



QUIRÓN SALUD SUSTAINABILITY HIGHLIGHTS 2023

SUSTAINABILITY IN THE AREA OF
HEALTHCARE SERVICES

KEY PERFORMANCE INDICATORS

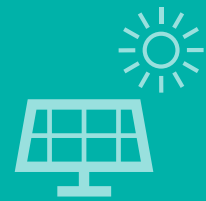
ESG Performance Data by Quirónsalud



13,647,000

MEDICAL CONSULTATIONS

were conducted.



5.6

GWH OF ENERGY

were generated with our photovoltaic systems.



> 74 %

OF APPOINTMENTS

were scheduled **digitally** via our apps.



10,423

BAGS OF FOOD

have been saved since 2022.

787,342

HOURS OF TRAINING

were completed by our employees.



74 %

WOMEN

in our workforce.



> 1,500

STUDIES

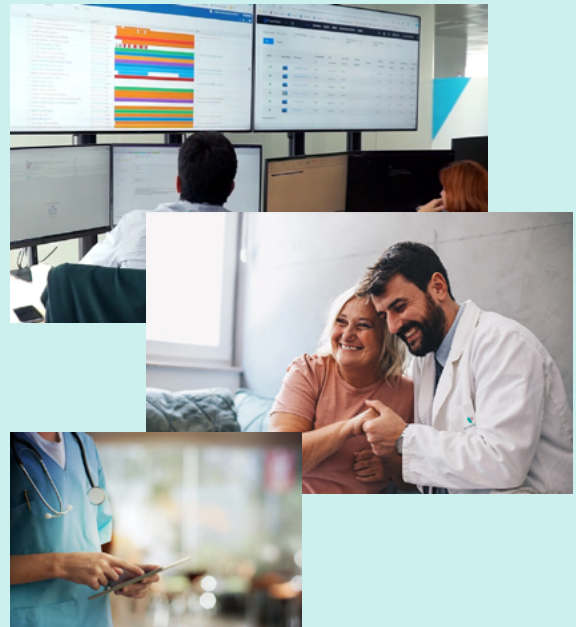
were conducted in our hospitals.

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MAGAZINE

Stories from Quirónsalud World



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This report is also available online with additional, interactive functions.

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Foreword



2023 has been a year of substantial changes in our vision and purpose to improve the non-financial aspects of our management, laying the foundations for the transformation of the healthcare model to respond to the legitimate expectations of patients and families, and society in general, and maximize the value technology provides. All of this, driven by a strategy based on Patient Experience, Health and Efficiency to ensure and protect people's health and the environment.



Víctor Madera
CEO of Quirónsalud



MAGAZINE

STORIES FROM QUIRÓNSALUD WORLD

RELIEVING THE PRESSURE IN THE ED: OUR VIRTUAL URGENT CARE PROGRAM

Overcrowded, and really long waiting times – being in the Emergency department (ED) sometimes feels worse than the injury or sickness itself. At Quirónsalud, we are continuously working to improve this experience for everyone involved: our patients, their relatives, and our employees.

Our solution: combining digitalization with smart processes in our **Virtual Urgent Care Program**

This program supports the on-site ED staff with a virtual visit service. Patients with symptoms qualified as low acuity are professionally consulted and treated via videoconference. Take a look for yourself at how the patient journey is designed:



Magazine

1

Patient is admitted to the ED service and awaits initial assessment.



2

Patient at assessment



If level of severity is low and no physical examination is required, digital consultation is offered



If requirements are not met or digital consultation is refused, continue with the usual face-to-face consultation

3

Patient goes to waiting room

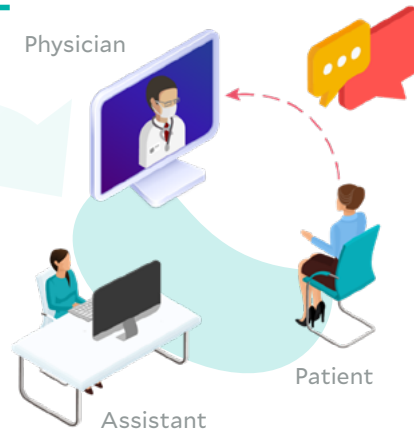
Reduced waiting time



4

Digital consultation

Physician



- A** Diagnosis and discharge of patient
- B** Referral to normal emergency circuit
- C** Request for tests*

5

Tests are performed

Second digital consultation



6

Diagnosis and discharge

Faster

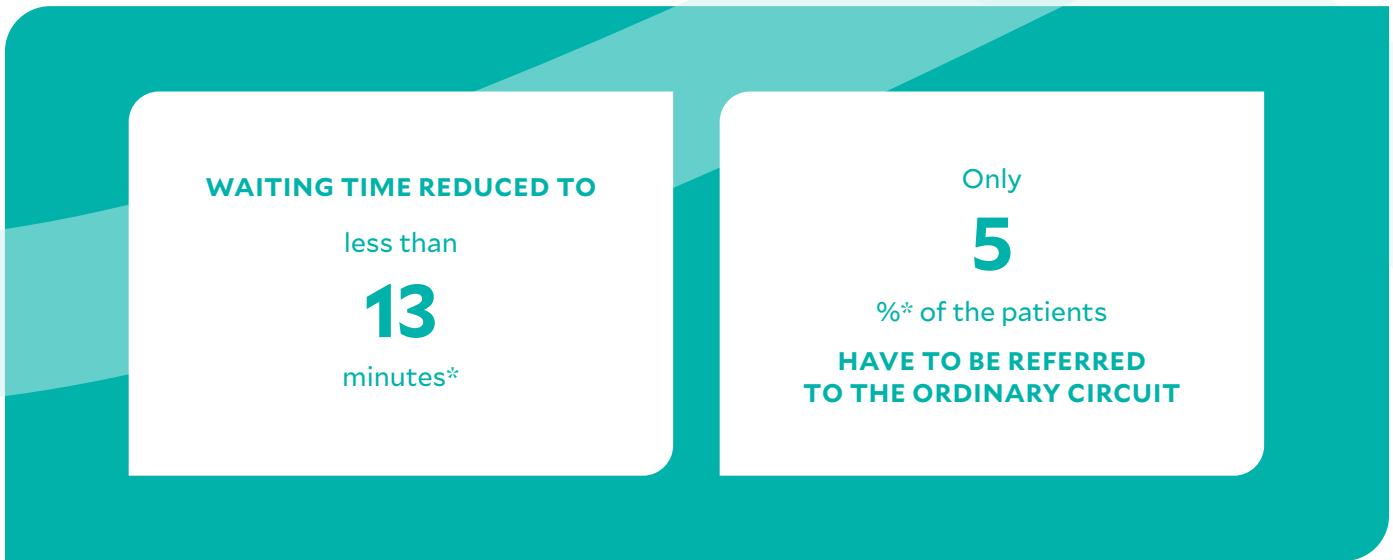


* If tests are required, the patient will receive a second consultation with the results.

EVOLVING EMERGENCY DEPARTMENTS

With this program, we can ease the often stressful experience of being in the ED. So far, we have incorporated it at 12 of our Spanish clinics, with impressive results:

The patients have an improved experience with reduced waiting time and better perception of care.



* As of May 2024.

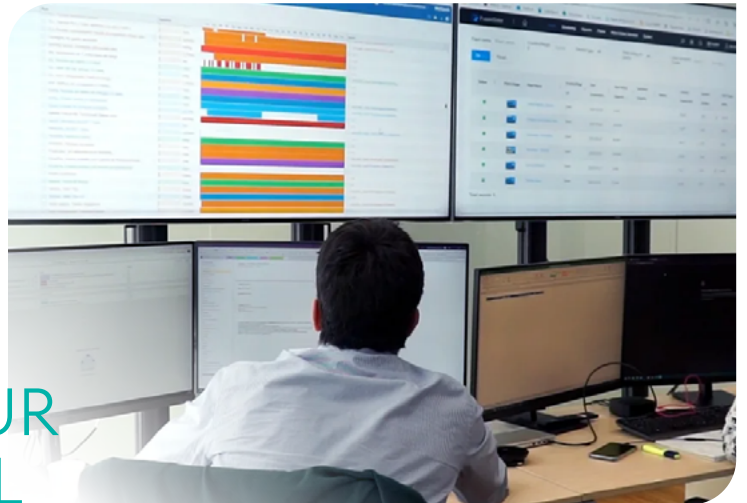
The pressure on the Emergency department, and consequently on our physicians, is relieved, leading to greater capacity to attend to more serious cases.

This Virtual Urgent Care Program has already been implemented in the centers with the highest emergency care occupancy and with the greatest capacity for physician assignment.

Do you want to find out more about how we ensure high-quality healthcare services and use the advantages of digitalization? Jump to our [Quality of our healthcare services](#) and [Digital transformation](#) chapters!

PROJECT DOME:

MONITORING OUR ENVIRONMENTAL CONSUMPTION IN ONE SYSTEM



Setting targets and working to become a more sustainable company is only possible if you know what you are looking at and talking about. Therefore, we, at Quirónsalud, brought a project to life that allows us to monitor the energy, water, and gas consumption of our Spanish hospitals in one system:

Digitalización Operativa y Monitorización de Edificios – DOME

meaning operational digitalization and building monitoring.


This project is key for ensuring optimal performance, efficiency, and sustainable building management, ultimately enhancing comfort in hospitals, and promoting the well-being of both patients and employees.

Curious about how DOME works and the benefits it brings to our environmental management? Our Director of Operational Services will explain it to you.



[Watch online now](#)

Do you want to find out more about the relevant environmental aspects of our business? Have a look at this report’s [Environment section!](#)



EMBRACING PATIENT EXPERIENCE

U Our patients are the core of our business. All of our decisions revolve around their well-being.

