals that have already passed its corresponding external monitoring 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 Torrevejea Hospital.



- ✓ **UNE 179007 standard for Assisted Reproduction Laboratory Management:** this certification was gained by Dexeus Murcia and IERA Badajoz is undergoing the certification process. In total, there will be 12 centres with this certification: Jiménez Díaz Foundation, Zaragoza Day Hospital, Donostia Day Hospital, Ruber International, Quirónsalud Malaga Hospital, Quirónsalud Barcelona, Bilbao Medical Centre and Quirónsalud Valencia Hospital, Quirónsalud A Coruña Hospital and Ruber Juan Bravo. Thus, at the close of 2020, only seven ARUs remain uncertified, and this target is to be addressed between 2022-2023.



- ✓ Four hospitals are certified in the **ISO 27001 standard for Information Security Management:** Jiménez Díaz Foundation, Infanta Elena University Hospital, Villalba General University Hospital and Rey Juan Carlos University Hospital.



- ✓ The Quirónsalud multi-site certification in **ISO 14001 Environmental Management** is comprised of 44 hospitals, which were joined this year by Quirónsalud Huelva Hospital and Quirónsalud Santa Cristina Hospital, helping to continue work to improve environmental management at the Group. All but four Spanish hospitals are certified in Environmental Management: the last two to join the Group (Quirónsalud Valle del Henares Hospital and Quirónsalud Lugo Hospital), as well as Quirónsalud Madrid Hospital and Son Verí.



✓ The certification in **ISO 50001 Energy Management** continues its consolidation in the six certified hospitals and this multi-site certification had a new addition in the shape of Quirónsalud Córdoba Hospital, which successfully passed the external audit. 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.



✓ **EFQM accreditation** is firmly in place at four centres: the HUIE (5 stars), HURJC (5 stars) and HUSC 400+ and in 2021 Jiménez Díaz Foundation Hospital was the first hospital in the world to receive the EFQM Global award. The hospital obtained more than 750 points, which also granted it the EFQM 7 stars seal, the highest rating awarded. Villalba General University Hospital will achieve 500+ in March 2022.



✓ **JCI (Joint Commission International)** accreditation: 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. Quirónsalud already has five hospitals certified according to this model:

- In 2021 Quirónsalud Madrid University Hospital and Dexeus University Hospital achieved this accreditation
- Hospitals certified since 2019: Ricardo Palma Clinic, Teknon Medical Centre (sixth re-accreditation), and Imbanaco Medical Centre (Cali, Colombia).

In March 2022, Quirónsalud Barcelona Hospital is expected to achieve this accreditation.

Efforts are resuming to encourage the progress of this model in numerous Group hospitals: in 2021, a situation diagnosis was carried out on Quirónsalud Torrevieja Hospital, Quirónsalud Palmaplanas Hospital, Rotger and Quirónsalud Córdoba Hospital.

Certification of transversal companies:

The transversal services provided by HD (Health Diagnostic) and SPS (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.
- ✓ HD has two multi-site certifications in **ISO 9001**: one for laboratory services and the other for teleradiology services. In both cases, the services being acquired from different Group hospitals are being progressively incorporated.

In 2021 HD, the diagnostic radiology and nuclear medicine services of Q2 became hospital services and were integrated in the multi-site 9001 certification.

2022 Goals:

Based on the results obtained in 2021, the **goals set for 2022** are as follows:

- ▶ Extension of the ISO 9001 certification to all Spanish hospitals, incorporating within it: Quirónsalud Valle del Henares Hospital and Quirónsalud Lugo Hospital.
- ▶ Extension of the ISO 14001 certification to all Spanish hospitals that have not yet achieved it: Quirónsalud Madrid University Hospital, Proton Therapy Centre, Quirónsalud Valle del Henares Hospital, Quirónsalud Lugo Hospital and Quirónsalud Son Verí.
- ▶ With the aim of extending patient safety certifications on risk management and infection control (UNE 17003 and 179006) to a greater number of hospitals, while making progress in setting out the bases for steering a multi-site model in the short term, we will continue to encourage hospitals with a greater safety culture to progress towards obtaining two patient safety certifications:
 - ✓ UNE 179003 Risk Management for Patient Safety, which is already held by 14 excellent hospitals.
 - ✓ UNE 179006 on Infection Prevention, which is already held by 11 excellent hospitals.

To this end, and to reinforce the patient safety culture, general criteria have been developed and these must be met by hospitals looking to apply for these certifications.

- ▶ In 2022 actions will be taken to achieve the ISO 50001 certification at all Group hospitals whose building is less than 15 years old during the period of 2022-2023.
- ▶ Certification of Assisted Reproduction laboratories: make progress so all Assisted Reproduction Units at Quirónsalud centres hold this certification; whatever their management model, they must implement the actions necessary to achieve the UNE 179007 certification in 2022-2023, within the scope of the Quirónsalud Assisted Reproduction Network Reinforcement and Improvement Plan being worked on.
- ▶ Extension of the Joint Commission model in accordance with strategic lines and the quality model.

Quality of the service provided by transversal companies

In 2021, emphasis continued to be placed on improving the quality of the Group's transversal companies, work which began in 2019, and significant progress was achieved in different areas:

- ▶ Corporate quality documents. In 2021, some corporate procedures related to the activity of transversal companies were drawn up:
 - Corporate Supplier Approval Procedure
 - Corporate Licence Management Procedure
 - Updating of the Corporate Space Coding Procedure
 - Updating of the corporate cleaning, maintenance and electromedicine manuals and adaptation to JCI standards
 - Updating of the laundry procedures manual and adaptation to JCI standards
 - Critical Fridge Temperature Control Procedure

- ▶ Patient experience indicators: the NPS campaigns devised in 2020 on Clinical Analysis Laboratory and Diagnostic Imaging were consolidated as part of our corporate campaigns, contributing close to 30% of the volume of surveys answered by patients. Measuring satisfaction aspects in these areas helped to raise awareness about the importance of the care offered to patients through these services and to improve their care.
- ▶ IT developments: The "Codificación de Espacios en Hospitales y Centros Quirónsalud" (Space Coding in Quirónsalud Hospitals and Centres) project has made progress. In 2021, we saw 14 hospitals digitalised, which has allowed the "SmartCleaning" app to be developed and implemented in six centres: Villalba, Hospital, Córdoba Hospital, Sur Hospital, Valle del Henares Hospital, Valle del Henares Medical Centre and Santa Cristina. Thanks to this app, housekeeping supervisors can plan and organise the work of cleaning staff and obtain objective indicators. For integrated centres, a certain functionality has been enabled, allowing them to generate maintenance tickets using the same app.

The maintenance and electromedicine area has finished integrating the GYM management tool and has created a control panel on Power BI to monitor service levels, both by corporate departments and by centre managers.

- ▶ Action plans to improve care in sample collection services: Throughout 2021, work continued on the action plans drawn up in the third quarter of 2020. This entailed a permanent improvement from that moment onwards in the patient experience, with data collected by the laboratory campaign.

Internal and external audits

The audits carried out cover the scope of certifications; all of the Group's ISO and UNE certifications and the individual certifications of the different centres comprising the full activity developed at them: "Healthcare and non-healthcare activities for the provision of medical services".

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

- Servicios, Personas y Salud, S.L.U: Support services in healthcare and social-healthcare centres: catering service, facility and electromedical equipment maintenance, cleaning, intra-hospital waste management and linen.
- 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 of their stages: 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".

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 standards
- 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 the companies HD and SPS, which ensures that the results are focused on the processes identified as being of interest during the year.

In 2021, all of the centres included in the multi-site system for the ISO 9001 and 14001 standards of private hospitals were internally audited, as were the centres included in the multi-site for the Management System for ISO 9001 and 14001 of Jiménez Díaz Foundation Hospital and the private hospitals in Madrid.

Additionally, all centres were audited for all other standards: the multi-site for the Energy Management System based on ISO 50001, as were all hospitals certified in standards UNE 179003, 179006, 179007 and 158001.

Almost all internal audits carried out in 2021 took place in the months of April or July, while external certification audits were planned for the final four months of the year. Given the situation caused by COVID, some have had to be delayed to January and February of 2022.

The new certificates and those requiring renewal will be issued in the first quarter of 2022.

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.

Audit results analysis

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

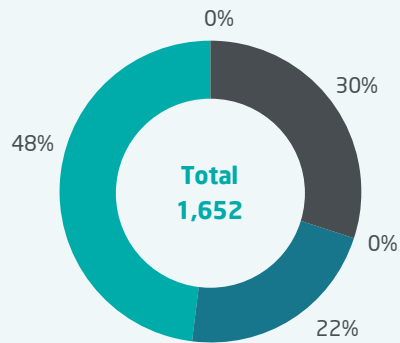
There were 1,667 findings detected, corresponding to the different standards, where 70.3% (1,172) had to be addressed, since 495 were classified as significant efforts:

Finding Ref. Number	
Standard: ISO 14001	434
Standard: ISO 50001	40
Standard: ISO 9001	1,108
Standard: UNE 158101	21
Standard: UNE 179003	250
Standard: UNE 179006	96
Standard: UNE 179007	144



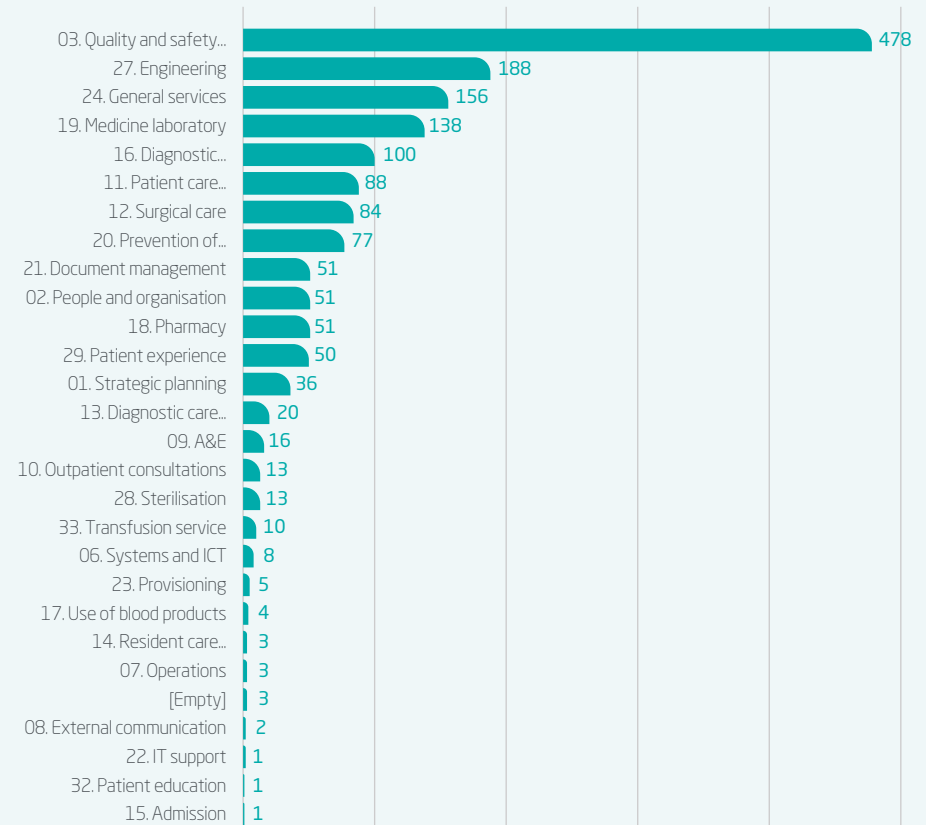
Non-conformities and observations from 2021 internal audits divided by process

Audit findings



- [Empty] = 0
- Significant effort = 495
- NC - Major = 4
- NC - Minor = 366
- Observation = 787

Findings by process



In the first quarter of 2022, almost 50% of the findings have been closed and the rest are being analysed, pending resolution. They are distributed according to the different Group activities as follows:

- ▶ Hospitals and residences: 458
- ▶ SPS: 65
- ▶ HD: 43

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

Awards and recognition for excellence in healthcare

Many Quirónsalud hospitals frequently appear among 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 the most efficient public hospital in Madrid by the National University of Distance Learning (UNED).

Additionally, many of our hospitals occupy high positions in the private hospitals ranking compiled by the Healthcare Reputation Monitor of Spain (MRS).

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.

Involvement in external initiatives

In 2021, we were able to resume events and activities that had to be suspended the previous year due to the situation caused by the COVID-19 pandemic.

Seminars, workshops and scientific events developed at Quirónsalud are one of the ways we spread knowledge, with the involvement of leaders in implementing improvement programmes, whose contributions, efforts and commitment have been key to our Group's development. In 2021, we were able to resume these events using a hybrid model (in-person and online), with the following the most notable:

- ▶ **7th International Seminar on Patient Safety.** 5 October 2021, Jiménez Díaz Foundation University Hospital.

For the seventh year, Quirónsalud hosted the International Seminar on Patient Safety and Clinical Excellence. This event aims to disclose scientific knowledge and drive progress in patient safety in healthcare by presenting the programmes and experiences of internationally prestigious, leading institutions.

- ▶ **1st Quirónsalud Paediatrics Event.** 7 October 2021, Quirónsalud Madrid University Hospital.

This is a new meeting point between national and international experts in the field, addressing current management and clinical aspects. The different emergency healthcare and outpatient care models were analysed, as were the organisation models for neonatology units, to propose loyalty strategies through healthcare continuity with the involvement of paediatricians, from the perinatal period right through to adulthood.

- ▶ **1st Quirónsalud Internal Medicine Event.** 21 October 2021, Jiménez Díaz Foundation University Hospital.

This workshop analysed the current situation in this specialism in our centres, in Spain and in other countries in our area, as well as the role of the internist within the healthcare system. The different speakers presented success cases at our hospitals and went into detail about the change from a traditional healthcare model to a hospital medicine model, based on shared healthcare where the internist collaborates with different specialists in order to simultaneously approach patients and where authority and responsibility for treatment are shared.

- ▶ **2nd International Seminar on the Patient Experience.** 28 October 2021, Quirónsalud Barcelona Hospital.

More than 250 professionals attended the 2nd edition of the Quirónsalud International Seminar on the Patient Experience. On this occasion, it was hosted in the auditorium at Quirónsalud Barcelona Hospital and it was also broadcast online using a 3D virtual platform.



The experience of patients and their families



*Our hallmark: health **person by person**. The needs and expectations of our patients and their families are at the heart of all our strategies and actions.*

At Quirónsalud, we focus on caring for people's health and well-being by adopting a top-quality, personalised, innovative and patient-centred approach to medicine with added value, which is health person by person. Improving the patient experience has thus become a priority for the Group.

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 the 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.

Patient experience results

We have two tools used to measure patient experience in Quirónsalud centres:

- ✓ the assessment of services using the Net Promoter Score (NPS).
- ✓ compliments, suggestions, complaints and claims from patients regarding the care received and systematic monitoring of the recommendation level.

NPS

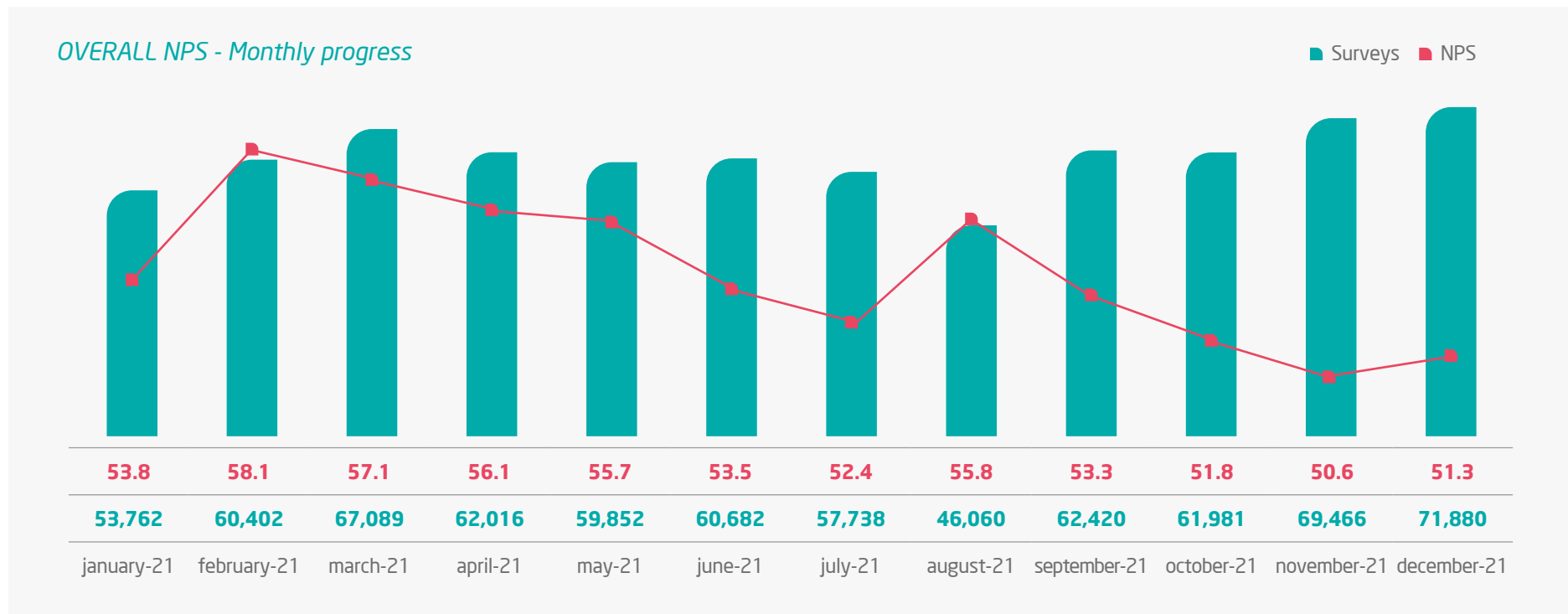
The **global cumulative NPS at the close of December 2021 was 54.0**, in line with the close of the previous year (54.6).

There was a significant increase in laboratory and diagnostic imaging campaigns, outpatient surgery and hospitalisation remained constant, and there was a decrease in outpatient appointments and A&E.

For each campaign, the patient journey was analysed with the goal of measuring their experience at each step. To do this, the NPS was obtained for each of the patient's steps using the multiple-question survey. This allows each hospital to determine the points in the patient experience with the best and worst ratings, and how to act on the latter as a result. Furthermore, using the Pearson correlation coefficient, within each journey it is possible to analyse which aspects affect the overall

experience the most, compared with the rest, so they may be focused on.

In terms of the rating from the multiple questions asked of patients, work must continue to improve waiting times (outpatient appointments and A&E), appointment availability (outpatient appointments and diagnostic imaging tests), treatment (admissions) and clinical information (hospitalization).



