

Corporate Social
Responsibility
Report

2015



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Acknowledgments

We'd like to thank all those whose dedication and effort have made this first ever Quirónsalud Group annual report possible. We work as a network to build a better, more sustainable world.

Introduction to our group of hospitals

Letter from the President



With this, our first ever annual corporate social responsibility report, I would like to give you a look at the soul of our company, introducing you to the people who add value for our stakeholders. At the same time, I'd like to take this opportunity to describe the most salient initiatives we have undertaken throughout 2015 to further our policy of achievement and transparency. To do this, we have followed the Core option of the GRI G4 Guidelines, as this format lays down a systematic reporting framework for comprehensive sustainability, which is our management goal.

This year has been especially noteworthy for us. Throughout this intense period of hard work—when we never ceased to stand out for the services we render for our patients—we began a new chapter in our company's history with a number of acquisitions and restructuring efforts.

Thanks to this growth, the Quirónsalud Group has positioned itself as the leader of the Spanish private health-care sector, taking on the social responsibility that comes with such a position and honoring our commitment to the people and groups that surround the company, all in an effort to make the world more just and sustainable.

In spite of all this, we have never lost sight of the fact that, with each and every day, the company strives to stand out for its passion and sense of commitment. This means keeping patients at the center of our organization and providing them with the most advanced, finest-quality services available in the market.

With virtually nationwide presence, our group features 90 medical facilities, 42 of which are hospitals, including 7 teaching hospitals. Another 2015 milestone came with the acquisition of four landmark hospitals whose unmatched quality, professionalism, and state-of-the-art treatments have earned them prominence both within their local settings and, in some cases, worldwide: Hospital Ruber, Policlínica Guipúzcoa, Clínica Rotger, and Hospital Miguel Domínguez.

2015 also saw the integration of the four most prestigious providers of workplace health and safety services (Prevención de Fraternidad Muprespa, Premap Seguridad y Salud, MC SPA Sociedad de prevención, and Universal Prevención y Salud, Sociedad de Prevención). With these additions to our group, we will be able to unify and improve occupational health and safety policies for enterprises and their employees alike.

I also wish to point out the adaptability our team has shown when implementing new systems and ways of operating; these changes will make us even better prepared to meet the challenge of unifying the different enterprise cultures that have come together under our brand and also enable us to bolster the daily operational efficiency of our medical facilities. Together, these efforts bring us closer to our central goal: to offer comprehensive patient care from prevention to treatment, while remaining by the side of patients' families throughout the care process. The launch of our patient portal is a clear example of our ability to adapt. This platform makes it possible for us to offer continuity of care, practice medicine in a way that is truly 24/7/365, and consolidate the humane treatment enjoyed by patients and those around them.

The key to the success of our initiatives is people, and our biggest payoff comes when patients and their families feel satisfied. That is why we work constantly to put our potential, experience, innovation, and diversity to work for them. We take on this challenge with a sense of optimism, backed by the talent and dedication of all the employees who staff our medical facilities. Our work is rooted in four main pillars: networked health centers offering comprehensive care based on strong values; an unbending commitment to excellence in services and a forward-looking attitude; multidisciplinary care that is more than mere commercial activity; and overall social responsibility that goes the extra mile.

One of the major challenges for 2015—and one that will bear fruit in 2016—is the founding of the Quirónsalud Corporate University. Making good on our responsibility to train the future leaders of this organization, our university was set up to attract, integrate, and retain talent so that they may guide us both within the organization and across the broader landscape of the Spanish health-care system. The updated definition of the "Care and Caring" training program has been consolidated in order to guarantee the finest care and personal treatment for patients and families. This philosophy is now integrated as a fundamental element of our quality policy based on continuous improvement and the principles of patient-centered care.

Of all our initiatives in 2015, however, what best embodies our commitment to society is the founding of the Quirónsalud Foundation. The objective of this foundation is to promote health and healthy living in three realms: social action, education, and the management and promotion of research. This is our way of bettering our society, participating in and generating partnerships with the primary patient associations and other entities engaged in the effort to increase the visibility of basic needs and diseases that require our full attention. With these efforts, we intend to occupy the spaces and fill the gaps that institutions and other bodies have yet to penetrate.

In environmental issues, we have maintained our ISO 14001 certifications in 15 of our hospitals and in our group companies providing external services in occupational safety. Four hospitals are undergoing certification, and we have instituted management systems in line with current standards, meaning the number of group centers with these certifications will gradually increase until all have been certified.

In 2016, we will continue to add value and set the pace within the health-care industry. Our sights will remain set on the search for collaborative growth in all realms occupied by Quirónsalud's activity, and we will be unwavering in our conviction that the motivation to work each day with passion and social commitment is in every one of us, and in doing so we will offer our patients and their families the finest services and care. This singular manner of going about our duties is the best way to generate value and benefit our planet and those who inhabit it.

For this reason, I invite you to get to know the bedrock supporting our work in 2015; these individuals and their initiatives have readied us to face the challenges of the future.

Sincerely,



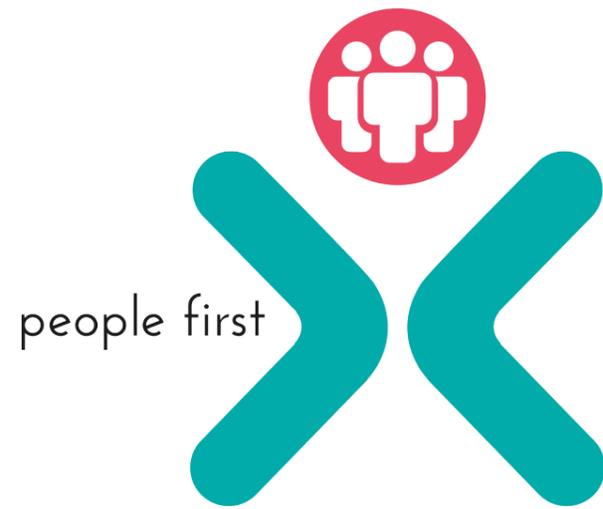
President: Victor Madera

1. Company presentation

*Committed to caring for health person by person,
we came into being when Spain's finest hospitals and providers
of workplace health and safety services joined forces*

*We cover all medical specialties,
excelling particularly in the diagnosis
and treatment of cardiovascular
disease and oncology.*





1.1 | Mission, vision, and values

The company's values are the pillars behind our way of acting, working, and doing things. Our values are rooted in a new concept: health person by person

Our mission

Our mission is to care for people's health and well-being, putting top-quality health services at patients' disposal and using our modern hospital structure and advanced technological means to their fullest.

We aim to do what we do with utmost professionalism, respect, and effectiveness. None of this would be possible without our human team—competent, devoted to the profession, and committed to people.

We put great stock in our teaching and research, as these two realms of our activity help us transfer our outcomes to society as a whole.

We believe everything we do should revolve around people. That is why our motto is **health person by person.**

Our vision

- To be Spain's leading hospital-management group and a point of reference for all of European health care, earning a reputation of trustworthiness and guaranteed quality among patients, medical professionals, and institutions.
- To forge a leading group in health-care services, developing a solid corporate identity and image and fostering a sense of pride and belonging within our organization.
- To build an efficient network of hospitals and other health centers, offering comprehensive care that meets the needs of all patients. We are driven by values of equality and respect and are firmly rooted in excellence of care, technology, and human treatment.
- To manage the group's health centers, divisions, and services in a way that creates value for the company and for society.
- To attain maximum levels of partnership with the public health system to develop a network of efficient hospitals that satisfy the needs of all citizens.
- To promote innovation, research, and teaching.
- To continuously improve the quality of our technology, our team, and the care provided in all our health centers.

1.2 | Our history

Quirónsalud came into being when Quirón and IDCsalud merged under the ownership and backing of CVC Capital Partners. Both groups have focused their efforts and resources on a single aim: offering people health care that stands out for its excellence and quality. This vision led their respective hospitals and clinics to the top of the private health-care market in the regions where they originated (Castile-La Mancha and Aragon).

The two companies expanded throughout the country and then came together in 2015, forming one of the largest health-care groups in Europe. This consolidation was cemented when a number of health centers were acquired, that is: Hospital Ruber, Policlínica Guipúzkoa, Clínica Rotger, Hospital Miguel Domínguez, and with the integration of the four most prestigious providers of workplace health and safety services (Prevención de Fraternidad Muprespa, Premap Seguridad y Salud, MC SPA Sociedad de prevención, and Universal Prevención y Salud, Sociedad de Prevención). The Quirónsalud group now has over 600 locations for workplace health and safety services located in all the regions in the country and a staff of over 4,000 employees who can partner with companies in their efforts to effectively manage occupational health and safety. The company's current presence:

43 hospitals

7 university hospitals

Medical facilities across **13** regions

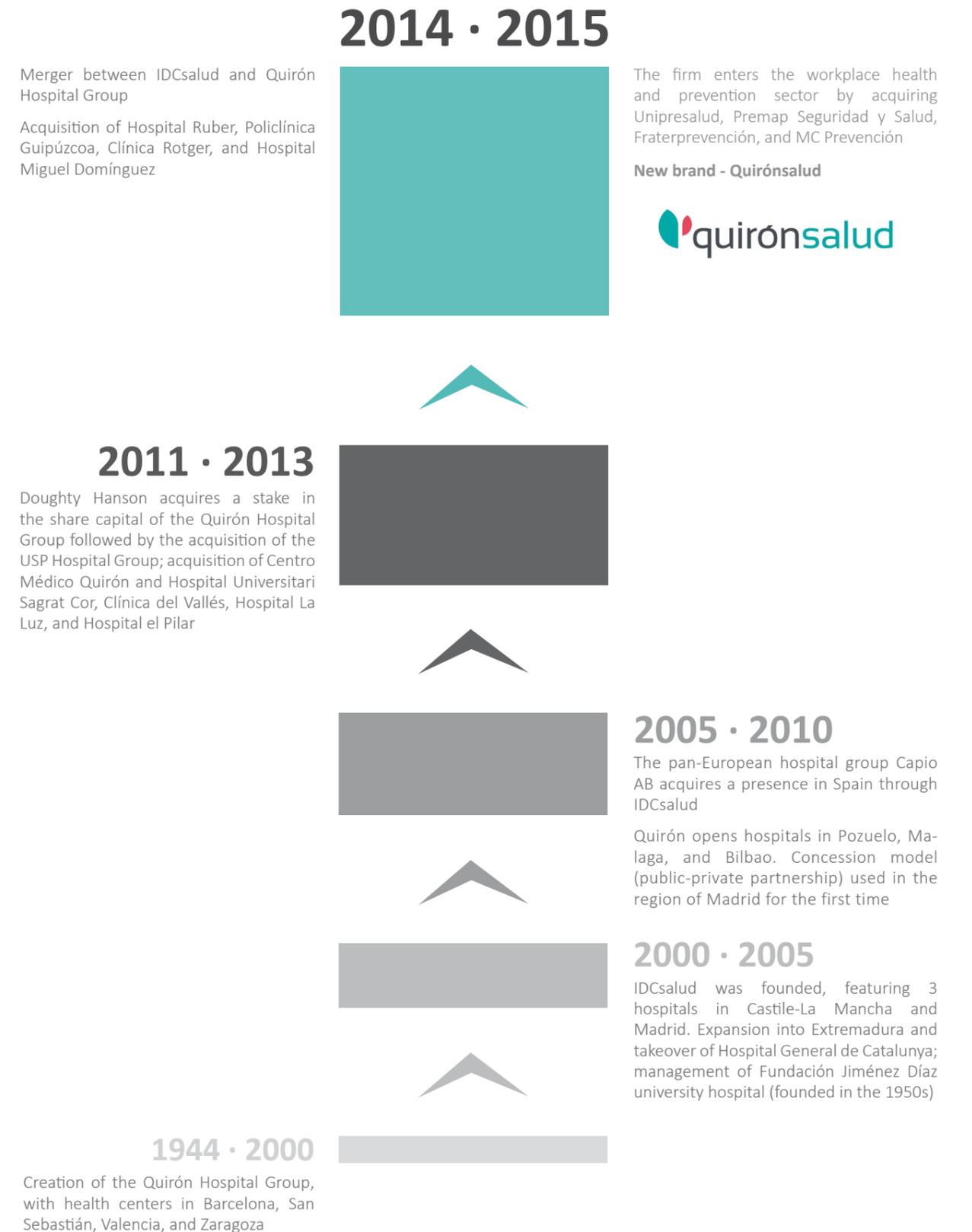
Over **90** health centers throughout Spain

4 group companies providing external services in occupational safety

2016 FIGURES

*We have 60 years
of experience as a hospital
management group*

Quirónsalud began in 1944 with the founding of the Clínica Quirón in Barcelona. This doctor-managed clinic came into being with the aim of providing quality health services for the local population.

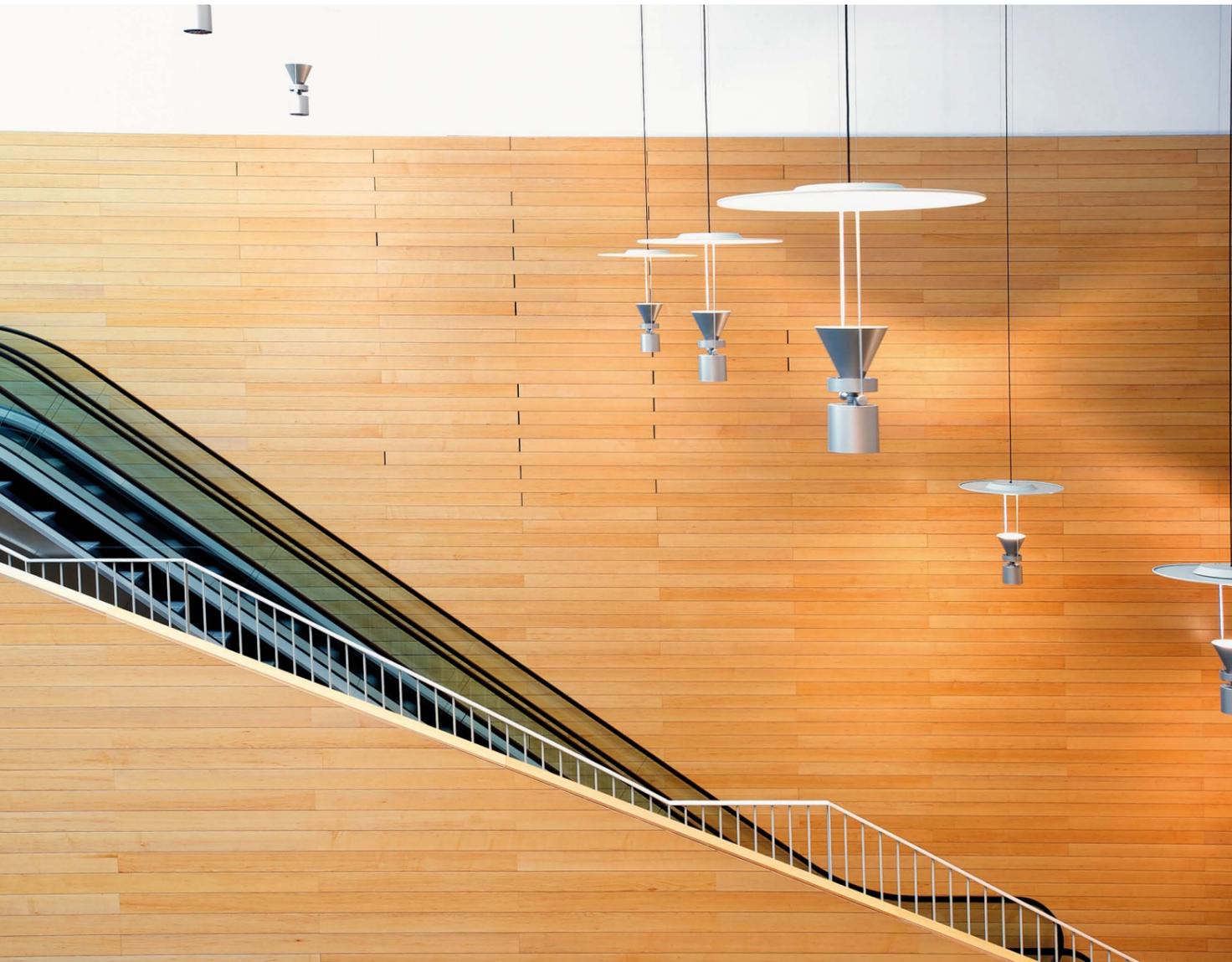


1.3 |

What we do - a comprehensive way of looking at health, from prevention through treatment

We aim to conceive of health in holistic fashion, from prevention to treatment. That is why our company has evolved over recent years to include not only hospital and other specialist services, but also prevention.

We cover all medical specialties so our patients can enjoy comprehensive care from prevention through treatment



1.4 |

Primary 2015 figures and milestones

We have invested not only in building new hospitals and clinics, but also in updating our technological resources and improving the facilities in our hospitals.

As a result of these efforts, most of our health centers now feature recently renovated facilities and world-class equipment

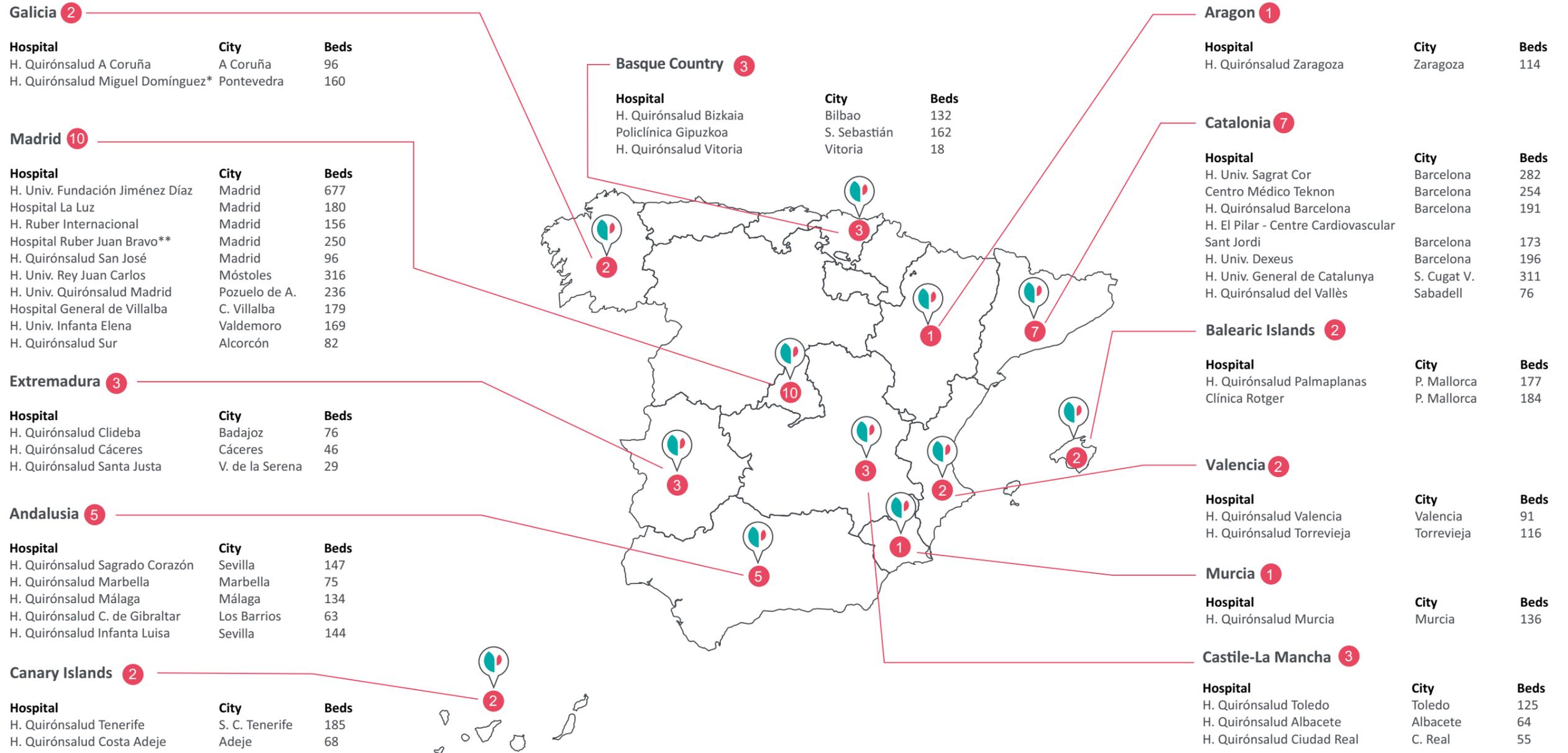
- Consolidated revenues: 2.2** billion euros
- >700** million euros invested over the last 10 years
- 90** million euros invested in our care network
- 6,421** beds
- >1** million m²
- 768** operating rooms featuring robotic surgery
- 374** ORs
- 768** day-hospital beds
- 354** ICU stations for adults
- 265** postoperative stations
- 181** postoperative recovery stations
- 2,995** outpatient examination rooms
- 112** ambulatory surgery stations
- 134** obstetric suites
- 85** endoscopy suites
- 112** ICU stations for adults and neonates
- 62** resuscitation areas