Patient experience is therefore one of Quirónsalud’s strategic pillars, focused on providing personalized medical care of the highest quality, based on respect for patients’ preferences and emotional needs, with **attention, proximity, and connection**.

This approach considers both the patients’ satisfaction with the care received, as well as the safety and effectiveness of the clinical processes.

The **digitalization of processes** supports the improvement of the patient experience. We always take a holistic view of our patients and place them at the center of our efforts when we develop digital services. We also focus on ease of use, transparent presentation of all relevant information, and a strong solution focus. In this way, we can use digitalization to improve the accessibility of our healthcare services and also shorten the treatment time in order to help our patients as quickly as possible.

Magazine



The high **level of personalization** fosters high-level treatment outcomes and efficient use of resources. This also helps our healthcare professionals make the best use of their resources. The resources freed up are of the utmost importance in meeting our patients on a human level. We want to give our patients a warm welcome so that they feel comfortable with us. We also want to provide our patients with all relevant information about their state of health and treatments, so that they understand their treatment and we can allay their fears. Understanding, appreciation, and affection play a crucial role in a positive patient experience.

Have a look at our [Quality of our healthcare services](#) chapter to find out more about how we ensure high-quality healthcare services and manage the patient experience.



ESG AGENDA

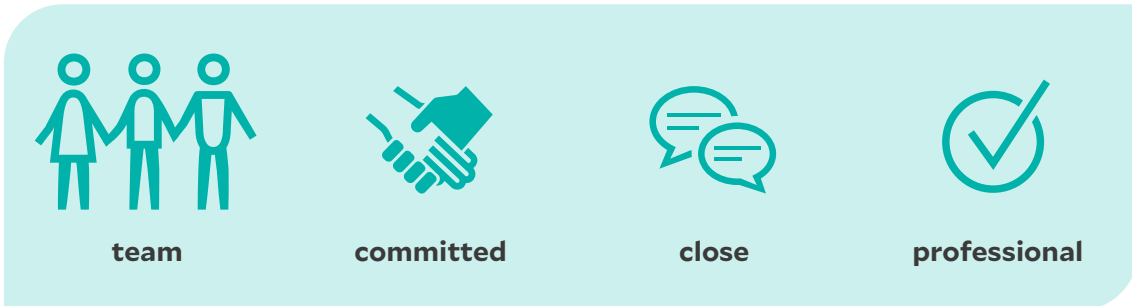
SUSTAINABILITY AT QUIRÓNSALUD

We are driven by a purpose: we work together to build a sustainable future for people’s health and well-being.

OUR VALUES

At Quirónsalud, people are at the center of all decisions, and we are committed to a corporate strategy that protects people’s health and the environment.

Our **values** are the pillars that support the way we act, work, and do things. They explain who we are today and who we will be in the future. They mark our understanding of health and our relationship with people. They make us different and unique. They are our identity:



We have managed to create an identity that reflects the prestige and guarantee of quality that represents us as Quirónsalud: **human-to-human health**.

AT THE CENTER OF OUR STRATEGY

The main objective of Quirónsalud is to offer people healthcare based on excellence and quality. To this end, we are working on the development of the three strategic axes, updated in 2023:

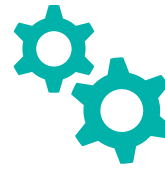
ESG agenda

HEALTH



We provide the best possible medical care while maintaining high standards of quality. This involves a rigorous approach to healthcare delivery to ensure that patients receive effective and safe treatment and that a level of excellence in medical practice is maintained.

EFFICIENCY



This axis reflects Quirónsalud's commitment to the efficient management of resources, which translates into the optimal allocation of financial and human resources to improve operational efficiency and ensure the long-term sustainability of both the company and the private healthcare sector.

PATIENT EXPERIENCE



Patient experience is approached in a holistic manner, taking into account satisfaction and subjective experience with the care received, as well as the safety, appropriateness, and effectiveness of clinical processes. Our mission is to offer medical care of the highest quality, patient-centered and based on medical excellence, prioritizing safety and quality and providing personalized, clear, and transparent patient care.

ESG agenda

We want to go beyond regulatory compliance and advance the formulation of social and environmental objectives and commitments that are closely related to our activities. Therefore, in order to develop the strategic axes in each area of the company's activity, we have established specific objectives that strengthen and improve our **ethical and responsible management**:

Regulatory compliance

- Comply with all local, national, and European legal requirements and identify possible criminal behavior within the organization.
- Adapt policies and procedures to new mandatory regulations.
- Perform prevention, detection, and response functions.

Patients and customers

- Ensure the quality of our services and the safety of our patients.
- Guarantee excellence in the patient experience through the definition and achievement of ambitious goals.
- Be at the forefront of clinical practices in our hospitals and centers, putting our faith in research and innovation.
- Protect the confidentiality, integrity, and availability of information systems, thus ensuring the ability to provide critical services to customers and patients.

Personnel and employment

- Promote diversity and equal opportunities for our professionals by fostering an inclusive and non-discriminatory environment.
- Ensure the safety and well-being of our teams as they perform their work.
- Offer training to help our employees grow professionally and personally.
- Foster pride of belonging through initiatives that make us a benchmark for differential practices in the sector.

ESG agenda

Environment

- Optimize the consumption of resources (energy, water, paper, raw materials, etc.) and contribute to the fight against climate change.
- Improve waste management and move toward a circular economy.
- Raise awareness of environmental responsibility.
- Search for other renewable energy sources.
- Optimize hospital renovations or new builds to reduce energy, water, and raw material consumption, as well as minimizing the waste generated.

Subcontracting and suppliers

- Ensure compliance with the requirements established in current legislation and alignment with the company's principles and objectives.
- Guarantee supply to hospitals in a timely manner, providing an improvement in the administrative management of the transactional process.
- Optimize processes and stocks in hospitals, reducing their administrative burden and inventories.
- Improve the traceability of the supply of products and services purchased.
- Implement the company's supplier approval process to ensure a responsible, fair and ethical relationship, adapted to our sector's needs and legal compliance required.

Social commitment

- Identify opportunities and establish alliances that will allow us to move forward in a more agile and effective manner.
- Improve the health and well-being of people, recognizing our responsibility to contribute to a more equitable society.
- Orient our actions towards long-term objectives and ensure that our work responds to the needs of patients and employees, as well as those of other stakeholders.
- Integrate social action into the core of our business.

ESG agenda

ANCHORING ESG RESPONSIBILITY AT THE HIGHEST LEVEL

In 2023, Quirónsalud created the **Sustainability Directorate** within its senior management structure, dedicated to coordinating and boosting sustainability activities.

With this structural change, we unequivocally demonstrate our commitment to sustainability and its integration into our operations. From this new directorate, we will improve our sustainability management through the development of policies, plans and objectives.

What we do to live up to our objectives is set out in the following chapters regarding [Environment](#), [Social](#) and [Governance](#).

Curious about how sustainability is intertwined with our core business of running hospitals? Have a look at our [interactive graphic](#).

This report gives an overall picture of our sustainability activities. If you want to deep-dive into facts and figures as well as management approaches, have a look at the [Non-financial Report 2023](#) of our parent company Fresenius.






ENVIRONMENT

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Environment

OUR ENVIRONMENTAL MANAGEMENT

At Quirónsalud, we have accepted the challenge of sustainable development and maintain our basic principles of environmental action, with the purpose of building a sustainable future for the health and well-being of people together. We focus on the following topics to achieve this goal:

| | | | | |
|---|---|---|--|---|
|  |  |  |  |  |
| Optimization of energy consumption and fight against climate change | Waste minimization and transition to a circular economy | Optimization of water resource consumption | Supply chain management | Awareness and sensitization raising |

Environmental and climate change issues are controlled and managed in a precautionary manner. In this regard, we develop various actions to control and manage the current and foreseeable effects of our activities on the environment and to address significant environmental aspects.

You can find out more about our efforts in the following chapters on:

- [Climate change & energy](#)
- [Water management](#)
- [Waste management & circular economy](#)

FIGHTING CLIMATE CHANGE

Climate change and its effects are impacting Quirónsalud. In our healthcare facilities, we need to prepare for rising temperatures and the increase in severe weather events in order to continue to protect the health of patients in the best way possible.

The healthcare sector is responsible for approximately 4.4% of net global greenhouse gas (GHG) emissions, equivalent to the annual emissions of 514 coal-fired power plants, thus contributing to climate change.¹

Climate change represents the **greatest health hazard** of the 21st century. In addition to affecting the quality of the air we breathe, it also affects the quantity and quality of fresh water and food. The increased incidence of extreme weather conditions also affects health, especially that of children growing up in unhealthier environments with higher temperatures that favor the spread of diseases such as malaria and dengue fever.

Consequently, given the fundamental role of health, both as an active and passive subject of climate change, and its responsibility for emissions and people's health, the health sector must set an example and a benchmark in the **decarbonization process**. This will benefit society, the environment, and, therefore, health, especially that of the most vulnerable.

Therefore, in our commitment against air pollution and climate change at Quirónsalud, we strive to progressively reduce our GHG emissions, identifying areas and methods for transformational change. In this regard, our actions to achieve our **GHG emissions reduction targets** are in line with Fresenius' climate objectives (have a look at the [Group report](#) for more details), and with the UN Sustainable Development Goals (SDGs).

GHG emissions reduction targets:

- 50% reduction of Scope 1 and Scope 2 GHG emissions by 2030 (base year: 2020)
- Climate neutrality (Scope 1 and Scope 2) by 2040

¹ The calculation is based on the [Health Carés Climate Footprint](#) by the NGO Health Care Without Harm.