Complaints and claims

Ratio of 9.18 complaints or claims for every 10,000 healthcare acts. 92.4% addressed in under 2 weeks

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

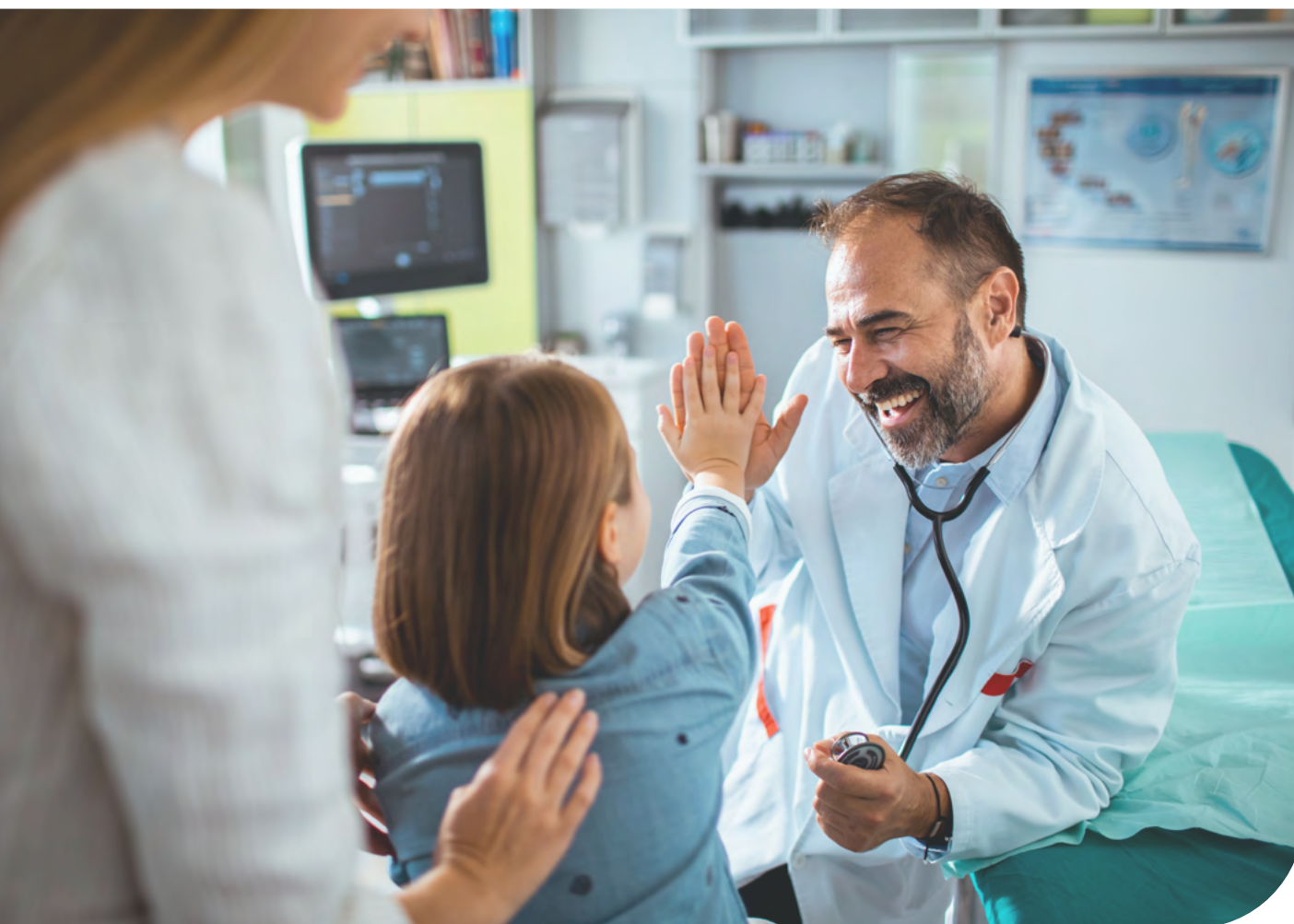
At the end of 2021, some 13,266 complaints and claims had been received, which is equal to a rate of 9.18 for every 10,000 healthcare acts, an increase of 12.22% on 2020.

The departments that received most of these complaints continue to be outpatient consultations (38.2% of complaints registered) and A&E (28.6% of complaints registered), as was the case in 2020.

The main causes of dissatisfaction were:

- ✓ Appointments (22.8%)
- ✓ Dissatisfaction with the care received (17.5%)
- ✓ Delay in care (13.9%)
- ✓ Suspension of healthcare acts (10.6%)
- ✓ Treatment by staff (9.3%)

92.4% of complaints were addressed in under 15 calendar days, the same as the previous year, with an average response time of 8.97 days, compared to 7.8 days corresponding to claims and complaints in 2021.



The following projects were carried out in 2021 to improve the patient experience:

► **Siente el Ritmo (Feel the Rhythm):**

A space created for Quirónsalud professionals with the aim of focusing on improving their experience through physical and emotional well-being content related to fun and relaxation, and the ultimate goal of offering our patients the best experience possible. Its sections include "Trato de Tratamiento" (Treating Treatment), devised as an educational guide on the behaviour we should exhibit towards patients, "Mi Bienestar" (My Well-Being), which features personal improvement projects like Contigo Bienestar (Well-Being With You) and Contigo en Equilibrio (Balanced With You) , "Ritmos Musicales" (Musical Rhythms), "La Voz del Paciente" (The Patient's Voice), where quotes of appreciation received are shown, "NPS", offering a visual summary of the month's NPS results and the different moments on the patient's journey where we have improved, as well as those we need to improve.

► **Cancer patient process analysis:**

Oncology is one of the Group's strategic healthcare lines, which is why we've worked to analyse the process and improve the patient experience in this area. A study with the following scope was carried out:

Hemos mezclado distintas fuentes de información, tanto cualitativas como cuantitativas, para conocer la experiencia en profundidad.

Entrevistas individuales con equipo QS	Entrevistas a pacientes distintos estadios	Análisis de experiencia digital Búsquedas y oportunidades	Respuestas pacientes cuestionario online
16	7	20h	+600

4% Error muestral



The results obtained from the study were as follows, with a special focus placed on the impact points of diagnosis and my life post-cancer:



▶ **Health Sprint “Improving the Patient Experience for Cancer Patients”:**

These workshops took place within the second phase of improving the patient experience for cancer patients, and were hosted at Quirónsalud Madrid Hospital over the course of four intense days of cooperative work between people with different profiles through design, prototyping and testing innovative ideas for our patients; the aim was based on offering solutions to increase the levels of excellence in cancer patients' experience. This was an in-person event, which achieved cooperation between all participants, who provided their knowledge. In turn, this allowed us to compress months of work into a single week.

▶ **Evaluation of Patient Experience Managers:**

The general aim of this project is to define the bases used to enhance the role of Patient Experience Manager at all Quirónsalud management levels. Some of the specific goals include:

- ✓ Define the functions of the Patient Experience Manager role across the different management levels at Quirónsalud.
- ✓ Set out the basic skills and competencies the people in this role must have.
- ✓ Frame the salary range within which the wage of Patient Experience Managers should fall,

depending on the management level and type of centre where they develop their activity.

- ✓ Assess the skills and competencies of current Patient Experience Managers with a view to equipping Regional Managers and Centre Managers with a basic tool for developing an action plan, which will guarantee that, by the end of 2022, all of these managers have the skills and competencies necessary to effectively perform their role.

The methodology used was based on:

- ✓ Assessment: two questionnaires and contrasting interview with a development consultant:
 - Work personality questionnaire to understand their professional profile and behavioural tendencies.
 - Questionnaire on executive skills.
- ✓ Remuneration and reward methodology. World at Work.
- ✓ Results. HR document.

The results of the assessment were compiled in aggregate and shown to all Regional Managers, while each individual was shown their own detailed results.

▶ **“OnBoarding” training course in patient experience for new hires:**

The fully digital training project was developed to share and disclose knowledge in the patient experience area among Group professionals and, in particular, newly hired staff. This idea was implemented as a research documentary where the concepts and subjects related to this area in general, and at Quirónsalud, are discussed. Several of our most notable professionals took part, sharing their knowledge and enriching this project.

▶ **Disseminating appreciation and best practices in patient experience:**

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

- Relevant general patient experience 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 us.
- Publication of best practice cases from any hospital department with impact results that are intended to be implemented or adapted at our centres.

▶ **Power BI - NPS QS Activity Report:**

This application was created to streamline and make the information obtained via BI more visually attractive and interactive for all patient experience professionals who wish to explore the results of the six corporate campaigns measured in our hospitals. To explain its functional nature, a training session was held in May and attended by 69 people. As it stands, this report has undergone many improvements to facilitate information gathering, such as the monthly NPS and number of surveys, annual NPS progress, patient journey (view after 3 months), patient comments, NPS for specialities and general services, etc.

▶ **Training in process dashboards:**

This training session discussed this report which, like Power BI, dynamically displays information that is easy to obtain. In this case, the data is for admission-related processes, like appointments, physician agendas, contact centre call information and KO, appointment availability and percentage of digital consultations, among other indicators that help to give an almost real-time reading of the situation in this scope of the Group's hospitals. It was hosted in May and was attended by 113 people, including centre Patient Experience Managers and Quality Managers.

▶ **“Close the Loop” Call - Improving detractor management in the Opinat application:**

With the aim of optimising actions arising from managing detractor patients in NPS surveys, certain improvements were included on the Opinat application to facilitate this task performed by staff at all centres; these included the CTL call implementing a series of reasons and sub-reasons for dissatisfaction, whether healthcare-related or not, broken down according to category (punctuality, treatment, effectiveness) to make the management task more agile and faster. This training session took place in the month of June and was attended by 49 people, including Patient Experience and Patient Care Coordinators and Managers.



Security and confidentiality of patient information



The Quirónsalud Group has a technological infrastructure that enables expansive digitalisation at each of its centres, and we ensure we observe the highest standards related to the security and confidentiality of our patients' information.

Data protection

At Quirónsalud we are firmly committed to the right to data protection of each person for whom we hold said information, including their processing by third parties on our behalf.

We work tirelessly to comply with the requirements of the EU's General Data Protection Regulation and other applicable data protection standards. In this regard, we are continually perfecting our data protection measures with the aim of maintaining and improving the level of compliance. Some of these measures include:

- Updating data protection documentation and implementing new procedures: data protection training procedure; accessing clinical history procedure; audit and compliance verification procedure; personal data management for minors procedure; procedure for granting information to family members and patient contact persons; risk analysis methodology.
- Improvements to the methodology used to determine the impact or risks that different forms of personal data processing may entail by establishing a documented methodology. Over the course of 2021, we proceeded to update the impact assessments already carried out and implement an online questionnaire on regulatory compliance and the existence of technical and organisational measures that ensure the security of the data processed by suppliers on behalf of Quirónsalud.
- In terms of training, an e-learning course was created through the Quirónsalud University, and this must be completed by all Group employees. In addition, in-person or virtual training sessions have been offered at different Group health centres.
- We addressed the data protection rights requested by interested parties and work was undertaken on
- an online tool to allow said rights to be exercised from different websites, which will be launched in 2022, with the aim of facilitating the rights exercising process.
- In 2021, we resumed the data protection audits that were not carried out over the course of the previous year given the impact that the start of COVID-19 had on health centres.



Information security

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 given the fact that, in 2021, owing to the context defined by the pandemic and the significant increase in cyberattacks globally, hospitals were one of the main targets of cyberattackers. 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, including:

- ✓ Advanced monitoring of security alerts.
- ✓ Preparation and maintenance of the regulatory body.
- ✓ Carrying out security awareness campaigns.
- ✓ Improving workstation security.
- ✓ Securing internet portals.
- ✓ Improving security architecture in hospitals.
- ✓ Carrying out regular security committees to supervise the status and correct implementation of measures, among other aspects.

Furthermore, in line with the process of continuous improvement, the Group has established a strategy of certifications that accredit and support our commitment to information security and regulatory compliance. The Group currently holds the following certifications:

- ✓ Jiménez Díaz Foundation University Hospital: ISO 27001 (Information Security Management System) and ENS (National Security Framework)
- ✓ Infanta Elena University Hospital, Villalba General University Hospital and Rey Juan Carlos University Hospital: ISO 27001
- ✓ All private hospitals: Private Electronic Prescription
- ✓ Quironprevención: ISO 27001, ENS and ISO 22301 (Business Continuity)

Research and innovation



*For another year running, the Quirónsalud Group has continued to promote science, innovation and medical advances thanks to its hospital network, channelling its actions to support its staff with a view to remaining **at the forefront of clinical research.***

Uniting new technological advances with the experience of our professionals and the collaboration of patients is a guarantee of added value the hospital group brings to the Spanish Health System.

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 that continues to be our benchmark, in 2021 the activities outlined in the Quirónsalud Research Strategy 2018-2020 were extended, including all the work developed in relation to the **generation of knowledge on SARS-CoV-2.**

For the fourth year **running, 2021 saw the volume of new clinical trials started at the Group** increase, rising to 364, with a **cumulative increase of 60%** from the year 2018.

Of the clinical trials initiated, 169 pertain to early phases, representing 46% of new clinical trials, which is slightly more than was the case in 2020. The high number of early phase clinical trials started in 2021 is proof of the recognition and trust clinical trial sponsors have in the Group's professionals. Furthermore, it demonstrates that the infrastructure and resources at Quirónsalud centres are optimal for carrying out complex clinical trials that require compliance with demanding safety and efficacy standards in their execution.

Therefore, in 2021, the Quirónsalud Group made a firm commitment in this regard by opening two Phase I Units in Oncology in Barcelona and in Madrid, in collaboration with a prestigious, international early clinical research organisation named NEXT.

In 2021, oncology continued to account for the majority of clinical research carried out at the Group. For this reason, we were the first to start up a Proton Therapy Centre in Spain (opened in December 2019) and then, at the end of 2020 and beginning of 2021, our care network achieved certification for two hospitals to apply one of the most innovative pharmacological treatments available (CAR-T cell therapy).

In addition, 2021 saw more than 700 observational studies and research projects take place, and 20 patents were in force, with these encompassing all areas of clinical research and care.

The scientific production of the research groups working in Quirónsalud centres has continued to increase in 2021:

Increase of more than 20% compared with 2020 and a cumulative increase of 83% since 2019



Opening of Phase I Oncology Unit NEXT-Quirónsalud Madrid University Hospital



Opening of Phase I Oncology Unit NEXT-Quirónsalud Barcelona Hospital

The results achieved in the area of scientific papers is yet more evidence of the prolific activity of the Group's professionals in matters of scientific dissemination. A significant increase was noted in the volume and quality of the scientific papers published in 2021 compared with previous years.

In 2021, there were **2,200 scientific papers** published that were affiliated to at least one Quirónsalud researcher and one hospital. This result equates to an increase of more than 20% on the figures seen in 2020, and a cumulative increase of 83% since 2019. There was also a considerable increase in the cumulative impact factor, which exceeded 11,000 points in 2021, more than double that for 2019. The average impact factor reveals the quality of the scientific results published has increased to 6.2 points (5.87 in 2020), proving the excellence of these papers.

The Group is currently participating in 1,230 clinical trials, 5% more than in 2020.

Furthermore, for several years now Quirónsalud has been firmly committed to participating in cooperative environments, having engaged in international projects and work groups in the field of Big Data and telemonitoring, the aim of which is to improve patient monitoring and treatment as well as prevent adverse events.

In addition to the Quirónsalud Group's increased contribution in the field of biomedical research in general, in 2021 significant work was undertaken by its professionals in the generation of knowledge on SARS-CoV-2.

From the outset of the pandemic, **more than 180 studies into COVID-19** were instigated in Group hospitals, and these continued or ended in 2021. This research activity covered a wide range of methodologies, 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.

Group researchers also continued to participate in the clinical trials promoted by the pharmaceutical industry, making use of drugs that seemed the most promising for prophylaxis and treating COVID-19 at the time. In this regard, we can highlight our involvement throughout 2021 in the development of COVID vaccines that took place in four Group hospitals, two in Spain, one in Colombia and another in Peru. Furthermore, at the end of 2021 **we were selected for trials of the first Spanish vaccine**, which we will take part in over the course of 2022.

5

Our professionals

A team of highly qualified, committed individuals is the Quirónsalud Group's greatest value

- Quality employment
- Talent and employee experience
- Diversity and equal opportunities
- Occupational health, safety and well-being
- Ongoing training and professional development
- Our commitment to teaching

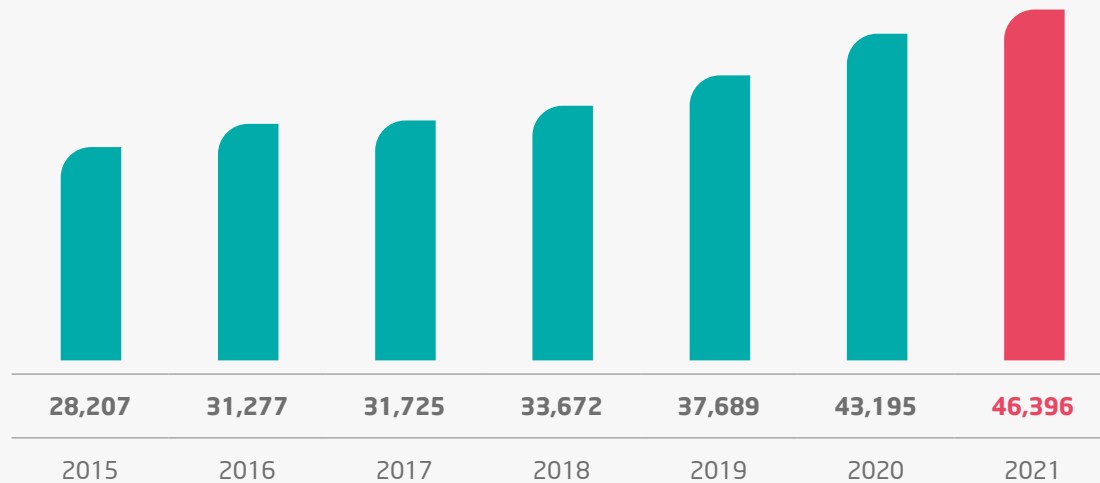
Quality employment



*The Quirónsalud Group continued to create quality employment throughout 2021, with the addition of **3,201 new professionals.***

At the end of 2021, our workforce was comprised of **46,396 staff** members, an increase of 8% compared to the previous year.

Increase in number of employees



In addition to our own members of staff, we work in cooperation with the best professionals in the various healthcare branches. Around 70% of our professionals are hired under the service provision modality, the majority in private Quirónsalud hospitals. The Group has a control procedure in place for this type of contracts to ensure compliance with all regulations in force.

In 2021, the Group obtained all information for Spain broken down using its human resource tool (SAP) with a scope and calculation criteria, presentation and breakdown according to the key indicators required by Law 11/2018 in preparing Non-Financial Information Statements (NFIS).

The information provided by our business units in Latin America was taken into account in the data included in the different employee distributions.

Breakdown of employees by location

	2020 ⁽¹⁾	%	2021	%
Spain	35,867	84.2%	38,581	83.2%
Portugal	NA	NA	236	0.5%
Latin America	6,714	15.8%	7,580	16.3%
Colombia	5,403	12.7%	6,103	13.2%
Peru	1,262	3.0%	1,425	3.1%
Argentina	11	0.03%	3	0.01%
Mexico	33	0.08%	42	0.1%
Chile	4	0.009%	6	0.01%
Panama	1	0.002%	NA	NA
Total	42,581	100%	46,396	100%

(1) In 2020 we had no presence in Portugal, but in 2021 we acquired the company Viva Mais, within the Quironprevención branch. Since December 2021, we no longer have a presence in Panama.

Classification by professional category:

Based on the agreements and regulations applicable to the diversity of its employees, the Group has defined the following professional categories for its information report:

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

	2020	%	2021	%
A-B	2,753	6.5%	3,049	6.6%
C	14,741	34.6%	14,957	32.2%
D	5,156	12.1%	5,563	12.0%
E	15,270	35.9%	17,783	38.3%
F	4,661	10.9%	5,044	10.9%
Total	42,581	100%	46,396	100%

Total number and distribution of work contract modalities:

Contract type	Employees on 31/12/2020		Employees on 31/12/2021	
Permanent	31,614	74.2%	34,649	74.7%
Temporary	10,967	25.8%	11,747	25.3%
Total	42,581	100%	46,396	100%

Type of working hours	Employees on 31/12/2020		Employees on 31/12/2021	
Full time	34,172	80.3%	37,031	79.8%
Part time	8,409	19.7%	9,365	20.2%
Total	42,581	100%	46,396	100%

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 Quirónsalud Group has opted for a stable recruitment model with a high percentage of permanent contracts and greater job flexibility, promoting part-time work that allows for a work-life balance.

Since 2020, a mixed remote and on-site work policy has been implemented for job posts whose tasks can be completed from the employee's home.

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

At the Quirónsalud Group more than 90 different collective agreements are managed, in addition to rules that must be applied pursuant to occupational laws in Latin America. These agreements bring together sectors according to activity (cleaning, hospitality, facility maintenance, contact centre), collective health

agreements applicable to subrogated staff, and work centre agreements reached in light of the absence of industry agreements.

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

Right to Disconnect Policy:

As a result of full or partial remote work, we have added the right to disconnect digitally to the Mixed Work System Policy.

It is increasingly common to see requests for the social aspect to be included in collective agreements as a measure that allows work and family life to be balanced, while also preventing harm coming to employee health.

The **Quirónsalud Group's Non-Financial Information Status Report (NFIS 2021)** provides detailed data on employment and recruitment procedures, broken down by functional group, as well as on average salaries, their evolution and the wage gap.

Talent and employee experience



*Within the scope of our **PeopleFirst** project, in 2021 we continued to develop initiatives designed to attract and promote loyalty among talent, as well as the employee and candidate experience.*

People are a strategic priority for the Quirónsalud Group, which continues to make progress in the **PeopleFirst** project, while promoting pride in belonging and aspiring to achieve robust, lasting teams.

Have 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 largest hospital group in Spain, and may our commitment drive us.