1.5 | Our network

Nationwide presence

43 hospitals

2016 FIGURES



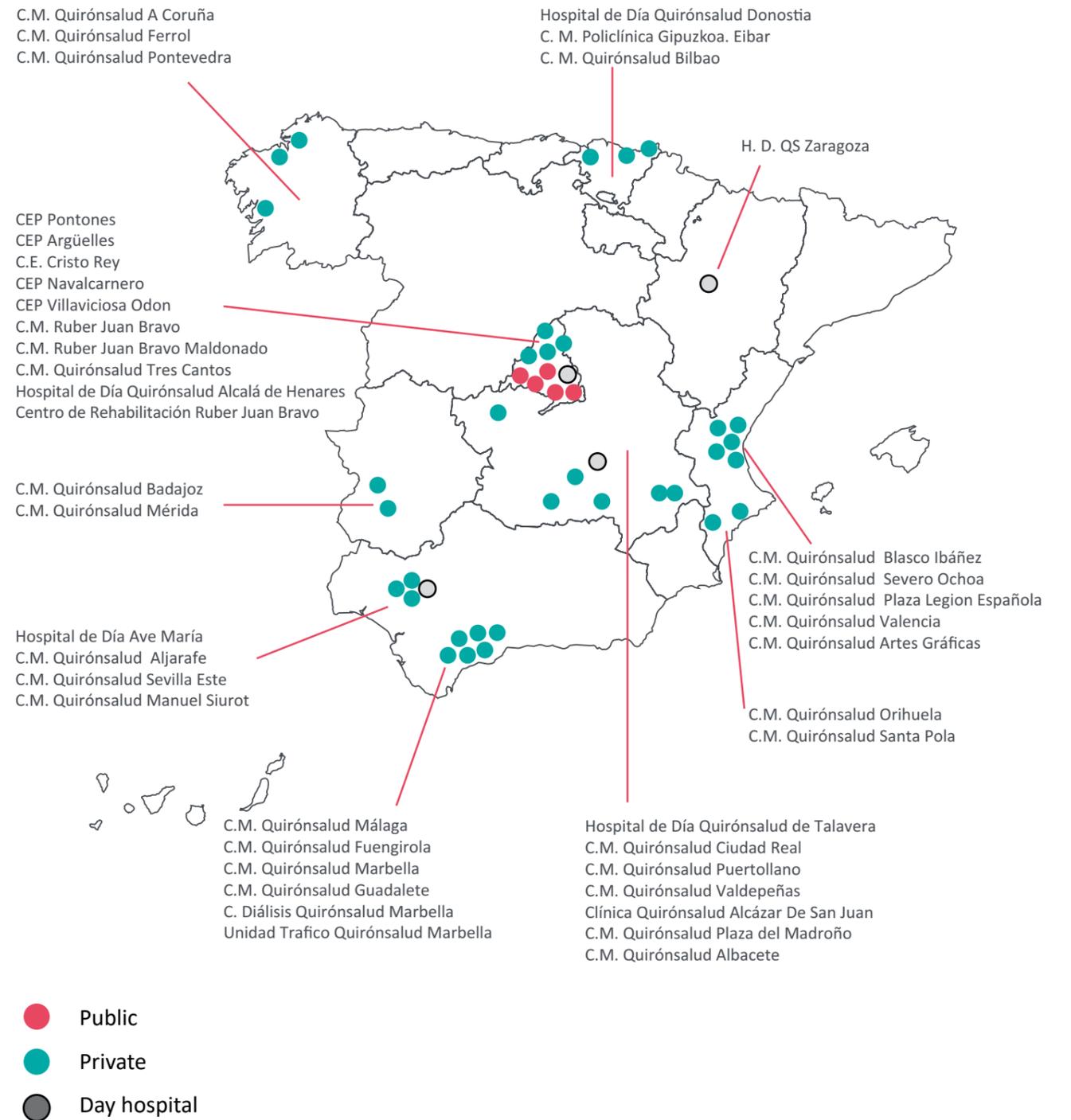
* Hospital facility comprising two hospitals: Hospital Quirónsalud Miguel Domínguez and Instituto de Neuro-rehabilitación Quirónsalud Pontevedra

** Hospital facility made up of two hospitals: Hospital Ruber Juan Bravo 39 and Hospital Ruber Juan Bravo 49



6 day-stay hospitals and 33 Quirónsalud health centers

2016 FIGURES



**Membership in the SERES
Foundation (Foundation
for Responsibility in
Society and Business)**



Quirónsalud is a member of the SERES Foundation. The foundation aims to make social action part of business strategy. Both the foundation and member enterprises work to integrate disabled people and those at risk of social exclusion, as both groups have grown in these times of crisis.

The SERES Foundation provides these individuals access to work experience and acts as a conduit for knowledge exchange and learning between member companies by embarking on projects that meet the needs set forth in the companies' strategy plans.



**1.6 |
What makes us
a sustainable company?**

Sustainable management is a pillar of our business and as such is clearly manifested in our mission and values. To ensure long-term success, we must add value for the company and society as a whole, and all that we do must revolve around people. This is done by having a business model that is based on:

- A network of hospitals and other health centers that offer comprehensive care to meet the needs of all patients.
- A commitment to quality and excellence in all the services we provide.
- Innovation, research, and teaching.
- An awareness of our need to look after our surroundings.
- Quality, sustainable employment.

In 2015, the company created the CSR area in order to incorporate all these efforts within our business strategy. Performing a needs analysis was one of the biggest challenges. This assessment consisted of a series of analyses of the company's core areas with a view to identifying the CSR vision, acquiring in-depth knowledge of the company's performance, and drafting a plan to deploy the CSR strategy across the organization. Thanks to these initiatives, we have set up a specific action plan based on strategy lines. Called NEXT 2016-2018, this plan aims to ensure uptake of CSR priorities in all of the group's health centers, companies, and services.

2. Ethics guidelines for managing people's health

A company-wide code of conduct and ethics was approved in 2015 and made known to the group's hospitals. Our code of ethics serves as a guide for all our staff when carrying out their duties and for their relations with patients, staff, suppliers, clients, and society at large. In order to ensure compliance with the code, plans are in place to make an announcement to the entire company and set up a series of procedures and processes in the centers that belong to the company.

The objective is both to prevent company staff from illegal conduct as well as to develop a common standard of ethics for all. Additionally, one of the code's essential elements is privacy and patient safety. The code also calls for non-discrimination in hiring and promotion, respect for human rights, and transparency in the way we work with suppliers and clients.



Prevention of psychological harassment and violence in the workplace

The companies Premap Seguridad y Salud and Unipresalud have set up a procedure to manage conflicts and prevent workplace harassment and violence so as to ensure proper management and treatment of all complaints of harassment and violence.



Hospital Quirónsalud Barcelona

3. Stakeholder relations and material issues

We are more and more attuned to the views of our stakeholders

3.1 | The company's stakeholders

Our stakeholders are those people, associations, and entities that are or may be impacted by what Quirónsalud does. They are the different groups that matter to us and with which we share our values through a fluid and trust-based relationship. We at Quirónsalud identify our stakeholders in the following way:

PATIENTS	HUMAN TEAM	SOCIETY
<ul style="list-style-type: none"> · Current and prospective patients and their families 	<ul style="list-style-type: none"> · Doctors and nurses · Care staff · Non-care staff 	<ul style="list-style-type: none"> · Civil society · NGOs and foundations · Patient associations · Media
SUPPLIERS	CLIENTS	INVESTORS
<ul style="list-style-type: none"> · Pharmaceutical products and medical supplies · Medical equipment · Services 	<ul style="list-style-type: none"> · Health authorities · Mutual benefit associations · Insurance companies 	<ul style="list-style-type: none"> · Shareholders · Credit institutions

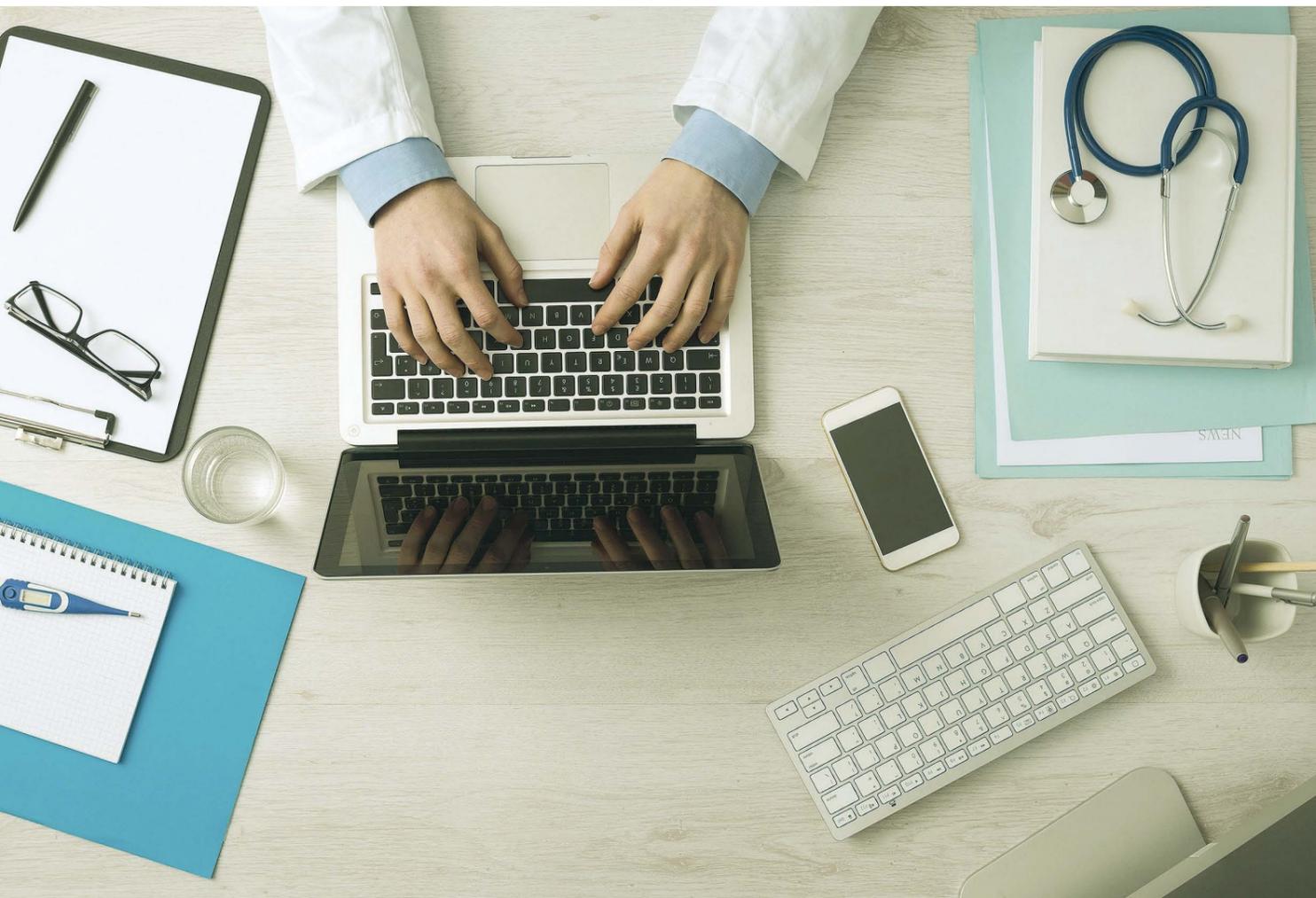
3.2 | Channels for communicating with our stakeholders

Assume an attitude that is receptive and open to dialogue with our stakeholders, adapting our approach to their particular circumstances. This makes it possible to improve our interaction with each of them and to understand their priorities and expectations. Acting with empathy is especially important, as it gives new meaning to how we conceive of what we do and enriches our organization's culture: it offers a new, more open outlook on how to anticipate situations which may affect our stakeholders, it demands that we make an added effort to uphold our commitments, and it allows us to identify opportunities to improve our performance and add value, both now and in the future, to the groups with which we coexist in society.

As with every relationship, a number of channels are set up to allow us to communicate with our stakeholders. These are both formal and informal. Each channel is a way of coming closer to each of our stakeholders, allowing us to keep our finger on the pulse of their needs and any changes that may affect their circumstances.

Social media

In order to meet patients' need for information, Quirónsalud also has an online presence. The company now has profiles on Twitter, YouTube, and Facebook, publishing tips for healthier living.



PATIENTS AND THEIR FAMILIES

There is a direct, increasingly fluid relationship between patients and health professionals. During 2015, we put systems in place to better manage the needs that come up throughout the treatment process as well as other systems to constantly gauge patient satisfaction. Content is also published via press releases, appearances in the media, and social media (Twitter, Facebook, and YouTube).

Our website now contains all available information on our services as well as all physicians working in our hospitals. In 2015, we also made progress on our patient-portal project, which gives us a new means of relating to patients (for more information, see the chapter titled "Person-centered health").

CLIENTS: PUBLIC AUTHORITIES

We are in constant communication with public authorities. In addition, hospitals working under concession agreements also draft a yearly activity report that summarizes all required clinical information as well as what the hospital has achieved during the year.

CLIENTS: MUTUAL INSURANCE AND INSURANCE COMPANIES

We are in close contact with mutual insurance and insurance providers. We keep them updated on any news involving processes and needs related to treatment, coverage, and service tariffs and also information having to do with resolving issues and updating the service catalog.

DOCTORS, NURSES, AND OTHER CARE STAFF

Each health center has management committees made up of doctors and other care staff working under the guidance of the offices of the medical director and nursing director. All changes affecting staff or care activity are discussed in designated sessions involving doctors and other staff.

NON-CARE STAFF

Since 2015, all our staff have access to the corporate web, which collects all personnel-related news and campaigns for occupational health and safety and environmental issues. Each health center also has a human-resources team to ensure continuous dialogue with employees.

SUPPLIERS

In 2015, we set up a corporate purchasing department for better coordination in purchasing and to improve our relations with key suppliers, both for medical supplies and drugs (for more information, see the chapter titled "Suppliers").

INVESTORS AND CREDIT INSTITUTIONS

Our sole shareholder is CVC Capital Partners. The corporate management committee is in ongoing contact with our shareholder in order to gather its viewpoints and provide updated information on the company's activities. We provide our shareholder with periodic reports on our economic and non-economic performance.

SOCIETY (Civil society, non-profits, foundations, patient-rights associations, the media, etc.)

Both the Quirónsalud Foundation as well as the CSR department and coordinators of continuity of care maintain permanent dialogue with patient associations in order to better understand the specific needs of our patients (for more information, see the chapter titled "Social Action"). The company is a member of industry associations and foundations promoting CSR such as Forética or Fundación SERES.

The corporate communications department liaises with national and local media.

3.3 | Identifying relevant issues

The content appearing in the 2015 CSR Report was derived from a materiality assessment that considers a number of issues that concern our stakeholders. These issues have been grouped under broader topics and taking into account the realms of activity of Quirónsalud that are most closely linked to CSR: person-centered health, our human team, our concern for society, research and knowledge creation, sourcing of products and services, respect for our surroundings, and management of tangible and intangible assets.

These areas of activity of Quirónsalud that are related to CSR have been defined by conducting a series of interviews with corporate-level leaders of the different areas within the company. This has made it possible for us to carry out an initial analysis of how each area of the company's activity is present within the value chain and across the different geographical areas where the company is present.

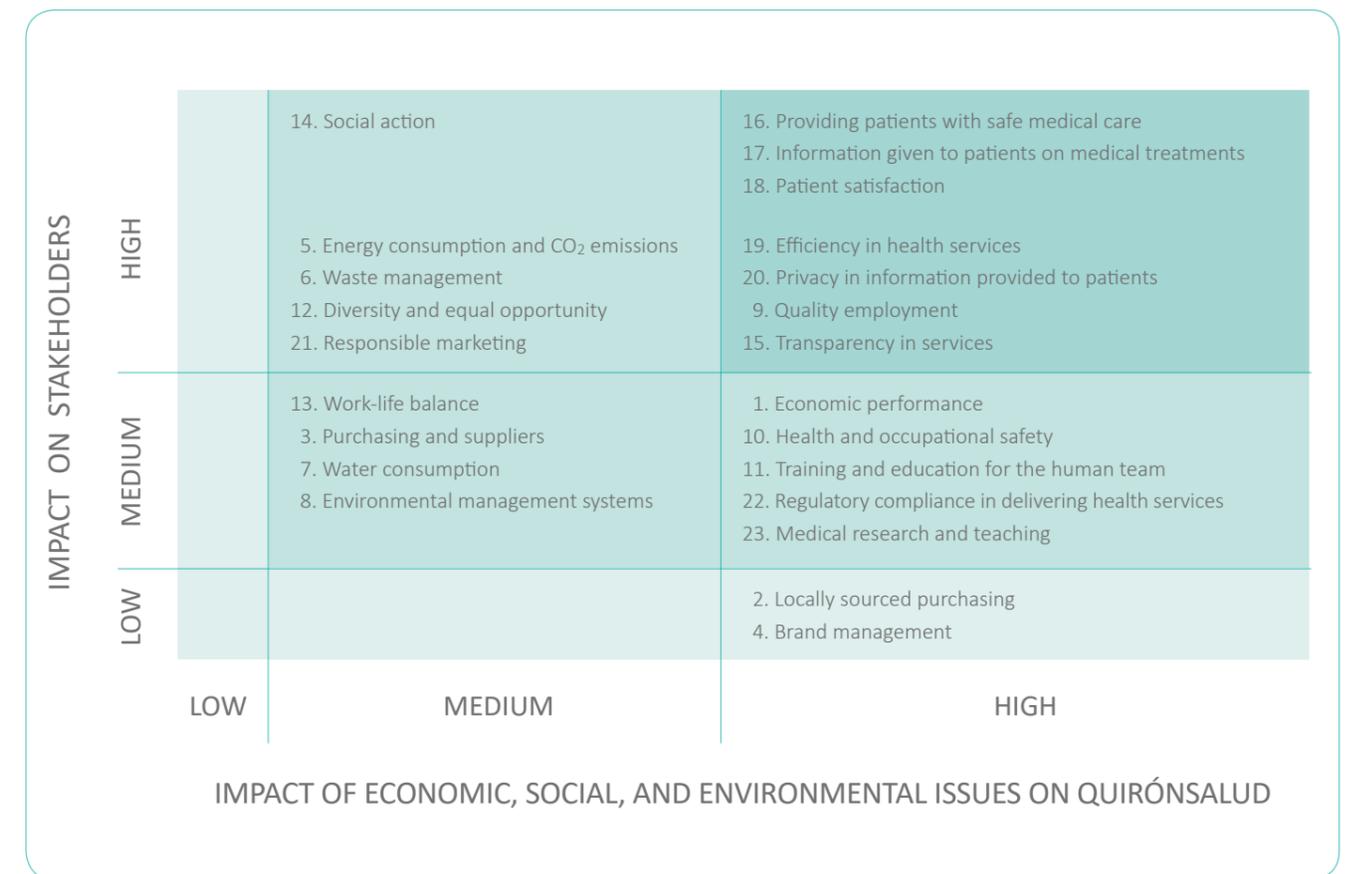
Then, aspects of the G4 guidelines of the Global Reporting Initiative that are related to the impact caused by the business activity of Quirónsalud were taken into account when classifying the CSR-related issues identified previously. The importance of each of these issues was checked against thought leaders and trends in the health-care industry, and we assessed the RSC-related issues pertaining to each of our areas of activity to determine the aspects we need to focus on.