Climate change & energy

MITIGATING CLIMATE CHANGE: MAS+

Given the impact of climate change, collaboration with other institutions can be crucial to mitigate its effects and raise awareness of its consequences. It has become clear over time that climate change has a direct impact on the health of the population and that the number of patients with diseases resulting from climate change is increasing – patients with respiratory diseases, for example.

With this in mind, the MAS+ project was launched at our Fundación Jiménez Díaz Hospital (FJD), which is leading in the development of innovative solutions in the healthcare sector. With this ambitious project, the FJD seeks to proactively launch initiatives and projects that reduce negative impacts on the environment and therefore on health. Examples of such projects are:

- Digitalization and technological enhancements: implementing innovative solutions such as telecare or print reduction initiatives
- Pharmaceutical and inhaler recycling processes and training programs
- Establishment of an efficient, sustainable energy supply
- Anesthetic gas best practices and cleaner substitutes
- Research and digitalization training programs

FJD Hospital’s revolutionary initiatives constitute an example to others. These actions have a direct impact on carbon footprint reduction and climate change, which in turn influence the population’s health (prevention and cure).

INSIGHTS INTO MAS+



[Watch the Video online](#)

Climate change & energy

OUR USE OF ENERGY

In order to reduce our [carbon footprint](#), we are increasingly trying to use renewable energies. At the same time, as a hospital operator, it is extremely important that we always have enough energy to maintain operations and provide the best possible care to our patients.

INCREASE IN ENERGY EFFICIENCY

In order to reduce emissions sustainably, it is crucial that we have a good data basis to derive potential improvements. To achieve this, we have launched the **Operational Digitalization and Monitoring of Buildings** (DOME) project. You can find further information [here](#).

The **air conditioning systems** in our hospitals stand for a large proportion of the total energy consumption of Quirónsalud. Since 2011, we have been working on automating the management of these devices and have integrated them all into the DOME system. For example, when outside temperatures drop, the systems adjust their output automatically. This allows us to better adapt to increasingly frequent, abrupt, and extreme temperature changes and save energy through more efficient use.

Improving air conditioning systems through the installation of reluctance motors and frequency converters, changing of burners, and replacement of diesel boilers with natural gas boilers, among others, as well as the substitution of conventional lighting with LEDs, has been key to ensuring more efficient energy use in our hospital and health-care center operations.

As for **hospital infrastructure**, both the construction of new hospitals and the execution of new projects and refurbishments are designed and executed taking into account energy-efficiency improvement in use. To this end, a corporate report has been drawn up on the operation of the control systems of the centers and energy consumption, with the use of energy-efficient equipment, control and management systems, LED lighting, solar collectors, photovoltaic panels, and other energy-efficient systems, such as geothermal energy (the latter whenever possible).

EXPANSION OF RENEWABLE ENERGIES

Since 2022, we have been incorporating solar panels for electricity generation in our hospitals as part of our efforts to reduce our climate impact and ensure the sustainability of our energy supply. The project began with a comprehensive analysis of the possibilities, prioritizing centers with sufficient space and owned properties.

Climate change & energy

OUR PHOTOVOLTAIC SYSTEMS IN NUMBERS

By the end of 2023, we had 10,563 panels in 19 centers, generating 5.6 GWh, which amounts to 6% of the total electricity consumed in these centers.

This achievement translates into a significant reduction of 1,422 tons of CO₂e of our carbon footprint.



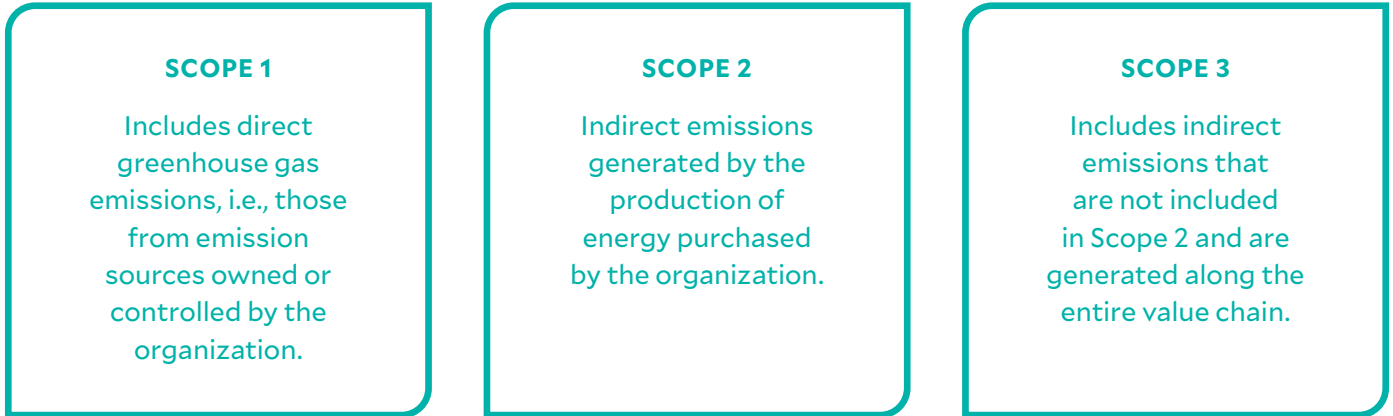
Photovoltaic systems in different locations of Quirónsalud.

CARBON FOOTPRINT

As the healthcare sector is responsible for a considerable percentage of the total GHG emissions, it is our responsibility to define and implement measures to reduce our carbon footprint and its impact on the environment and people’s health.

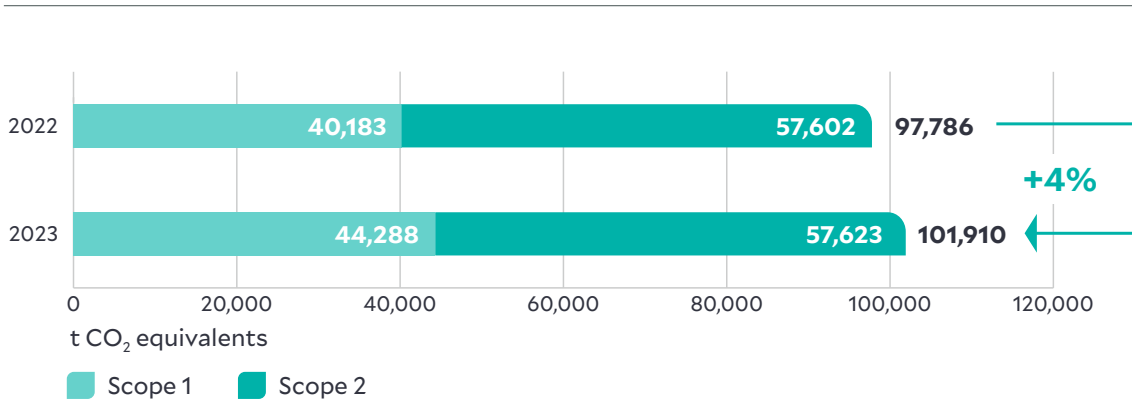
In collaboration with ECODES (an entity recommended by the Ministry of Health of the Government of Spain for the calculation of the carbon footprint in healthcare centers), we have been calculating our carbon footprint since 2016, following the GHG Protocol methodology, which distinguishes between three scopes:

Climate change & energy



The results of our Scope 1 and 2 emissions can be seen in the following graph, which also includes the previous year’s emissions for ease of comparison.

QUIRÓNSALUD’S SCOPE 1 AND SCOPE 2 EMISSIONS



GHG emissions for Quirónsalud have been estimated according to the methodology developed and published by Spain’s Ministry of Ecologic Transition and Demographic Challenge (MITECO).

Scope 1 includes fuel consumption in buildings, fuel consumption in the organization’s own vehicles, refrigerant gas leaks in air conditioning/cooling equipment, consumption of fire extinguishing gases, and consumption of anesthetic gases and inhalers. Scope 2 includes our electricity consumption, calculated according to the market approach, although the location approach is also available.

Climate change & energy

The 4% increase in our emissions is mainly attributable to an increase in Scope 1 emissions, driven by higher natural gas consumption due to the addition of new facilities and an increase in our activity. In addition, new sources of Scope 1 emissions have been identified, such as fire gases, other anesthetic gases not covered in the previous year, and inhalers.

OUR USE OF WATER

For decades, water consumption has increased worldwide and water shortages are occurring in more and more regions as a consequence of climate change. Water supply is crucial for our operating activities. We have to ensure that we can provide the best service to our patients. Responsible and sustainable water management is therefore essential for Quirónsalud.

WATER USAGE IN PATIENT CARE

For our healthcare facilities, a sufficient supply of fresh water is central to patient well-being and hygiene. We withdraw water from the municipal water supply network in accordance with local limitations, the largest freshwater amounts are needed for sterilization activities in surgeries and for the care of inpatients.

To ensure that **water quality** in our hospitals meets our internal and external quality requirements, we have implemented respective management systems and controls in our facilities. Water management is also closely linked to our hygiene management. Our experts ensure that our requirements, as well as external ones, are met.

We have implemented applicable **risk management procedures** in all facilities that come into action if impurities are detected or if the quality of water is not compliant with the standards set – and established dedicated reporting lines.

Due to the critical importance of fresh water use for compliance with hygiene measures and thus patient safety in our healthcare facilities, no significant reductions in water withdrawal are made. Due to internal requirements regarding drinking water quality, we do not reuse water or use gray water – i.e., treated water from showers or washbasins.