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



#PeopleFirst more than 60 initiatives



3 to 5 years time horizon

Grouped in 7 axes	Best Professionals	Pride in Belonging and Commitment	Best Place to Work
1. Basics of people's functions		1	
2. People policies	1	1	
3. People processes	1		1
4. Development in Quirónsalud	1		
5. The day-to-day work of the professional		1	
6. Business professionals	1	1	
7. HR technology			

Some of the initiatives launched in 2020 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, from the People and Business Department.
- ✓ 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, understandable, agile 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.
- ✓ 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 event 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 360° - 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 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. The student selects their reference hospital for the duration of their nursing degree and is offered personalised tutoring and guided learning 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 supports a **diverse and inclusive** team of staff that promotes the addition of **talent**, and where different cultures, generations, profiles, and skills coexist.*

Our **Code of Ethics and Conduct** expressly prohibits any form of discrimination:

“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:



74%
of Quirónsalud staff
34,259 women

9,586
women joined
our staff in 2021

29%
Growing trend in percentage
of women in managerial positions
(18% in 2018)

2021 saw **9,586 women** join our team of staff.

Women have a very significant presence at Quirónsalud, representing 74% of staff in 2021 and a much higher figure in nursing. It is therefore important that the Group responds to the specific demands and roles of women, as it considers gender equality to be a key aspect.

Breakdown of employees by sex:

	2020	%	2021	%
WOMEN	31,313	73.5%	34,259	73.8%
MEN	11,268	26.5%	12,137	26.2%
Total	42,581	100%	46,396	100%

In 2021, 29% of the Group's senior management, including members of the Group's Management Committee and Regional Management Committees, were women compared with 25% in the previous year. This figure stood at 18% in 2018 and 23% in 2019, so it is worth highlighting the positive trend in this diversity indicator.

The Group develops different initiatives in favour of gender equality in response to women's needs and roles, both within the company and in their families. 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.

Sexual Harassment and Gender Discrimination Protocols and Ten Principles of Inclusive Language have been introduced in workplaces, as we are aware of the power of language in both everyday and professional environments, and how it can influence perceptions, attitudes and behaviour. Furthermore, **Workplace Violence Committees** have been established in certain centres, as have **Equality Committees** to ensure monitoring and surveillance of these aspects.

In 2020, the Equality Plan was approved at the subsidiary with the highest number of Quirónsalud employees (IDCQ Hospitales y Sanidad S.L.U.), and in 2021, one was approved for Guipúzcoa Polyclinic, with a plan for all other Group companies currently in the process of being drawn up.

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.

Thus, monitoring of our KPIs in 2021 show a **positive trend towards implementing best practices for equality and work-life balance**, having observed an improvement in all aspects compared with the previous year.



EQUALITY AND WORK-LIFE BALANCE indicators

	2020	2021
% female employees	73%	74%
% women in senior management	25%	29%

EQUALITY AND WORK-LIFE BALANCE indicators

	2020	2021
No. of new hires	11,216	12,666
No. of new female hires	8,591	9,586
Maternity leave	1,118	1,326
Paternity leave	340	484
% returning to work after maternity/paternity leave	82%	89%
% women with reduced workday	2,130	2,300
% men with reduced workday	161	203

Generational diversity

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	%	2021	%
<30 years old	8,208	19.3%	9,610	20.7%
30-50 years old	25,651	60.2%	26,467	57.0%
>50 years old	8,722	20.5%	10,319	22.3%
Total	42,581	100%	46,396	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.

In 2021, Quironprevención renewed its commitment to the **"Diversity Charter"** as a signatory company, guaranteeing its commitment to the following basic principles:

- ▶ Raise awareness about the principles of equal opportunities and respect for diversity.
- ▶ Make progress in building a diverse team of staff.
- ▶ Promote inclusion by encouraging effective integration and preventing any form of discrimination (direct or indirect) in the workplace.
- ▶ Consider diversity in all human resource policies.
- ▶ Drive work-life balance by balancing the time spent working, with family and on leisure.

- ▶ Acknowledge the diversity of its clients, which are an source of innovation and development.
- ▶ Extend and communicate its commitment to its staff, sharing and extending the responsibility the organisation has taken on by signing the Charter throughout the company.
- ▶ Communicate this commitment to suppliers.
- ▶ Inform and pass on this commitment to administrations, business organisations, trade unions and all other social agents.
- ▶ Reflect activities in support of no discrimination



Functional diversity

Quirónsalud promotes **functional diversity** by integrating people with disabilities at the Group through initiatives and agreements with different social organisations, such as the agreement with the Inserta Foundation for recruitment processes.

In 2021, the number of employees with a disability increased from 425 people in 2020 to 482.

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**, such as Ilunion, Fundosa, Lantegui, Batuak, Aqua Integra and Consensur.

The Group complies with the provisions set out in 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 it selects suppliers while promoting the recruitment of people with disabilities.

Furthermore, 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”.

Group companies that do not meet the direct hiring requirements of 2% of staff with different abilities, have or are in the process of securing alternative measures on behalf of the Labour Authority. The goal of all companies is to hire people with disabilities, allowing them to join the working world. However, it is difficult to fill healthcare posts as a result of the high physical and emotional demand required in treating and caring for patients. In these cases, we have opted to implement the aforementioned alternative measures with special employment centres.

Universal accessibility

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

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

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

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 hospitals in the Madrid public network, 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 Cascading Style Sheets (CSS) for presenting information
- ▶ Mark-up tags
- ▶ Usable, intuitive and alternative navigation systems
- ▶ Alternative image descriptions
- ▶ Checks in viewing with different browsers and devices
- ▶ Using universal and alternative formats
- ▶ Links that provide details of the hyperlink's function or destination
- ▶ Using World Wide Web Consortium (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.

*In 2021, we had **90 nationalities** in our workforce*

Cultural diversity

In 2021, we had 90 nationalities in our workforce.

Another strategic objective for Quirónsalud is integrating cultural diversity into our workforce, not only from an internal perspective, but also in paying proper attention to the multiculturalism present in our patients.

According to the data recorded on the system, in the annual average we had 90 different nationalities. In this breakdown according to nationality, we detail those with 32 or more employees in the annual average, grouping those with a smaller number in "Others".

Spanish	Colombian	Peruvian	Portuguese	Venezuelan
36,160	6,350	1,616	314	263
Romanian	Italian	Ecuadorian	Moroccan	Argentinian
209	206	136	97	94
Cuban	Bolivian	Dominican	Mexican	Paraguayan
85	84	67	67	44
Honduran	Chilean	Ukrainian	Bulgarian	Russian
43	42	41	39	38
Congolese	Brazilian	German	Polish	Others⁽¹⁾
37	35	34	32	263

(1) others (Nicaraguan - Algerian - Uruguayan - Salvadorian - Belgian - British - Swedish - Dutch - Hungarian - Georgian - Slovakian - Nigerian - Moldovan - Czech - Andorran - Senegalese - Lithuanian - Guinean - Austrian - Panamanian - Kenyan - Indian - American - Tunisian - Thai - Swiss - Somalian - Pakistani - Latvian - Jordanian - Irish - Guatemalan - Greek - Ghanaian - Slovenia - Chinese - Belarussian - Turkish - Syrian - Norwegian - Nigerian - Mauritanian - Luxembourgish - Lebanese - Kazakh - Iraqi - Haitian - South Georgian - Finnish - Philippine - Costa Rican - Cameroonian - Barbadian - Armenian - Angolan - Albanian - Afghan - Chilean)

Occupational health, safety and well-being



In 2021, our preventive actions remained focused on COVID-19 management, operational goals and plans in occupational risk prevention, and we launched the “Contigo” (With You) project

In 2021, our preventive actions remained focused on COVID-19 management: we kept our COVID-19 management procedures and processes up to date to ensure they comply with the new instructions issued by the Ministry of Health and the Public Health Departments of the Autonomous Communities, with the goals being to strengthen preventive measures to help prevent risks of contagion and to support staff in identifying contacts and cases, informing them and facilitating their task of carrying out diagnostic tests.

Furthermore, we promoted the COVID-19 vaccination among our professionals, while also encouraging vaccination in general.

Throughout 2021, we maintained our operating goals and plan in occupational risk prevention and the following projects were addressed:

- ✓ **Project to improve monitoring and validation of the coordination of business activities.** To tackle this project, we reviewed and updated all documentation requirements that we request from the different companies that access our work centres. Furthermore, we hired a specialist company to support us in the process of monitoring and validating the documents required of participating companies. Lastly, we launched a new scorecard to report the progress of the results obtained using this new system.
- ✓ **Healthy company and well-being project.** Historically, campaigns on well-being and promoting health have been run by the different centres. In 2021, we set a goal of developing a corporate project that would give us the power to access the same range of courses and workshops on promoting health among all our staff members. Thus, in 2021 we launched “Contigo Bienestar” (Well-being With You), where a programme of live courses and workshops on physical activity, nutrition and emotional management are collated monthly.
- ✓ **Psychological support project.** The impact of COVID-19, as well as the history of mental that continues to grow year on year in Spain, led to us enhancing the assistance offered to our professionals by providing them with preventive psychological support through the launch of “Well-being With You”. Through this project, our staff and their family members are anonymously offered the help of a team of external psychologists who can deal with their concerns directly.
- ✓ **Project on self-scheduling for occupational medical examinations.** After defining the process and carrying out pilot testing in 2020, in 2021 we standardised the option of digitising the process used to offer occupational medical examinations and manage the appointment.
- ✓ Expansion of the **ISO 45001** certification

ISO 45001 / OHSAS 18001 certification:

In 2021, we maintained the certification for the Occupational Health and Safety System in ISO 45001 in the Public Hospitals Joint Prevention Service and the Quirónsalud Joint Prevention Service, as well as all Quironprevención, Health Diagnostic Francisco Silvela and HUGC centres.

We achieved the ISO 45001 certification in the companies QSafety and MEDYCSA, in addition to the Ruber Internacional Centre.

Preventive organisation in 2021:

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 2021, the number of professionals dedicated to the Prevention Service was increased again 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. Employees	No. Male Employees	No. Female Employees	No. Companies
Quirónsalud Joint Prevention Service	No, Companies	8,221	22,946	30
Public Hospitals Joint Prevention Service	3,455	848	2,607	5
Jiménez Díaz Foundation Own Prevention Service	3,959	1,097	2,862	1
Peru	1,417	366	1,051	1
Colombia	5,740	1,414	4,326	6

Also in 2021, we launched a project to improve how coordination of business activities (CBA) is managed, controlling the monitoring and validation of documents supplied by an external company and rolling out a specific scorecard to control and monitor said documentation.

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

	No. companies and contractors managed in CBA
Quirónsalud Joint Prevention Service	8,049
Public Hospitals Joint Prevention Service	631
Jiménez Díaz Foundation Own Prevention Service	130
Total	8,810
Peru	33
Total	33
Colombia	1,625
Total	1,625

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.

	2020	2021
No. Health and Safety Committees	431	392

In 2020, the number of Health and Safety Committees increased as a result of the pandemic.

Health and safety indicators 2021:

In 2021, there were no fatal occupational diseases. There was 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.

▶ Absenteeism:

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.

	2020	2021
Absenteeism (h) ⁽¹⁾	4,158,585	3,662,362

▶ Occupational accidents and occupational diseases:

	2020		2021	
	Men	Women	Men	Women
Occupational accidents (no.) ⁽²⁾	343	1,057	482	994
Frequency rate (of accidents) ⁽³⁾	16.94	19.26	21.40	15.58
Severity rate (of accidents) ⁽⁴⁾	0.36	0.50	0.41	0.49
Occupational diseases (no.)	317	829	114	364

(1) 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 Latin America.

(2) Includes occupational accidents at work with sick leave.

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

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

► No. of medical examinations performed in 2021:

	No. of medical examinations performed	No. of medical examinations performed on men	No. of medical examinations performed on women
Quirónsalud Joint Prevention Service	13,197	4,310	8,887
Public Hospitals Joint Prevention Service	1,528	313	1,225
Jiménez Díaz Foundation Own Prevention Service	877	208	669
Total	15,602	4,831	10,781
Peru	1,327	350	977
Total	1,327	350	977
Colombia	5,112	1,488	3,621
Total	5,112	1,488	3,621

► 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 particularly sensitive employees whose jobs have been adapted or who have been relocated to another position - men	Number of particularly sensitive employees whose jobs have been adapted or who have been relocated to another position - women	Number of particularly sensitive employees whose jobs have been adapted or who have been relocated to another position - women
Quirónsalud Joint Prevention Service	515	99	416	409
Public Hospitals Joint Prevention Service	78	8	70	130
Jiménez Díaz Foundation Own Prevention Service	13	2	11	54
Total	606	109	497	593
Peru	2	0	2	4
Total	2	0	2	4
Colombia	39	8	31	7
Total	39	8	31	7

Occupational risk prevention training

The year 2021 saw a total of **78,596 hours of occupational risk prevention training** given to **36,979 employees**, or around 80% of the workforce.

Of this training, 43,913 hours were related to activity in Spain and this reflects an increase of 2% on the previous year.

Associations and recognitions

Over the course of 2021, the Corporate Management Team for Occupational Risk Prevention maintained its association with **AESPLA**, in which it has come to join its board of directors, as well as *PRL Innovación*, where it is actively involved in its general meetings, sharing good prevention practices.

The Corporate Management Team for Occupational Risk Prevention promotes the sharing of knowledge and value through involvement in technical workshops and congresses. In 2021, these events were reduced as a result of the pandemic, although they have slowly been resuming. Quirónsalud attended the “La percepción del teletrabajo en España y resto de Europa” (The perception of remote working in Spain and the rest of Europe) forum, organised by Madrid Forro Empresarial, and a workshop on absenteeism organised by UMIVALE, where Quirónsalud presented its good practices in this area.



In terms of **recognitions and awards** in occupational risk prevention matters, we won an Accedit at the 19th Antonio Baró Awards for Occupational Risk Prevention, organised by MC Mutual, and in which the Quirónsalud Assisted Reproduction Extremadura Institute took part.

“Contigo”: Healthy Company and Promoting Health Programme

In the second half of 2021, we rolled out an ambitious health and well-being project at corporate level in Spain named “Contigo” (With You). It is based on three pillars that will be expanded with other new lines in 2022. The pillars launched in 2021 included:



19 different workshops + gym



1,300 registered users
+ 1,150 gym



27 sessions + 50 gym sessions



62% attendance

Well-being With You

This line of action consists of workshops and a virtual gym. Workshops are developed through daily online courses with a live instructor and they explore issues related to the three classic axes of promoting health: physical activity, nutrition and emotional management. The physical activity axes is supported by virtual gym workshops. Since it was launched in October and up to the end of December, the data are as follows:

Balance With You

At the end of November 2021, “Balance With You” was launched as a result of the need to support and assist our staff in aspects of emotional management. This area offers them the chance to anonymously contact a psychology practice via chat and video consultations.

Health With You

“Health With You” was rolled out at the end of September 2021 as an initiative to help promote the overall health of our professionals, offering them free access to the Quirónsalud Digital Hospital.

With this project we provide an overall health protection vision: occupational healthcare through the Occupational Risk Prevention Department, staff healthcare through “Health With You” and “Balance With You”, while promoting well-being and healthy habits through “Well-being With You”.

Quirónprevención's "Healthy Company Programme"

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

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



Nutrition programme



Cardiovascular programme



Stop smoking programme



Physical exercise programme



Emotional health programme



Mindfulness programme



Wellness programme



Sustainability programme

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.

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 well-being

Shows the historical evolution of your well-being



Analytics

Monitors analytical parameters



Medical examinations

Stores all health reports



Campaigns and objectives

Health campaigns and objectives for workers



Make an appointment

Self-referral for medical examinations

Ongoing training and professional development



*2021 saw us consolidate the creation of the **Quirónsalud Corporate University**, which supports the company's strategy and goals, encourages the development of our professionals and aspires to become a leader in education and innovation, both externally and internally.*

At Quirónsalud, not only is training a strategic objective, it is also a tool that allows our employees to develop, both professionally and personally.

Quirónsalud Corporate University

To create the Corporate University, an **Advisory Council** was formed. Its main tasks include:

- ▶ Understand the main activities and projects Quirónsalud University develops (CDM and KPI, proposal of policies, etc.)
- ▶ Align new educational initiatives with the company's strategy and centres' needs.
- ▶ Support corporate learning projects that allow us to stand out in the market.
- ▶ Validate the company's main training policies and corporate initiatives (signature of Advisory Council)

In 2021, work was carried out on the new **Quirónsalud Group training policies**, comprising:

- Global Training Policy
- Individual Training Policy
- New Medical Initiatives Policy
- Intellectual Property Policy

- Continuity Policy
- Language Training Policy

Furthermore, a digital tool has been deployed, offering direct, unique access to all of the Quirónsalud Group's training options. This solution has specific plans per professional, enables the creation of knowledge and learning communities that can interact with each other, automates administrative process and discount management, and facilitates instant, structured reporting and monitoring.

The platform ensures an inspiring, interactive, self-learning digital experience. In addition, users can enjoy virtual, open, segmented and gamified content along with much more; they have a free-access catalogue available to them, containing open training sessions, internal webinars and other specific kinds of training actions.

We've created a unique space that will allow our professionals to develop their full potential, offering them everything they require to learn using this new knowledge creation and transfer platform.

Annual Training Plan 2021

Complying with our set goals, work has been undertaken on several projects:

- ✓ Technical Schools:
 - Medicine School: More than 150 training sessions available. Training in all disciplines. Accredited programmes.
 - Nursing School: More than 100 training sessions available. Accredited training.
 - Available with a view to specialisation.
 - Middle Management School: Programmes in skills professionalisation for middle managers.
 - Digital School: Introductory training to the digital transformation. Specialised training.
 - Research School (in creation phase in 2022).

- ✓ Programmes with prestigious institutions

Over the course of 2021, we offered **more than 40 programmes** aligned with the Quirónsalud strategic pillars to ensure the development of key people in the Group's future, including both Quironprevención and Quirónsalud staff, with a rating of 4.7/5.

- ✓ QS Lives

We have instigated online discussions and inspirational courses with the aim of training and disseminating the Quirónsalud Group's latest knowledge: more than 20 activities, more than 500 registered users and a rating of 4.5/5.

- ✓ Initiative to improve healthcare quality and patient safety

As we look to drive knowledge in two key areas in treating critical patients these days, we have developed training sessions to improve healthcare quality and patient safety, such as Handling the Sepsis Code in A&E and creating vascular access, in addition to training on patient safety and hand hygiene for all staff at our centres.

- ✓ Training in skills for middle managers

With a view to enhancing the training given to middle managers, we have developed online training sessions, with the support of Talent Management, to work on the following aspects, which are key in this group's daily work:

- Communication
- Team management
- Conflict management
- Change management
- Decision making
- Customer focus
- Creativity
- Digitisation

- ✓ Medical initiatives

We involve our professionals in their professional development from the outset; for this reason, with a view to channelling and validating any medical proposal applicable to the entire Quirónsalud Group, and to ensure the Advisory Council has a report so it may make decisions in this regard, we've created the **Medical Initiatives Assessment Committee**. This committee is sent proposals related to the medical training sessions or projects

to be implemented across the entire company, or that have been detected as a relevant need.

Two of the initiatives developed were regarding the new Organic Law on Regulating Euthanasia and regarding Pulmonary Ultrasound, since COVID-19 has highlighted the importance of this technique and the need to have professionals specialised in this area.

Quirónsalud Master's in A&E for Doctors

Organised in collaboration with Alfonso X El Sabio University, this helps to professionalise our A&E doctors and to attract external talent.

In light of the absence of the A&E speciality, here at Quirónsalud we have developed a master's degree that covers these needs and differs from existing forms of training available on the market given its high number of practical hours in the hospital and in simulation areas. This will allow trained doctors to tackle their care task in A&E with robust, well-established knowledge.

This master's degree includes 800 hours of practical training and a total of 33 students participated in the first edition.



Opening ceremony of the Quirónsalud Master's in A&E for Doctors at Alfonso X El Sabio University

✓ Medical Mentoring Programme

In 2021 we joined the Spanish Mentoring Network. Our company is nourished by our own talent, who mentor our younger professionals, while we also offer them the chance to become a certified mentor.

The areas of Healthcare, Management, Teaching and Research are covered. To gather all key information about the programme, with the support of Internal Communication we've designed a site and launched the pilot programme (which will run for six months) in which mentors and mentees will have different meetings. The Spanish Mentoring Network supports participants and makes available a campus with supporting bibliographical material.