ISSUES	
ECONOMIC ISSUES	<ol style="list-style-type: none"> 1. Economic performance 2. Locally sourced purchasing 3. Purchasing and suppliers 4. Brand management
ENVIRONMENTAL ISSUES	<ol style="list-style-type: none"> 5. Energy consumption and CO₂ emissions 6. Waste management 7. Water consumption 8. Environmental management systems
LABOR ISSUES	<ol style="list-style-type: none"> 9. Quality employment 10. Health and occupational safety 11. Training and education for the human team 12. Diversity and equal opportunity 13. Work-life balance
SOCIAL AND HEALTH-CARE ISSUES	<ol style="list-style-type: none"> 14. Social initiatives 15. Transparency in services 16. Providing patients with safe medical care 17. Information given to patients on medical treatments 18. Patient satisfaction 19. Efficiency in health services 20. Privacy of patient information 21. Responsible marketing 22. Regulatory compliance in delivering health services 23. Medical research and teaching

These issues were evaluated by both the company's stakeholders as well as the company itself. To do this, a work group made up of representatives from all areas of Quirónsalud's business was formed. During the meetings held by the committee, members evaluated and reached a consensus decision on the materiality of the aspects identified as important, and content was prioritized for inclusion in the CSR annual report.

The results of this work are summarized in the following materiality matrix:

Issues concerning quality of services and patient satisfaction are of top importance for our company. Our report aims to summarize the primary initiatives carried out by the company to meet the needs of patients in a way that focuses on innovation, training, and staff excellence.



4. Person-centered health

We believe that personalized medicine and engagement with the patient are the future, and only this way will we be able to build an industry-leading company



The group has held firm on its promise to drive clinical safety and quality in its health centers. This is manifested in a number of commitments: ensuring a level of excellence in patient safety and care by leveraging new technologies, guaranteeing that patients have appropriate information on medical treatments, ensuring effectiveness in the services rendered by monitoring and continuous improvement, protecting patient information, remaining transparent both with patients and their families as well as with clients, and guaranteeing patient satisfaction through the use of metrics and by continuously introducing improvements in the form of innovative processes and participating in research projects.

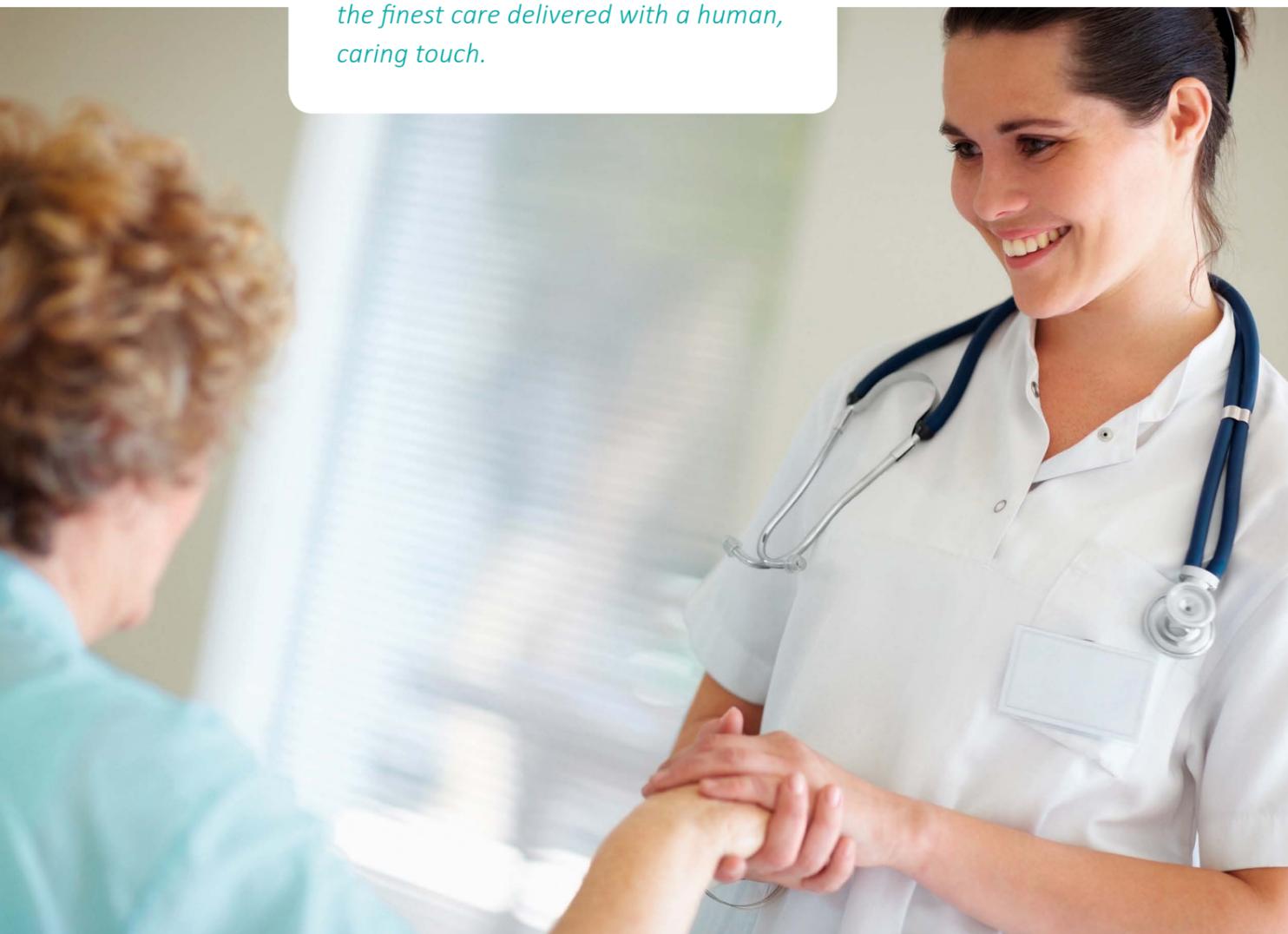
4.1 | Guaranteed care excellence for patients and their families

We at Quirónsalud provide expert care and person-focused medicine, proximity, and a connection with patients. As a continuation of the acquisitions made over recent years, we have worked hard to integrate all our hospitals, standardizing the primary protocols and care processes and information systems as well as establishing company-wide policies in clinical safety. This integration process has made it possible for us to pinpoint best practices and capitalize on opportunities for improvement as we render our services.

As a result, we have set up integration programs aimed at ensuring that all our hospitals and other health centers achieve the same level of excellence in patient-centered care. We have laid down a new integrated policy on quality that is based on continuous improvement and the principles of total quality management. Also, the “Care & Caring” program was launched to foster a common culture that values top-notch care for patients and their families. All of our employees were trained accordingly.

Nothing compares to person-by-person human treatment.

That is how we guarantee the finest care delivered with a human, caring touch.



Driving change: Care & Caring

The main aim of this initiative is to ensure that patients receive the finest in health care and in human treatment. We strive to institute a culture that is geared toward continuous improvement so we may meet the needs, demands, and expectations of patients and their family members.

Toward this end, a wide range of tools and training initiatives have been put in place, making our team members better equipped to show empathy toward patients, work in sync with the company's mission and vision so that each of our employees may put into practice a series of skills that help us provide the finest in health care and human treatment. We should be proud of the technology that we have at our disposal, although without losing sight of the fact that nothing can match being treated with dignity as a human being.

In order to ensure that training is aligned with the expectations of our patients, a series of focus group discussions have been held in different health centers belonging to the company. The objective of these sessions was to determine which are the primary areas

for improvement in our health services. In order to monitor our results, we have set up a "mystery patient" program as well as Net Promoter Score.

Training for these initiatives got under way in 2010 when it was piloted in Hospital Quirónsalud Toledo. Over 3,000 people were trained in 2015, comprising both corporate staff and employees working in hospitals.

The program has given us a way to make known the level of commitment and quality we want in our company. The tool has been essential in integrating and driving change within the organization during a period of transition and at a time in which we have integrated new facilities with different backgrounds and characteristics.

This dynamic program is adapted to the results derived from satisfaction surveys and the continuous feedback we receive from our patients. A second phase will get under way in 2016 with the introduction of position-specific best-practice guidelines and the creation of a program to establish in-house trainers in each of our hospitals and other health centers.



SERVICES

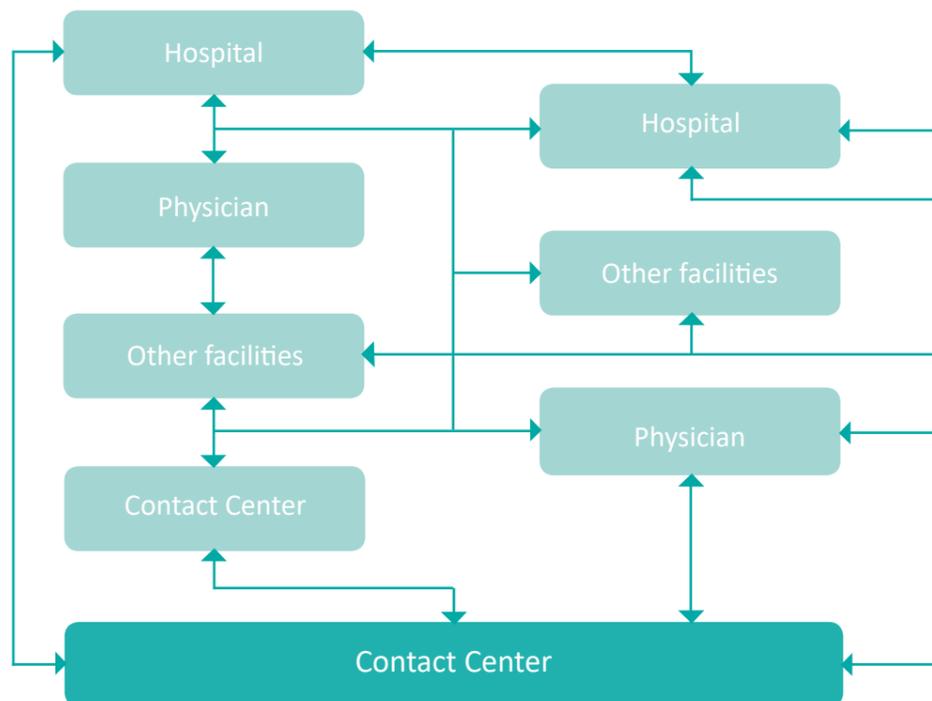
ACCESS

-  Patient Portal
-  Smartphone apps
-  Contact Center services
-  Access kiosks
-  Email
-  Social media

SERVICES

-  Consultations and requests for information
-  Online medical consultations
-  In-home hospital care
-  Remote rehabilitation
-  Online follow-up
-  Access to clinical information

ORGANIZATION



Patient Portal

We have made continued progress on the Patient Portal. This initiative marks a changing point in the care model that leverages information technology, transitioning from management of face-to-face appointments in 100% of cases to a blended model that makes use of technology, doing so in a way that provides appropriate care more quickly and efficiently.

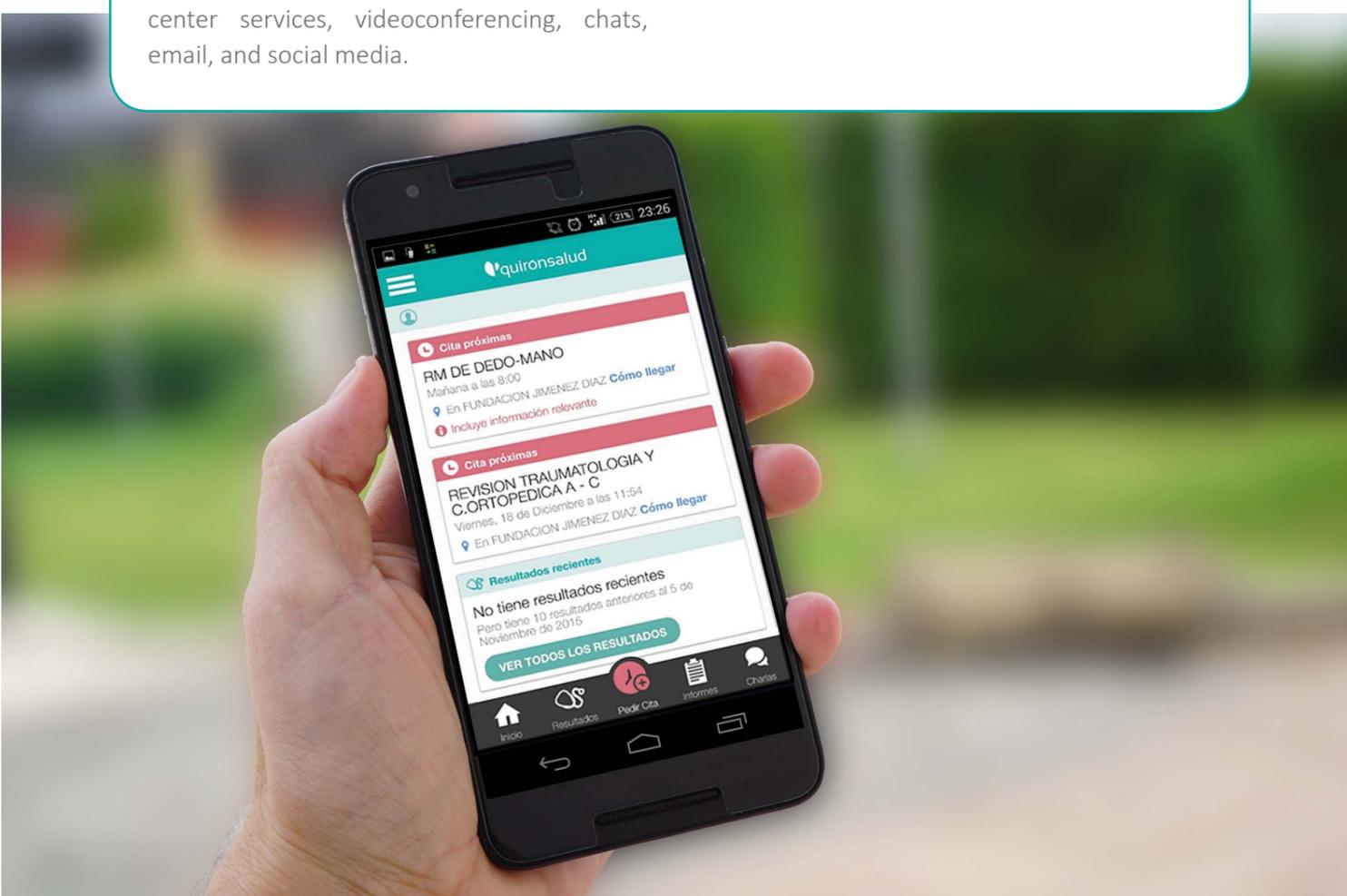
By using either our website or iOS or Android app, patients may see their results and image tests and manage their appointments, specialist visits, and other e-health services.

To execute the program, which was set in motion in January 2015, applications and a specific website (<http://www.quironsalud.es/es/portal-paciente>) were developed so that patients could become more interactive by using the portal, smartphone apps, contact center services, videoconferencing, chats, email, and social media.

At the same time, care circuits were redesigned to adapt doctor schedules and incorporate new ways of communication with patients.

We have been steadily reaching our targets and improving perceived quality among patients and bolstering satisfaction with our services while producing better care outcomes (by monitoring chronic disease and treatment compliance more closely). At the same time, staff satisfaction has increased and we have made more efficient use of resources.

This project is being carried out in all Quirónsalud centers; of note, the Hospital Universitario Fundación Jiménez Díaz performed over 3,000 e-health services in 2015. Development efforts have continued along these lines, adding new patients and health centers.



4.2 | Ensure that patients receive appropriate information on medical treatments

We want to guarantee that all our patients have the information they need for decision-making. Treatment-related information is analyzed in two ways:

1. Indicators by health center obtained based on a sampling of medical records¹. We use this information to assess report thoroughness, both in terms of the evolving clinical state of patients as well as discharge reports given to patients (information on treatment and recommendations at discharge).
2. These analyses of medical records are included in yearly internal and external audits, comparing these data with the information given to patients.

Since 2012, one of the main objectives of the group's health centers has been to improve our use and monitoring of procedures concerning informed consent so as to provide better documentation in a more timely manner. For this reason, we have established a follow-up indicator that allows us to oversee proper completion of forms. Some of the most noteworthy initiatives undertaken include providing tablets that allow patients to sign forms digitally and we have increased the training hours received by medical staff for this purpose. We have also established a cross-sectional system for sampling medical records. This allows us to study the performance of each health center and pinpoint areas for improvement. According to the most recent audit, 93% of medical records are filled out properly.

¹ According to the sampling procedure used to study medical records, we choose a specific moment in time and then analyze and compare records across different group hospitals and clinics, taking into account the respective hospitals' complexities.

4.3 | Patient safety

Patient safety is a priority for us, and as a result we have set up a company-wide network of care and quality teams who check that each of our health centers meets our standard. In 2015, we established a series of priorities:

- Define a corporate strategy for patient safety
- Define a corporate strategy for the prevention of in-hospital infections
- Hold safety rounds in conjunction with the heads of key services
- Increase staff engagement in hand hygiene
- Increase the number of patients identified actively
- Drive the use of surgical check-lists

In centers such as Hospital Quirónsalud Tenerife, Hospital Sur, and Centro Médico Teknon, specific training and initiatives concerning incident management were set in motion to encourage more strict adherence to handwashing procedures. Internal and external communications campaigns were instituted for this purpose.

Care ethics committees

Several of our health centers have care-ethics committees made up of various professionals who evaluate cases involving ethical doubts, seeking to reach decisions from a multidisciplinary perspective and in adherence of the principles of bioethics.

The Quirónsalud Group also has several institutional review boards, for example in the Ruber health centers, Centro Médico Teknon, Hospital Universitario Fundación Jiménez Díaz, and Hospital Unversitario General de Catalunya, as these hospitals have a high volume of clinical trials. The IRBs are recognized by the regional health authorities and are also referral centers for other hospitals and clinics.



2nd International Seminar on Patient Safety and Clinical Excellence. Main lecture hall. Hospital Universitario Fundación Jiménez Díaz. Grupo Quirónsalud. May 2015

International Seminar and awards for patient safety and clinical excellence

In 2015, the 2nd International Seminar on Patient Safety and Clinical Excellence was held, which included a series of debates on the latest national and international advances in care quality and patient safety. This event is held yearly as a forum to increase the degree to which care practice is more scientific, humane, safe, efficient, sustainable, and responsible, as these attributes benefit patients.

We held the inaugural edition of the Best Initiatives in Patient Safety Award as a means of encouraging safe practices among both those who benefit from health care as well as health professionals. The award gives recognition to the best projects carried out over the previous two years. Candidates for the award included health centers, institutions related to health care, scientific associations, and patient associations,

among others. The award had 85 submissions and the winners were announced on May 28.

- The first prize went to María Teresa Conde of the Directorate General of Osakidetza, titled "Single, Per-Patient Drug Records in Osakidetza."
- The second prize was given to the project titled "Impact of Protocols for High-Risk Drug Treatment in Critical Patients," presented by Teresa Bermejo Vicedo as principal investigator (Hospital Universitario Ramón y Cajal in Madrid).
- The winner of the third prize was "Safety in Intravenous Therapy for Newborns" and was presented by José Luis Leante Castellanos (principal investigator) of Hospital General Universitario Santa Lucía in Cartagena.