HOW WE OPTIMIZE OUR WATER CONSUMPTION

Aware of the importance of protecting water resources and responsible consumption for environmental conservation, we continued, for yet another year, to implement best practices for controlling and reducing water consumption:

- Checking for possible leaks in tanks and installations
- Installation of perlators in sinks and showers

Water management

- Toilet flush pressure adjustments
- Installation of tanks with double push-button discharge mechanisms
- Adjustment of irrigation and placement of plants that require less water

OUR WATER CONSUMPTION

In 2023, we used approximately 1.66 million m³ of water in our healthcare facilities, representing a water saving of approximately 2% compared to the previous year (2022: 1,696,074 m³).

TRANSITION TOWARDS A CIRCULAR ECONOMY

The circular economy represents an undeniable shift in the current model of linear production and consumption, affecting the entire value chain from the extraction of raw materials to the end user. At Quirónsalud, we want to take a step forward and move towards a business model that optimizes the use of resources, minimizes the waste generated and reduces the environmental impact of our operations.

EFFICIENT WASTE MANAGEMENT

Natural resources are becoming increasingly scarce around the world. We can only operate sustainably if we use raw materials we need efficiently. This includes the responsible management of waste, as it contains valuable resources that can be recycled and reused. In the healthcare sector, strict hygiene requirements apply to the materials used and to the safe disposal of hazardous waste. We ensure compliance with strict internal guidelines and comprehensive controls.

Through systematic waste management, we aim to reduce our consumption of materials and minimize the amount of waste generated. To this end, we want to increase the recycling rate of packaging materials in the clinics by using primarily paper and lightweight packaging. The aim is to prevent metal, plastic, or tetrapack packaging from entering the waste mix in order to promote the recycling of these materials.

At the end of 2023, a review of the previous intra-hospital waste procedure was initiated to align it with more demanding segregation standards, which will be implemented in 2024. This will **standardize waste management processes** across all of our centers while ensuring alignment with the company's waste commitment and strategy.

Waste management & circular economy

PRINCIPLES OF CIRCULAR ECONOMY

Our approach is based on the **principles** established by the European Commission in line with the waste hierarchy, in favor of the transition to a circular economy:

Prevention – Reuse – Recycling – Valorization – Disposal

In accordance with the established principles, our **main objectives** related to waste management are as follows:

- Eliminating health, human, and environmental risks.
- Achieving correct identification and segregation of waste.
- Avoiding occupational accidents for personnel in the handling of waste.

In 2023, we already had a **data collection system** in place that allows us to better track data through a dashboard.

As a result of the activities carried out in the centers, the waste generated by Quirónsalud is classified into four main groups which, in turn, are mainly integrated into two categories:

NON-HAZARDOUS WASTE

- Non-sanitary waste similar to domestic waste
- Sanitary waste assimilated to municipal waste

HAZARDOUS WASTE

- Biological waste
- Chemical waste

Waste management & circular economy

NON-HAZARDOUS WASTE

Non-hazardous waste includes the typical items we dispose of in our daily lives that do not pose an immediate threat to human health. In our clinics, non-hygienic waste, which is equivalent to domestic waste, and hygienic waste, which is equivalent to municipal waste, are generated and collected separately. This facilitates their subsequent treatment and recycling.

To make this separation possible, our hospitals have **specific containers for separating** the different recyclable fractions. These containers are located in places where this type of waste is generated more frequently, such as in the general stores, pharmacy, waiting rooms, and cleaning services. Non-hazardous waste is primarily collected by municipal systems, with the exception of a certain number of centers where this type of waste is privately managed.

HAZARDOUS WASTE

In the world of waste management, hazardous waste stands out as a critical issue that requires special attention. Unlike non-hazardous waste, it poses a serious threat to human health and the environment and therefore needs to be **managed appropriately**.

The treatment that hazardous waste receives varies depending on the group to which it belongs:

Biological waste – Cytostatic waste – Liquid chemical waste – Solid chemical waste

The safety of people and the environment is always a priority, and reuse or recycling of the waste generated is therefore prohibited in some cases. For example, biological waste must be sterilized or, in the case of cytostatic waste, needs to be incinerated. Chemical waste also requires special treatment to ensure proper disposal and respective safety. Due to the nature of our activities, the largest volume of hazardous waste is concentrated in the infectious or biological risk waste group.

FOOD WASTE

When caring for patients, a balanced diet is important for their recovery. We also want to provide relatives and our employees with a wide variety of healthy foods. We are actively committed to reducing food waste and using resources efficiently. From a catering perspective, we have been working on the optimization of raw material stocks in food through management tools that allow us to better adjust inventories and reduce food waste.

Waste management & circular economy

TOO GOOD TO GO

In 2023, we continued to work with the “Too Good To Go” project, a mobile application for hospital kitchens and cafeterias that takes into account surplus unsold food that users of the mobile application can purchase at a reduced price.

Since the start of this collaboration in 2022,

10,423 bags of food have been saved

across 29 hospital facilities.

In addition, this collaboration has helped to increase brand awareness, as customers rated their experience with an average score of 4.2 out of 5 in 2023, citing value for money and the generous portion sizes of the food they received. Impressively, 78% of users said they would purchase at the café again.



Sample of the bag of food offered in one of Quirónsalud’s facilities.



SOCIAL

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AT THE HEART OF ALL ACTIVITIES: OUR PATIENTS AND OUR EMPLOYEES

At Quirónsalud, patients are at the core of our activities and our main focus is offering them the best quality and personalized experiences and treatments.

In 2023, we redefined the company's strategy based on three principles: **patient experience, health, and efficiency**, with **digital transformation** as the tool to support us in all the changes that are being introduced in the healthcare model. This transformation will enable us to move toward increasingly agile, responsive, safe, appropriate, and reliable care.

Recognizing the impact our sector, and our company in particular, has on society, we are committed to strategies and actions that not only ensure regulatory compliance, but also promote proactive activities that keep us at the forefront and contribute to the advancement of society.

Our company is **driven by our talent**, which is why we are always focused on empowering our human team, the professionals who make up Quirónsalud's workforce and who are our greatest asset. We embrace diversity and promote the well-being and professional development of our employees, developing their skills and abilities and increasing their pride in belonging to the company.

Social action continues to be an important aspect for us, and we demonstrate our commitment to the society through collaborative projects and initiatives in the field of health. The Foundation **Fundación Quirónsalud** continues to coordinate programs and solidarity actions in the field of health, aimed at supporting our patients, families, and communities in need.

Social

If you want to learn more about these highly relevant aspects of our business activities, jump to the following chapters:

- [Access & affordability](#)
- [Quality of our healthcare services](#)
- [Digital transformation & cybersecurity](#)
- [Research & innovation](#)
- [Employee development & well-being](#)
- [Diversity & equal opportunities](#)

Access & affordability

PROVIDING HEALTHCARE SERVICES TO MILLIONS OF PEOPLE

In Spain, Quirónsalud is the largest private hospital group. Being the biggest forces us to be the best, and we dedicate our efforts to that every day to achieve this goal.

WORKING FOR EXCELLENCE IN PATIENT CARE

We at Quirónsalud offer healthcare services to about 6.5 million people every year in our hospitals in **Spain and Colombia**, and provide occupational health and safety services also in other countries such as Portugal, Argentina, Peru, Chile, Mexico, Panama, and the United States through our subsidiary Quirónprevención. Our lines of activity mainly focus on hospital and medical center management and occupational health and safety services.

We operate

57 hospitals,

10 university hospitals,

more than **100** outpatient centers,

and about **300** prevention centers.

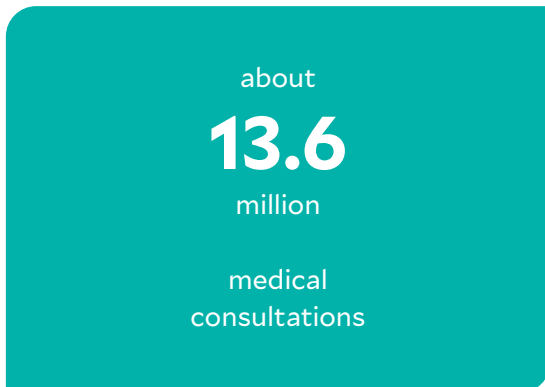
Access & affordability

LOCATION OF OUR HOSPITALS

Spain



Our business activities in 2023 summed up to:



Access & affordability

about **1.9** million
hospital stays

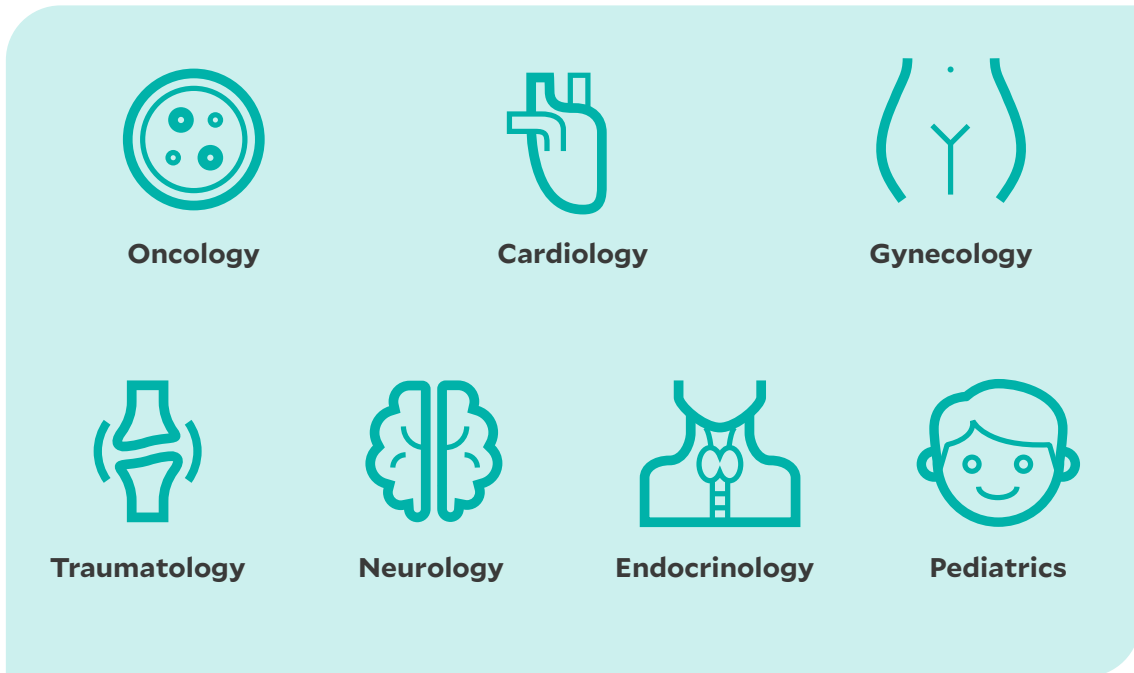
about
3.6
million
emergencies

about
546
thousand
surgeries

about **49** thousand
births

With our network of hospitals and medical centers, the most respected healthcare professionals, and the most advanced technology, we cover all **medical specialties** to offer comprehensive patient care, acting as a benchmark in the areas of:

Access & affordability



Interested in exploring how we maintain the high quality of our healthcare services? Have a look at the [Quality of our healthcare services](#) chapter.