Training indicators

Over the course of 2021, a total of 332,404 hours of training were given throughout the Group, a figure that is slightly lower than that for 2020 due to a notable decrease in the training of non-healthcare staff (professional category group C).

Professional category	Hours of training 2020	Hours of training 2021
A-B	44,463	48,200
C	131,730	62,617
D	30,366	29,830
E	183,212	170,088
F	29,188	21,669
Total	418,959	332,404

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

Quirónsalud Campus: a space to develop the Group's talent

This is our knowledge, talent and innovation space, which is open to our professionals as well as society as a whole. It forms a part of the Quirónsalud Corporate University. By giving fresh impetus to the digital transformation - achieved by designing a new image for the Quirónsalud Campus, a website, a 3D platform and materials used at each event - we have ensured professionals can develop their talent from anywhere.

Six events were organised in 2021:

- ▶ 7th International Seminar on Patient Safety and Clinical Excellence
- ▶ 2nd International Seminar on the Patient Experience
- ▶ 2nd Quirónsalud Research Workshop
- ▶ 5th Quirónsalud Care Workshop
- ▶ 1st Quirónsalud Paediatrics Event
- ▶ 1st Quirónsalud Internal Medicine Event

All of these events were facilitated by our 3D platform, which allows high-quality events to be hosted using a hybrid format, reaching 1,525 professionals in total, 382 of whom were in-person attendees with the remaining 1,145 virtual attendees.

Professional development. Key People skills assessment:
individual development plans

In 2020, we 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 were 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



*We bolstered our commitment to teaching and in 2021 we implemented a **Teaching Management Policy** common to the **Quirónsalud Group** and a specific technological tool for teaching.*

Our **Code of Ethics and Conduct** expressly prohibits any form of discrimination:

“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”.



More than **400** medical residents have had internships and training in medical specialities at our hospitals.

More than **5,000** students have completed internships at our centres.

More than **250** teaching agreements with academic institutions.

Although 2020 was a special year when in-person teaching was interrupted during the most difficult months of the pandemic, in 2021 we were able to bolster our commitment and resume normal teaching activity.

We have worked on and introduced a **Teaching Management Policy common to the Quirónsalud Group** and we have developed a **teaching management technological tool (GESDOC)**, which will allow us to organise and better understand how to improve the student experience and the experience of all those involved in managing and actively providing teaching.

The collaboration of all regions in managing teaching has been crucial in order to achieve the expected results once again this year. An analysis of the teaching possibilities of each centre was carried out. Based on this analysis, the corresponding conversations and procedures have been initiated with the appropriate universities and institutions with a view to having more of our own accredited university hospitals and nursing schools.

Furthermore, we continued to strengthen strategic partnerships with different universities and vocational training centres by encouraging a shared knowledge environment and fostering talent development.

Our accredited teaching network consists of:

- ▶ 8 Quirónsalud hospitals accredited for specialised training
- ▶ 8 Quirónsalud university hospitals
- ▶ 2 Nursing schools
- ▶ 5 Quirónsalud hospitals with the Talent Beats Nursing Programme
- ▶ 1 Vocational training centre

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.
- ▶ Post-graduate student internships (specialists in health sciences, residencies of other accredited national and/or foreign centres, master's degree final projects and doctoral dissertations), welcoming students from universities and the leading business schools.
- ▶ Occasionally, we have collaborated with some secondary schools on the 4° ESO - Empresa fourth-year work experience scheme, allowing visits to our hospitals for younger students to have contact with healthcare activity.

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		

The Quirónsalud Group prioritises its ongoing efforts to generate **master's degrees and its own training programmes** in collaboration with leading universities as this will allow us to enjoy the resources and components necessary to improve our prestige, both nationally and internationally, **by sharing their knowledge and contributing to the Spanish Health System to ensure continuous improvement in healthcare.**

6

Our suppliers and partners

Our strategic partners

Our supply chain

CPC: Corporate Purchasing Centre
at the Quirónsalud Group

The Quirónsalud Supplier Portal

Strategic partners

Our supply chain

We strive to maintain fluid, transparent communication with our suppliers and partners, while also ensuring a safe, sustainable supply chain.

*In 2021, we made progress on our new **supplier approval process** to ensure financial and legal aspects are observed, as well as ethical, social, environmental standards and respect for human rights.*

Our supply chain can be divided into three supplier categories:



The Corporate Purchasing Centre manages agreements with suppliers that amount to a value of more than €400 million per year, distributed across the following six product families:

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

Medical supplies and pharmaceutical products account for 93% of all purchases.

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

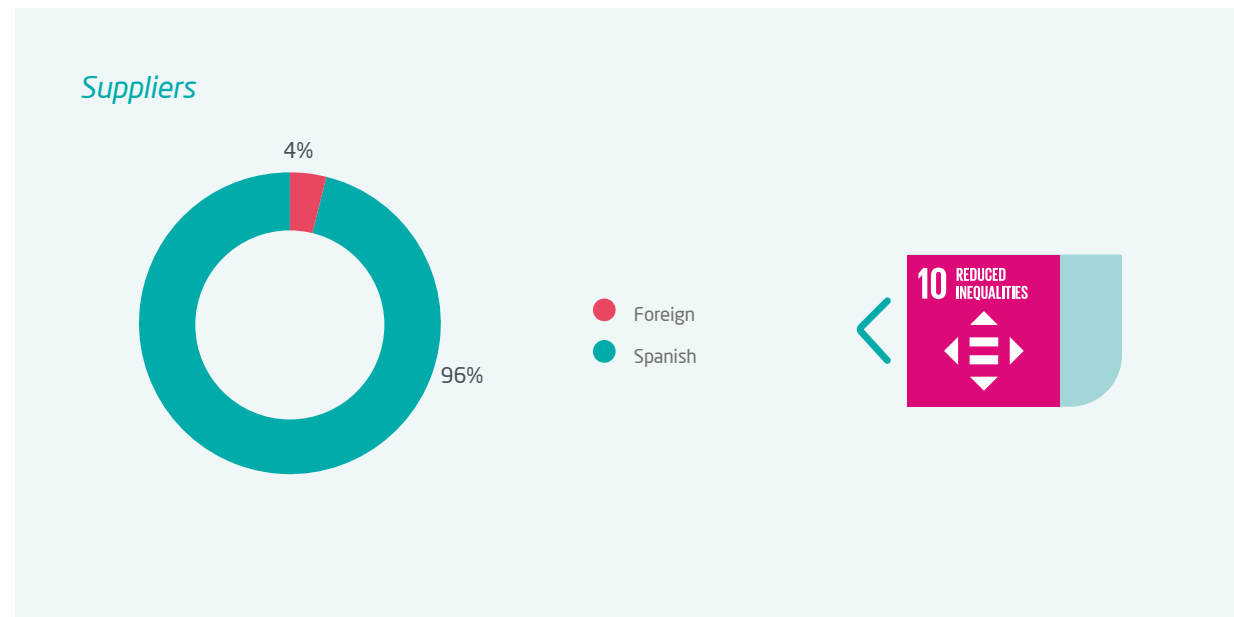
96% of the **medical and pharmaceutical product suppliers** with whom we have business relationships have **Spanish tax ID numbers**.

As for **service providers**, "Servicios, Personas y Salud" (Services, People and Health - SPS) is the Group company focused on general services and it forms part of the non-healthcare support in our centres. SPS outsources services at corporate level, such as external Laundry, Waste Management, Pest Control and Disinfection, as well as Security.

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

Our purchasing practices focus on local suppliers.

The remaining 4% relates to foreign suppliers, mainly Spanish branches of foreign companies.



CPC: Corporate Purchasing Centre at the Quirónsalud Group

The volume of purchases managed by the Group's Purchasing Centre increased in 2021 by approximately 18% compared to the previous year.

One of the goals of the Purchasing Centre is to make available to Group centres and hospitals a full product catalogue to allow their requests and orders to be managed, detailing and respecting the terms and conditions of the agreements negotiated in the best terms and conditions possible, not only in relation to price, but also with regard to product availability and supply capacity.



134,939
approved references

so hospitals can place orders with suppliers using a centralised, traceable system.

EDI (Electronic Data Interchange)

Electronic certificates that guarantee the quality and safety of supplies

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

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. In 2021, 44% (1,109) of the total number of suppliers have now been added to the system.

In 2021, 29 more suppliers were added, representing an increase of 3% compared to the previous year. In 2020, this figure experienced a considerable improvement, increasing 19% on the previous period.

With regard to automating documents, orders and invoices via EDI, the figure reached 1,531,257 in 2021. This represents a major saving from going paperless in

transactional purchasing operations (invoices, purchase orders, delivery notes), which has a significant positive environmental impact.

Centralised supply of pharmacological products.

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

In 2021, the supply chain for 22 laboratories was centralised around the journey from the pharmacy, with a purchase volume of 32,000 kg for 35 private hospitals. This enables consolidated deliveries at our different centres, using a single vehicle per delivery, thus reducing the impact on our carbon footprint.

From a process standpoint, the model has clearly improved on the administration side of things, reducing the number of orders to supplier and, as a result, invoices, consequently improving reconciliation processes.

In terms of the centre, the consolidated deliveries of different laboratories has reduced the number of delivery notes (now sent electronically), and this has led to improvements when receiving products in our hospitals' systems.

Regarding the service, the following aspects have improved:

1. Measurement of the service level of laboratories with implementation of a scorecard that measures different KPIs.
2. Traceability system for deliveries in hospitals with an online Track&Trace system.
3. Introduction of stock models in storage, allowing for a better guarantee of product availability and 24-hour delivery periods.

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**.

The Quirónsalud Supplier Portal

Fluid communication and a relationship of maximum transparency with our suppliers, generating mutual trust and common goals.

The established processes aim to improve supplier company selection by using a standardised 360° 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 that are 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, they are required to sign the **Supplier Responsibility Commitment Letter**, in accordance with the procedure implemented as part of its Management System.

Furthermore, in the case of some suppliers, such as the supplier of office materials, a sustainability report and environmental balance sheet are assessed with a view to being considered as selection criteria, before selecting a company 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.

At the Quirónsalud Group, no supplier audits have been carried out yet; in the future, this practice will be considered and 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 set by Quirónsalud.

In the framework agreements, we draw up 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

Mutual insurance societies, insurance companies and medical associations are some of Quirónsalud's strategic partners, allowing us to reach the highest number of patients possible, while 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

Committed to the environment

The planet's health is key to people's health; it is our raison d'être

Precautionary principle and continuous improvement

Efficient resource consumption

Committed to the fight against climate change

Waste management and circular economy

Precautionary principle and continuous improvement



Tackling important, unprecedented, urgent environmental challenges:

our basic principles of environmental action, which apply to all of our business departments and all our activity centres, are a top priority at this point in time.

It is difficult to clearly identify all the cause-effect relationships between environmental factors and diseases. However, according to the World Health Organisation (WHO), nine in every 10 people breathe in contaminated air, not to mention the number of people who die, suffer diseases or allergies related to this cause. Scientific evidence shows that the health of the planet and ecosystems is directly related to people's health.

Since our mission is to preserve people's health, we are aware of the importance of maintaining healthy ecosystems.

Salud del planeta - Salud de las personas:
The planet's health - People's health: Quirónsalud firmly supports the WHO's OneHealth approach

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

Based on this precautionary principle, the Quirónsalud Group develops and introduces its environmental plans by focusing on the most relevant aspects given the potential impact of its activities and facilities.



We promote eco-efficiency by using natural resources rationally and we firmly support the fight against climate change.



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



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

Environmental risk analysis

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

In 2020, we carried out an environmental and energy risk assessment at both corporate level and in our hospitals, using our internal Qualios tool. These risks were classed as medium or low impact, while the probability of occurrence was deemed low, given the control and monitoring measures that have already been implemented and that were maintained over the course of 2021.

Organisation for environmental management

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

The Quirónsalud Group promotes environmental management through **multidisciplinary Environmental Management Committees** at most of its centres. The team of professionals comprising these committees includes representatives from healthcare and non-healthcare areas with sufficient authority to make consensual decisions and present them to Centre 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 managers required to deal with certain specific issues, and there are also expert external advisors on hand to offer assistance in the specific technical matters, where appropriate.



Quirónsalud is certified in ISO 14001 as a multi-site system comprising 44 centres – all our hospitals in Spain.



**All hospitals
in Spain**

Environmental certifications

Environmental certification in accordance with the ISO 14001 Standard has been extended as part of the Group's corporate strategy.

In 2021, Quirónsalud Huelva Hospital and Quirónsalud Santa Cristina Hospital joined the company's Environmental Management certification.

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.

Quironprevención also has its own ISO 14001 Standard environmental management certification and is in the process of implementing the BREEAM® certification, which encourages more sustainable construction that impacts saving, health, and environmental benefits for everyone connected to the life cycle of a building (tenants, users, developers, owners, managers, etc.).

In terms of energy management certification in accordance with the ISO 50001 Standard, work continues to consolidate this in our **seven certified hospitals**. In 2021, Quirónsalud Cordoba Hospital joined the group of certified hospitals.

More detailed information is provided later in this report regarding efficient energy consumption

Environmental Management System audits

Environmental Management System audits at the Quirónsalud Group fall within the audits of other existing management systems (systems for Quality Management, Patient Safety, etc.). Thus, the synergies of the different systems are taken advantage of, while the number of days required to complete audits is optimised.

Hospitals certified in environmental and energy management are periodically audited internally and externally. In 2021, the cost of said audits exceeded €100,000.

As a result of the audits, 43% of the findings were observations, 41% were remarkable efforts, and 16% were non-conformities. All non-conformities and observations were addressed by proposing corrective and improvement actions, respectively. The audit findings are generally connected to improvements in how environmental aspects are assessed, monitoring of legal requirements, improvements in environmental emergency preparedness, and improvements in waste separation and management.

Environmental Policy and Management System

The Quirónsalud Environmental and Energy Management System is based on the Group's Environmental and Energy Efficiency Policy, which was updated in January 2021.

This policy details Quirónsalud's declaration of intent with regard to the company's environmental and energy management, which is aligned with the requirements of the ISO 14001 and ISO 50001 Standards that are implemented and based on continuous improvement. It includes the commitment to meet legal environmental and energy requirements and introduce measures to protect the environment and prevent pollution, with special attention paid to reducing waste and correctly separating it, optimising energy use and consumption, and the design and acquisition of more efficient products and services.

The Environmental and Energy Efficiency Policy has been extended to all Group hospitals and communicated to stakeholders. It is available on the Group's website and intranet, and on display at all hospitals.



The **Group's Environment Plan** mainly focuses on hospitals, as that is where our significant aspects and main impacts have been identified

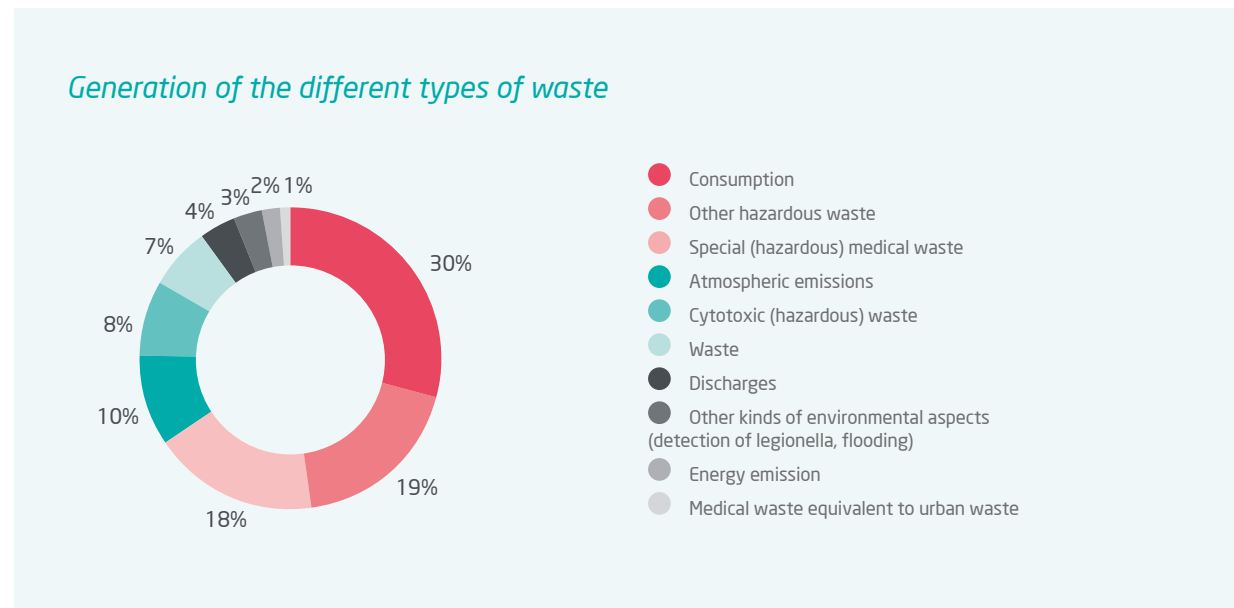
Identifying significant environmental impacts

Each year, the Group identifies and assesses the environmental aspects and impacts of the activities and services developed in its hospitals, in normal, abnormal or emergency operating conditions, with a view to using certain set criteria to determine which environmental aspects are significant. Reduction objectives, improvement actions and monitoring measures are applied to significant environmental aspects.

In 2021, we identified 193 significant environmental aspects at the Group, with 81% of these in normal operating conditions, 2% in abnormal operating conditions, and 17% in emergency operating conditions.

The significant environmental aspects revolved around supply consumption and generation of the different types of waste. Specifically in hospitals, these were distributed as follows, according to scope:

As for Quironprevención, significant environmental aspects are also identified and assessed on a yearly basis in order to work on minimising their impact. In 2021, they were focused on supply consumption and the waste generated.



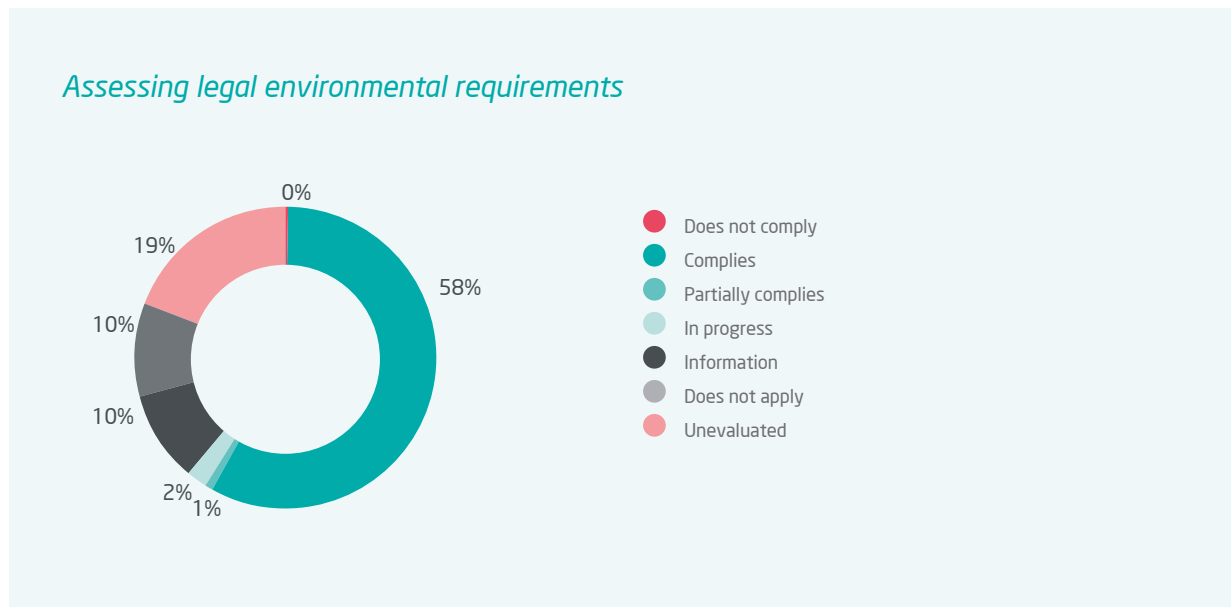
Monitoring legal requirements

Every six months, we assess the **degree of compliance with the legal environmental requirements** using a specific tool applied to all hospitals.

Legal aspects related to quality, industrial safety, environment, data protection and occupational hazard prevention are identified and assessed.

Legislative developments are published on the intranet via a **monthly information newsletter** on the new legislation published the previous month in the European Union (Official Journal of the European Union [OJEU]), Spain (Spanish Official Journal [BOE]) and the 17 Autonomous Communities, along with information on aid and subsidies, proposals and draft legislation, and the latest news on these matters and applicable legislative statements. Furthermore, notices of new requirements to be implemented at the company are communicated to the specific departments responsible for them.