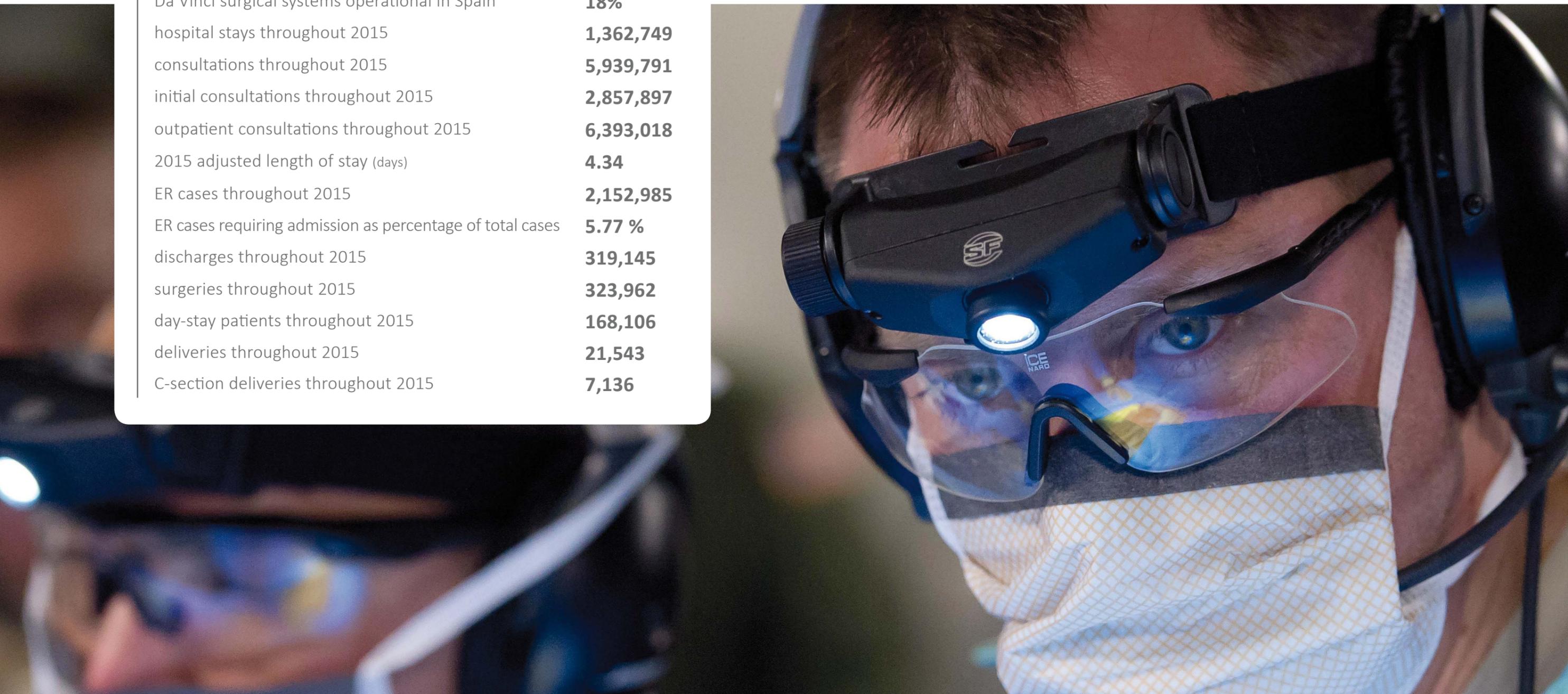
4.4 | Offer comprehensive care that meets the needs of all patients, providing innovative and personalized solutions

2015 IN NUMBERS

Main divisions and care areas in the company's hospitals
| as of December 31, 2015 |

beds available	6,257
ORs	374
ICUs (ICU, NICU & pediatric ICU)	466
delivery & recovery rooms	83
study areas	112
Da Vinci surgical systems operational in Spain	28
Da Vinci surgical systems operational in Spain	18%
hospital stays throughout 2015	1,362,749
consultations throughout 2015	5,939,791
initial consultations throughout 2015	2,857,897
outpatient consultations throughout 2015	6,393,018
2015 adjusted length of stay (days)	4.34
ER cases throughout 2015	2,152,985
ER cases requiring admission as percentage of total cases	5.77 %
discharges throughout 2015	319,145
surgeries throughout 2015	323,962
day-stay patients throughout 2015	168,106
deliveries throughout 2015	21,543
C-section deliveries throughout 2015	7,136

One of our primary goals is to leverage state-of-the-art technology for the benefit of patients and to improve people's quality of life in ways that are simple and practical, thereby contributing to the increased efficiency of the health-care system



Offering of personalized services for foreign patients

We have launched our “International Patient Service” staffed by a team of multilingual advisors from a number of countries and who personally look after foreign patients who are interested in receiving their care from the Quirónsalud hospital network.

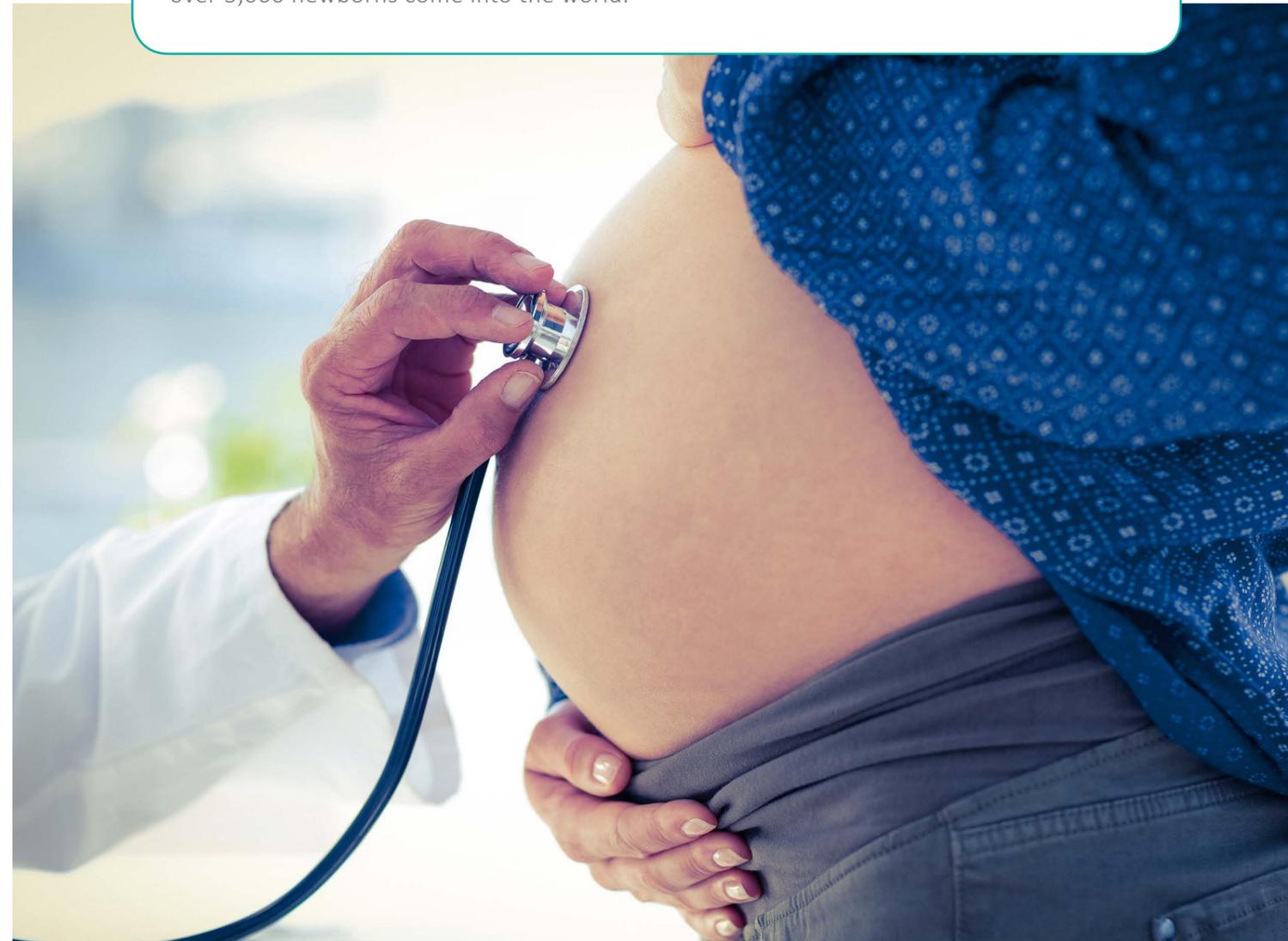
The team of advisors manages patients’ care needs, paperwork, and accommodation throughout their stay in our country, doing so in languages such as English, Russian, Chinese, and Arabic and in a way that adapts to the customs of each patient’s culture.

We have the most advanced technology, and we use these resources to ensure that our patients receive top-notch care

4.5 | The most cutting-edge technology

Showcasing state-of-the-art technology

Hospital Quirónsalud Zaragoza has begun to use a new test to detect which embryos are most likely to have optimal development and have the greatest chance of resulting in a pregnancy. In cases where multiple pregnancy is not desired, embryo selection can lower the chances of these types of pregnancy by as much as 5%. In the region of Aragon, the 1,500 IVF cycles carried out result in a 20% rate of multiple pregnancy, as compared with 2% with natural pregnancies. This is one way in which innovation has had an impact on the care activity delivered in our network, which comprises 21 highly specialized centers. These facilities are nationwide referral centers, which is indicative of their top-level scientific and technical expertise. In 2014 alone, we performed over 15,000 treatments, which helped over 3,000 newborns come into the world.





Pioneering technique in lung cancer diagnosis

The pulmonology departments at Hospital Quirónsalud Marbella and Hospital Quirónsalud Málaga have begun offering endobronchial ultrasound (EBUS), a state-of-the-art diagnostic procedure that combines traditional fiberoptic bronchoscopy and ultrasound technology. According to the head of the Quirónsalud Marbella Pulmonology Department, Dr. José María Ignacio, the tool is a step forward in rapid diagnosis and staging of lung cancer in that it allows clinicians to obtain precise samples by making a puncture in the hilar and mediastinal lymph nodes. EBUS has revolutionized lung-cancer diagnosis, eliminating more costly invasive surgical techniques because of the highly precise staging it allows.



An initiative of
Fundación Jiménez Díaz University Hospital

Multidisciplinary oncology unit Oncohealth Institute

In 2015, the Hospital Universitario Fundación Jiménez Díaz created Oncohealth Institute, bringing together over a hundred health professionals. This enables the oncologists to manage cases one by one and as a team. Alongside these changes, continued progress was made in research. One particularly noteworthy initiative in which Oncohealth collaborates is the multi-center project for early detection of lung cancer using low-dose CT scanning, which aims to increase patient survival.

Additionally, new resources have been acquired, such as the institute's second linear accelerator (Synergy Agility). This technology, which required an investment of two million euros, is used by the Radiation Therapy Services of Hospital Universitario Fundación Jiménez Díaz (HUFJD), one of the pioneers within Spain. This cutting-edge linear accelerator makes it possible to apply individualized radiation therapy in cancer patients, adapting patient treatment to the specific characteristics of tumors to the greatest degree possible. This technology adds to the equipment acquired in 2013, which enabled radiation therapy to be adapted to each pathology and to the particular features of each case of cancer.

This new addition has led the Radiation Therapy Oncology Department of the HUFJD to expand its portfolio of services, adding such procedures as stereotactic radiation therapy for brain tumors (also known as radiosurgery) for metastases and arteriovenous malformations. Also, stereotactic body radiotherapy can be used to treat early-stage lung cancer, metastases (lung, liver, etc.) and recurrent tumors in some parts of the body.

We have a management model that is based on an unbending commitment to quality, efficiency, and innovation in our services

4.6 | Guaranteeing efficacy and quality in care delivery

We want to do things right the first time. That is why our new integrated policy on quality is based on continuous improvement and the principles of total quality. To lead on this path to excellence, the group has a corporate quality department, quality coordinators, and process owners. These individuals, working alongside the members of the clinical committees and improvement groups, support the management teams in their efforts to solidify excellent health care offered to our patients.

This year our group has earned a number of important recognitions for quality and environmental management. We have changed our certification model, transitioning from single-site certification to a multi-site model based on the ISO 9001, 14001, and 50001 standards, thus increasing the number of centers and services that have been certified. Some group companies, in addition to being a part of company-wide certification system, also have their own certifications for safety and health. In 2015, we had 38 overall AENOR certifications for hospitals (ISO 9001 standard) in addition to 6 service-level certifications.

Since 2014, we have been leading partners of the Club for Excellence in Management. This is a non-profit business association that seeks to drive the overall competitiveness of organizations through the values of excellence, taking as a point of reference the European Foundation for Quality Management (EFQM). As of 2015, we have obtained EFQM accreditation in four of our centers.

For more information on certifications and accreditations in Quirónsalud centers, please visit our website:
quironsalud.es



EFQM Recognition

In addition to the EFQM “5 Stars” recognition earned by Hospital Universitario Fundación Jiménez Díaz in 2013 and Hospital Universitario Infanta Elena in 2015, the awarding body, the European Foundation for Quality Management, also recognized Hospital Universitario Quirónsalud Zaragoza and Quirónsalud Tenerife.

4.7 | Transparency for our patients and clients

Transparency starts with knowledge—of our patients and of staff working in our hospitals and other medical centers. All of our services can be viewed on our corporate website. We have also added to the site the names and CVs of each of the physicians who work on our teams, broken down by specialty.

In addition to this, for the group’s public-sector hospitals working under concession schemes in the regions of Madrid and Catalonia, we also report all the services and professional activities carried out in these centers to the corresponding health authorities. For the Madrid-region authorities (SERMAS), this information comes in monthly activity reports as well as any other means of reporting stipulated in each of the contracts. As for the public-sector hospitals in Catalonia,

the regional authorities receive the appropriate information after it has been processed by the IT system and then exported into the proper reporting format. This information includes the care processes carried out in our health centers and any changes that have taken place.

In medical centers delivering private health care—and in which we must coordinate with insurance companies—continuous communication is set up with providers, and coverage and tariffs are set in service-by-service fashion. In the event of modifications made to processes, these changes are notified beforehand and are submitted for approval, especially in the case of diagnostic tests and surgical operations.



4.8 | Measuring and guaranteeing patient satisfaction

Quirónsalud uses different methods of gauging patient satisfaction and the satisfaction of internal clients (care professionals) with regard to the non-care processes that pertain to their services. This involves maintenance (facilities and electromedicine), cleaning, linens, sterilization, waste management, and information systems (management of IT issues and projects). The tools used for these purposes in 2015 are:

Net Promoter Score

We use the Net Promoter Score (NPS) system to measure the opinion that our patients have of our facilities and services in each of our medical centers. This indicator makes it possible for each center to determine the extent to which it is earning the trust of patients and thus the likelihood that they will recommend the center to others.

Each of our medical centers uses this system to evaluate its performance, comparing its results to those posted in its region or on a group-wide basis. NPS is also measured for individual hospital areas and services in order to pinpoint potential for improvement.

The most valuable aspect of NPS data for us is the extent to which we can use the system to establish continuous

communication with clients. This information helps us connect with patients and arrive at a better understanding of their expectations and degree of satisfaction. In 2015, 40% of our medical centers used the NPS system, and we expect this number to reach 100% in 2016.

We also conduct a yearly patient-satisfaction survey in all hospitals (outpatient consultations, emergency department, and inpatients) so that we can compare these results across all our hospitals.

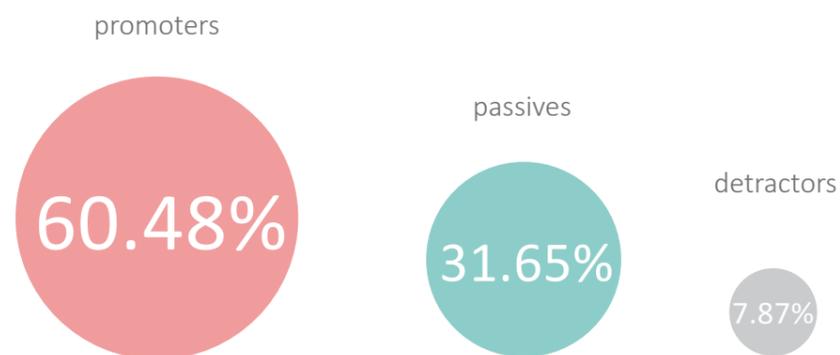
Mystery Patient

In order to measure the quality of care rendered by staff and also the condition our hospitals are in, in 2015 we instituted the "Mystery Patient" project in 14 of the group's medical centers in Madrid and Barcelona.

Likeik

We have piloted a testing system that uses devices providing real-time measurements of satisfaction. This test was first used in the emergency department (7 hospitals), outpatient consultations (7), public cafeteria (2), and radiology (1). In 2016 we will perform the test in the emergency department of at least 40% of our centers and in 40% of all public cafeterias.

2015 NPS results in Quirónsalud



GRUPO QUIRÓNSALUD

Complaints, claims, and suggestions

We have collected a total of 6,200 claims, complaints, and suggestions. All claims received a response within 15 days. Additionally, all complaints, claims, and suggestions were classified by type and cause. Based on this information, we enacted improvement measures where appropriate and viable.

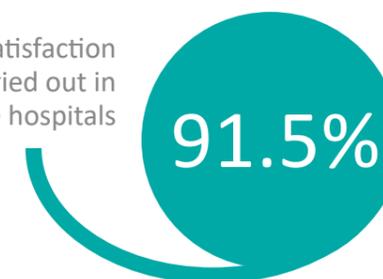
RESULTS of the Madrid-region patient-satisfaction surveys (according to the Madrid Board of Health)



Hospital Universitario Fundación Jiménez Díaz has once again been named by patients as the best acute-care hospital in the Madrid-region public health-care network, with 93.0% of patients expressing satisfaction with the center as part of a survey conducted by the Madrid regional health authority. Hospital Universitario Rey Juan Carlos (HURJC) in Móstoles, which had already solidified its position within its context, was the second most favorably evaluated medical center, notching a 91.6% satisfaction rate. Top spot in this category went to Hospital General de Villalba (HGV), whose 94.9% satisfaction rate in just its second year of operations made it the most highly ranked hospital not only in its group, but also in the entire network of the Madrid Board of Health. Lastly, Hospital Infanta Elena in Valdemoro (HUIE), which earned the satisfaction of 93.3% of the patients surveyed, was also first in its group of low-complexity hospitals.

The 2015 overall level of satisfaction with the care received was 93.2%, which was similar to previous years.

RESULTS of the patient satisfaction surveys carried out in Quirónsalud private hospitals



For the first time we conducted a patient-satisfaction survey in our group's private hospitals. In all, 22,000 patients treated in outpatient consultations, emergency department, and inpatient care were surveyed. The questionnaire was similar to the one used by the Madrid health authorities and was aimed at comparing results across all our hospitals. In global terms, the satisfaction index was 91.5%. 30 hospitals had a satisfaction rate of over 90%, with rates nearing 100% in specific areas such as the inpatient services of Hospital Ruber Internacional and Quirónsalud Madrid.

These results were used to plan lines of action and improvement targets service quality in 2016.

The Index of Hospital Excellence is an index released by the Instituto Coordinadas de Gobernanza y Economía Aplicada

The Index of Hospital Excellence (Instituto Coordinadas de Gobernanza y Economía Aplicada) is the result of almost 2,000 interviews of health professionals throughout all of Spain. The index measures excellence based on the results and perceptions of staff working in centers or within the center's surroundings. According to the results for 2015, Hospital Quirónsalud Barcelona was the second best hospital in Catalonia and the sixth in Spain. In 2015, Hospital Quirónsalud Valencia was the top hospital in the Valencia region, Hospital Quirónsalud Murcia was recognized as the best private hospital in Murcia, and the Quirónsalud Hospitals Sagrado Corazón in Seville and Quirónsalud Málaga were among the five best hospitals in Andalusia, with Hospital Quirónsalud Málaga given the title of best in province.