A STRATEGY TO IMPROVE ACCESSIBILITY TO OUR SERVICES

At Quirónsalud, we have implemented an ambitious healthcare transformation in all our hospitals. This healthcare transformation focuses on the implementation of a **value-based healthcare** approach with the aim of improving both health results and patient experience.

We have developed a multichannel strategy to improve access to our services for all our patients, both face-to-face and through the use of digital channels. Administrative tasks, such as requesting an appointment or reviewing relevant documentation, are managed more easily and faster. Thanks to our commitment to digitalization, our patients have direct contact with our physicians and can schedule digital consultations and follow their treatment process.

The integration of **structured information** obtained through digitalization under a new healthcare model is designed to increase efficiency and enable healthcare professionals to effectively meet the needs of a greater number of patients. We are strongly committed to increasing efficiency in order to facilitate access to our patients through more agile, transparent, secure, and patient-oriented processes.

Access & affordability

In this context, we continue working in the optimization of processes and the development of new technologies that will help us improve our patients' experience by delivering superior health results and reducing waiting times to access our services and to receive a diagnosis and treatments. We monitor these waiting periods to continue improving the efficiency of our processes and develop further solutions.

Furthermore, we have defined many of the company's performance indicators linked to access to healthcare. In our Emergency Department, we monitor every step of the process, from admission to discharge and have very strict control of process duration. We have also implemented advance triage, with the systematized request of tests for certain procedures, which shortens the process times. In the case of outpatient consultations, in addition to traditional face-to-face consultations, we provide access through the digital hospital and non-face-to-face services, always at the patient's choice.

Specific goals are pursued, such as facilitating access to a medical visit or test in less than seven days from its request. Some examples of the KPIs we follow are:

External consultations:

- Percentage of first consultation or medical test < 7 days
- Consultation waiting time < 15 minutes
- Percentage of resolution in first consultations

Urgencies Department:

- First medical assistance < 20 minutes

Interested to read more? Have a look at our [Digital transformation & cybersecurity](#) and [Quality of our healthcare services](#) chapters.

Access & affordability

UNIVERSAL ACCESSIBILITY

Universal accessibility refers to the fact that all environments, goods, products, and services must be usable by all people in an **autonomous, safe, and efficient manner**, ensuring that no person has to interrupt his or her activities due to accessibility problems.

The concept of universal accessibility has evolved to include both physical and digital environments. We are aware of the importance of accessibility. It is a key issue considered in our new projects, applying all the mandatory legal requirements for accessibility.

One of our key projects is the Patient Portal of the Quirónsalud hospitals, which is an application developed in-house to provide continuous and integrated care to the patient when he is out of the hospital, has recently been awarded the **highest accreditation** for accessibility for people with disabilities and special needs that a digital tool can receive.

BEYOND OUR CORE BUSINESS

We aim to improve people's health and well-being by promoting healthy lifestyles and participating in various social initiatives, with full awareness of **our social responsibility** and our ability to contribute to sustainable development.

We also recognize that our social contribution is based on the impact that we can have on society **through our own activities**. We want to share resources, knowledge, and experience to show solidarity with and have an impact on the society in which we operate.

Social initiatives are carried out by the hospitals themselves and, in many cases, in collaboration with social entities at the national or local level. Numerous initiatives have been and will be launched in this way.

Further, the **Fundación Quirónsalud** represents our firm commitment to contribute to the improvement of society in a transparent, innovative, and sustainable manner that is committed to people. Its mission is the **promotion of health in all its forms**, both in social groups and at the individual level, through actions in the fields of research, education, outreach social work, and social activities, developing projects based on six action lines:

Access & affordability

International cooperation – Healthy habits – Knowledge generation – Patient and family support – Teaching and research support – Corporate volunteering

Some of the activities we carried out in 2023 are shown below.

ENERGY PRESCRIPTION

In 2023, the Fundación Quirónsalud and the Naturgy Foundation continued to work on the “Energy Prescription” project. The project specifically supports chronically ill people who are treated with electrical medical equipment at home and who cannot afford the energy costs incurred. The goal of the support is to maintain treatment and thus improve the health of those affected.

The company is also promoting the use of renewable energy in hospitals by installing solar panels on their roofs, in order to redirect the economic savings generated to this social purpose. In this way, a **direct aid fund** is created to cover the energy expenses of the beneficiary group, allowing them to receive treatment without cost overruns and with an improvement in their health.

REACHING OUT TO THE MOST VULNERABLE COMMUNITIES

We support collaborative projects and put our experience and resources at the service of those patients who do not have access to the treatments they need, either because of lack of financial resources or because the necessary resources and/or qualified professionals are not available in their countries of origin.

In 2023, we maintained our collaboration with the **Recover Foundation** in the following programs and activities:

- Support for health centers: infrastructure reinforcement and construction of maternity and mental health wards in Cameroon
- Provision of equipment
- Online training
- Field training campaigns

Through the call for **cooperation grants** implemented by the Fundación Quirónsalud, we have supported 25 programs for vulnerable groups in Africa and South America, with the goal of improving the health and living conditions of these communities.

In addition, some of our hospitals participate in humanitarian campaigns and missions in different countries, in collaboration with various social entities.

Quality of our healthcare services

OUR PATIENTS AND THEIR FAMILIES

We focus all our efforts on our patients. We want to provide the best possible care and treatment at all times through a holistic approach that considers both patient satisfaction and personal experience, as well as the safety, appropriateness, and effectiveness of the care and treatment processes, based on the most demanding standards.

The **quality management system** involves the definition and implementation of an **annual quality plan**, which includes defined targets, monitoring of KPIs, the development of projects, process reengineering, integration within the company's activities, and training that culminate in internal and external audits, obtaining certifications and accreditations from recognized external bodies.

We focus on three areas:

- Safety and adequacy of clinical practice
- Patient experience
- Excellence and quality in the provision of services



Proximity to our patients is a high priority.

Quality of our healthcare services

SAFETY AND ADEQUACY OF CLINICAL PRACTICE

Safety and appropriateness of treatment are critical to ensuring that we offer our patients the best possible service. In line with our commitment to excellence in medical care, clinical health and safety represent a fundamental pillar of our approach, which includes:

DISEASE PREVENTION AND PROMOTION OF PATIENTS' HEALTH

Through personalized and safe care that ensures a correct diagnostic prediction, as well as the appropriateness of tests and treatments, with a marked proactivity in the professional attention provided.

VALUE-BASED MEDICINE AT THE CORE OF OUR APPROACH TO CARE

We want to provide medical services that are not only effective and of high quality, but also add significant value to patients' lives. Through continuous evaluation of outcomes and ongoing adaptation of our practices, we aim to optimize the relationship between health outcomes and associated costs.

CLINICAL SAFETY AS A TOP PRIORITY

We continually review and address risks related to patient health and safety, and work to develop basic operating policies and guiding criteria for action within the company to prevent and mitigate the risks inherent in the health-care activity itself.

OUR PATIENT SAFETY STRATEGY

We have developed a patient safety strategy, which we regularly review and adjust as necessary, to ensure **high-quality care** in our hospitals and to guarantee **patient safety**. This strategy covers all areas that have a direct impact on patient safety, and incorporates new approaches adapted to specific and innovative care processes.

The **action lines** included in the plan are implemented in the Quirónsalud centers through different methodologies, such as the inclusion of safety and adequacy of clinical practice in the annual management objectives, which contributes to the alignment with the company's policies and procedures.

Quality of our healthcare services

During 2023, a total of 19 patient safety standards, e.g., referring to safe surgery, and medication safety, were defined as part of the annual quality plan. Further, we developed and updated corporate protocols aiming to continue improvement in the prevention of harm to patients and to align Quirónsalud practices with the latest recommendations from recognized external bodies. In addition, we continue to work on the integration of the patient safety culture among our employees.

PATIENT SAFETY INCIDENT REPORTING

We systematically record **patient safety incidents**, as these are a good measure of the level of safety culture in a facility. The reporting of incidents demonstrates the commitment of our professionals and their striving for the best possible care. A high reporting rate is typical of safe and reliable organizations.

From our incident reporting system, lessons are learned, and process improvements are made. The most relevant best practices and improvements are shared with all the company’s centers, multiplying their potential improvement impact exponentially.

The **prompt processing** of reported cases is important in order to ensure a high level of patient safety. On average, cases are processed within 19 days and are closed after 26 days.