In 2021, the total number of legal requirements to be assessed rose to 30,623 requirements, compared with 22,927 in the previous year.



The hospitals themselves are responsible for putting into operation the necessary proceedings and actions to ensure legal environmental compliance.

In 2021, there were no sanctions proceedings owing to an incident of environmental non-compliance at the company.



Environmental improvement targets

Excellence is promoted through a management model based on continuous improvement, which sets targets involving all levels.

In 2021, environmental targets were set for all hospitals and these were aligned with the follow strategic lines established for the entire Group:

- ✓ Environmental awareness
- ✓ Reduction of the carbon footprint
- ✓ Increase in renewable energy

In 2021, our hospitals were highly involved in achieving environmental targets, with 53% fulfilled and 10% improving or seeing a positive trend.

Electricity consumption optimisation targets were not achieved in all hospitals as they were not able to generate generalised savings. The extraordinary need for ventilation to comply with COVID-19 pandemic management requirements and the gradual recovery of the healthcare activity have seen the Group's electricity consumption increase.

In addition, our hospitals implemented other projects and actions to improve the most relevant environmental aspects at each centre. Some examples of these initiatives developed by our hospitals can be found at the beginning of this report.

Quironprevención has focused its environmental targets on sharp material waste by launching good practices campaigns on how to separate this material. Furthermore, we expect to analyse implementation of a new waste management system, which turns type 2 and type 3 biosanitary waste into municipal solid waste, using autoclaves that compact and inert the waste with no need for incineration.

Environmental communication and awareness-raising

Throughout the year, environmental communication and awareness-raising initiatives were carried out, with news related to World Days of environmental interest.

The most notable of these were the initiatives developed on the 5th of June for **World Environment Day**, promoting a brainstorming session between hospitals, and on the 22nd of March for **World Water Day**, raising awareness about the importance of caring for water and the need to have it in order to care for our own health.

Furthermore, some hospitals rolled out other occasional environmental communication and awareness-raising initiatives through internal correspondence and posters (water saving, energy saving, paper saving, encouraging people to use the stairs, etc.). They were developed at Vallés Hospital, Catalonia General Hospital, Sagrat Cor Hospital, Cordoba Hospital and Teknon Medical Centre, among others.





Also of note was the brainstorming session to reduce our carbon footprint, organised by Quirónsalud Cordoba Hospital, and the dissemination of a decalogue of good environmental practices at Quirónsalud Huelva Hospital.

In 2021, we resumed our environmental training sessions. Several courses in “Environmental Management” and “Sustainability and CSR Trends” were hosted with the aim of extending awareness about the global environmental issue and explaining the latest trends in environmental management, the fight against climate change and sustainability.

As an example of specific training in 2021, there was a mandatory course on adapting to regulations on energy sustainability in energy-consuming facilities located in the Basque Country (Law 4/2019 on Energy Sustainability of the Basque Country, articulated via Degree 254/2020).

The contents are classified in four distinct action areas:

- ✓ Energy saving and efficiency in the home
- ✓ Energy saving and efficiency in the workplace
- ✓ Implementation and use of renewable energy
- ✓ Efficient, sustainable use of transport

Quironprevención also issues different periodic notifications on environmental matters through the corporate intranet.



24 DE NOVIEMBRE 2021 / NOTICIAS
Consumo productos ecológicos

#concienciaeco

En Quironprevención impulsamos el **desarrollo sostenible**, somos conscientes de la relación del cuidado ambiente con la salud de las personas. El entorno de trabajo contribuye de forma concreta a afrontar los desafíos...



3 DE DICIEMBRE 2021 / NOTICIAS
Sostenibilidad energética

#sostenibilidad #renovables

Con el objetivo de dar cumplimiento a la legislación y normativa en materia de sostenibilidad energética, la **Comunidad Autónoma del País Vasco** está disponible en la Universidad QuirónSalud el curso de **Sostenibilidad Energética**



13 DE DICIEMBRE 2021 / NOTICIAS
Impresión a doble cara y en B/N

#CambioClimático

En Quironprevención impulsamos el **desarrollo sostenible**. Trabajamos en políticas y acciones concretas para minimizar el **impacto ambiental**. La deforestación es, de hecho, la **segunda causa principal del cambio climático** después...



8 DE JUNIO 2021 / NOTICIAS
Día Mundial Océanos

#DiaMundialdelosOcéanos #SalvarNuestroOcéano

El 8 de junio se celebra el **Día Mundial de los Océanos**, una fecha establecida por la ONU con el objetivo de concienciar sobre la importancia que tienen los océanos para todas las especies. Dos terceras partes de la...



22 DE OCTUBRE 2021 / NOTICIAS
Día mundial Contra el Cambio Climático #CambioClimático

Día Internacional contra el Cambio Climático ONU

Esta jornada nace con el objetivo de concienciar a los ciudadanos sobre la huella humana en los gases de efecto invernadero y contribuye directamente al logro de Objetivo de Desarrollo Sostenible (ODS) 13...

Efficient resource consumption



The Quirónsalud Group prioritises the rational use of resources by adopting technology, products and services that ensure a more sustainable and efficient form of use.

Since our mission is to preserve people's health, we are aware of the importance of maintaining healthy ecosystems.

Energy efficiency

The corporate strategy for 2021 included specific targets for replacing facilities and equipment with energy-efficient technology.

Seven hospitals have the ISO 50001 certification: Energy Management System.

100% of the electricity consumed by Quironprevención comes from renewable sources.

We cannot forget that 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 is a priority for Quirónsalud, which increases its targets and the measures taken to optimise energy every year and, as a result, to reduce the greenhouse gases associated with energy consumption.

These targets are maintained annually and measured in depth, especially in the hospitals that hold the energy

management certification (ISO 50001). We have seven hospitals certified in accordance with this scheme, as a specific, additional certificate that focuses on energy use and consumption.

Furthermore, since we are aware that energy consumption has an impact on atmospheric emissions and, in turn, climate change, energy consumption at each hospital is controlled on a monthly basis, with the results analysed periodically in collaboration with an energy consultant who advises hospitals on how to optimise their energy use.

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

The corporate strategy for 2021 included specific targets for energy improvements, proposing that all hospitals allocate at least 5% of their replenishment budget for investments in renovating facilities and equipment by replacing them with more efficient technology.

Over the course of 2021, there were numerous measures focused on reducing energy consumption at our hospitals, including:

- ▶ Replacement of chillers and heat pumps with more energy efficient equipment and the use of refrigerant gases with minimal environmental impact in the following hospitals: Jiménez Díaz Foundation Hospital, Infanta Elena Hospital, Infanta Luisa Hospital and Sagrat Cor Hospital.
- ▶ Projects to install solar panels at Quirónsalud Sagrat Cor Hospital and Villalba Hospital were initiated.

- ▶ It is hoped that execution will begin in 2022. Solar panel installation projects were tendered and awarded at the following hospitals: Catalonia General University Hospital, Cordoba, Teknon, Murcia, Torrevieja, Infanta Elena, Madrid and Palmaplanas.

Other measures introduced at Group hospitals include replacing lights with LED lights, modifications and adjustments to heating and air conditioning systems, installing switches with timers, configuring computers to optimise electricity consumption, changing machinery for other, more efficient machinery, and controlling and monitoring electricity consumption.

Furthermore, like every year, awareness campaigns on responsible energy use were developed in 2021.

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

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



The centres that hold an Energy Management System certificate in accordance with the UNE ISO 50001 Standard are:

- ▶ Rey Juan Carlos University Hospital
- ▶ Infanta Elena University Hospital
- ▶ La Luz Hospital
- ▶ Jiménez Díaz Foundation University Hospital
- ▶ Villalba General University Hospital
- ▶ Ruber International Hospital
- ▶ Quirónsalud Cordoba Hospital

In 2021, some 6,657 MWh of electricity consumption and 19 MWh of natural gas consumption corresponded to Quironprevención. Since 2020, 100% of the electricity it consumes comes from renewable sources.

Energy consumption indicators at the Quirónsalud Group

In 2020, we began 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).

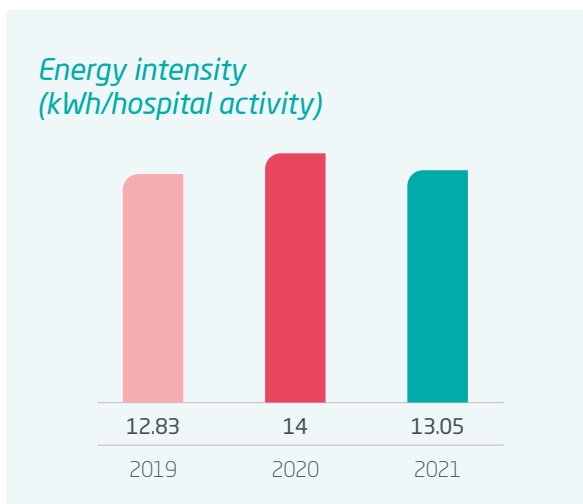
In 2021, we continued to optimise our internal reporting processes so we can produce the results of global indicators and break them down for the entire Group.

The results of the main indicators are presented next, along with their comparison with the previous year. In the coming years, we will continue to report on the Group's global indicators and will be able to analyse their progress.

Energy consumption (MWh)	2020	2021
Electricity consumption	250,753	258,825
Natural gas consumption	105,077	114,014
LPG consumption	1,492	1,659
Biomass consumption	70	392
Diesel consumption	3,149	4,354
Photovoltaic energy consumption	74	38
Electrical energy consumption by cogeneration	122	120
Thermal energy consumption by cogeneration	352	272
Solar thermal energy consumption	651	586
TOTAL	361,741	380,260

The Group's total energy consumption increased in 2021 as its activity, size of centres and equipment installed increased. The increase in the consumption of renewable energy was notable.

Although total consumption rose, the indicators related to activity ⁽¹⁾ show a significant improvement on the previous period; the year 2020 was an exceptional period in terms of pressure on healthcare and specific activity arising from the care offered during the pandemic.



(1) Activity at Quirónsalud Hospitals Spain based on the number of healthcare acts including inpatient stays, outpatient consultations, day hospital sessions, outpatient and inpatient interventions, deliveries/caesarean sections, tests and emergencies.

28,109,469 healthcare acts recorded in 2021 compared with 22,034,100 in 2020 and 24,547,068 in 2019.





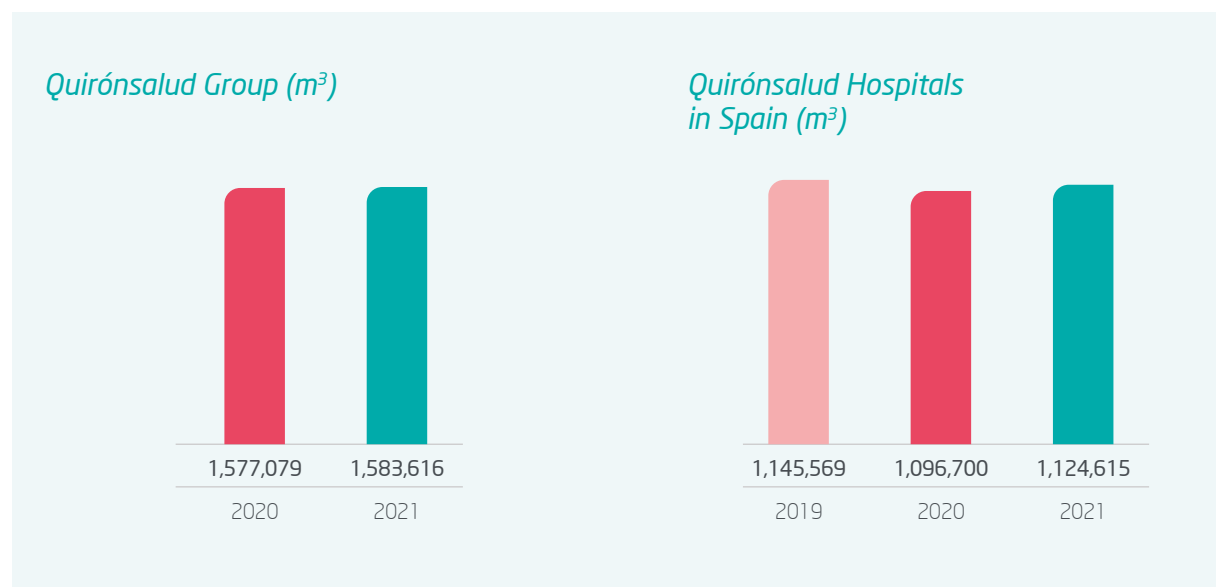
Water consumption

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

Efforts are continuing at the different centres to implement measures to control and save water. 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 has also been optimised since 2020 to cover all our sites and activities. The results for 2021 for the Quirónsalud Group are provided alongside the figures for the previous year for comparison purposes.

Bearing in mind the Latin American centres and Quironprevención, the **total water consumption of the Quirónsalud Group** in 2021 was **1,583,616 m³**



This is a slight increase on overall consumption, despite the significant increase in activity. This improvement is evident through the indicator for water consumption per healthcare act at our centres in Spain.

In 2021, this water consumption amounted to **40 litres per healthcare act**, compared with the value of 41 obtained in the previous year.



Consumption of gases and other raw materials

In order to study our emissions and calculate the corporate carbon footprint, we have taken into account the consumption of anaesthetic gas (N₂O) and fluorinated refrigerant gases recharged at Quirónsalud centres: R410A, R407C, R404A, R134A, R422A, R424A, R422D, R442A, R449A and R507.

The results for the indicators for anaesthetic gas and refrigerant gases that refer to Quirónsalud activity in Spain are shown next so a comparison can be made between the last two years:

Gas consumption	2020	2021
N ₂ O consumption used as an anaesthetic gas (kg)	45,600	45,847
Refrigerant gas consumption (kg)	2,685	1,888 ⁽¹⁾

In some hospitals, specific steps are taken to prevent greenhouse gas leaks, including:

- Investment to reduce refrigerant gas leakage from air conditioning equipment at Vallés Hospital and Catalonia General Hospital.
- Adjustment of anaesthesia equipment to reduce greenhouse gas leaks, reducing the flow of fresh gas at Quirónsalud Cordoba Hospital.

Moreover, 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 supplier at corporate level 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 removing single-use cups, replacing bottles with water fountains and using biodegradable materials

(1) In 2021, 19 kg of the refrigerant gases recorded corresponded to Quironprevención

Committed to the fight against climate change



The climate emergency is the greatest modern-day threat to health, therefore, now more than ever, the Quirónsalud Group is declaring its commitment through actions that will allow us to reduce the impact our activities have on the planet.

Quirónsalud's corporate goals are aligned with the fight against climate change. Thus, within the annual strategy rolled out at our centres, we have defined targets for analysing the corporate carbon footprint, the implementation of energy-reducing measures, and the assessment of carbon footprint-reducing measures at hospitals.

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

Therefore, each hospital has preventive maintenance programmes in place to maintain optimal operating conditions and regularly check the industrial facilities, through which all operations that may generate atmospheric emissions are reviewed. All maintenance operations are described in the Corporate Facility Procedure Manual according to the facility type.

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

In order to integrate Quirónsalud in the climate change strategy of its parent company, Fresenius, an initial approach to identifying climate change risks and their possible mitigation measures has been carried out. In 2021, we had meetings with Fresenius to provide Quirónsalud information for its overall carbon footprint. In this regard, we supplied educational short videos and shared information on Quirónsalud's data source, as well as their reliability for calculating uncertainty.

To date, no significant risks have been detected regarding potential impact on climate change in relation to the Group's activities; however, steps will be taken to assess whether it is appropriate for measures that can mitigate this potential risk to be introduced.



The Quirónsalud Group's total emissions in 2021 decreased by 11% compared with the previous year (down 12,731.10 tCO₂e). The progress of the activity indicator between 2016 and 2021 is positive and significant, having fallen 56%

Emissions study

In keeping with our commitment, in 2021 we once again developed the emissions study that we launched 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.

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, nitrogen protoxide** (nitrous oxide) consumption when used as an anaesthetic agent, direct GHG emissions from the **vehicles owned** by some centres, and emissions from **the leakage of refrigerant gases** 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 only refer to the consumption of **electrical energy**. No sources of indirect GHG emissions from electricity have been excluded from this scope.
- ▶ **Scope 3:** Includes the indirect emissions not included in Scope 2, and that, although still a consequence of the organisation's activities, originate from GHG sources that pertain to or are controlled by other organisations. The GHG Protocol and ISO 14064-1 methodologies require the calculation of all sources of emissions from Scopes 1 and 2, and recommend identifying the main sources from Scope 3 depending on the centre's activity or the ease of access to 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**.

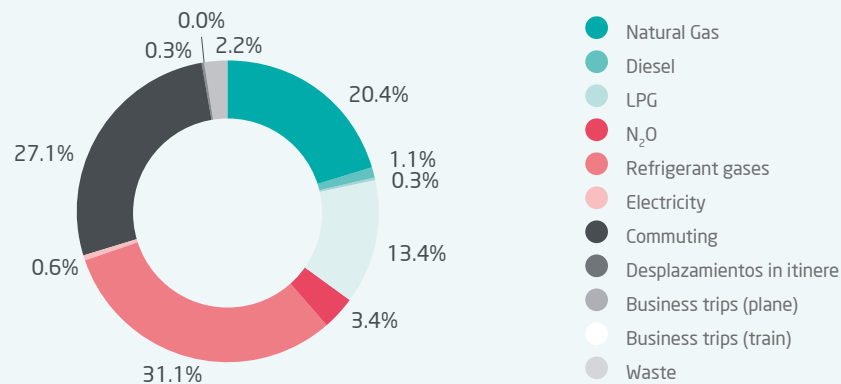


The carbon footprint calculated in 2021 for the Quirónsalud Group's entire activity was 119,251,83 tCO₂e compared with 121,647 tCO₂e in the previous year.

- This decrease is mainly owed to the lower emissions of water consumption sources (down 1,282 tCO₂e, or 66.4%), electricity consumption (down 19,632.67 tCO₂e, or 38.19%), train travel (down 13 tCO₂e, or 35.1%) and waste production (down 462.79 tCO₂e, or 16.8%). However, the consumption of said sources has increased, for which reason the decrease is owed to a reduction in the factors updated for 2021 by official bodies.
- The sources associated with business travel by plane and commuting also increased (up 120 tCO₂e, or 58.8%, and up 6,216 tCO₂e, or 29%, respectively). The former was a result of the end of mobility restrictions, while the latter was caused by a greater number of employees.
- The emissions arising from anaesthetic gas (N₂O) consumption, diesel consumption, natural gas consumption, and LPG consumption increased by 13%, 11.60%, 38% and 9%, or by 1,578, 1,748 and 36 tCO₂e respectively, due to increased consumption of these resources.
- There was a decrease of 28% (1,346 tCO₂e) in the emissions caused by refrigerant gas leakage and, therefore, fewer kilograms of recharged gas.

Quirónsalud Group total emissions 2021 by sources

Breakdown of Quirónsalud Group emissions by sources



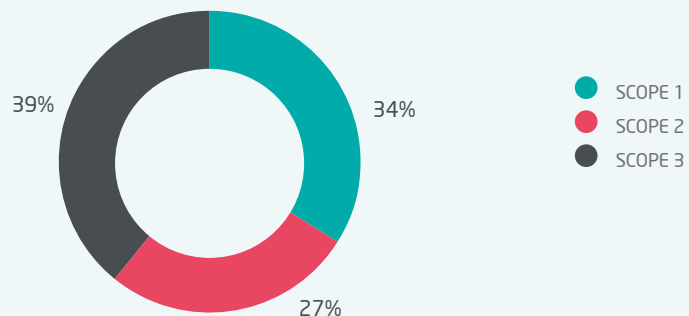
- Emissions from Quirónsalud centres account for 86% (102,276.95 tCO₂e) of the Group's emissions, while emissions from Quironprevención centres accounts for the remaining 14% (16,974.88 tCO₂e).
- The main source of emissions is electricity consumption, which accounts for 27% of the Quirónsalud Group's total emissions.
- The second largest source is commuting by Quirónsalud employees, which accounts for 23%, while the third is natural gas with 18% of the total emissions.
- N₂O consumption, courier services and refrigerant gas leaks are the fourth, fifth and sixth sources of emissions, amounting to 11%, 10% and 3% of the Group's total emissions, respectively.
- Waste generation, business travel by car, train and plane, water consumption, diesel consumption and LPG consumption do not exceed 3%.