4.9 | Ensuring the safety and privacy of patient information

We at Quirónsalud are fully aware of the care that must be taken with all sensitive patient information, and as a result we have committed ourselves to safeguarding these data. This is why we have a corporate department for information security and data protection. This department has implemented procedures and processes to guarantee comprehensive information management. Some of the most noteworthy of these initiatives include procedures to protect information and authorizations during data collection, as results are being delivered (both during admission as well as upon discharge), and doctor's notes for visits.

Information included in patients' medical records is gathered and processed using a proprietary application that complies with the standards set forth in Spanish law on the protection of personal data. As a result, it is not viable to store personal data on local servers. Taken together with the corporate procedure for the management of temporary files, cloud-based storage is impossible unless legal requirements are met.

During 2015, an effort by the data security and personal information protection service, which belongs to the Department of Organization, Processes, ICT, and Digital, unified and standardized the documentation systems previously in existence in IDCsalud and Quirón so as to homogenize both documentation and criteria used in

personal data protection and information security systems. This unification process was carried out using internal audits in the company's different health centers. Also, biannual audits of data protection and information systems were performed by external companies.

We also have procedures to properly manage people's statutory rights to access, change, cancel, or correct this information. Some of the most noteworthy procedures include a description of the roles and responsibilities of the figure guaranteeing these rights, relations between Quirónsalud Group companies—as data may be exchanged with certain companies—and also the rights of individuals affected by related processes. We also have systems to safeguard files containing personal information.

Additionally, all employees who come into contact with patients or who handle medical information receive training on proper management of medical records and other sensitive documents. The company also has safety committees in individual medical centers. These committees hold periodic meetings and are supported by the corporate information-security and data-protection department. To illustrate the work done to guarantee the safety and privacy of patients' information, throughout 2015 the company did not receive any sanctions from the agency for data protection pertaining to any part of its activity.

4.10 | Research and teaching as vehicles for constant improvement

Research

Imparting knowledge at an early stage and encouraging health professionals to participate in research are necessary steps to provide patients with maximum levels of quality. Quirónsalud research is made possible in part by the participation of health professionals in clinical trials and research projects under the aegis of centers for health research and research networks.

Our primary lines of research in 2015 were oncology, neurology, and pulmonology (21%, 11%, and 8% of initiatives, respectively). In furtherance of these projects, we work under agreements with the country's main research centers, the most noteworthy of which include the Spanish National Cancer Research Center (CNIO) and the Spanish National Center for Cardiovascular Research. We are also active contributors to Networks for Cooperative Research in Health (RETICS) and Biomedical Research Networking Centers (CIBER).

Main research output for Quirónsalud

2015 research projects:	876
No. of private research institutes accredited by the Spanish Ministry of Science and Technology:	1
2015 research groups:	30
2015 research units:	2
No. of patents registered in 2015:	4
No. of high-impact factor publications in 2015:	463
No. of clinical trials conducted between 2013 and 2015:	499

Following the Quirónsalud Unit for Innovation and Research Management's successful certification in accordance with the UNE 16602:2014 standard

Following the Quirónsalud Unit for Innovation and Research Management's successful certification in accordance with the UNE 16602:2014 standard (R&D management systems) in January 2015 (IDI – 001/2015), the organization is currently applying the standard in all other locations that have specific units managing innovation and research.

The aim of the standard is to ensure that innovation and research initiatives are undertaken in accordance with standardized processes in which projects are evaluated beginning at the conception stage and through execution, including an assessment of demand. By implementing an innovation management system, we successfully aligned our innovation strategy with the organization's policy and objectives, ensuring the traceability of efforts and collaborative work. This way, we have laid down a basis upon which we will drive scientific networks and innovation in conjunction with the primary internal and external stakeholders within the health industry.



Institute for Biomedical Research of the Fundación Jiménez Díaz (IIS-FJD)

Hospital Universitario Fundación Jiménez Díaz and the Instituto de Salud Carlos III (ISCIII) currently have 30 research groups (21 consolidated and 9 associated groups). These groups span four disciplines (cancer, chronic illnesses, neuroscience, and cardiovascular health) and two interdisciplinary areas (genetics and genomics, health care technology and innovation). Group researchers also participate in the European Infrastructure for Translational Medicine (EATRIS), European Clinical Research Infrastructure Network (ECRIN), and Biobanking and Biomolecular Resources Research Infrastructure (BBMRI).

In 2015, the IIS-FJD underwent an audit of its activity performed over the previous 5 years (2010-2014) for re-accreditation as an official Institute of Biomedical Research. On December 28, 2015, the Secretariat of State for Research, Development, and Innovation announced that the IIS-FJD had successfully earned re-accreditation for another 5 years.

Smart room to measure patients' vital signs remotely

The biomechanical engineering unit of the Quirónsalud Group R&D and Teaching Department, in partnership with a number of Galician technology companies such as Sivsa, Gradient, and Ictel, created a smart room, making it possible to monitor patients' vital signs remotely, creating automatic alerts when a patient is found to be at risk.

This innovative technology allows health professionals to make decisions more quickly by giving them better information on the patient, including respiratory rate, heart rate, restlessness during sleep, possible falls, and the temperature and humidity in the room. All these systems provide input on the degree of pain and rest experienced by the patient while sleeping.

Teaching

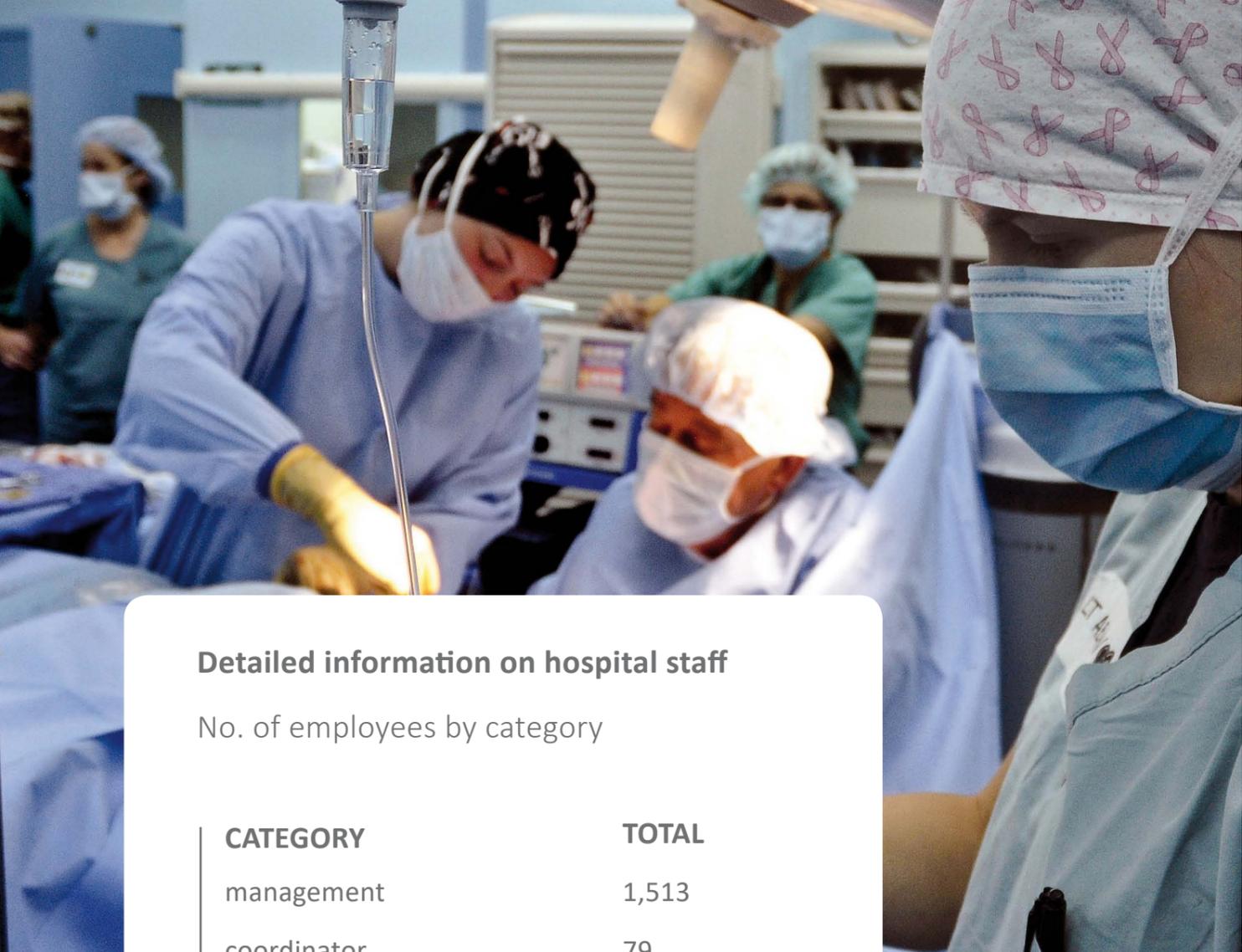
In recent years, the group has made a firm commitment to teaching. We do so by both educating our staff as well as by collaborating with educational bodies in training future health-care professionals and seeking to expand the number of specialties offering specialist training. Thanks to partnership agreements we have with universities and high schools, we collaborate closely with the educational system by holding hands-on training programs for students.

The Quirónsalud Group has consolidated its offering of educational programs, and as a result we teach over 2,000 students (2,289 in 2015) every year across different levels of the educational system. These efforts translate into:

- Seven university hospitals: Hospital Universitario Fundación Jiménez Díaz, an affiliate of Universidad Autónoma de Madrid; Hospital Universitari Sagrat Cor (Barcelona) and Hospital Universitari Dexeus in Barcelona (affiliates of the Universidad de Barcelona); Hospital Universitario Infanta Elena in Valdemoro (Universidad Francisco de Vitoria); Hospital Universitario Rey Juan Carlos in Móstoles (Universidad Rey Juan Carlos); Hospital Universitario Quirónsalud Madrid (Universidad Europea); and Hospital Universitario General de Cataluña (Universidad Internacional de Cataluña).
- Four hospitals accredited to provide specialist training: in 2015, the group had 78 openings for entry and a total of 365 residents training across the different specialties.
- A University School of Nursing, the EUE Hospital Universitario Fundación Jiménez Díaz, affiliated with the Universidad Autónoma de Madrid.
- Network alliances with leading universities of our country.

Firmly committed to teaching, to staff training, to partnerships with educational bodies in preparing the health-care professionals of the future, and to expanding the number of specialties for which we train specialists





5. Human Team

Providing health care with top-notch professional, human, and technological quality is our group's reason for being

We at Quirónsalud believe our employees are the most important of the company's assets. We would not be a leading provider of health services if it were not for our highly qualified staff and the human values that characterize them. Following the merger between IDCsalud and Quirón, the human resources department set out to ensure that each of the health centers, hospitals, and companies that make up the group follow company-wide procedures and management systems.

We feature a prestigious team of professionals

5.1 | Staff profile

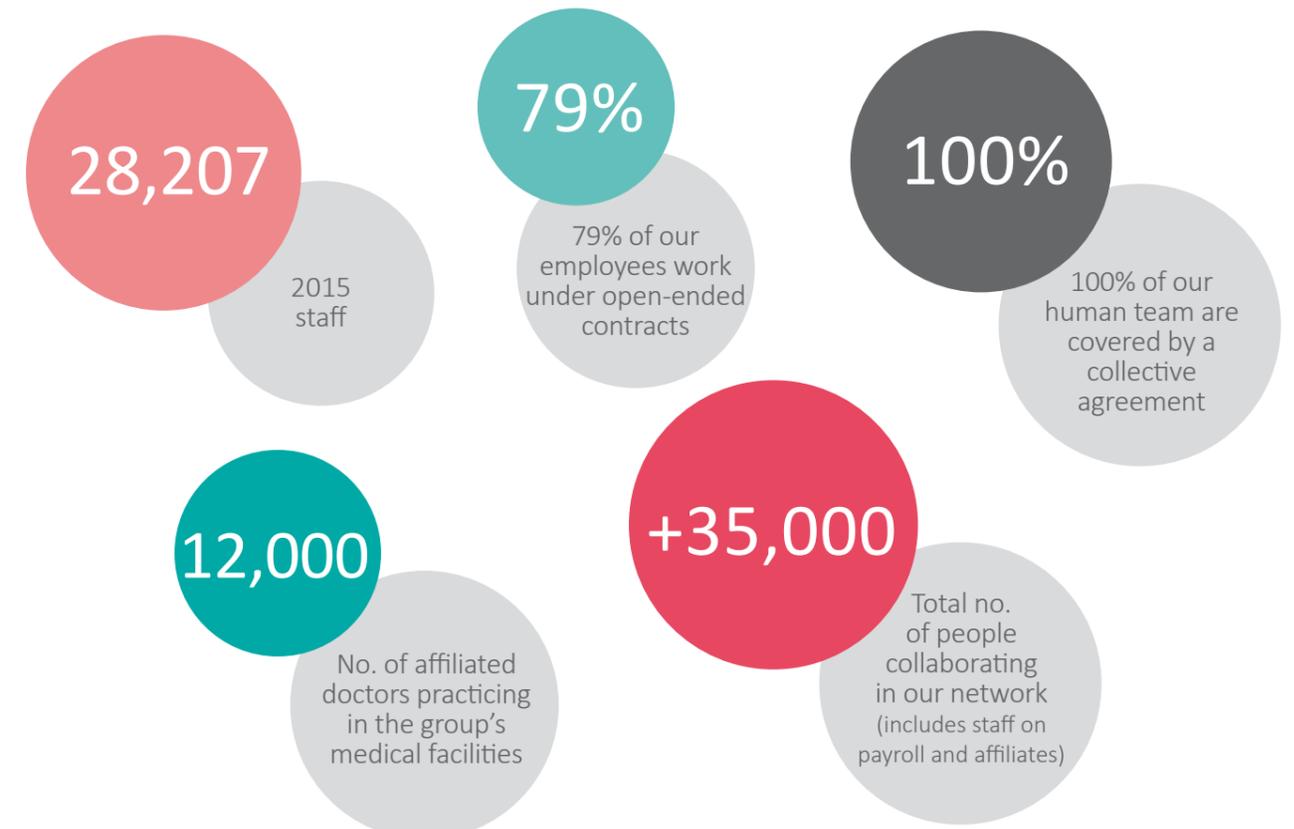
The group had a total staff of 28,561 employees in 2015. 79% of our staff have open-ended contracts, and 73% are women. Key employee data include hospitals and group occupational safety companies.

Detailed information on hospital staff

No. of employees by category

CATEGORY	TOTAL
management	1,513
coordinator	79
physician	3,633
nursing	6,936
technician	2,180
administrative staff	1,204
nurse assistant	7,650
other health-care personnel	657
services	4,335
intern	20
TOTAL	28,207

Key information on staff



No. of staff by **region** and **sex**

CATEGORIES	TOTAL	MEN	WOMEN
MADRID	9,393	2,514	6,879
CATALONIA	5,927	1,373	4,554
VALENCIA	1,377	286	1,091
ANDALUSIA	1,614	389	1,225
CASTILE-LA MANCHA	1,051	201	850
BALEARIC ISLANDS	1,127	218	910
NORTH	394	99	295
CANARY ISLANDS	1,124	345	779
EXTREMADURA	521	125	396
GALICIA	676	141	535
CORPORATE	95	47	47
TOTAL	23,299	5,738	17,561

Only includes staff physicians

No. of staff by **age** and **sex**

AGE	TOTAL	MEN	WOMEN
UNDER 30	5,214	1,210	4,004
30 - 50	13,200	3,292	9,908
OVER 50	4,885	1,236	3,649
TOTAL	23,299	5,738	17,561

Only includes staff physicians

5.2 | Channels for communication with staff

As the merger took place in 2015, internal communication has been reorganized and strengthened to meet the challenges of this change. Previously, some medical centers had local intranets; these were incorporated into a corporate-level website. Increased integration within the corporate website is foreseen for the future, as this is a means of keeping staff better informed of goings-on within the company and of sharing best practices between areas and medical centers.

Also, a protocol for staff information was developed in 2015. Staff receive information through company intranets. Staff have legal representation in all of our medical centers; for centers that are grouped hierarchically under another, a reference center is selected and used to channel information about the company to staff and vice versa.

5.3 | Staff training and talent development

Specialist training continues to be a pillar of what we do, and one that plays a fundamental role in the strategy objectives of the group. Our primary aim is to improve the technical and professional competencies of our staff so they may respond to needs in a more appropriate fashion.

In 2015, the training program was applied within all areas of knowledge in the health-care sector that have such a

requirement (e.g., technical competencies, care- and non-care skills, ICT). Special emphasis has been given to three different fields: occupational safety and health, basic and advanced CPR, patient information, patient safety, quality, and improvements in human treatment.

Also, to improve workplace quality, a program has been set up in a number of medical centers and occupational health services to develop skills and aptitudes in areas such as motivation, managing emotions, time management, communication skills, among others.

Before this streamlining was put into place, training was organized by each individual medical center, hospital, and enterprise. In accordance with the group's integration plan, a work procedure was created in 2015 to begin rolling out a corporate-level complementary training program describing the steps to be taken by each of the medical centers and enterprises belonging to the group in order to detect and meet the training needs of all our staff. This program focuses on use of skills that improve care and human treatment for patients.

Work has also been done throughout the year to create the "Quirónsalud Campus" corporate university. The university was inaugurated in 2016. This initiative enables us to identify, attract, retain, and develop future leaders in the organization and will make further contributions in our effort to provide excellent and sustainable health care that has a direct impact on patients and their families.

Specific training to ensure patient safety

Hospital Quirónsalud Málaga has begun training staff to improve their performance, management, and promotion within the realm of patient safety. During these courses, care staff learn to analyze key aspects such as in-hospital falls and gain information on proper identification and use of drugs. Patient safety is a foundational component of health care, as certain risks inherent to given care processes must be monitored.

5.4 | Occupational health and safety

In keeping with our mission, vision, and values, we safeguard our team's health and well-being. To do this, we promote standardization across all medical centers through engagement with the system for safety and occupational health management set forth in the OHSAS 18001 standard. In addition, three of our four occupational health services work under a system for health and safety management in the workplace as established by the OHSAS 18001 standard. Plans call for expanded certification in medical centers under this standard.



Healthy enterprise and family-friendly certifications

Premap Seguridad y Salud is a certified family-friendly company, with recognized best practices for work-life balance. The company is also a certified healthy enterprise. This recognition is given to companies that aim to promote and protect health, safety, employee well-being, and sustainability.

Fostering safe driving

Within the group company Fraterprevención, a mobility committee has been set up to encourage use of public transportation among staff, detect and provide information on special risks involving driving, and to identify and implement improvement initiatives related to safe driving. Over the last four years, staff have been granted access to an on-line course on healthy habits.