MEASURING CLINICAL PRACTICE QUALITY

In 2023, we continued to deepen the **analysis of casuistry** in our hospitals through the information contained in the Minimum Basic Data Set (MBDS). Casuistry is the study of cases treated in order to draw conclusions about disease progression for future treatment. We monitor the indicators on a monthly basis to improve our processes.

ANALYSIS OF HOSPITAL MORTALITY

This analysis is performed using hospitalization quality indicators (IQIs), which measure mortality in a series of pathologies and procedures of special relevance due to their volume.

Deviations are analyzed by the morbimortality and patient safety committees of each hospital.

Quality of our healthcare services

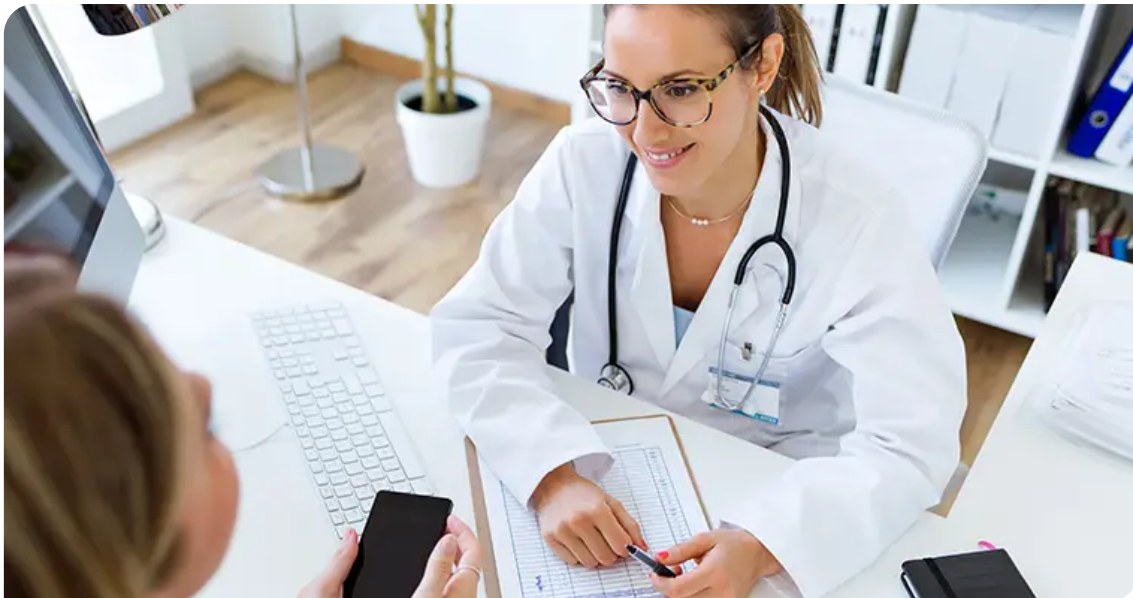
ANALYSIS OF PATIENT SAFETY

This analysis is conducted using the AHRQ's (Agency for Healthcare Research and Quality) patient safety indicators and by monitoring the indicator of hip fractures operated on in the first 48 hours after admission.

In 2023, 84.2% of hip fractures were treated within 48 hours, compared to 83.4% the previous year.

PATIENT EXPERIENCE

We want to improve patient care by putting patients, their needs, and their expectations at the center of all our strategies and actions, adding an additional value, which is **human-to-human health**. To this end, we take a comprehensive view of the patient experience, adopting a personalized, innovative, and patient-centric medical approach of the highest quality. Improving the patient experience has become a **top priority** for Quirónsalud, and we want to become the benchmark in this area.



It is important to take time.

Quality of our healthcare services

FEEDBACK FROM OUR PATIENTS AND THEIR FAMILIES HELPS US TO IMPROVE

To respond to the needs and expectations of our patients and their families, we carry out frequent satisfaction evaluations and have a solid system for the management of suggestions, complaints, and claims.

We regularly survey the patients who have been treated as inpatients, outpatients, or in emergencies. 48 hours after a hospital stay, an email is sent to patients asking if they would recommend the hospital and its services. For each area of care, we conducted an **comprehensive analysis of the patient journey** in order to evaluate step by step the patient’s experience at each stage of the process. This allows each hospital to identify the points that receive the best ratings, as well as those that receive the worst, in order to intervene accordingly.

The results are transferred into the **Net Promoter Score (NPS)**.



Based on our 2023 result, we have set the target of achieving an NPS of 65 in 2024.

Claims, complaints, and suggestions submitted by patients are another valuable source of information on their perception of and satisfaction with the care received. They represent an opportunity to identify areas for improvement in services and act as a potential loyalty tool, since appropriate management of claims, complaints, and suggestions has a greater impact on patient satisfaction and loyalty than other measures for improving perceived quality. We respond to the majority of claims and complaints in less than 15 calendar days.

ENSURING HIGH-QUALITY TREATMENTS

Quirónsalud’s management system is based on the most demanding standards of quality, patient safety, and environmental and energy management, the principles of which are as follows:

Quality of our healthcare services

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

We assess further key figures that helps us **monitor the quality of treatment**. For example, each inpatient hospital treatment (inpatient case) is evaluated on the basis of comparative data, with national benchmarks being used for comparison. On a monthly basis, we monitor the adjusted indicators of mortality, complications, substitution rate, and adjusted average length of stay. The goal is to be better than the average in the respective indication.

CONSTANT TRAINING FOR EXCELLENCE

Continuous training is an important part of our work at Quirónsalud to ensure that we as a team are constantly **expanding our knowledge and skills**. Training courses cover **basic information** such as the implementation of hygiene regulations and communication with patients, as well as training on patient safety and more role-specific topics.

For specific information about employee development, have a look at the [Employee development & well-being](#) chapter.

DIGITAL TRANSFORMATION & CYBERSECURITY

This year, we have redefined the company's strategy based on three principles: patient experience, health, and efficiency, with digital transformation as the tool that supports us in all the changes we are making to the care model. This transformation will enable us to move toward increasingly agile, responsive, safe, appropriate, and value-based care.

DEFINING THE MEDICINE OF THE FUTURE

It is clear that digitalization, which some of our centers have pioneered, is here to stay and help transform our care processes, making them more agile and transparent, safer, and more patient-oriented.

We are **driving digital transformation on multiple levels**: we develop digital applications as well as new IT and process strategies for healthcare professionals and patients to improve the quality of treatment and the quality of life for our patients. We achieve this, for example, through videoconferences and chats in which patients can share their medical condition, but also through protocols and automated tests for certain diagnoses.

The result is an outstanding **Digital Patient Journey**, which requires the digitalization of a large number of interdependent processes, as well as digital applications such as the patient portal and the electronic patient file.

We have digitalized various treatment processes as part of the Digital Patient Journey. These ensure that, for example, in specific cases necessary laboratory examinations are initiated prior to a treatment consultation. The availability of real-time test results or existing patient data makes it possible for 30% of our patients to be discharged directly - with their health problem diagnosed and with a course of treatment - after an initial consultation. In the case of project HOPE, oncologic patients only spend around two hours in a clinic, instead of an average of eight.

We also aim to reduce overcrowding in emergency departments through a Virtual Urgent Care Program. After an initial evaluation, patients with low complex pathologies

Digital transformation & cybersecurity

could be assisted via videoconference. This reduces both the clinical burden and the waiting time for the patient and shortens the overall treatment time.

Keen to find out more? Have a look at our highlight story about [Relieving the pressure in the ED](#).

ALL THE ESSENTIAL INFORMATION AT A GLANCE

The **electronic patient clinical record file** contains all the essential information needed for the treatment of patients: doctor's letters, findings, and complete clinical imaging, as well as nursing documentation and medication. In about half of our clinics, integrated software solutions already issue warnings about possible drug interactions. This further enhances the safety of our patients.

ALL IN ONE: CASIOPEA

Casiopea is a digital ecosystem which enables the transformation of the healthcare model. We launched our updated Casiopea project in 2020 with the aim of implementing a system platform that allows us to centrally manage all our processes. Our already high level of digitalization will be improved by further innovative applications.

Goals of the digital care management system and patient portal Casiopea:

- Foster value-based medicine
- Standardize and digitalize processes
- Improve patient safety
- Connect patients, physicians and centers beyond their walls, ensuring overall comprehensive care for patients
- Maximize patients' well-being, thus improving the patient experience

Full project implementation at all Quirónsalud hospitals is planned for the year 2024.

Digital transformation & cybersecurity



Casiopea supports our patients during their stay in hospital.

CASIOPEA

Casiopea has transformed the healthcare system through the development of a digital ecosystem that enables the integration of different applications with different functionalities where the patient is the main character of medical processes. Applications such as:

- **Smart Rooms** to improve inpatient experience through digital touchpads, whose main functionalities help patients to follow their own medical process, stay connected with relatives and to enjoy leisure.
- The **Patient Portal** which connects patients, physicians and Quirónsalud, where not only they can check information but also take actions regarding patient's medical processes.
- **Self admission** allows patients to self-admit themselves when entering the hospital instead of going through an administrative process.
- The **Mobility App** for physicians allows physicians to take specific actions with patients during their medical journey: maintain remote consultations, request tests and see results, fill medical prescriptions, discharge patients, among other patients' needs.