Progress of Quirónsalud's Greenhouse Gas Emissions 2020/2021

Emission Sources	Emissions in 2020 (tCO ₂ e)	Emissions in 2021 (tCO ₂ e)	Variations 2020/2021 (tCO ₂ e)	Variations 2020/2021 (%)
Natural gas	19,153.36	20,900.89	1,747.53	9.12%
Diesel	810.02	1,118.19	308.17	38.04%
LPG	320.11	355.82	35.71	11.60%
N ₂ O	12,084.00	13,662.26	1,578.26	13.06%
Refrigerant gases	4,851.82	3,505.66	-1,346.17	-27.75%
Electricity	51,405.48	31,772.81	-19,632.67	-38.19%
Water consumption	1,932.48	650.17	-1,282.32	-66.36%
Commuting	21,464.72	27,680.23	6,215.51	28.96%
Business trips (plane)	204.03	324.10	120.07	58.85%
Business trips (train)	35.88	23.29	-12.59	-35.09%
Waste	2,746.14	2,283.35	-462.79	-16.85%
Total	115,008,05	102,276,95	-12,731,10	-11,1%

Quirónsalud Group total emissions 2021 by scopes

Breakdown of Quirónsalud Group emissions by scopes



- ▶ The majority of emissions fall within the indirect emissions of Scope 3, reflecting the return to activity in terms of mobility.
- ▶ The direct emissions of Scope 1 account for 34% of the Quirónsalud Group's total emissions (40,529.42 tCO₂e).
- ▶ The indirect emissions of Scope 2 account for 27% of the Quirónsalud Group's total emissions (31,772.81 tCO₂e).
- ▶ The indirect emissions of Scope 3 correspond to 39% of the Group's total emissions (46,949.40 tCO₂e).



Progress of the Quirónsalud Group's emissions by activity, employee and built area

Next, the results are shown for the main indicators, along with their development since 2016 when we commenced this study. Note there has been **positive progress in our emissions**:

Indicators	2016	2017	2018	2019	2020	2021	Progress % 2016/2021
Quirónsalud							
tCO ₂ e/employee	3.71	3.26	3.87	3.8	3.29	2.65	-28.53%
kgCO ₂ e/m ² (built)	96.54	88.14	89.9	85.36	66.65	55.50	-42.51%
kgCO ₂ e/m ² (used)	119.89	109.61	119.96	-	-	-	-
kgCO ₂ e/healthcare act	6.06	4.76	4.82	4.44	4.24	2.64	-56.41%
							% progress 2018/2021
tCO ₂ e/bed	-	-	15.6	15.16	11.79	9.06	-41.90%
Quironprevención							
tCO ₂ e/employee	-	-	0.88	0.93	0.56	0.68	-23.29%
Quirónsalud Group							
tCO ₂ e/employee	-	-	3.27	3.31	2.85	2.35	-28.26%

Our medium and small centres have also achieved significant improvements: 11.5% and 7.5%, respectively.

In 2021, emissions from large Hospitals, which account for 42% of the Quirónsalud Group's total emissions, decreased by 9.5% overall.

To perform these 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.

Several of the Group's large hospitals have achieved reductions of around 20%, notably Sagrat Cor University Hospital with 29.4% and Catalonia General University Hospital with 20.8%.

With regard to Quironprevención in particular, its total emissions increased 342% (up 13,131 tCO₂e), mainly due to the inclusion of the new courier transport source and a lesser degree of inclusion of the new sources in Scope 3 - water, paper and toner consumption - compared with previous years.

There was a significant increase in the sources comparable with 2020, which correspond to emissions caused by refrigerant gas leakage (up 509% or 64 tCO₂e), business trips by plane (up 251% or 435.32 tCO₂e), business trips by car (up 28% or 741.17 tCO₂e), and natural gas consumption (up 84% or 1.82 tCO₂e).

In the previous period, Quironprevención's total emissions had decreased 31% on those recorded in 2019, This situation was clearly linked to the fact renewable energy has been used 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 track 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 individual centres, and continue making progress in defining realistic and efficient 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. This Cluster is represented by the country's main companies and coordinated by Forética in Spain as a representative of the WBCSD (World Business Council on Sustainable Development).

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.

17 PARTNERSHIPS FOR THE GOALS



In 2021, we continued our work with the Cluster, which presented the report **'Zero net emissions: Companies in Spain tackling the challenge of decarbonisation'**.

This document outlines the **six key factors on the path to decarbonisation of the private sector**: commitment to zero net emissions, Scope 3 (the indirect emissions produced in companies' value chains), neutralisation, renewable energy and electrification, climate risk, and a holistic vision of environmental challenges.



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.

Progress continued to be made in initiatives designed to promote **sustainable transport** among employees.

In 2021, some of our hospitals created parking areas for scooters and bicycles, and some parking spaces with a charging point for electric vehicles have also been established, in compliance with the Law on Energy Transition and Climate Change (Law 7/2021).

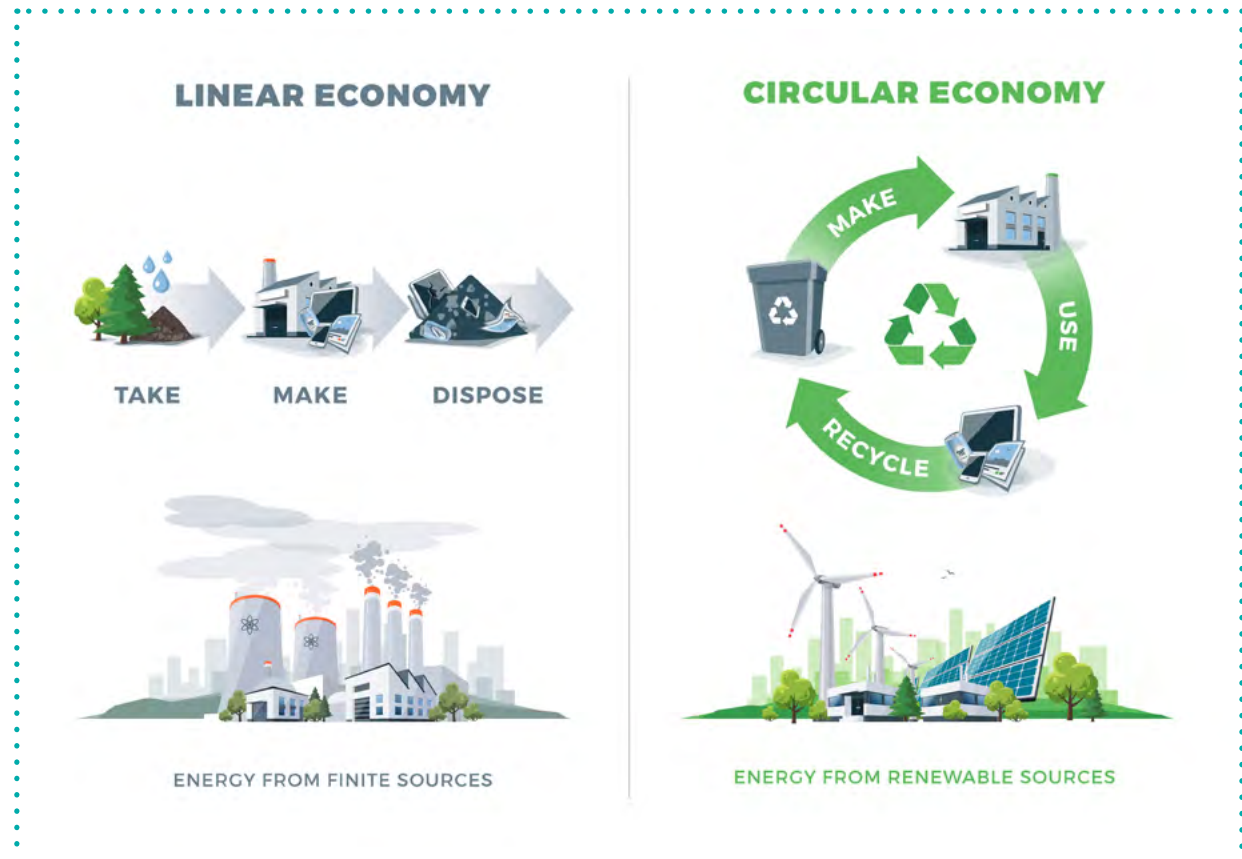


Waste management and circular economy



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.

The digital transformation we are currently undergoing has touched all our scopes of action, and it is also evident in how we minimise our environmental impact.



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.

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

As a result of the activities conducted in the centres, the waste generated by the Quirónsalud Group is classified into four main groups, which in turn mainly fall within the categories of hazardous and non-hazardous waste:

- ▶ Non-clinical waste similar to domestic waste (including paper, cardboard, plastic and glass).
- ▶ Clinical waste similar to urban waste.
- ▶ Biological waste.
- ▶ Chemical waste (in which chemical waste is distinct from 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 separating the different recyclable fractions, and these can be found at locations where this type of waste is most often generated, such as in general stores, pharmacies, waiting rooms and the cleaning service.

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

Quirónsalud aims to optimise recyclable waste separation distinctly from all other waste similar to urban waste.

Clínica Rotger La Clínica Especialidades

17 de mayo, Día Mundial del Reciclaje

Reducir, Reutilizar y Reciclar, las tres R que dan salud al planeta

En Quirónsalud creemos que las tres R: reducir, reutilizar y reciclar, son la base para crear un planeta más sano y sostenible.

Por eso, al usar la R de reciclar, recuerda:

- Envases al contenedor amarillo.
- Papel al contenedor azul.

Con este pequeño gesto, crearás un planeta más sostenible.

In 2021, we implemented projects and actions designed to minimise or eliminate the use of plastic.

Also in 2021, the **“Elimination of disposable plastic”** project was launched at corporate level, in line with Directive 2019/904 (EU), the key aims of which are:

- ▶ Establish measures to protect the environment and human health, by preventing and reducing the generation of waste and its adverse impact on the environment. Also by reducing the overall impact of the use of resources and improving their efficient use.
- ▶ Limit single-use plastics, including restrictions on their introduction to the market and obligations to inform the consumer to prevent and reduce their impact on the environment and human health.

To achieve this, a meeting was held with all nursing management teams and/or middle managers (including housekeeping supervisors), and they were given a form detailing which plastic components are to be used in hospitals. With this information, the alternatives available on the market were also analysed with a view to minimising plastic consumption and waste.

We introduced a single-use plastic material elimination project in our catering areas, through which we seek biodegradable alternatives for all products.

Non-hazardous waste generation indicators:

To calculate the data for the Group in Spain, the same methodology used in previous years was maintained: 10 hospitals were selected, and in these hospitals non-hazardous waste collection is performed by a private waste manager, given that in all other centres this form of waste is collected by the local government and there are no data available. To calculate Quirónsalud’s total generation of non-hazardous waste in Spain, the kilograms of waste similar to urban waste, separated light packaging and separated paper/cardboard were taken into account for these 10 hospitals and associated with the number of beds available in each hospital, resulting in an average number of kilograms generated per bed. This average number of kilograms per bed was extrapolated to the rest of the Group’s hospitals in Spain.

The following table shows the results for non-hazardous waste generation that refer solely to the Group’s activity in Spain, with a view to offering a comparison between years 2020 and 2021, since the data for 2021 including Latin America is provided after:

Quirónsalud Spain	2020	2021 ⁽¹⁾
Non-hazardous waste (t)	15,030	17,207

In 2021, the data including Quirónsalud Latin America (1,310 t) and Quirónsalud Spain for non-hazardous waste generated was obtained. For future years, this information will be maintained so a year-on-year comparison may be carried out.

QUIRÓNSALUD GROUP	2021
Non-hazardous waste (t)	18,517

(1) In 2021, 53 t corresponded to Quironprevención.

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.

Hazardous 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.

The following table shows the results for the hazardous waste generation indicators that refer solely to the Group's activity in Spain, with a view to offering a comparison between years 2020 and 2021, since the overall data for 2021 including Latin America is provided after:

Quirónsalud Spain	2020	2021 ⁽¹⁾
Hazardous waste (t)	3,858	2,837

In 2021, the data including Quirónsalud Latin America (1,357 t) and Quirónsalud Spain for hazardous waste generated was obtained. For future years, this information will be maintained so a year-on-year comparison may be carried out.

QUIRÓNSALUD gROUP	2021
Hazardous waste (t)	4,194

(1) In 2021, 37 t corresponded to Quironprevención.

Food waste

Throughout 2021, the Group's mass catering management systems have moved towards improving production. These processes will improve shrinkage control and thus will reduce food waste.

The *Sighore programme* has been introduced for catering management. This tool allows raw material stocks to be adjusted to the necessary production, thus reducing food waste considerably.

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.

Furthermore, a [corporate allowances request system, "Dietools"](#), is being rolled out to enable a better understanding of request histories with the aim of using this information to better manage purchases and the stock necessary to provide the service. The centres that implemented this tool in 2021 were: San José Hospital, Juan Bravo Complex, Sur Hospital, Quirónsalud Madrid Hospital, Quirónsalud Valle de Henares Hospital, Quirónsalud Vallés Hospital, Catalonia General Hospital, Sagrat Cor Hospital, Quirónsalud Malaga Hospital, Quirónsalud Albacete Hospital, Santa Cristina Hospital and Clideba Hospital.

In addition, in 2021 we analysed the viability of including in the "Too Good to Go" project a mobile application that would allow hospital kitchens/ cafeterias to include production losses at the end of the service, via which app users can acquire them at a reduced price. This project will begin in 2022.

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

Liquid discharge

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

*Social commitment
embedded in the business*

Social action
Quirónsalud Foundation

Social action

As a leading healthcare group, **at Quirónsalud we view social action as an integral part of our business**: our social contribution is based on the impact we can have through our own activity, improving people's health and well-being while sharing resources, knowledge and expertise with a focus on contributing to the society in which we operate.

Our growth as a hospital group has a direct impact on the creation and promotion of employment in the places where the Group develops its activity, making its presence particularly felt in places where new centres are opened, thanks to the ongoing expansion of the network. This has continued to be the case in 2021, during which the Group's activity continued to grow and more than 3,000 new professionals joined us, which is equivalent to 8.9% higher employment than that seen in 2020.

Furthermore, over the course of 2021 we maintained our commitment to overcoming the challenges posed by the pandemic by coordinating all our staff and materials in our care network and adapting to the situation every

Our priority in 2021 has been to support and contribute to the health of the entire population and to cover the basic social needs of the most vulnerable.

step of the way, doing our utmost to help as many people as possible and play a part in negotiating the national emergency caused by COVID-19.

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:

- ▶ Caring for and supporting patient groups
- ▶ International cooperation
- ▶ Health promotion activities
- ▶ Sponsorships

Caring for and supporting patient groups

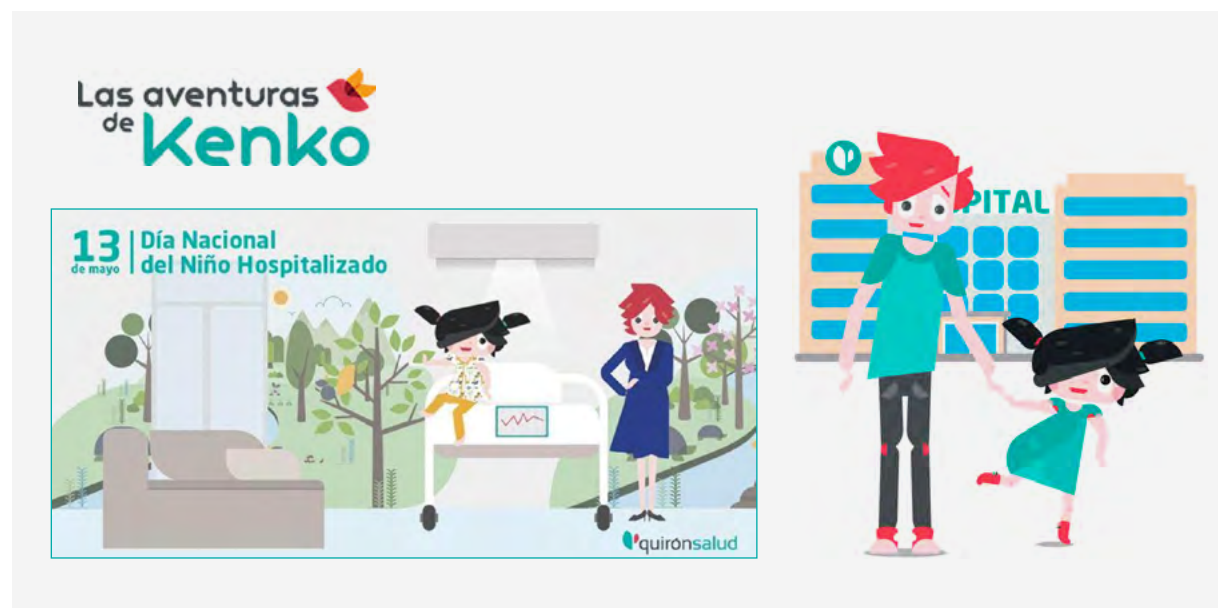
In 2021, Quirónsalud's centres were involved in a large number of initiatives and projects focused on groups that continue to be a priority for Quirónsalud, such as children, women, disadvantaged groups or those at risk of social exclusion, elderly patients and patient groups with specific diseases and pathologies, often through partnerships and collaborations with various social organisations.

Throughout 2021, we continued to pay special attention to offering **COVID-19 inpatients** personalised healthcare by supporting these patients to improve the hospitalisation experience, both their own and that of their relatives.

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 well-being. 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 2021, 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.

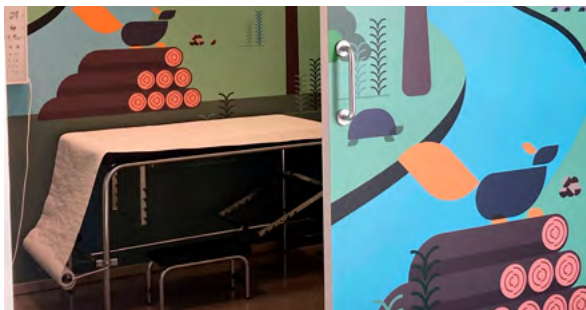
The aim is to create a connection with our paediatric patients and their families so that they find an ally in Quirónsalud when it comes to caring for their health at all stages of their growth. We have created a world of learning, educational content and games, the backbone of which are the adventures of Kenko, the protagonist of the project's stories, and the common thread of all our activity focused on our most special patients: children.



Developed in collaboration with the [Quirónsalud Foundation](#), this project has already been introduced at many of our hospitals and is in the pipeline for other centres that will soon join the initiative.

REPEATED For example, in April 2021, [Quirónsalud Zaragoza](#) bolstered its support for paediatric care with a new website, a new space in the Day Hospital and the inclusion of other medical specialities with the aim of offering comprehensive, personalised and continued care to children and their families, from before the baby is born right up to when they turn 16 years old.

Furthermore, this new Paediatrics Unit also has fully renovated facilities, making it more welcoming and accommodating for our paediatric patients thanks to Kenko, Quirónsalud's Paediatric Project.



New Paediatrics Unit, Quirónsalud Zaragoza Hospital

This paediatric project was also extended to our centres in Latin America, as was the case with the El Prado Clinic, one of our hospitals in Colombia, which also launched the Kenko initiative in October 2021.

There are many specific initiatives aimed at **women** that are developed at our centres. For example, in 2021 [Quirónsalud Marbella Hospital](#) signed an agreement with the Spanish Association Against Cancer to improve the healthcare offered during the recovery period to breast cancer patients who have been operated on; this process of overcoming the disease is a challenging journey and it is extremely important that the patient feels the warmth of the health workers tending to them and that they are offered emotional support at all times.

In addition, our **elderly patients** are a special group for Quirónsalud, given their vulnerability and their special needs. Several of our centres have rolled out initiatives that facilitate the well-being of these patients and their families.

For example, we enjoy collaborations to develop technology applications focused on effective home care, guidelines to prevent falls, and specific publications from our geriatricians highlighting the importance of relatives preparing themselves before elderly patients are discharged, especially those who are extremely fragile;

Quirónsalud deems offering support in this process to be a priority.

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



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 2021, one notable aspect was Quirónsalud's ongoing collaboration with the Recover Foundation, which began in 2007 and has continued over the years.