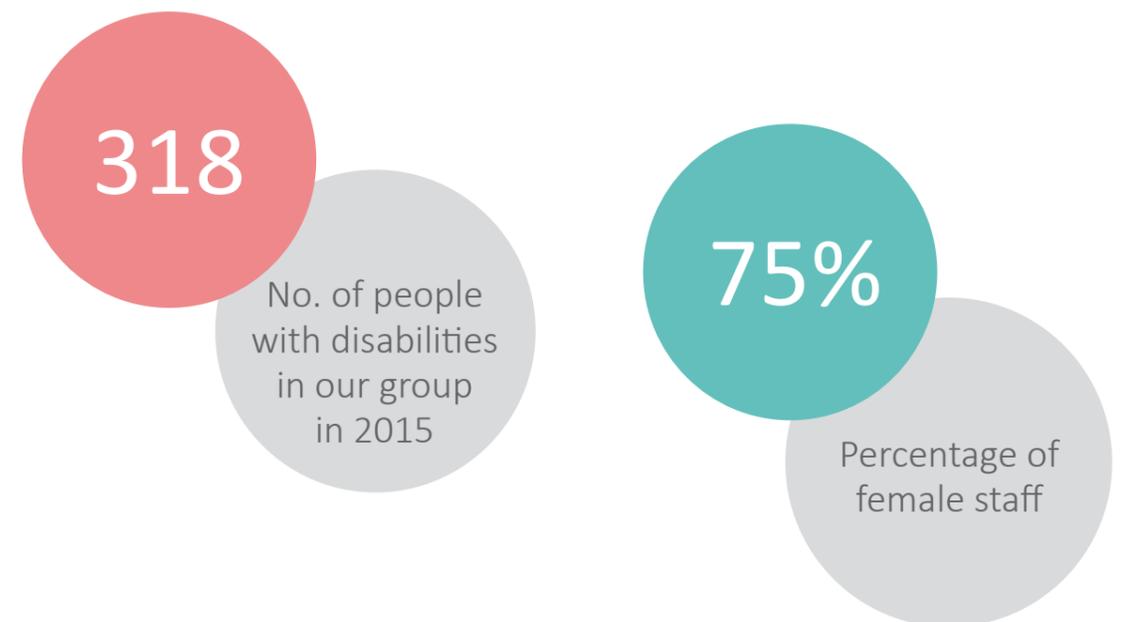
5.5 | Diversity and equal opportunity

For us, looking after our employees means ensuring that policies and guidelines are in place so that staff can work in a respectful, equal-opportunity environment. We are committed to offering all our employees the same opportunities for professional development, regardless of sex. Most of our hospitals, medical centers, and occupational health services are staffed by a majority of female employees. Currently, each of the medical centers and enterprises that belong to the group are responsible for establishing an equality plan and setting up policies that guarantee equal treatment for men and women. Our aim for the future is to set up a corporate equality plan that brings together the company's main commitments into one.

In 2015, the company performed a self-assessment to ensure that all medical centers and hospitals complied with regulations concerning the integration of the handicapped. In addition to compliance already in place thanks to our partnerships with various organizations specializing in this issue, an action plan is being set up to tackle the issue of integration on a company-wide basis.

For further information on OHSAS 18001-certified health centers, see the *Quirónsalud website*: quironsalud.es

Primary figures related to diversity





6. Social initiatives

6.1 |

Quirónsalud Foundation

The aim of the Quirónsalud Foundation is to promote health and healthy living through social action, education, and the management and promotion of research.

We have a clearly defined goal: to promote and actively improve people's quality of life. Among all the goals pursued by the foundation, one noteworthy aim is to educate the population on healthy living, driving a culture of prevention, physical and mental exercise, and proper nutrition.

Throughout 2015, we integrated all of the existing projects pertaining to these goals previously undertaken by the Quirón, Teknon, and IDCsalud foundations and unified them under the aegis of the Quirónsalud Foundation.

In 2015, the Quirónsalud Foundation joined the Spanish Association of Foundations, becoming part of the association's advisory committee. The foundation also became a part of the Fundación Seres, whose mission is to make social action form part of companies' business strategy.



fundación
quirónsalud

Quirónsalud Foundation Board of Directors

Víctor Madera
President

Luisa Martínez
Vice-president

Héctor Ciria
Member

Pedro Rico
Member

Leticia Moral
Member

Lines of work, 2015 projects and results

With full backing from high-level management, we are firmly committed to these initiatives. We have a clearly defined series of objectives related to the promotion of social action, and these are based on two fundamental lines: ties with the activity and strategy lines of the company, and “collaborative growth” as a path toward sustainability.

We have laid down our lines of work in a way that resonates with Quirónsalud strategy, the socio-healthcare needs present in our surroundings, and the Group’s vision as an agent of social action. These have been manifested in a number of priority objectives:

1. Help a the handicapped and people at risk of social exclusion.
2. Promote ethics on all levels of health-care activity, including innovation and new alternatives that promote social justice and a sustainable, ecological vision.
3. Help the group come into closer contact with patients and their families, patient associations, and society in general, thanks to joint training activities to promote health in general as well as issues about the specific illnesses that affect people.

Some of the initiatives in which Quirónsalud has taken part in 2015 include:

Plastic surgery performed on 35 Pakistani women who had been attacked with acid

A team of three doctors from Aragon, including Dr. Rafael Hernández, an anesthesiologist at Hospital Quirónsalud Zaragoza, traveled to Pakistan during the month of April to improve the quality of life of Pakistani women who had suffered attacks with acid. These women underwent plastic surgery to reconstruct their faces and increase their chances of reintegration into family and social life.

Together with two plastic surgeons, Dr. Sonia Peña and Dr. Julio Murillo, both members of the foundation Sigo Adelante, traveled with Dr. Hernández to Lahore, where the local foundation, Depilex Smile Again, helps these women by recruiting specialist care from different countries so that they may once again live a normal work and social life.

Fundraising race

In May, the charity race “A New Kind of School” was held in Zaragoza. Organized by a foundation that benefits intellectually handicapped children, the aim of the race was to raise funds to build a new school. Quirónsalud Zaragoza, through the Quirónsalud Foundation, participated in the event.

“Heart and talent” program

With the motto “Heart and Talent: going forward with you, by the side of those who most need it,” a pilot program was set in motion. The aim of this initiative was to find out which social issues cause concern among Quirónsalud employees as well as to examine opportunities to collaborate with civil society groups, thereby applying the talent of our hospital group to the needs of our society. In each case an action plan was designed in order to engage staff as participants. This program is enabling us to instill CSR values throughout Quirónsalud staff members.

The program got under way in September 2014 and has remained active throughout 2015 in the form of different social action projects.

Quirónsalud has collaborated actively with patients affected by neuromuscular diseases as part of the nationwide campaign “Hand in Hand, November 15.” A campaign was organized alongside the NGO Ajuda’m a Viure to raise funds to purchase two limb prostheses needed by amputees in Burkina Faso. Our hospitals opened their doors for the solidarity workshop Mery Ward and Oxfam-Intermón. The aim was to allow these organizations to advertise their activities and raise funds for the projects they carry out in the developing world. Thanks to our partnership with Doctors Without Borders, we collaborated in the project titled “Mediterranean Migration” to rescue Syrian refugees at sea.

Though our alliance with Cirujanos en Acción España, volunteer surgeons took part in a surgical committee in Ecuador and Bolivia. As part of the project “Nepal Earthquake,” medical supplies were sent to a center for the handicapped in Kathmandu.

We joined Fundación Infancia y Familia in the effort to find potential foster families as part of the project “No child without a family.” Twenty computers were donated to the municipal government of Sant Guim de Freixenet for the youth activity center and elderly people’s home. By holding the workshop “We are all different, and no two are the same” and sessions on “Facing uncertainty,” we supported people with intellectual disabilities and their educators in the vocational center Sant Guillelm de Barcelona Parents’ Association.

All initiatives carried out within the program were set in motion or proposed by members of our staff. These actions added value (sense of belonging among staff, +2.2 points; well-being and health, +1.7 points; and trust in the company, +2 points). The degree of satisfaction was 4.8 out of 5. These results suggest the project can be continued and encourage new ideas with social impact on well-being and health by people who work for Quirónsalud.



Patient participation in our social initiatives

Hospital Quirónsalud Málaga collaborates with the firm General Óptica in a solidary campaign to collect used eyeglasses to be donated to people with insufficient means. Also, for every pair of eyeglasses donated, General Óptica donated one euro to a charitable cause.

To date, Hospital Quirónsalud Málaga has delivered 300 pairs of glasses thanks to donations made by patients. Shipping of the donated pairs of glasses was made possible thanks to the collaboration of the Envialia Málaga courier service.



“Living in hemodialysis” exhibition

In order to raise awareness of the importance of prevention and early detection, Quirónsalud Tenerife held an exhibition titled “Living in hemodialysis,” which consisted of illustrations by Paco Almagro. The drawings are part of a series of recommendations for hemodialysis patients. The work was presented during the events commemorating the World Kidney Day and was published by Quirónsalud Tenerife to offer both patients and their families a practical, user-friendly document that they can refer to when they have questions related to kidney failure. Also, the Dialysis Unit of the medical facility held a morning-long open-house event for families and students of the health sciences who wish to learn first hand about how these services are delivered in the hospital.



Events for the fight against colon cancer

For the third consecutive year, the Guipúzcoa Association Against Cancer and the Quirónsalud Foundation have teamed up for this series of events on medicine and gastronomy to benefit the fight against colon cancer. The aim of this campaign is to raise awareness of the importance of prevention and early detection of this type of cancer. The events are held in community centers to increase exposure among the general population.



Recognition of our commitment to social initiatives and dissemination of health information

The Observatory on Environmental and Social Responsibility in Health Contexts recognized Quirónsalud Tenerife for its commitment to society and dissemination of health-related information as part of their fourth annual awards ceremony. The project “Recommendations for dialysis patients: A different way to relate and to commit to society” was a finalist. This was published in a guide backed by the Spanish Society of Nursing Care in Nephrology and the Nephrology Society of the Canary Islands and included the collaboration of kidney-patients’ associations such as Alcer and Erte. This document is especially geared toward patients with chronic kidney failure and their families, and contains indications on the disease and how it is treated as well as practical suggestions on the care that patients should receive and what kind of diet they should follow to maintain their quality of life. Two aims have been achieved with this initiative: to improve knowledge of the disease and also to open new avenues for collaboration between the hospital, patient associations, and scientific associations.

Donation campaign

For the fourth straight year, all of the medical facilities belonging to the Quirónsalud Group showed great staff solidarity by participating in the “Operation Kilo” initiative organized by the Quirónsalud Foundation. Thanks to this initiative, 2,050 kilos of products required to fulfill the most basic human needs were donated and channeled to the most needy people in society through charity associations.

1st MAPFRE King’s Cup Benefit Gala

Quirónsalud, together with the Royal Nautical Club of Palma (Majorca), hosted the 1st MAPFRE King’s Cup Benefit Gala to raise funds for the effort to identify diagnostic markers and find a new therapy target for melanoma. The event was held in conjunction with the Spanish Association against Cancer (AECC), and was led by the oncologist Érika Rivero of the Hospital 12 de Octubre in Madrid. All of the funds raised during the event went to the project. Since it began three years ago, this project has aimed to make headway in melanoma

screening and treatment. Melanoma, which affects both adults and children, is one of the most prevalent types of cancer and has one of the highest mortality rates in Spain. Over 350 people attended the gala, including a number of high-profile names locally and nationally as well as staff of the Quirónsalud Group and Quirónsalud corporate management team. The Valencian actress Carolina Cerezuela was the emcee for the night, and the Majorcan folk singer Jaume Anglada brought the evening to a close with his music.



6.3 | Promoting healthy living

We understand that promoting health and healthy living is not only the responsibility of the health sector but rather is part of the population's well-being, therefore requiring involvement of all sectors.

The rise of chronic non-communicable diseases is associated with modifiable behavioral risk factors such as diet, exercise, tobacco consumption, excessive alcohol intake, and psychosocial factors that are prevalent in our society's lifestyle both on an individual and population-wide level. This makes it important for us to put our expertise and care teams at the service of the public, not only to treat disease but also to prevent it.

It is very important to develop these habits from an early age, which is why we have focused a substantial part of our efforts on programs especially designed for school-aged children in schools across the country. Partnering with these institutions, we have approached the issue of healthy living from a number of angles, including oral hygiene, nutrition, the negative health effects of alcohol and tobacco, and the need for regular exercise.

In addition, sponsorship efforts are centrally coordinated to target sports-related events and training in nutrition and other aspects aimed at benefiting health and preventing disease.

6.4 | Supporting patient associations

Quirónsalud hospitals in the Madrid region conduct programs to educate, support, and provide comprehensive care. To do this, we have partnered with over 50 patient associations involved in a wide range of diseases affecting the population as a whole, from diabetes to rare diseases, heart disease, neurological disease, and cancer.

Our collaboration is rooted in direct, open dialog and is focused on meeting the concrete needs of patients. In the future, we plan to expand this collaboration to the rest of the country.

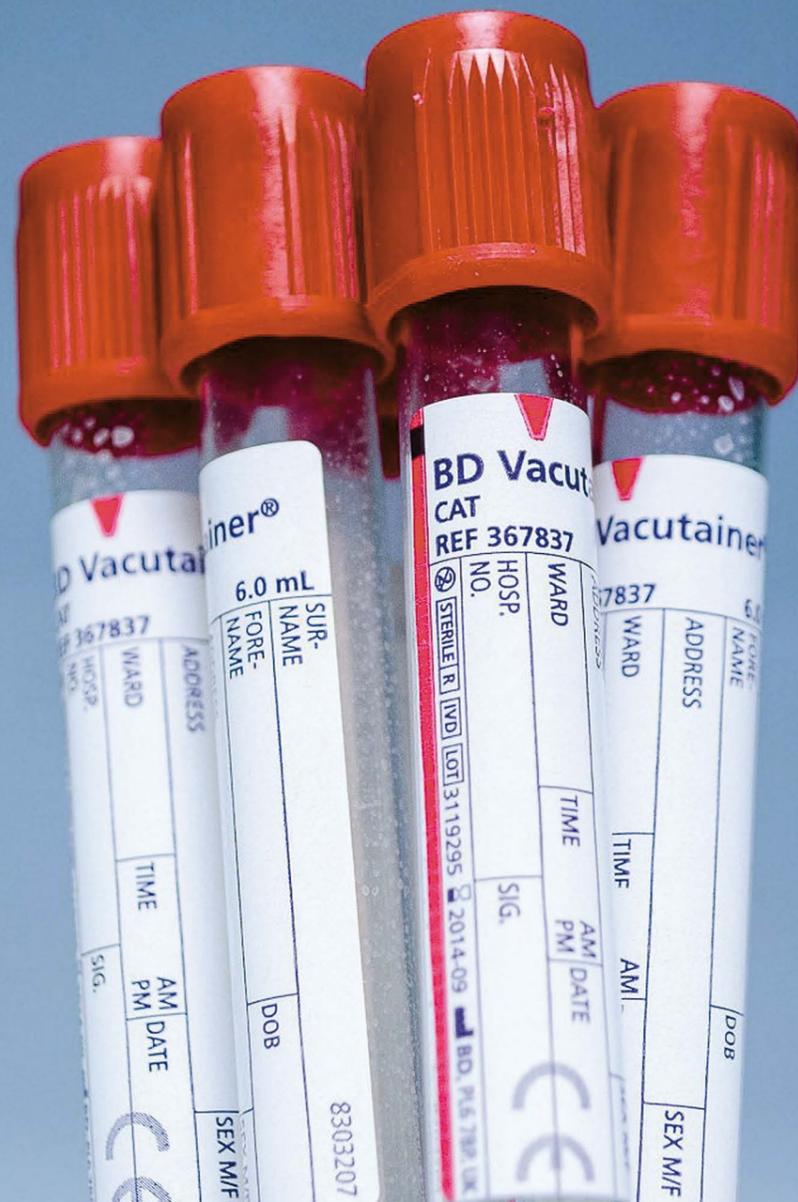
Patient Associations

A.D.E.M.V. Asociación de Esclerosis Múltiple de Valdemoro (multiple sclerosis)
AAUC. A. de Afectados de Urticaria Crónica (chronic urticaria)
AAVVCC. Asociación de Vecinos Coordinadas de Móstoles (neighborhood association)
ACARMAS. Asociación Cardiosaludable Madrid Sur (heart health)
ACCU MADRID. Confederación de Enfermos de Crohn y Colitis Ulcerosa de Madrid (Crohn's disease and ulcerative colitis)
ADEMCVILLALBA. Asociación de Esclerosis Múltiple de Villalba (multiple sclerosis)
ADISA MADRID. Asociación de Diabéticos de la Sierra de Madrid (diabetes)
ADISFIM. Asociación de Discapacitados Físicos de Móstoles (physical disabilities)
ADM. Asociación de Diabéticos de Móstoles (diabetes)
AEAL. Asociación de Pacientes con linfoma, mieloma, leucemia (lymphoma, myeloma, and leukemia)
AECC. Asociación Española contra el cáncer (cancer)
AECMOS. Asociación de Enfermos de Corazón de Móstoles (heart disease)
AFAMSO. Asociación de Familiares de Alzheimer (Alzheimer's)
AFAV. Asociación de Familiares de Enfermos de Alzheimer (families of Alzheimer's patients)
AFEMV. Asociación de Familiares de Enfermos Mentales de Valdemoro (mental illness)
AFINSYFACRO. Asociación de Fibromialgia y Fatiga Crónica (fibromyalgia and chronic fatigue)
AFIVAL. Asociación de Fibromialgia de Valdemoro (fibromyalgia)
ALIANZA ESPAÑOLA DE FAMILIAS DE VON HIPPEL LINDAU (von Hippel-Lindau syndrome)
AMAC. Asociación Madrileña de Pacientes anticuagulados Cardiovasculares (cardiovascular patients requiring anticoagulation)
AMDEA. Asociación Mostoleña de espondilitis y artritis (spondylitis and arthritis)
AMDDEM. Asociación Mostoleña de Esclerosis Múltiple (multiple sclerosis)
AME. Asociación Madrileña de Epilepsia (epilepsy)
AMOSTDAHSA. Asociación en Móstoles para el Trastorno por Déficit de Atención e Hiperactividad y Síndrome de Asperger (ADHD and Asperger's syndrome)
APACOR. Asociación de Pacientes Coronarios (heart patients)
APAD. Servicio de Acompañamiento a Pacientes Ambulantes con Discapacidad (accompanying disabled patients during outpatient visits)
APAM. Asociación para la Prevención de Alcoholismo de Móstoles (alcoholism)
APANEFA. Asociación de Daño Cerebral Sobvenido de Madrid (stroke)
ASACO. Asociación de Afectadas por Cáncer de Ovario (ovarian cancer)
ASOCIACIÓN CORAZONES UNIDOS POR LA SALUD. (cardiovascular patients)
ASOCIACIÓN DE CELÍACOS Y SENSIBLES AL GLUTEN. (celiac disease and gluten sensitivity)
ASOCIACIÓN DE DIABÉTICOS DE MADRID. (diabetes)
ASOCIACIÓN ESPAÑOLA DEL SÍNDROME DE RETT. (RETT syndrome)
ASOCIACIÓN MAR DE SOMNIS. Free-time activities for children with epilepsy
ASOCIACIÓN PARKINSON MADRID. (Parkinson's disease)
AUSMEN. Asociación de Usuarios de Salud Mental de Móstoles (mental health)
CORRE LA VOZ. (mental illness)
DIABETES MADRID. ASOCIACIÓN DE DIABÉTICOS DE MADRID. (diabetes)
EUROPA COLON. (colon cancer)
FADCAM. Asociación de Diabéticos y Cardiopatas de Pinto (diabetes and heart disease)
FEASAN. Federación Española de Asociaciones de Anticoagulados (anticoagulated patients)
FEDER. Federación Española de Enfermedades Raras (rare diseases)
FRENO AL ICTUS. (stroke)
FUNDACIÓN AYUDATE. (ostomy)
FUNDACIÓN NUMEN. (cerebral palsy and other related conditions)
FUNDACIÓN PIERRE - FABRE. (atopic dermatitis)
GEPAC. Grupo Español de Pacientes con cáncer (cancer)
PUNTOOMEGA. (services for disadvantaged populations)



7. Suppliers

The catalog and joint purchasing system were developed in 2015, and the system was updated constantly to meet emerging needs of the group



Suppliers of goods and services also play an important role in our relations with clients, as they help us to fulfill our mission of caring for the health and well-being of people. That's why purchasing management and quality control of materials are central to the company's strategy. To guarantee greater traceability and control, suppliers of medical material and pharmaceutical products are centrally managed by our purchasing department. The rest of the products consumed within the company are procured and handled by hospital-level coordinators of purchasing.

We have a corporate-level purchasing department that negotiates and centralizes the Group's purchasing for all hospitals, including both medical supplies and pharmaceuticals. This centralized purchasing department allows us to homogenize conditions and integrate our efforts with our different suppliers. Each supplier included in the central purchasing department has signed a sales and distribution contract laying down the conditions of the service, obligations of the parties, and also the guarantees and responsibilities they assume.