Digital transformation & cybersecurity

- **Tele dermatology**, pictures taken by specialized staff are sent to dermatologists (most demanded medical service in Spain), who can diagnose pathologies remotely. In case of severe pathology, a rapid intervention protocol is activated.
- **Project HOPE** to simplify oncology treatment processes by improving coordination and patient throughput through an integrated care model, enhancing scheduling and reducing waiting times thanks to the digitalization of processes and minimizing administrative tasks through automated processes. HOPE does not only improve the chemotherapy treatment processes, but also accompanies the patient at home.
- The **Digital Emergency Programm**, an online consultation with a doctor who prescribes tests to do during the emergency process, reducing waiting times and allowing hospital networking and rebalancing capacities amongst hospitals.
- Casiopea integrates all medical devices and includes the main clinical scores in order to monitor risk of mortality and complications in ICU departments, through **Patient Care**, for ICUs and Surgical rooms.
- **Clinicoder**, for clinical codification in icd-10, included IA for recognition of clinical reports.

Casiopea allows hospitals and professionals to work as a network and go beyond the hospital walls humanizing the healthcare and improving our patients' experience while embracing a **value-based medicine**.

ADVANCING TOWARDS DIGITAL TRANSFORMATION

We have set corporate goals for all our hospitals – including for digitalization. Each hospital implements these goals and evaluates their achievement. To support this, our hospitals follow a new digitalization path consisting of four phases:

1. The introduction of new tools
2. The digital transformation
3. The transformation of the healthcare model
4. Liquid Healthcare

Digital transformation & cybersecurity

In each phase, we measure several key performance indicators (KPIs) to define when a hospital is ready to move on to the next phase.



Digitalization enables our experts to exchange information from any location.

OUR GOALS AND ACHIEVEMENT

Our overarching goal is to expand our digital care management system and patient portal Casiopea.

Further, we want the following processes to be 80% digital by 2024:

- Arrangements for medical tests, appointments, and surgeries
2023: 74.1%
- Signing of consent forms
2023: 51.6%
- Surgical checklists
2023: 66.0%

ENSURING PATIENT INFORMATION SECURITY

We have a technological infrastructure that allows us to implement digitalization widely in each of our healthcare centers, providing healthcare professionals and their patients with a range of systems and equipment that ensure high-quality treatment. Nevertheless, we are aware of the **associated cyber risks**, which include the theft and disclosure

Digital transformation & cybersecurity

of personal and patient data, as well as trade secrets, in addition to attacks on and associated failures of our IT infrastructures and applications.

These risks occur through malware, or the targeted manipulation of data. We are addressing those risks by continuously strengthening our **resilience** to cyberattacks and reducing our cyber risks to avoid harm to our patients.

To face the evolution of the current cyber threat landscape, our Security Office, whose main objective is to protect the confidentiality, integrity, availability, traceability, and authenticity of our systems and their associated information, has implemented a series of measures to increase the maturity level of the organization in terms of cybersecurity, which allows us to comply with regulatory requirements, and to reduce our cybersecurity risk.

To support and demonstrate our commitment to cybersecurity, we have established a **certification strategy** that accredits and supports this commitment to safety and regulatory compliance, providing several centers with certification based on standards such as ISO 27001 on information security management systems, the ENS (National Security Framework), and ISO 22301 on business continuity management.

Research & innovation

FOUNDATION FOR MAINTAINING HIGH QUALITY

The engagement in research and innovation at Quirónsalud hospitals is a basic requirement for providing the highest quality care, increasing access to the most pioneering treatments, and promoting professional development through training on state-of-the-art technology and treatments. Further, it helps to standardize and optimize processes and procedures.

FACTS AND FIGURES

In 2023, 36 of our 57 hospitals were involved in scientific projects. We conducted **more than 1,500 studies**, 79% of which were industry-sponsored; around 6% of them were publicly funded. 11% were studies without additional funding.

The most important area of research has been **oncology**, the subject of approximately 55% of all clinical trials performed.

In 2023, we received a total of around €6 million in public funding (2022: around € 9million) for our clinical research activities in Spain.

RECENT ACHIEVEMENTS

To **optimize our clinical trial management tool**, we have developed new functionalities. The tool allows the monitoring of KPIs and the development of monthly reports. Through improvements in 2023, we increased control over information registered in the platform and thus enhanced data reliability. This supports us to detect incidents and seize opportunities. Further, it is a sound basis for future decision-making.

As in previous years, we continued to make progress in actions aimed at widening research activities. We developed a **project to improve clinical and organizational research management**, to align research with the company's strategy based on health, patient experience, and efficiency.

Research & innovation

Activities carried out in 2023:

- Mapping of different subprocesses involved in clinical research
- Definition of parties involved
- Creation of multidisciplinary working groups
- Implementation of optimization measures during contract negotiation sub-processes

The project helps us to optimize and automatize processes, improve research management, quality, and results, attracts industry (which translates into more research projects), and supports talent retention.

IMPROVING RESEARCH OUTCOMES THROUGH PARTNERSHIPS

Quirónsalud is part of several European research projects. This form of international collaboration allows expertise to be gathered and larger databases to be built. Projects in which we participate include:

ProCAncer-I

The project aims to address crucial questions related to prostate cancer management through the disease continuum on the one hand, and, on the other, aims to deliver a novel infrastructure enabling experimentation with AI-based solutions to improve diagnosis, treatment, and follow-up and contribute to more precise and personalized management of cancer.

For more information, click [here](#).

PROFID

The ultimate goal is to successfully prevent the majority of the catastrophic sudden cardiac death events that occur after myocardial infarction. Thus, PROFID aims to close the gap of current clinical practice with regard to protection from sudden cardiac death after myocardial infarction.

For more information, click [here](#).

Research & innovation

EBRAINS

EBRAINS provides a digital research infrastructure that accelerates collaborative brain research between leading organizations and researchers across the fields of neuroscience, brain health, and brain-related technologies.

For more information, click [here](#).

SUNRISE

As Europe continues to recover from the COVID-19 pandemic, its citizens and governments are looking ahead to future-proof society's life-line structures. The SUNRISE project aims to ensure greater availability, reliability, and continuity of critical infrastructures in Europe including transport, energy, water, and healthcare.

For more information, click [here](#).

We have initiated new activities in the field of learning aimed at **improving the training of our professionals in research:**

- First edition of the **Master's in Clinical Research Management** launched in collaboration with Universidad Europea de Madrid.
- **Training program on clinical trials** organized in collaboration with Roche. The program consisted of five online training modules, two of which were also delivered in person at the Hospital Universitario Quirónsalud Madrid and the Hospital Quirónsalud Barcelona.

HELIUM-FREE MAGNETIC RESONANCE IMAGING

The rising cost of helium in recent years poses a risk to the sustainability of diagnostic imaging services. This chemical element is used in all magnetic resonance imaging (MRI) equipment to cool the powerful superconductors used by these machines to generate high-quality diagnostic images. However, the increasingly limited supply of a material scarce in the earth's crust and its high cost could jeopardize the normal operation of many radiology services.

Research & innovation

A standard MRI machine needs about 1,500 liters of helium to function optimally. Generally, throughout its operating lifespan, the amount of helium in the equipment also needs to be topped up due to small gradual leaks, which poses a problem for hospital maintenance services. Moreover, the substantial economic impact becomes a secondary issue when helium refilling of an MRI is necessary and there is no availability. Should this situation occur, the equipment can be inoperative for several days, which is a cause for concern for any hospital considering the demand for these nuclear magnetic resonance examinations.

Another advantage of helium-free MRI equipment is its drastically lower weight. Conventional MRI equipment has an additional weight of close to 1.5 tons, which poses an additional engineering and construction challenge for hospitals, and even more so for hospital refurbishment when the installed base of MRI needs to be increased.

In addition, classic MRI equipment needs to have an emergency extraction system - quench tube - in case of helium gas leakage. This requirement further limits the spaces in which MRI can be installed, which is not the case with helium-free MRIs, thus facilitating accessibility to this technology in medical centers located outside hospitals.

Furthermore, the installation of helium-free MRIs also has a positive impact on the environment. Helium is a non-renewable gas and its extraction involves the drilling of oil and gas wells, which can cause environmental damage, water pollution and greenhouse gas emissions.

Aware of all these advantages, Quirónsalud was a pioneer in Spain in installing a helium-free MRI in one of its reference hospitals. Since then, 12 units have been installed in its centers.



Research & innovation

SEEING BETTER AND SAFER FOR MORE RELIABLE DIAGNOSIS

Photon Counting is a new Computed Tomography (PCTC) technology that is capable of converting each x-ray photon into an electrical signal that will be used to create the image.

The new equipment recently installed at Quirónsalud Madrid and Quirónsalud Barcelona Hospitals, are the first available in our country.

This new technology will mean an important change in the diagnosis, treatment planning and control of some pathologies.

The advantages of PCTC are many:

- Ultraspatial resolution (0.2 mm versus 0.625 mm of conventional CT). This is especially useful in the study of coronary arteries.
- Significant reduction of X-radiation dose. More than 50% in many cases. It is a key point in pediatric pathology, lung cancer screening, repetition of controls in oncological pathology.
- Reduction of metallic artifacts. This equipment minimizes the image artifacts that exist when metallic objects are present and that usually prevent a correct interpretation. In this way we can study patients with prostheses, fixation screws, implants, etc.
- Reduction of iodine contrast doses. The possibility of performing low kilovoltage monoenergetic images that highlight the visualization of iodine, as well as the minimum duration of the studies due to the extremely fast scanning speed of the equipment, make it possible to significantly reduce the amount of iodinated contrast necessary in many studies. This is important in elderly patients or those with a certain degree of renal insufficiency who are more vulnerable to the toxic effect of this type of contrast.
- Spectral imaging in all studies. The special condition of being able to measure the energy of each x-ray photon emitted allows us to characterize different tissues, i.e. we can know their composition. We can obtain different maps of materials (iodine, water, uric acid, etc.) that will help us in different diagnostic processes.

Thanks to all these characteristics, the PCTC will be a differential step in the diagnosis and follow-up of many pathological processes, with less X-ray emission and greater diagnostic reliability, fulfilling our dream of “seeing better, radiating less and characterizing better”.