- ▶ Telemedicine Programme: health that connects
- ▶ Hospitals Programme: a health network
- ▶ Training Programme: educating the future
- ▶ In-kind donations
- ▶ Coordination of activities

In 2021, Quirónsalud made a donation of €328,418 to the Recover Foundation, of which €250,000 was an economic donation and €78,418 was an in-kind donation.

Here are the main Recover activities in which Quirónsalud played a notable part in 2021:



- ✓ **Child nutrition.** It was in 2021 when projects linked directly to this subject began to take on greater relevance, and this is now an undisputed priority; 32% of children suffer from chronic or acute malnutrition, and these situations have been aggravated by the COVID-19 pandemic. In Telemedicine, we had the Nutri m project (601 beneficiaries) and the new Paediatrics and Child Malnutrition community (12 participating centres), and in the Hospitals programme, we had the Child Nutrition campaign in Haiti.
- ✓ **Training and awareness-raising campaigns.** In 2021, with mobility options still limited, we took part in projects aimed at addressing different pathologies: cervical cancer for which, in addition to organising a campaign in Cameroon (697 women diagnosed and treated), we also organised a workshop that saw more than 100 health professionals take part, and the 3rd Recover Report focused on this subject was drawn up thanks to the participation of three volunteers from Rey Juan Carlos University Hospital.

In addition, the malaria campaign designed to prevent and treat this disease in children (1,059 beneficiaries) was expanded thanks to an educational short video in Telemedicine. The COVID-19 prevention campaign was also repeated, together with the COVID-19 community and educational short videos on the subject. Furthermore, support continued to be offered to rural awareness campaigns in rural communities, as well as pregnant women (655 female beneficiaries).

- ✓ **Online training.** This journey began in 2020 and was boosted in 2021 with new training options, reaching more than 300 registered users, the highest number since training on Recover began. This training is developed thanks to the assignment of our e-learning platform, in addition to the participation of our volunteers in various training sessions.
- ✓ **Improved telematic access.** Thanks to Quirónsalud's collaboration, in 2021 Recover finally gained an app that can be used in Telemedicine and a technology platform for the Nutri m programme.

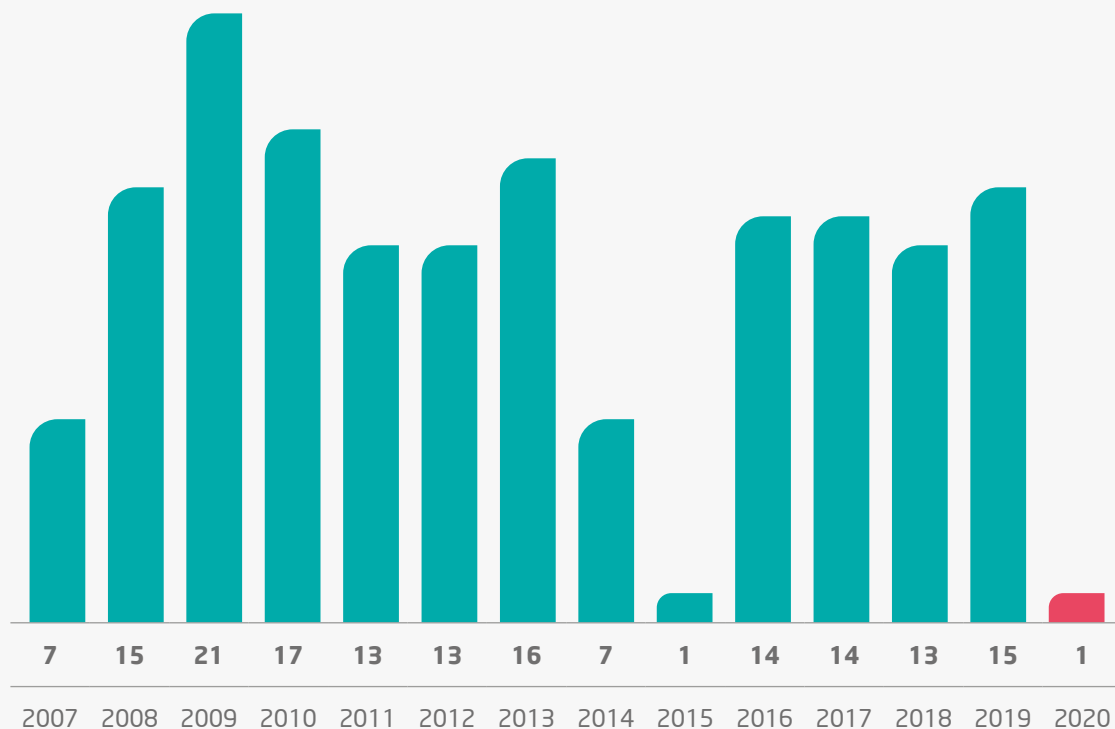
Given the situation caused by the pandemic, in 2020 and 2021 patient displacements for treatment in Spain were suspended. However, it is worth highlighting that since the collaboration with Recover began, a total of **167 cases from 12 different African countries** have been treated at different Group hospitals.

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

In addition to the collaboration with Recover, some of our hospitals took part in humanitarian campaigns and missions in different countries and in collaboration with several social organisations. Some of these initiatives were discussed at the beginning of this report, demonstrating our centres' starring role in our social action.

As discussed in more detail later, the Quirónsalud Foundation carries out important work in international cooperation.

Patient History: 167 cases treated in Spain



Health promotion activities

In 2021, like every year, our centres were involved in celebrating the **World Days established by the WHO**, carrying out specific actions that help to **improve visibility and raise awareness** about disease **prevention** and **healthy lifestyles**.

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.

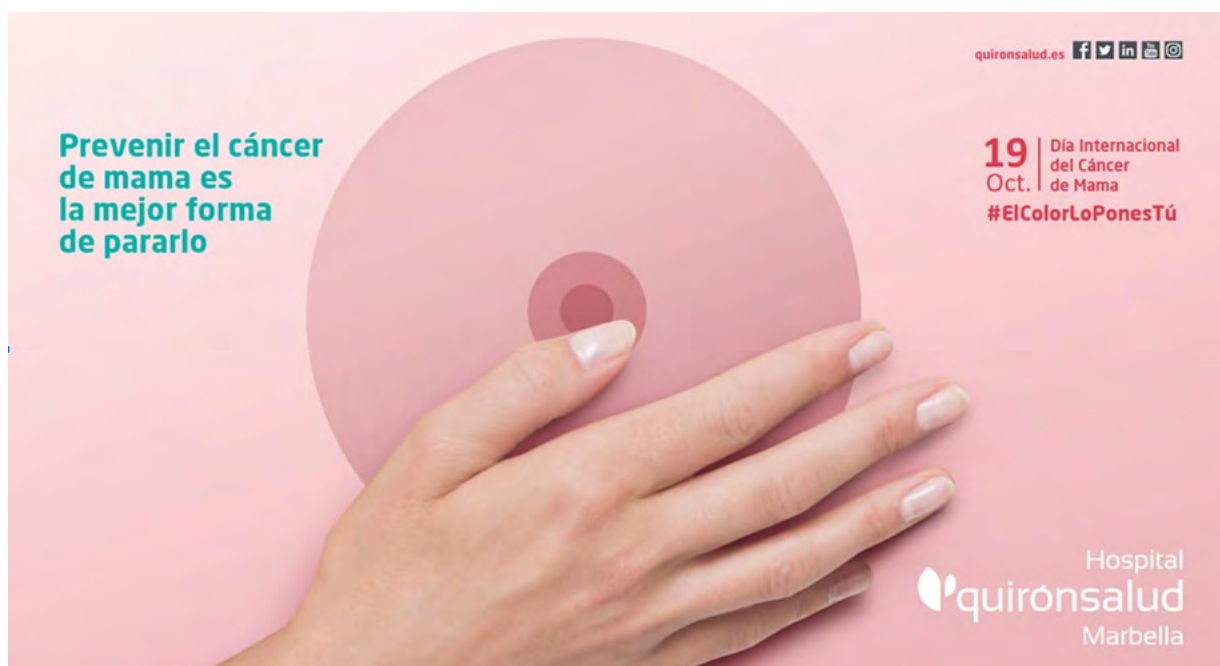
In 2021, a large part of our efforts to publicise messages related to health education and disease prevention was focused on COVID-19.

The Group's hospitals also developed numerous charity campaigns in response to the crisis 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 focused on health, charity events were developed by several centres in collaboration with various organisations, in order to support and promote different social causes.

For another year running, Quirónsalud centres promoted food and toy donation campaigns to social organisations over the Christmas period.

For example, all **Quirónsalud Hospitals in Andalusia** took part in the campaign, *"No child without a toy"*. Specifically, **Quirónsalud Infanta Luisa Hospital** participated by donating some of its own food to the Hogar de Nazaret Association, while lending a helping hand to the children staying at this shelter and other minors at risk of social exclusion, in order to fulfil the wishes they'd expressed in their letters to the Three Wise Men.



Also in 2021, our hospitals in Latin America developed different initiatives in the scope of promoting health, as was the case with the **El Prado Clinic** (Medellín), which reaffirmed its commitment to comprehensive, appropriate, safe, pertinent, welcoming, humanised care in the health and nutrition of the maternal-child population, having maintained its certification as an Institución Amiga de la Mujer y la Infancia Integral (*Friendly Institution for Women and Children - IAMII*). To achieve the results proposed, the institution defined its administrative and care areas, community support groups, and interdisciplinary work in functional areas to provide their knowledge in caring for patients.

The city government of Medellín expressly recognised the Clinic for its social commitment, human quality, solidarity and strength, conveyed through the health and life of Medellín locals.

At the beginning of this report, we highlighted some more of the initiatives our hospitals carried out to promote health through specific actions, many of which have also been channelled through the Quirónsalud Foundation, as detailed later.

It's also worth noting the initiatives focused on **promoting physical activity, personal well-being and nutrition**.

EXPAND In this vein, we should highlight the initiatives developed by **Quironprevención** as part of its Valores "Cercanos": Semana Muévete, Cuídate, Quiérete project (*"Approachable" Values: Move Yourself, Care For Yourself, Love Yourself Week*).

Similarly, numerous centres support sporting events and sports clubs to encourage healthy lifestyles. For example, in 2021, Quirónsalud joined forces with Pozuelo Olympic Rugby Club to support its women's team and shine a light on women enjoying this sport, as part of its commitment to promoting health through sport.

We also continued to promote healthy eating with the *"Healthy Eating Space"* project, which involves reviewing all food and drink offered to patients, families, users and workers.



Programa de voluntariado
RECOGIDA SOLIDARIA 2021
DEL 13 AL 17 DE DICIEMBRE

En colaboración con:



Participa con alimentos
que haremos llegar a los niños y familias que más lo necesiten estas navidades.

Para más información, consulta al responsable de RSC de tu centro o escríbenos a voluntariado.fqs@fundacionquironsalud.es

Organiza:
fundación
quironsalud

Meanwhile, **Quironprevención** developed various social action initiatives in 2021, which led to economic donations to non-profit organisations and foundations:

- ▶ “Committed Values Project”: collaboration with the Spanish Red Cross to help La Palma, donating €5,000 to renovate homes affected by the natural disaster.
- ▶ “Team” Values Project: 2nd Virtual Race with a charitable goal, donating €5,000 to help La Palma, in this case through the Spanish Food Bank Federation (FESBAL).
- ▶ Quironprevención employees decided to donate the amount of their Christmas gift, which resulted in a total donation of €8,560, to the Spanish Food Bank Federation (FESBAL).
- ▶ “Committed” Values Project: Quironprevención collaborated with the Quirónsalud Foundation by donating €10,000 to financing for Quirónsalud Foundation projects, in accordance with the 2022 action plan approved by the board of trustees.

Charity sports activities

Another important line of action for Quirónsalud is the support of various sporting events, in line with its mission to protect health and encourage healthy habits among the population. This collaboration is realised through particular sponsorship actions, as well as through hospital staff’s own involvement in the different events they support, such as charity **races and sports events**.

As an example of how Quirónsalud gets involved in these kinds of initiatives, **Villalba General University Hospital** collaborated in 2021 on the 7th Las Dehesas Apedrete Charity Race to support the integration of people with different disabilities. The purpose of the initiative was two-fold: deepen its support for “sport for all” by periodically promoting it as a healthy habit and playing a part in rehabilitation and social inclusion for everyone, and continuing to help maintain and educate two children in Nepal.

The amount raised from registration for the race, which exceeded expectations this year in terms of participation and sports brands, will be allocated to FEMAD activities aimed at physically and socially integrating people with different disabilities through education and sport.

In parallel, the hospital’s Orthopaedic Surgery and Traumatology Service took part in a round table that discussed the accident rate in mountain races, the structuring of necessary care services, and the logistics of rescue in these activities, among other subjects.

Furthermore, our hospitals are **Official Medical Centres** for several sporting events.



Quirónsalud Group sponsorships

For another year running, in 2021 we maintained our sponsorship policy, which focuses mainly on **sport, women and family**, in addition to sponsoring numerous events organised by patient associations, scientific/academic societies and conferences.

When it comes to selecting projects that Quirónsalud wishes to be associated with by offering its support, we consider the following criteria:

- ▶ Enhance our corporate social responsibility in projects that drive the SDGs (Sustainable Development Goals, the United Nations' 2030 Agenda).
- ▶ Promote people's social well-being and health, placing special emphasis on sport.
- ▶ Associate values with the corporate image and brand.

In 2021, the Quirónsalud Hospital Group expanded its commitment to the health of sport by becoming a new club and athlete sponsor.

We have been the official medical provider of important sporting events for years now, with these including the **motorcycle racing Grand Prix**, the **men's and women's Spanish national basketball teams**, and we have also collaborated with various handball, football, basketball and rugby clubs around the country. Since 2021, Quirónsalud has also been the official medical collaborator of the **Sacyr ASOBAL handball league**.

It is also worth noting that the **Rafa Nadal Academy by Movistar** is supported by Quirónsalud in all its medical service offerings.





Furthermore, the hospital group also has extensive experience in offering medical cover to large events, like the Madrid Mutua Tennis Open, the Nationale-Nederlanden San Silvestre Vallecana race, and the last women's EuroBasket 2021, which was hosted in Spain.

Once again this year, we would like to give a special mention to the **Pelayo Vida Challenge**, an initiative that Quirónsalud has been sponsoring for years. Every year, five women who have survived cancer turn their dreams and goals that once seemed unreachable into reality, sending out a message 'loud and clear' that **there's much to live for after cancer**, by taking on a huge challenge in one of the most secluded areas on the planet and led by major players in the country's science and sports arenas.

For the 2021 edition, the **66th Parallel North Route**, the five intrepid adventurers, after battling the strength of the sea, overcoming extreme temperatures, avoiding icebergs and travelling 2,500 nautical miles with no external assistance, reached the goal at the 66th Parallel North, the entrance to the Arctic Circle: one of the most inhospitable, extreme places on the planet.

In addition, in 2021 we sponsored events with patient associations, such as the GEPAC (Spanish Cancer Patients Group) conference, as well as with associations that undertake diverse actions aimed at protecting and caring for the environment, as was the case with Ecomar and beach cleaning.

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



On top of our work with these national organisations, each centre has specific collaboration agreements with local organisations in their area, with which they work closely to organise and promote different activities, such as many of those already mentioned.

Quirónsalud Foundation

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

Since 2016, it has had its own **Code of Good Governance**, which aims to establish the general guidelines that should govern the conduct of the Foundation, its Board of Trustees and other bodies and employees of the same, when developing the activities through which its aims are achieved.

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

One of its foundational aims is to **promote health and healthy lifestyle habits** through education, encouraging research and social action focused on patients, patient associations, their relatives and society in general.



The Quirónsalud Foundation was established as a reflection of the Group's desire to play a part in improving society in a way that is transparent, innovative, sustainable and committed to people.

6 courses of action

The following are some of the most notable actions developed by the Quirónsalud Foundation over the course of 2021

 <p>International cooperation</p>	 <p>Supporting patients and families</p>	 <p>Generating Knowledge</p>
 <p>Corporate Volunteering</p>	 <p>Promoting healthy habits and lifestyles</p>	 <p>Supporting research and teaching</p>



1 - Internacional cooperation

In 2021, the **3rd Call for Aid for International Cooperation in Healthcare** was launched by the Quirónsalud Foundation.

This edition offered five grants, each of €10,000, with the goal of supporting projects and initiatives in collaboration with a social entity that carries out high-impact activities in areas with a high level of demand for healthcare, and which include Quirónsalud professionals in their team of aid workers.

Thanks to collaborative teamwork, Quirónsalud's commitment - and that of its professionals - to healthcare translates to the achievement of different health, development and life goals in areas with few resources and people in need, thus helping to improve healthcare and health knowledge, a cornerstone to economic and human development, as well as world safety, as part of the Sustainable Development Goals.





In the call for 2021, 20 high-quality, high-impact projects were presented, and the following five were selected:

Project name	Place of action	Organisation	Professional involved or project ambassador at Quirónsalud	Centre
Adama Project: Consolidation of the Neurosurgery Unit	Adama, Ethiopia	Clavel Foundation. Award received by Ms Monica Beltran	Dr Pablo Clavel Laria	Quirónsalud Barcelona
Continuation of local healthcare staff in the OTOLARYNGOLOGY Department of the refugee camps for the Saharawi people in Tindouf (Algeria)	Argelia	ENYANIN ONGD. Award received by: Dr Antonio Caravaca	Dr Antonio Caravaca	Quirónsalud Algeciras - Campo de Gibraltar
COMMUNITY HEALTH PROGRAMME IN THE CITY OF JOY, KOLKATA (INDIA)	Calcuta - India	Colours of Kolkata Foundation: Award received by: María de Muns	Dr Josep Guindo Soldevila, Dr. Ignasi Duran Robert, Dr. Xavier Viñolas Prat.	Quirónsalud Barcelona
THE RIGHT TO HEAR	El Salvador	Dr García Ibañez Otology Foundation. Award received by: Dr Luis García Ibañez	Dr Luis García Ibañez	Teknon Medical Centre
SELF-SUFFICIENT CAMIZUNGO - ORENDA	Angola	Mundo Orenda. Award received by: Rebeca Sánchez	Ms Elena Romero Conde	Quirónsalud Infanta Luisa

Support and presence in emergencies

Through this line of action, the Quirónsalud Foundation aims to be present and offer its support in the natural disasters and catastrophes that occur around the world.

The Quirónsalud Foundation has been responsible for implementing the Group's entire response to the special circumstances seen in the last two years, 2020 and 2021. Activity in 2021 was restricted by the continuance of the health, social and economic situation caused by COVID-19, as well as the volcanic eruption on the island of La Palma. In this regard, it developed several initiatives with the aim of supporting and raising money for different groups and needs.

All actions rolled out are done subject to the initiative being approved by an internal crisis committee, through an internal fundraising campaign. Group professionals can collaborate financially and the amount raised is matched by the Foundation.

Throughout 2021, food, school material, computer equipment and health supplies were collected, while psychosocial support was also offered, in collaboration with various organisations.

To provide support in the emergency situation sparked by the pandemic and the volcanic eruption on La Palma, donations were made by the Foundation to the following social organisations, with said donations totalling €68,000:

Regarding the emergency on La Palma, aid donations of between €2,500 and €3,500 for each of the following organisations were processed:

- Alfa Tango citizen assistance and rescue group
- Anaga Emergency Aid
- AXER Volunteers and Emergencies Association (Los Llanos)
- Virgen del Pino Civil Protection Association (El Paso)
- Civil Protection Volunteers Group of Santa Cruz de La Palma
- Firefighters Without Borders (BUF)

Furthermore, individual donations were given to specific projects of:

- Tierra de Hombres Foundation
- Escuela de Cultura y Paz
- Sauce ONG
- Madrid Futuro
- Teodora Foundation
- Hogar de Nazaret

Moreover, through the "Nómina Solidaria" (Charitable Paycheck) programme, the amount raised in 2021 was donated in sums of €500 to the following social organisations:

- Prodis Foundation
- FESBAL
- Amigos de los Mayores
- YMCA
- Respiralia Foundation
- ONG Rescate

The cost of the Christmas work dinner for Quirónsalud's Corporate Department, which was €25 per person, was donated to:

- Amás Group
- Theodora Foundation
- Norte Joven



2 - 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 its launch, this programme has attended to several cases, both men and women (with the cost charged to the Foundation) from different Group centres, such as Quirónsalud Pozuelo Hospital, Ruber Juan Bravo, Quirónsalud Barcelona, Quirónsalud Zaragoza and Teknon Medical Centre.

In 2021, 50 new patients joined this programme.