There are currently over 150 suppliers included in the system, representing 20% of the entire purchasing volume. This number is set to increase throughout 2016. Suppliers are classified according to the type of material sold; the first-level classification separates suppliers into those that provide medical supplies and suppliers of pharmaceutical products. Supplier classification determines the procurement and distribution process followed, so as to ensure the safety and quality of the products.

The Quirónsalud Group works with an approved warehouse for storage of pharmaceutical products. This enables the firm to purchase these products on a group-wide level through the corporate purchasing department. Otherwise, purchasing could only be done individually by each hospital's head of pharmacy.

Purchasing in the company is organized based on how the products are to be used: our core business performs purchasing and investments through the corporate purchasing unit set up for this purpose in 2015. Since the department first began, it has taken over 80% of the procurement of pharmaceutical and medical products for the company. As a result, an open bid process was set in motion to allow suppliers to submit information for evaluation based on price, quality, and innovation of the product while taking into account other issues such as the input of the group-wide pharmacy department and the pharmacy committees operating in each of the company's medical facilities. After drugs have been validated, a catalog is created and made available to all our medical facilities so they may directly place orders with suppliers once the corporate purchasing department has authorized the purchase and pending receipt of the invoice after the products have reached their destination.

The catalog and joint purchasing system were developed in 2015, and the system is being constantly updated to meet emerging needs arising from either new products coming to market, changes in the group's care activity, or improvements in IT systems. This has led to greater efficiency (e.g., shorter administrative lead times, corporate-level procurement coordination), the exchange of knowledge between medical centers and with group headquarters and industry, a reduction in paper consumption, and savings on communications and transportation.

Quality is a focal point of our purchasing process. Each type of material or drug must comply with minimum levels of quality and safety, and suppliers must fulfill a number of conditions before forming part of the central purchasing system. Before products are purchased, we guarantee their quality, comparing the products' properties against the competition and testing the product.

Our purchasing system also helps handicapped people enter the job market. Several of our health centers and group companies have entered into agreements for the supply of goods and services with centers for employment for those with special needs. In all, the amount invested in business contracts for service provision through such special centers for employment is over 4 million euros.

8. Environmental management

8.1 | Locus of environmental management in the workplace

Preventing and reducing the impact on the environment caused by our business activity is part of our way of envisioning our work and of putting our corporate values into practice. On the one hand, environmental efforts are linked to our commitment to quality and excellence, and on the other, we are acutely aware that preserving our surroundings is essential to people's health.

Quirónsalud closely monitors its compliance with environmental legislation. This can be seen in the fact that in 2015 none of the firm's hospitals or occupational health companies were sanctioned or subjected to inspection.

The group has also designed a series of procedures based on best practices to guarantee maximum optimization in our consumption of water and energy and also to ensure proper waste management. Fifteen of our medical facilities are currently certified according to the ISO 14001 standard (see table below), and another four are in the process of becoming certified in 2016 (Hospital Universitari General de Catalunya, Hospital Universitario Fundación Jiménez Díaz, Hospital General de Villalba, and Complejo Hospitalario Ruber Juan Bravo). All other centers have instituted management systems in line with standards, meaning the number of group centers with these certifications will gradually increase.

We are acutely aware that preserving our surroundings is essential to people's health



Quirónsalud hospitals certified according to the ISO 14001 standard

- Hospital Quirónsalud del Vallés
- Hospital Universitario Rey Juan Carlos
- Hospital Universitario Infanta Elena
- Hospital Quirónsalud San José
- Hospital La Luz
- Hospital Universitari Quirón Dexeus
- Instituto Oftalmológico Quirónsalud Barcelona
- Hospital Quirónsalud Albacete
- Hospital Quirónsalud Marbella
- Hospital Universitari Sagrat Cor
- Hospital Quirónsalud Torrevieja
- Hospital Quirónsalud Murcia
- Hospital Quirónsalud Albacete
- Hospital Quirónsalud Costa Adeje
- Hospital Quirónsalud Tenerife



In addition, three of our hospitals have implemented an energy-management system and have attained ISO 50001 certification (see table below). Another two hospitals (Hospital Universitario Fundación Jiménez Díaz and Hospital General de Villalba) are in the process of becoming certified. Plans are also in place to perform audits of energy efficiency throughout 2016. These will be carried out in all medical facilities and in adherence of Royal Decree 56/2016 on energy efficiency. Also, improvement actions deriving from the findings of these audits are established.



Quirónsalud hospitals certified according to the ISO 50001 standard

- Hospital Universitario Rey Juan Carlos
- Hospital Universitario Infanta Elena
- Hospital Quirónsalud La Luz

For its part, the group's occupational safety and health companies (Fraterprevención, Premap, and Unipresalud) have in all their centers a system for environmental management that is certified according to the ISO 14001 standard. These three companies and MC Prevención plan to carry out energy audits in 2016 in adherence of Royal Decree 56/2016 as well as to implement improvement initiatives based on the findings of these audits.

8.2 | Energy consumption and CO₂ emissions

We at Quirónsalud are aware that one of our primary sources of impact on the environment is our use of energy. That is why we have a company-wide commitment to optimize the energy used in our medical facilities in accordance with the rest of the procedures set in motion by the group, thereby guaranteeing maximum quality in our services.

In all our hospitals we optimize energy consumption through a number of means deployed from the corporate level down to the health center level. One of the most important of these is our energy-management policy. This policy is backed by corporate management and is applied throughout all the organization's medical facilities. We also perform analyses of the energy consumed in our hospitals, create energy load curves, adjust the wattage levels contracted to needs, adjust heating and air conditioning to optimum temperatures, and capitalize on outside weather conditions.

Also, efficient technology is used when remodeling or updating facilities. Therefore, investments in facilities and equipment include improvements to further reduce energy consumption by updating facilities and implementing more efficient technology such as systems to monitor energy, and also replacing conventional lighting sources with LED systems. In addition, hospitals such as Hospital Universitario Rey Juan Carlos, Hospital Universitario Infanta Elena, Hospital General de Villalba, and Hospital La Luz have systems that allow for constant measurement within those areas with the highest consumption levels.

In order to reduce energy consumption, corporate-level targets have been set for 2016 for all hospitals as a function of each center's activity and its capacity to take action. During 2015, goals were set to reduce energy consumption in hospitals with the ISO 50001 certification. This applied to each of the energy sources used by the hospital to perform its activity. Measures have been set up based on the type of center and degree of maturity of the management systems.

The results are as follows:

- **Hospital Universitario Infanta Elena:** In 2015, the hospital reduced its consumption of natural gas by 10.5% (kWh/hospital stay) and lowered its consumption of electricity (kWh/hospital stay) by 3.5% compared to 2014.
- **Hospital Universitario Rey Juan Carlos:** In 2015, the hospital reduced its consumption of natural gas by 21.3% (kWh/hospital stay) and lowered its consumption of electricity (kWh/hospital stay) by 13.1% compared to 2014.
- **Hospital Quirónsalud La Luz:** In 2015, the hospital used slightly more energy for hot water (0.15%) than in 2014 (measured in kWh/patient). Consumption of energy for cooling purposes (kWh/patient) rose by 7.7% compared to 2014.

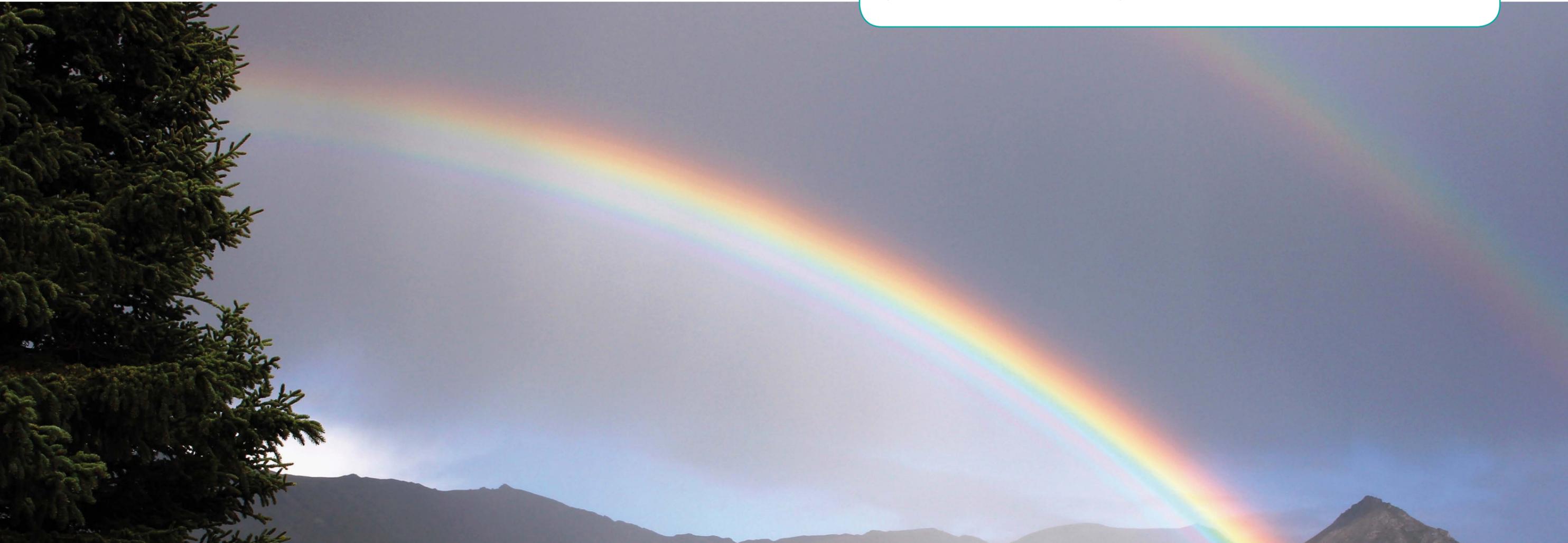
In some hospitals that do not work under the ISO 50001 management system but do have a system for environmental management, objectives were set to reduce levels with respect to 2014 consumption:

- **Hospital Quirónsalud San José:** Reduce electricity use by 30% and fuel consumption by 53%.
- **Hospital Quirónsalud del Vallés:** Reduce electricity use by 10.4%.
- **Hospital Quirónsalud Tenerife:** Reduce electricity consumption (kWh/stay) by 3.9%.
- **Hospital Quirónsalud Costa Adeje:** Reduce electricity consumption (kWh/stay) by 14.8%.
- **Complejo Hospitalario Ruber Juan Bravo:** Reduce electricity use by 8.4% and gas consumption by 0.12%.

Also noteworthy are the initiatives to promote sustainable construction. The Quirónsalud central offices are located in a remodeled building with grade A+ energy efficiency. Since the planning stage, Hospital General de Villalba and Hospital Universitario Rey Juan Carlos incorporated systems to save energy and promote sustainability, including alternative energy sources and ecologically efficient designs consisting of plant-covered roofs and ventilated facades, among others.

Commitment to renewable energy

Several hospitals make use of energy from renewable sources and more efficient energy sources. Hospital Quirónsalud del Vallés has both thermal and photovoltaic solar panels. Hospital Universitario Infanta Elena, Hospital Universitario Quirónsalud Madrid, Hospital Quirónsalud Campo de Gibraltar, Hospital Universitari Dexeus and Hospital Quirónsalud Barcelona have thermal panels. Hospital Universitario Rey Juan Carlos and Hospital General de Villalba have systems of micro combined heat and power.



2015 energy consumption in hospitals

The energy consumed in hospitals during 2015 has generated the following greenhouse-gas emissions, measured in metric tons of CO₂ equivalent:

2015 energy consumption and ratios of energy consumption in hospitals

Natural gas consumption	68,074,507 kWh
Ratio of natural gas consumption by surface area	67 kWh/m²
Ratio of natural gas consumption by hospital stay	50 kWh
Ratio of natural gas consumption by number of beds	10,880 kWh
Electricity consumption	161,556,671 kWh
Ratio of electricity consumption by surface area	158 kWh/m²
Ratio of electricity consumption by hospital stay	119 kWh
Ratio of electricity consumption by number of beds	25,820 kWh

2015 greenhouse-gas emissions associated with energy consumption in hospitals

Greenhouse-gas emissions from natural gas consumption (scope 1) ¹	13,683 metric tons of CO₂ equivalent
Greenhouse-gas emissions from electricity consumption (scope 2) ²	64,623 metric tons of CO₂ equivalent

1. Scope-1 greenhouse-gas emissions are those that are directly generated by the organization. They are calculated by taking into account the emission factor for natural gas published by the Ministry of Agriculture, Food, and the Environment for 2015.

2. Scope-2 greenhouse-gas emissions are indirect emissions produced during the process of generating the electricity consumed by the organization. This figure is calculated by taking into account the emission factor for natural gas published by the National Authority for Markets and Competition for the Spanish energy mix in 2015 irrespective of guarantees of origin.

Some of the most noteworthy measures established in 2015 to reduce other greenhouse-gas emissions include:

- Efforts to reduce business-related trips, thereby lowering indirect, scope-3 greenhouse-gas emissions (indirect greenhouse-gas emissions other than those of scope 2). Also in 2015, videoconferencing systems were set up in all medical facilities. These are used to hold meetings. Plans are in place to publish a travel policy including guidelines to minimize travel.
- Hospital Universitario Infanta Elena included a charging station for electric vehicles in the employee parking garage so as to reduce scope-3 indirect greenhouse-gas emissions associated with employee commutes. The hospital is currently considering similar stations for the public parking area.
- In 2016, each hospital will have greenhouse-gas emissions as part of its corporate balanced scorecard.

Group company Fraterprevención has a best-practices guide for energy saving, and has changed a number of lighting systems in favor of more energy-efficient options. For its part, MC Prevención also has measures in place to optimize energy consumption. Motion sensors have been installed in bathrooms located in medical facilities and offices and in newly built spaces. Since 2014, LED lighting has been installed in health centers and as part of renovation projects. Also, timing systems have been included as a control mechanism in

heating and air conditioning systems so that these systems do not remain on at night and during weekends.

Unipresalud conducts monthly oversight of consumption levels and implements best practices aimed at reducing energy consumption, including replacing halogen bulbs with LED systems. In addition, Unipresalud receives its electricity from a company that guarantees that its energy comes from renewable sources. An objective has been set for 2016 to reduce electricity consumption by 2% relative to 2015 levels. In addition, a document with environmental best practices will be sent to each regional directorate and installation of motion sensors for lighting systems will begin in larger health centers.

Premap set a 2015 objective to reduce electricity consumption by 2% relative to 2014. A number of measures have been introduced to reduce energy consumption, such as changing old ventilation systems in the company's headquarters and laboratory, updating them with automatic systems. This led to a 30% reduction in consumption. Studies have been performed of electricity consumption in offices to determine consumption of reactive power and adjust any deviations. Old fluorescent lights have been replaced with energy efficient fluorescents, and motion sensors for lighting systems have been installed in bathrooms. Also, development has begun on an application to measure electricity and water consumption, which will make it possible to set objectives for reduction in each center. Lastly, further work has been done within the consciousness-raising plan for efficient use of energy resources among employees.

The 2015 energy-consumption levels within occupational safety companies within the group are as follows:

2015 electricity consumption in occupational safety and health companies³

MC Prevención	1,394,705 kWh
Unipresalud	1,505,941 kWh
Premap	3,799,932 kWh

3. Data on Fraterprevención not included.



*We are committed
to responsible use of water
in our medical facilities*

8.3 | Water consumption

We at Quirónsalud also strive to use water in the most optimal fashion in our health centers. To do so we have enacted a number of measures, such as installing low-flow fixtures on faucets, installing consumption-minimization systems in toilets and, whenever possible, making use of rainwater. In some centers, water has been recovered in vacuum chambers using the Venturi process (Hospital Universitario Infanta Elena), while in others the kitchen tunnel washer has been updated (Hospital Universitario Fundación Jiménez Díaz) and certain plants have been replaced with others requiring less water, therefore reducing the demand for water (Hospital Universitario Infanta Elena, Hospital Universitario Rey Juan Carlos, and Hospital Quirónsalud Ciudad Real).

Some hospitals with a system for environmental management have established 2015 targets for water consumption measured against 2014 consumption levels:

- Hospital Universitario Infanta Elena, 13.6% reduction
- Hospital Universitario Rey Juan Carlos, 17.6% reduction
- Hospital Quirónsalud Tenerife, 7% reduction
- Hospital Quirónsalud Costa Adeje, 0.3% reduction
- Hospital Universitario Fundación Jiménez Díaz, 13% reduction
- Complejo Hospitalario Ruber Juan Bravo, 11.6% reduction

As a result of these initiatives, total water consumption in our hospitals during 2015 was 976,371 m³.

In accordance with current legislation, hospitals with substantial levels of water consumption are permitted to dispose of waste water and perform periodic studies of this water to ensure that its characteristics remain within authorized levels.

The following mean levels of greenhouse-gas emissions

were generated due to electricity consumption in occupational safety companies (measured in metric tons of CO₂ equivalents):

Greenhouse-gas emissions associated with electricity consumption (scope 2)⁴ in occupational prevention companies in 2015⁵

MC Prevención	557,882 metric tons of CO ₂ equivalent
Unipresalud	602,376 metric tons of CO ₂ equivalent
Premap	1.519,973 metric tons of CO ₂ equivalent

4. Scope-2 greenhouse-gas emissions are indirect emissions produced during the process of generating the electricity consumed by the organization. This figure is calculated by taking into account the emission factor for natural gas published by the National Authority for Markets and Competition for the Spanish energy mix in 2015 irrespective of guarantees of origin.

5. Data from Fraterprevención not included.

8.4 | Waste management

All of our hospitals use authorized waste-management firms to dispose of their hazardous waste products. Urban waste and similar waste products are managed by authorized firms or using municipal waste-collection systems in the case of health centers located in city centers. Waste is collected separately according to type, thus facilitating subsequent treatment and assessment. All hospitals have worked to properly separate waste; in addition, hospitals with waste-management systems also monitor medical waste that is generated.

We have intrahospital waste-management procedures in place. According to these, we have systems in place for types of hazardous and non-hazardous waste, as well as the receptacles that should be used to separate these waste products, routes and means used to transport them within the hospital, and final storage spaces used before they are removed by an authorized waste-management company. Biological (medical) waste is also treated by authorized firms, thereby ensuring at all times that these products are inertized and disposed of safely. Waste from electric and electronic devices and printer toner are managed by authorized and specialist firms, which ensure proper recycling and/or reuse.

Waste paper and cardboard, glass, and light packaging are recycled. Urban waste and similar waste products are managed through authorized waste-management centers within each region of Spain. In addition, a project for selective gathering of light packaging has been set up in partnership with ECOEMBES. Participating hospitals include Hospital Universitario Infanta Elena, Hospital Universitario Rey Juan Carlos, and Hospital General de Villalba. The aim of this project is to raise awareness among staff and patients of the need to separate light containers and also to give these groups information on the amount of waste that is recycled. The project will be implemented in Hospital Quirónsalud del Vallés in 2016.

Hand-drying systems have been introduced in the public restrooms in a number of hospitals in order to increase hygiene and also to reduce the amount of waste paper and processes needed to dispose of waste paper.

In 2015, some of the hospitals that have a system for environmental management have set targets concerning the

creation of waste products and separation, setting goals with respect to 2014 levels:

- Hospital Quirónsalud Tenerife: 3% reduction in medical waste per number of care cases.
- Hospital Quirónsalud Costa Adeje: 2% reduction in medical waste per number of care cases.
- Hospital Universitario Infanta Elena: increase the amount of light packaging that is recycled by at least 9,900 kg.
- Hospital Universitario Infanta Elena: increase the amount of light packaging that is recycled by at least 14,800 kg.
- Hospital La Luz: 2.9% reduction in medical waste per number of care cases.

Also in Fraterprevención, MC Prevención, Unipresalud, and Premap, all hazardous waste products are managed by authorized suppliers of these services. Urban waste and similar waste products are managed by authorized firms or using municipal waste-collection systems. In all cases, instructions are available on managing both non-hazardous and hazardous waste, including medical waste (deriving from medical examinations), electronic waste, fluorescent lighting, and expired medicinal products.