Aid packages for patients and families

In 2021, we were able to offer occasional assistance to exceptional cases, such as collaboration in psychiatric treatment for families who have lost loved ones due to gender violence, and occasional second opinions in complex medical cases.

Energy Prescription

The Quirónsalud Foundation, together with the Naturgy Foundation, launched the “Energy Prescription” project in 2021, with the aim of supporting chronically ill people in a situation of energy vulnerability, who receive treatment at home with electrical medical devices, while also promoting the use of renewable energy in hospitals by installing solar panels on their roofs to allocate the economic saving generated to this social endeavour.

As such, a direct aid fund is created to cover the energy expenses of the beneficiaries, allowing these people to receive treatment with no cost overruns and enjoy an improvement in their health.

All management tasks required to implement the project at Sagrat Cor University Hospital in Barcelona were carried out in 2021.

Quirónsalud Foundation Carers Programme:

In 2021, survey actions were carried out with a view to preparing a social project aimed at carers.

In-depth qualitative research was developed with diverse carer profiles, Quirónsalud professionals and associations dedicated to care, and an internal workshop was hosted to understand the project’s lines of action in which Quirónsalud can work more closely with the people who care for others days after day.

Using the “Positive Experience” territory as a benchmark, it was concluded at the end of the year that Quirónsalud has the chance to create the largest carer community, which will bring together the services and resources they require in a meeting space that does not yet exist, through a Quirónsalud Foundation Carers Programme.

By creating this community for carers, we aim to comprehensively respond to their different needs in a distinct way:

- Medical care services
- Emotional support
- Exchange and meeting spaces
- Enjoyment of leisure and free time
- Access to material resources for care
- Administrative support
- Access to training resources

In 2022, the Foundation hopes to progress with the rollout of this programme.



3 - Generating Knowledge

The third edition of the Quirónsalud Foundation Generating Knowledge Awards was held in 2021. The aim of this awards ceremony is to drive healthcare innovation and digital transformation in health by recognising practices that encourage improvements in health practice and the use of new technologies in the scope of Spanish healthcare.

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.

At the 2021 edition, a total of 55 projects were presented, of which 36 were for Innovation and 19 for Digital Transformation. Four prizes were awarded, each of €12,500, with two prizes per category.

The winning projects at this third edition in 2021 were:

► Healthcare Innovation Category

- Informed consent 2.0 led by Dr Olatz López Fernández, a professional at Jiménez Díaz Foundation University Hospital.

This project involved a study on the impact of shared decision making mediated via an app between the oncology patient and the surgeon.

The main goal was to develop a shared decision making online tool for patients, their relatives and clinics to assess the risks of BDD in breast cancer and bowel cancer treatments.

- Assessment of the risk of post-surgery complications through the use of machine learning, using clinical factor assessment models and SentinelSurg development models, led by doctors Montiel Jiménez, Héctor Guadalajara and Pedro Villarejo, professionals at Jiménez Díaz Foundation University Hospital.

This study was supported by the use of machine learning to predict or detect post-surgery complications early as a determining factor in

amending the diagnostic or therapeutic attitude, which entails a benefit to survival or the severity of complications for patients.

► Digital Transformation Category

- E-Res Salud, launched by Dr Raúl Córdoba of the Jiménez Díaz Foundation University Hospital.

Work was carried out on a new healthcare model based on improving clinical safety, giving patients a voice, and achieving improved efficiency in healthcare processes.

- Sycai Medical, of Dr Julia Rodríguez Comas, from Sycai Technologies.

Creation of a digital assistant based on artificial intelligence to assist radiologists in diagnosing and classifying pancreatic lesions, reducing the number of accidental findings, increasing diagnostic precision, and saving up to 80% of the radiologist's time required to analyse these patients' image testing.



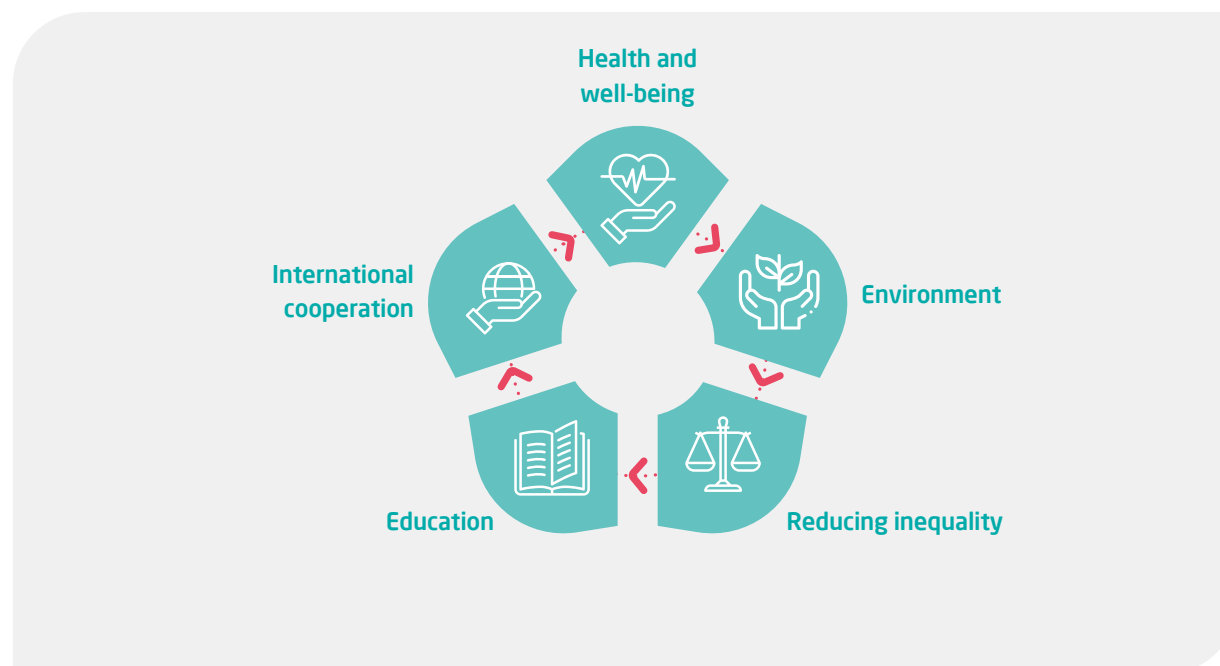
4 - Corporate Volunteering

The **Quirónsalud Corporate Volunteering Programme** was founded in 2020 in response to the need to provide society with positive value and to have the Quirónsalud Group's team of professionals effectively involved and participate in this endeavour, by offering attractive, varied volunteering initiatives that encourage them to take part and meet their expectations in social actions.

Over the course of 2021, the Foundation continued its work on this ambitious project by building a sense of community and acting 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.

Any of the initiatives promoted can be carried out on-site or online, as a family or individually, and as a one-off, permanently or during holidays.

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





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 **dissemination** 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**.



486

people
registered on
the portal

305

total
volunteers

4,627

hours of
volunteering

Employees and involvement

At close of 2020:

- Up 237 registered portal users (up 88%)
- Up 179 volunteers (up 159%)
- Up 2,376 hours (x1.82)

84

organisations
involved in the
network

261

initiatives
promoted by the
organisations

34

GENERA
activities

ONGs y ACCIONES

At close of 2020:

- Up 19 partnerships (up 29%)
- Up 81 initiatives (up 44%)
- Up 24 GENERA activities (up 230%)



Status of the Volunteering Programme 84 organisations already form a part of our network



Through the Volunteering Programme, we aim to maintain a close relationship with those who make it possible.

For this reason, we hosted the following throughout 2021:

- ▶ Online meetings with the Partner Organisations Network to listen to their needs and generate synergies with their help.
- ▶ Online meetings for employees, in collaboration with participating social organisations, to connect them with the programme and the “Charitable Paycheck” project.
- ▶ Photography exhibition with the Recover Foundation and the experience of a Quirónsalud volunteer doctor in the field, on the occasion of the Call for International Cooperation Projects, which is also promoted by the Quirónsalud Foundation.
- ▶ Children’s dental education campaigns in Madrid.
- ▶ Online yoga programme, together with the Vicente Ferrer Foundation.

There were also three notable programme milestones in 2021:

- ▶ **Volunteering Week**, from 31 May to 4 June, in which different local and national, on-site and online, volunteering actions took place. These included environmental care workshops, an inclusive hiking route, solidarity yoga, and food and second-hand item collection campaigns.
- ▶ The **Solidarity Collection**, on 13-17 December, which involved a total of 44 centres across Spain and 13 beneficiary organisations, with which we collected food and toys for thousands of vulnerable families facing Christmas with greater difficulties.
- ▶ Call for the **Charitable Paycheck 2021**, with which we raise money among all employees for six social impact projects. The Foundation is committed to this initiative and matches the amount raised at the end of the year, as mentioned previously.

The Quirónsalud Foundation will continue to act as the connection between professionals and social projects/ organisations through this programme. The aim for 2022 is to continue work to promote the project, involve collaborators as volunteers, and increase the number of partner organisations to achieve the greatest impact possible.





5 - Promoting healthy habits and lifestyles

Stay Healthy Programme

In its commitment to promoting healthy habits, the Quirónsalud Foundation has continued, for another year running, with the Stay Healthy initiative, an educational innovation programme launched in 2018 with the aim of promoting healthy habits among teenagers. This initiative was co-created with education professionals, educational psychologists and students, based on a dynamic, collaborative learning experience and language that is understandable for students.

It is carried out through contents used to hold workshops that help participants, girls and boys aged 14 and 15 years old, to gain an awareness of how important it is to take care of their health.

Stay Healthy allows the more 50 Quirónsalud health workers involved in the project to take their vocation

With a presence in all Spanish provinces, more than 850 educational centres have signed up to the project since 2018, meaning more than 15,000 students participate in the on-site sessions, and more than 57,000 in those hosted through the Virtual Classroom.

outside the consultation room and become direct transmitters of thorough information in educational centres as the key piece of the puzzle when it comes to approving content, offering information and answering questions during the workshops held on-site in educational centres, in which they take part together with educational psychologists and the stars of the project: our teenagers.

Furthermore, the information given in classroom sessions is constantly enriched by the project's blog, which has more than 40 content pieces in audiovisual and written format.

In 2021, sessions were held on nutrition, sleep, physical exercise, COVID-19, addictions to technology, and other topics that have been co-created with the adolescents and with the help of the Group's professionals.



In 2021, work began to start designing a project impact measurement strategy, to be implemented in the short-, medium- and long-term, in accordance with the benchmarking conclusions of the methodologies developed.

This measurement strategy has been structured using the Masimpact tool, the LBG methodology and the guide drawn up by the Spanish Association of Foundations and the European Venture Philanthropy Association (EVPA) as its main base, and it focuses on the following specific goals:

- ▶ Define the scope of measurement, based on what is deemed recommendable for the Quirónsalud
- ▶ Foundation and the resources available, in the short- (pilot project), medium- and long-term.
- ▶ Define the base line and establish measurement goals, identifying both corporate and transformation goals based on current projects and indicators.
- ▶ Identify components/processes in the change of course.
- ▶ Design the research and proposal for its implementation with the identification of inputs, activities, services, outputs and results.
- ▶ Raise tool needs.
- ▶ Establish the requirements of the Masimpact tool with a view to transferring indicators and processing information, as well as recommendations in this regard.

In 2021, a pilot report was drawn up and the first steps to achieving partnerships that will enrich the project were set out. In this regard, a collaboration with the National Police was reached to develop the subject of substance addiction.

In 2022, work will continue to publicise this programme, reaching more centres and users, and launching new campaigns.





6 - 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 to access invitations in which the participation of a not-for-profit organisation is necessary, so they may develop projects related to knowledge generation, in line with the relevant ethical principles and transparency regulations.

Every proposal presented each year is analysed in detail on an individual basis, prior to acceptance by the Foundation's Board of Trustees.

In 2021 the following collaborations were processed:

- Oncology Forum - Teknon
- Malaga Neurology Forum - AstraZeneca
- QBCN Derma Course - LeoPharma
- Qpozuelo Paediatrics - Nestlé
- Teknon Paediatrics - Nestlé
- Derma - BCN - Novartis
- HUSC Rheumatism - Novartis
- Sclerosis - Cáceres - Sanofi
- Rheumatism - HUSC - Sanofi
- Rheumatism - HUSC
- Pompe - Valencia
- Virtual Reality Dexeus
- Derma Janssen
- Derma Novartis
- Attendance at surgery conferences Murcia

With the aim of helping to improve Colombians' quality of life and well-being, particularly those who live in areas with more vulnerabilities, the eight organisations comprising the Quirónsalud Group in the country established the **Quirónsalud Colombia Foundation** in 2021.

The partner organisations of this Foundation are Medellín Clinic, Las Vegas Clinic, Imbanaco Clinic, El Prado Clinic, La Mujer Clinic, Cedimed, Antioquia Ophthalmology Clinic (Clofán) and the Antioquia Oncology Centre (COA).

Quirónsalud Colombia Foundation's lines of action are focused on:

- ▶ Humanising care and dignifying the patient.
- ▶ Generating opportunities for timely access to health.
- ▶ Promoting and maintaining health, and favouring social well-being.

We mobilise the capacity of our clinics and our medical and administrative staff to have groups of people act on vulnerabilities through health-related actions:

- ▶ Supporting patients and their families
- ▶ Corporate volunteering
- ▶ Promoting healthy habits and lifestyles
- ▶ Protecting and preserving the environment

We gladly accept the role we must play in the society around our centres and the region we inhabit; we cannot act as guests, but rather as neighbours.

"We form a part of a community, we want to work with a community" is the Foundation's motto and, in line with this goal, it will work on each of its lines of action in 2022 to improve the quality of life and well-being of Colombians.





Appendices

About this report

- Principles for its preparation
- Definition of Content and Materiality
- Contribution to the 2030 Agenda (SDGs)
- Contact
- Acknowledgements

Index:

- GRI Standards, Global Compact Principles, SDGs

About this report

Principles for its preparation



The Quirónsalud Group's Corporate Annual Report 2021 has been prepared in accordance with the **GRI 2016 (Global Reporting Initiative) Standards**, and conforms to the core compliance option.



It also forms the **Progress Report 2021** 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 for drawing up reports, compiled in GRI Standard 101-Foundations, have been followed:

- ▶ **Inclusion of stakeholders:**
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 the year of the report.
- ▶ **Materiality:**
The results of the materiality analysis have determined the relevant issues that are sufficiently important for us to provide information and results on them in this report.
- ▶ **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 2021.

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.

Scope of information

This report includes the activities and key results of the Quirónsalud Group for 2021, while explaining its performance in the economic, environmental and social spheres.

Throughout 2021, the internal reporting process was optimised, allowing us to consolidate information on activity in Spain, as well as 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 their traceability and progress.

The favourable trend in some results for indicators and targets may have been affected by the exceptional circumstances of intense pressure on healthcare experienced in 2020 as a result of the pandemic.

Likewise, as mentioned above, by progressively incorporating a larger scope of the information presented, including more work centres outside Spain, the comparison with previous years may not always be representative of performance. In this regard, global and partial results have been shown in some cases, so they can be compared with the 2019 and 2020 financial years and true progress can be analysed.

As in previous editions, this report has been prepared with the involvement and participation of heads of the 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 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 2021 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 2021) 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](#).

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's 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).
- ▶ Subjects identified as relevant according to
- ▶ competitor 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 2021 are shown in the "*Our Sustainability Model*" chapter of this report.

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 Well-being.**

3 GOOD HEALTH AND WELL-BEING



To ensure healthy lives and promote well-being for all people at all ages.

In addition, given our strategic lines of action in Corporate Social Responsibility, we have identified that our greatest direct positive impact is in the following SDGs

<p>5 GENDER EQUALITY</p> 	<p>Achieve gender equality and empower all women and girls.</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>13 CLIMATE ACTION</p> 
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>Promote sustainable economic growth, full and productive employment and decent work for all.</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p>17 PARTNERSHIPS FOR THE GOALS</p> 

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](#), 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

For another year running, we have published our [Corporate Annual Report](#) with the involvement of **everyone who forms a part of the Quirónsalud Group**: the real protagonists of our achievements.

Once again, we would like to highlight the involvement, effort and constant dedication of all our professionals and collaborators, who help us every day 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.

THANK YOU

*Together, we all help build Quirónsalud:
The value of a strong brand with
something important to say.*

Index: GRI Standards, Global Compact Principles, SDGs

GENERAL BASIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Agenda SDG	Global Compact Principles
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

GENERAL BASIC CONTENTS FOR THE CORE CONFORMITY OPTION	Report Pages	2030 Agenda SDG	Global Compact Principles
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
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 2021		
102-51 Date of most recent report	September 2021		
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 content index	Appendix II		
102-56 External assurance	Note ⁽¹⁾		

(1) The Non-Financial Information Statement Report (NFIS 2021) 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.

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION		Report Pages	2030 Agenda SDG	Global Compact Principles
SERIES 200	ECONOMIC THEMED STANDARDS ⁽²⁾			
Contents				
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	Cero	1, 8, 10, 16	1-6, 10

(2) Additional information regarding economic indicators is included in the Quirónsalud Group's Management Report.

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION		Report Pages	2030 Agenda SDG	Global Compact Principles
SERIES 300	ENVIRONMENTAL THEMED STANDARDS			
Contents				
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
302-3	Energy intensity		7, 11, 12, 13	1, 2, 7-9
302-4	Reduction of energy consumption		7, 11, 12, 13	1, 2, 7-9
302-5	Reduction in energy requirements for products and services		7, 11, 12, 13	1, 2, 7-9
303	WATER AND EFFLUENTS			
303-1	Interactions with water as a shared resource		6, 11, 12, 15	1, 2, 7-9
303-3	Water withdrawal		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

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION		Report Pages	2030 Agenda SDG	Global Compact Principles
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
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 directed to disposal		3, 11-15	1, 2, 7-9
307	ENVIRONMENTAL COMPLIANCE			
307-1	Non-compliance with environmental legislation and regulations		3, 16	1 a 10
308	ENVIRONMENTAL ASSESSMENT OF SUPPLIERS			
308-1	New suppliers that were screened using assessment and selection filters in accordance with environmental criteria		3, 7, 9, 10-15	1 a 10
308-2	Negative environmental impacts within the supply chain and measures taken		3, 7, 9, 10-15	1 a 10

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION		Report pages	Agenda 2030 SDG	Global Compact Principles
SERIES 400	SOCIAL DISCLOSURES⁽³⁾			
Contents				
401	EMPLOYMENT			
401-1	New hires and employee turnover		5, 8	1-6
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		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	Health services at work		3, 8	1-6, 10
403-4	Employee participation, consultations and communication on occupational health and safety		3, 8	1-6, 10
403-5	Employee 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 occupational health and safety impacts directly linked to business relationships		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 to upgrade employee skills and transition assistance programmes		4, 8, 17	1-6

(3) The Non-Financial Information Statements of the Quirónsalud Group (NFIS 2021 in accordance with Law 11/2018) include additional information on indicators relating to work practices, equality and diversity.

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION		Report pages	Agenda 2030 SDG	Global Compact Principles
405	DIVERSITY AND EQUAL OPPORTUNITIES			
405-1	Diversity of governance bodies and employees		5, 10, 16, 17	1-6, 10
406	NON-DISCRIMINATION			
406-1	Incidents of discrimination and corrective actions taken	Nil	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 who have passed the selection filters, according to social criteria		1, 3-5, 8, 10, 16	1-6, 10
414-2	Negative social impacts within the supply chain and measures taken		1, 3-5, 8, 10, 16	1-6, 10
416	CUSTOMER HEALTH AND SAFETY			
416-1	Assessment of the health and safety impacts of the categories of products or services		3, 16	1, 2

SPECIFIC CONTENTS FOR THE CORE CONFORMITY OPTION		Report pages	Agenda 2030 SDG	Global Compact Principles
416-2	Cases of non-compliance in relation to health and safety impacts of the categories of products and services	None identified	3, 16	1, 2
417	MARKETING AND LABELLING			
417-1	Requirements for information and labelling of products and services		16	1-6, 10
417-2	Cases of non-compliance in relation to the information and labelling of products and services	None identified	16	1-6, 10
417-3	Incidents of non-compliance concerning marketing communications	None identified	16	1-6, 10
418	CUSTOMER PRIVACY			
418-1	Claims based on violations of customer privacy and loss of customer data		16	1-6, 10
419	SOCIO-ECONOMIC COMPLIANCE			
419-1	Non-compliance of laws and regulations in social and economic fields	None identified	16	1-6, 10