Additionally, Premap only works with paper suppliers that are certified by the Forest Stewardship Council, which guarantees that paper is sourced from forests that are managed sustainably, and the EU Ecolabel, which ensures that manufacturing processes have included measures to reduce environmental impact and health risks.

Participation in Climate Change Cluster

Quirónsalud has joined the Climate Change Cluster organized by the association Forética. This cluster brings together large Spanish enterprises to share ideas on leadership and know-how in this realm.

The Climate Change Cluster channels the main climate change-related trends and discussions going on worldwide into the Spanish business context, contributing to knowledge creation, collaboration with public authorities and opinion leaders, and developing a profile as Spanish leaders in climate change.



8.5 | Oversight and control of ionizing radiation

All hospitals that perform diagnostic radiology, radiotherapy, and nuclear medicine have radiation protection and dosimetric oversight services available to protect both individuals and the environment. Radioactive isotopes used in clinical diagnosis are overseen daily by specialist staff members and undergo statutory annual inspection by the Nuclear Safety Council. Additionally, waste that is derived from care activities is managed in adherence of specific procedures, undergoing daily oversight to maintain control over radioactive activity until the half-life of these substances is reached and also to ensure that the substances have been decontaminated.

8.6 | Staff environmental awareness-raising

During 2015, staff environmental awareness-raising campaigns have been enacted in all our medical facilities. These campaigns were announced and promoted using the intranet, thus reducing the amount of paper consumed. Other similar campaigns have promoted waste separation in all our medical facilities. New hires also receive information on these initiatives during their orientation process.

The following specific campaigns were carried out in 2015:

- World energy saving day: October 21, in all centers.
- International Day for the Preservation of the Ozone Layer: September 16 in Hospital Universitario Rey Juan Carlos.
- Hospital Quirónsalud Tenerife: social-media campaign on World Environment Day; all staff took part.
- Hospital Quirónsalud Sagrado Corazón: environmentally themed screensavers every month throughout the year.
- Launch of the water-conservation campaign in Hospital Universitario Fundación Jiménez Díaz.



I. Awards and recognitions

2015 Regional Index of Hospital Excellence

The Index of Hospital Excellence (Instituto Coordinadas de Gobernanza y Economía Aplicada) is the result of almost 2,000 interviews of health professionals throughout all of Spain. The index measures excellence based on the results and perceptions of staff working in centers or within the center's surroundings. Results are focused on quality and the assessment of the services offered in public and private medical facilities.

In 2015, Hospital Quirónsalud Barcelona was named the sixth best hospital in Spain and the second best in Catalonia. Also, Hospital Quirónsalud Málaga has been named the finest hospital in its province. Lastly, Hospital Quirónsalud Valencia has been named the finest hospital in the region of Valencia.

Top20 Awards

Eight hospitals were named for Top20 awards; these awards are given by IASIST, an information consulting firm. The group's winners include Hospital Universitario Quirónsalud Madrid, Hospital Quirónsalud San Camilo, Hospital Universitario Fundación Jiménez Díaz (three prizes), Hospital Universitario Rey Juan Carlos, Hospital Universitari General de Catalunya, and Hospital Universitari Sagrat Cor

(Barcelona). A total of 155 hospital facilities presented candidacies. The Top20 Awards seek to further continuous improvement in health services by providing updated information each year on key metrics within the Spanish National Health System and private-sector hospitals.

Care Reputation Prize (Merco)

According to the Care Reputation Monitor published by Merco, the health center in Murcia earned ninth place alongside Quirónsalud Marbella and Málaga in tenth.

This ranking system is based on over 2,700 surveys completed by nurses (885), specialist physicians (872), GPs (305), members of patient associations (402), health journalists (209), and hospital pharmacists (51).

Accreditation by the Spanish Society of Pulmonology and Thoracic Surgery (SEPAR)

The Interdisciplinary Sleep Unit at Hospital Universitario Fundación Jiménez in Madrid was granted top-level accreditation when the SEPAR included the department in its list of highly complex sleep units that have achieved this

recognition of excellence. This accreditation is a reflection of the excellence of the sleep unit, not only as concerns patient care, but also in teaching and research. Fewer than ten hospitals in Spain have earned this recognition.

Best-in Class prizes

Hospital Quirónsalud Murcia is one of five finalists for the 10th edition of the Best-in-Class (BIC) award within the specialties of anesthesiology and intensive care. These awards are sponsored by the industry publication Gaceta Médica and the Rey Juan Carlos University sponsored chair for health-care innovation and management and with the support of the Spanish Society of Health-Care Directors and the Fundación Ad Qualitatem.

Also, Hospital Universitario Fundación Jiménez Díaz took

five Best-in-Class awards for excellence in patient care in the areas of diabetes, hematology and hemotherapy, gynecology and obstetrics, pulmonology, and urology. Finally, Hospital Rey Juan Carlos was awarded the prize in recognition of its patient answer center.

The aim of these awards is to publicly recognize the best primary-care center, hospital, and services or units in Spain. Award-winners can be public or private institutions that look to provide patients with excellent service.



II. Profile of the 2015 CSR report

About the report

The aim of this report is to ensure that all of the company's stakeholders are aware of the challenges and advances in corporate social responsibility that have been part of the company's experiences during 2015.

This report contains the primary CSR-related challenges and the way these challenges have been faced. To achieve this aim, the document details the activities and advances of 2015. This way, readers receive an exhaustive and clear description of all the information needed by the different individuals or groups that have an interest in any of the activities or decisions of the organization, including patients and their families, staff, physicians, clients, suppliers, investors, and society as a whole.

This document is drafted yearly and has been created in accordance with the guidelines set forth in the G4 guide for drafting sustainability reports as part of the Global Reporting Initiative (GRI). A CSR report is scheduled to be drafted on a yearly basis. The information included in this report is based on the corporate social responsibility program detailed under the Quirónsalud CSR NEXT 2016–2018 and also in the materiality assessment. The section titled "Identifying relevant issues" describes the development process and methods used for the 2015 Quirónsalud materiality assessment.

Based on the contents of this document, Quirónsalud considers that the 2015 RSC Report has been drafted in accordance with version G4 under the "core" option.

Scope

- Quirónsalud refers to all hospitals and providers of occupational safety services
- Geographic location: Spain
- Period included in the report: fiscal year
- Time: 2015
- Frequency with which the report is issued: yearly

Scope of the information contained in the CSR Report

This 2015 CSR Report marks the first time Quirónsalud has embarked on such an endeavor, and the quantitative indicators published cover all of the group's hospitals in Spain as well as the four group companies providing external services in occupational safety (Premap Seguridad y Salud, Fraterprevención, MC Prevención, and Unipresalud) for the 2015 fiscal year. The scope is a general one and may vary between certain sections, which is why greater detail is given on the data published in each chapter. Where there existed sufficient evidence and when it was deemed to be of assistance, specific qualitative information is given on hospitals and group companies providing external services in occupational safety.

The quantitative information appearing herein was derived from the company's reporting systems.

Contact

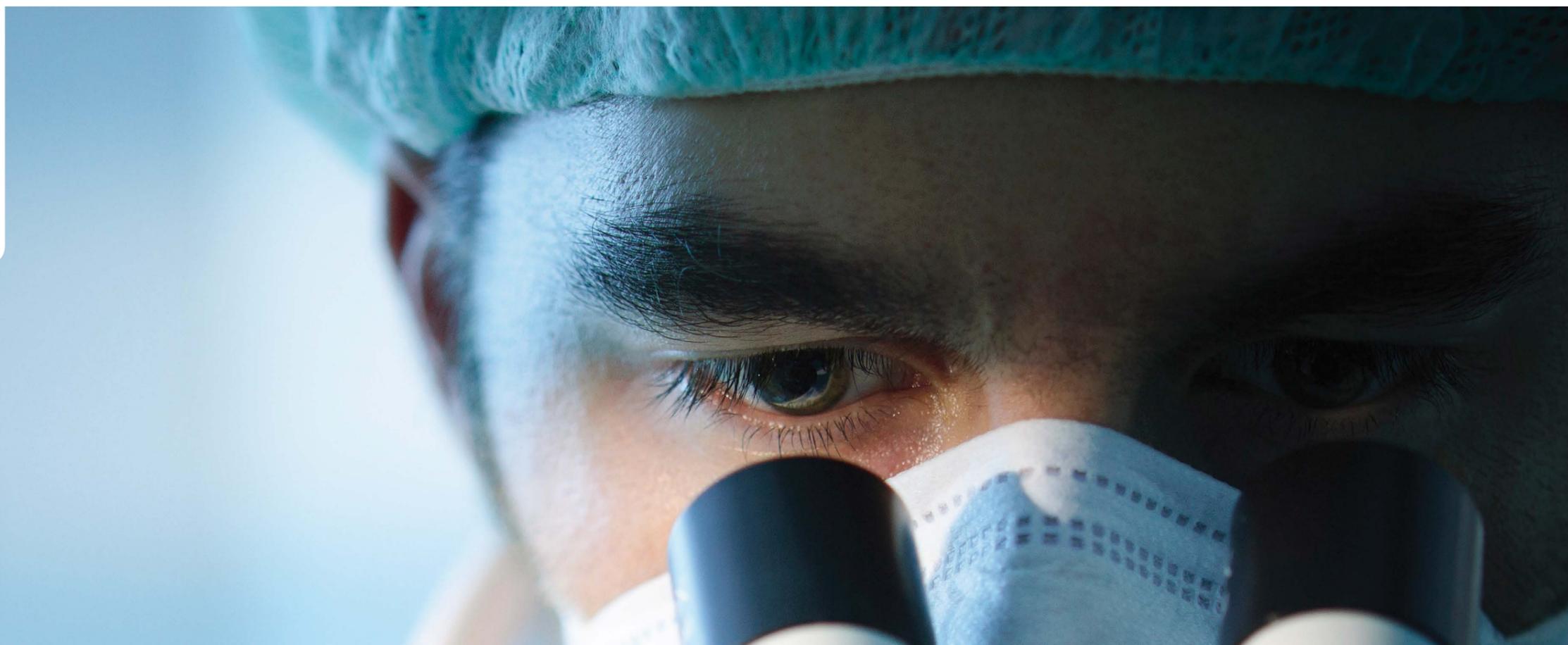
The department responsible for drafting the Sustainable Development Report is the Corporate Directorate of CSR and the CSR Committee, a multi-sector and multi-functional committee that informs company management of its activities.

For further information, please contact the CSR Report Committee:

- Mailing address: C/ Zurbarán 28, 28010 Madrid (Spain)
- Phone: +34 91 781 06 82
- Email: rsc@quironsalud.es

For additional information on CSR and the business activities of Quirónsalud, please visit our websites:

www.quironsalud.es
www.fundacionquironsalud.es



III. GRI G4 Index

Below is an index of GRI-related content, the aim of which is to allow for easy location of the relevant contents within this report.

BASIC OVERALL CONTENTS		
Basic overall contents	Name of indicator	Section of the 2015 CSR Report
STRATEGY AND ANALYSIS		
G4-1	Statement by the organization's foremost decision-maker	Letter from the President
ORGANIZATION PROFILE		
G4-3	Organization name	Grupo Hospitalario Quirónsalud
G4-4	Organization's most important brands, products, and services	Our history Our network
G4-5	Organization's headquarters	Profile of the 2015 CSR report
G4-6	Countries where the organization conducts its business	Spain
G4-7	Ownership framework and legal regimen	Company presentation ww.quironsalud.es
G4-8	Markets served	Company presentation
G4-9	Scale of the organization	Our history Our network
G4-10	Staff	Staff profile
G4-11	Percentage of staff covered under collective agreements	Staff profile
G4-12	Description of the supply chain	Suppliers
G4-13	Significant changes taking place throughout the period of analysis	Company presentation
G4-14	Precautionary principle	Locus of environmental management in the workplace
G4-15	External principles or initiatives the organization subscribes to or has adopted	Channels for communicating with our stakeholders
G4-16	Most relevant memberships in associations	Channels for communicating with our stakeholders

BASIC OVERALL CONTENTS		
Basic overall contents	Name of indicator	Section of the 2015 CSR Report
MATERIAL ASPECTS AND COVERAGE		
G4-17	Entities included in the financial consolidation and reflected in the present report	Profile of the 2015 CSR report
G4-18	Process for determining the contents of the report, the limits set for each aspect, and how the organization has applied the principles of report drafting to determine the report's contents	Identifying relevant issues
G4-19	List of relevant aspects identified during the process of defining the report's contents	Identifying relevant issues
G4-20	Internal limit for each relevant aspect	Identifying relevant issues
G4-21	Company-external coverage for each relevant aspect	Identifying relevant issues
G4-22	Consequences of information from previous reports appearing here in reformulated fashion and the causes of this reformulation	2015 is the first year an annual CSR report has been drafted, and thus there has been no such reformulation
G4-23	Substantial change in the scope and limits of each aspect relative to prior reports	2015 is the first year an annual CSR report has been drafted, and thus there has been no such change in the scope or limits of each aspect
STAKEHOLDER PARTICIPATION		
G4-24	List of the organization's stakeholders	The company's stakeholders
G4-25	Criteria for choice of stakeholders	The company's stakeholders
G4-26	Organization's approach to stakeholder participation	The company's stakeholders Channels for communication with stakeholders
G4-27	Issues and key problems that have arisen due to the participation of stakeholders; describe the organization's assessment of these issues and others within its report	The company's stakeholders Channels for communication with stakeholders
REPORT PROFILE		
G4-28	Period included in the report	2015
G4-29	Date of last report	This is the first annual CSR report drafted by the Quirónsalud Hospital Group
G4-30	Report presentation cycle	Annual
G4-31	Contact information for queries related to the report's contents	Profile of the 2015 CSR report
G4-32	Option for report drafting chosen by the organization	Core
G4-33	Current policies and practices followed in the organization for external verification of the report	No such external verification of the 2015 CSR Report has been carried out
GOVERNANCE		
G4-34	Organization's governance structure Management Committee Makeup	Company presentation
ETHICS AND INTEGRITY		
G4-56	Values, principles, standards, and norms of the organization, such as codes of conduct or ethical codes	Ethics guidelines

BASIC OVERALL CONTENTS		
Basic overall contents	Name of indicator	Section of the 2015 CSR Report
CATEGORY: FINANCIAL		
MATERIAL ASPECT: FINANCIAL PERFORMANCE		
G4-DMA	General information on management approach	Company presentation
G4-EC1	Economic value generated and distributed directly	Primary 2015 figures and milestones
MATERIAL ASPECT: ACQUISITION PRACTICES		
G4-DMA	General information on management approach	
G4-EC9	Percent of expenditures devoted to significant transactions with local suppliers	Suppliers
CATEGORY: ENVIRONMENT		
MATERIAL ASPECT: ENERGY		
G4-DMA	General information on management approach	Locus of environmental management in the workplace
G4-EN3	Internal energy consumption	Energy consumption and CO ₂ emissions
G4-EN5	Energy intensity	Energy consumption and CO ₂ emissions
G4-EN6	Reduction in energy consumption	Energy consumption and CO ₂ emissions
MATERIAL ASPECT: WATER		
G4-DMA	General information on management approach	Locus of environmental management in the workplace
G4-EN8	Water harvesting by source	Water consumption
MATERIAL ASPECT: EMISSIONS		
G4-DMA	General information on management approach	Locus of environmental management in the workplace
G4-EN15	Direct greenhouse-gas emissions (Scope 1)	Energy consumption and CO ₂ emissions
G4-EN16	Indirect greenhouse-gas emissions due to energy generation (Scope 2)	Energy consumption and CO ₂ emissions
MATERIAL ASPECT: SOLID AND LIQUID WASTE		
G4-DMA	General information on management approach	Locus of environmental management in the workplace
G4-EN22	Total waste water generated, according to its nature and destination	Water consumption
G4-EN23	Total weight of waste generated, by type and treatment method	Waste management
G4-EN24	Total number of most significant accidental spills and their volumes	No environmental accidents took place in 2015 The company's risk of accidental spills is insignificant
MATERIAL ASPECT: REGULATORY COMPLIANCE		
G4-DMA	General information on management approach	Locus of environmental management in the workplace
G4-EN29	Amount of the most significant fines and number of non-monetary sanctions levied against the company due to non-compliance with environmental legislation and regulations	In 2015 none of the firm's hospitals or occupational health companies were sanctioned or subjected to inspection

BASIC OVERALL CONTENTS		
Basic overall contents	Name of indicator	Section of the 2015 CSR Report
CATEGORÍA: SOCIAL PERFORMANCE		
• SUB-CATEGORY: PRACTICUM OPPORTUNITIES AND FAIR WORK		
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	General information on management approach	Human Team
G4-LA1	Total number and hiring rate and average employee turnover, broken down by age group, sex, and region	The 2015 employee turnover rate was 0.96%
G4-LA3	Levels with which employees returned to their posts following maternity or paternity and retention rate of these individuals, broken down by sex	In 2015, 100% of employees entitled to maternity or paternity leave returned to their posts after their leave concluded
MATERIAL ASPECT: SKILLS RAISING AND EDUCATION		
G4-DMA	General information on management approach	Occupational health and safety
G4-LA5	Percentage of employees represented in formal safety and health committees containing both employees and management (i.e., committees formed to oversee and provide advisory services on occupational health and safety)	100% of employees
MATERIAL ASPECT: SKILLS RAISING AND EDUCATION		
G4-DMA	General information on management approach	Staff training and talent development
G4-LA9	Average hours of training by employee, broken down by sex and professional category	Staff training and talent development
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	General information on management approach	Staff profile
G4-LA12	Makeup of governance bodies and staff breakdown by professional category and sex, age, minority group, and other indicators of diversity	Staff profile
• SUB-CATEGORY: RESPONSIBILITY OVER PRODUCTS		
SUB-CATEGORY: RESPONSIBILITY OVER PRODUCTS		
G4-DMA	General information on management approach	Social initiatives
G4-SO1	Percentage of operations in which development programs, impact assessments, and local community participation have been implemented	Social initiatives
• SUB-CATEGORY: RESPONSIBILITY OVER PRODUCTS		
MATERIAL ASPECT: CLIENT HEALTH AND SAFETY		
G4-DMA	General information on management approach	Person-centered health
G4-PR1	Percentage of categories of significant services and products whose impact on safety and health have been assessed with a view to implementing improvements	Ensure care excellence for patients and their family members
G4-PR2	Percentage of operations in which development programs, impact assessments, and local community participation have been implemented	Ensure care excellence for patients and their family members

MATERIAL ASPECT: GENERAL INFORMATION ON MANAGEMENT APPROACH		
G4-DMA	General information on management approach	Ensure that appropriate information is given to patients on medical treatments
G4-PR3	Type of information required by the organization's procedures concerning information and labeling of its products and services and the percentage of product and service categories that are subject to such requirements	Ensure that appropriate information is given to patients on medical treatments
G4-PR4	Number of instances of noncompliance of norms or voluntary codes concerning information and labeling of products and services, broken down by the type of result of such incidents	In 2015 there were no instances of noncompliance with regulations or voluntary codes concerning information on products or services
G4-PR5	Results of surveys to measure client satisfaction	Measuring and guaranteeing patient satisfaction
MATERIAL ASPECT: MARKETING COMMUNICATIONS		
G4-DMA	General information on management approach	Ensure that appropriate information is given to patients on medical treatments
G4-PR7	Number of incidents stemming from noncompliance of norms or voluntary codes concerning marketing communications, including advertisements, promotional campaigns, and sponsorship, broken down by type of result of such incidents	In 2015 there were no instances of noncompliance with regulations or voluntary codes concerning marketing communications
MATERIAL ASPECT: CLIENT PRIVACY		
G4-DMA	General information on management approach	Ensuring the safety and privacy of patient information
G4-PR8	Number of complaints linked to the violation of clients' rights to privacy and leaks of client data	In 2015 there were no instances of complaints lodged due to violation of clients' rights to privacy or leaks of client data