**PHOTON COUNTING
TECHNOLOGY AT
QUIRÓNSALUD**

[Watch video online now](#)

OUR EMPLOYEES: HIGHLY QUALIFIED AND PASSIONATE

Quirónsalud works to ensure that its employees develop as individuals and as professionals within the organization, strengthening their skills and their pride of belonging.



PROMOTING EMPLOYEE HEALTH AND WELL-BEING

We strive to build solid and lasting teams. First and foremost, good working conditions are the basis for this aspiration. Collective bargaining agreements and employee statutes take into account the needs of our different employee groups. Topics that are covered are, for example, fair remuneration, working time, vacations, working conditions, retirement, and equality plans, as well as health and safety in the workplace.



Employee development & well-being

Employees covered by **collective agreements**:



Quirónsalud Contigo is an innovative program focused on our employees' and their families' physical, mental, emotional, and financial well-being. Examples of such initiatives provided through this internal employee tool are divided into five lines of action:

Contigo Bienestar

Aims for comprehensive care of our employees' health by offering health-related content and workshops regarding healthy eating and emotional well-being, as well as virtual gym offers, among other elements.

Contigo Equilibrio

Mental health assistance program: free and anonymous psychological assistance can be accessed by the employees, their spouses, and their children under 25.

Contigo Salud

Health-related assistance: employees have direct access to the Digital Hospital (digital health services) and additional individual annual medical checkup requests (complementary to the labor checkup to expand medical tests) to identify risks and prevent diseases.

Contigo Bienestar Financiero

Financial assistance regarding salary payment methods and other economic advantages, e.g., flexible remuneration program and employee discounts.

Employee development & well-being

Contigo Familia

Programs focused on children’s health, e.g., with a pediatric program and a program promoting a healthy lifestyle.

Contigo Sin Etiquetas

Support program for employees with disabilities and their families.

EMPLOYEE RETENTION

There are various training programs designed to retain our talent. We believe that part of what employees’ demand and what differentiates us is our **competitiveness**, which is why we focus on education and training. Employees value other types of benefits in kind that go beyond their salaries, and we believe that in addition to a healthy work environment, our teams can benefit from various courses, master’s degrees, and educational programs that enrich them as professionals.

We support our employees in pursuing their personal career development, even if it means leaving their current position. Our **internal mobility** policy requires that all vacancies must be published in the employee portal on the intranet. In doing so, we highlight opportunities and career paths to professionals who want to develop further, while making an important contribution to talent retention.



The satisfaction of our employees also has an impact on the patient experience.

Employee development & well-being

FINDING THE RIGHT PEOPLE

In order to meet our future demand for qualified professionals, we use a variety of different tools to recruit employees. In addition to hiring professionals, we also focus on **training new employees ourselves**.

We have established cooperations with universities and also operate university hospitals and training facilities ourselves. More than 5,000 students are trained annually by experts; they acquire practical skills during their undergraduate and postgraduate training. We have 10 university hospitals where the classroom-based content of a medical school is taught and more than 500 medical professionals are fully trained each year. In four nursing schools, we provide classroom and hands-on training as well as vocational training, for example to qualify students as Imaging Technicians for Diagnosis and Nuclear Medicine and Technicians in Radiation Therapy and Dosimetry.

TALENT DEVELOPMENT

Training at Quirónsalud is a tool that allows our employees to develop both professionally and personally. In this way, we continuously increase levels of commitment, putting the focus on people.

UNIVERSIDAD CORPORATIVA

At our Universidad Corporativa, we offer a wide range of training and learning programs for our employees. The Universidad Corporativa is a **virtual campus** where our employees can access different learning paths. It is the framework for all training offered, but employees are only required to take mandatory courses during onboarding and according to their specialty or the nature of their job. Employees have a profile where they can access their learning paths, English lessons, and “Contigo” sessions on mindfulness or gym live sessions.

Our Universidad Corporativa platform includes Quirónsalud Campus, a space that offers knowledge, talent, and innovative seminars, events, and gatherings for our professionals.

All of this has been facilitated by our 3D platform, which makes it possible to carry out the events with high quality in a hybrid format, reaching 1,233 professionals – 686 on-site attendees and 547 virtual attendees – with an average satisfaction rating of 3.74/4.

Both projects are part of the company’s strategy, allowing our employees to both develop their talents and meet with fellow colleagues within the Quirónsalud community.

Employee development & well-being



We want to ensure a high quality of treatment through continuous training.

TALENT PROGRAMS

Apart from our digital Universidad Corporativa, we have other programs, master’s degrees, and initiatives to develop our professionals both personally and in career terms.

HOSPITABLE EMPATHY PROGRAM

When training our healthcare professionals, we also keep an eye on details that can make a noticeable difference: in 2023, around 6,600 of our nurses were trained in the importance of empathy – thus improving the interaction with patients and their experience.

FILLING GAPS: DEVELOPMENT OF THE MASTER’S IN EMERGENCY MEDICINE

Given the non-existence of the specialty of Emergency Medicine, Quirónsalud has developed a master’s degree that meets these needs and differs from existing training courses on the market due to its high number of practical hours in the hospital and in simulation areas. Conducted in collaboration with the Alfonso X El Sabio University, it helps us to **professionalize our emergency physicians** and attract external talent. The program enables trained doctors to take on their work in the Emergency department with solid, established knowledge. We are already implementing the second edition, in which 25 internal and 2 external doctors have been trained.

Employee development & well-being

LEADERS OF TOMORROW

We offer a variety of development formats to our current and future managers. For example, in 2023 more than 160 middle managers from different departments participated in training with special focus on communicating and raising awareness of the value of Quirónsalud's strategy and its impact on our patients.

To prepare Quirónsalud professionals to manage and lead the hospitals of the future, we offer a program in cooperation with the IESE Business School. It focuses on addressing challenges related to the company's commitment to excellence in service, the use of technology, and a clear mission to improve the health and well-being of patients and employees. A total of 116 professionals participated between 2022 and 2023.

SUCCESSION PLANNING

In mid-2020, work began on a pilot talent development program aimed at developing individual talent and ensuring **continuity in critical positions**, e.g., nursing and facultative managers. During 2021 and 2022, different development plans were implemented for 55 participants. In 2023, we worked on finalizing this program and establishing the design for a new edition.

The main goal of this key people program is to develop individual talent and provide continuity in critical positions within the organization.

COMMITTED TO DIVERSITY AND INCLUSION

Quirónsalud is committed to a diverse and inclusive workforce, where different cultures, generations, profiles, and skills coexist. We are convinced that diversity provides different and complementary skills and competencies, which translate into a better approach when it comes to innovating and developing new projects, creating integrated teams with added talent to overcome challenges and achieve the best results.

DRAWING THE BASELINE

To promote diversity, we encourage equal opportunities by expressly prohibiting in our [Code of Ethics and Conduct](#) any basis for discrimination, while also complying with applicable legislation and promoting best practices in human resources management to advance and contribute to talented teams with diverse skills and competencies.

In Quirónsalud’s most representative healthcare subsidiary company by employees, IDCQ Hospitales y Sanidad, SLU., there has been an **equal opportunities plan since 2020**. Others have recently signed their equality plans with union representation.



This type of equality plan complies with the European directives and the national rules in Spain on equal opportunities and wage transparency between men and women and guarantees non-discrimination in the workplace.

Diversity & equal opportunities

SEXUAL AND WORKPLACE PROTOCOLS

In all our centers, we have implemented protocols against sexual and labor harassment.

In some of them, a Workplace Violence Commission has been created, as well as equality commissions to ensure the monitoring and surveillance of these aspects.

THE POWER OF LANGUAGE

We are aware of the power of language, both in social and professional environments, and how it influences perceptions, attitudes, and behavior. To counteract issues in this area, we have implemented equality language guidelines, promoting the use of non-sexist language.

SPEAKING UP

We encourage our employees to report any violations of the principles of the Code of Ethics and Conduct or other possible misconduct. An externally managed whistleblower channel is available to employees and third parties. In addition, incidents of sexual and gender-based harassment can be reported via a dedicated complaint protocol.

DIVERSITY IN THE DAILY WORK ROUTINE

Quirónsalud takes the needs of the various groups that make up its workforce into consideration.

Around **74** %
of the workforce are **women**.

Women have a very significant presence in Quirónsalud, especially in the healthcare workforce. It is important for us to respond to their specific demands and needs, considering gender equality as a key aspect.

In 2023, 28% of our senior management, which includes the members of the Management Committee and the regional divisions, were women.

Diversity & equal opportunities

Quirónsalud carries out different initiatives in favor of gender equality, responding to the needs and roles of men and women both in the company and in their families. Social measures and benefits have been implemented to improve the work-life balance of employees. For example, all our employees can request a reduction in working hours, shift change, leave of absence, internal mobility, and/or work-from-home within the legal frameworks of collective bargaining agreements and workers' statutes.

With respect to **cultural diversity**, within the data collected in the information system, we recorded an average of 90 different nationalities over the course of the year.

Quirónsalud has developed a procedure to address the questions of new employees from abroad and thus facilitate their arrival in Spain. In addition to this, the company has a function for labor law and related employee services through which international nursing and medical staff can obtain their residence and work permits.

Quirónsalud promotes **functional diversity** by integrating people with disabilities into the company through initiatives and agreements with different social entities. We have dedicated recruiting, training, and inclusion protocols for disabled people. The company has a high percentage of disabled personnel for various services such as laundry, and it selects suppliers promoting the hiring of disabled people.

We thus comply with the legal requirement in Spain to have at least 2% of the total work-force made up of people with disabilities. Exceptions are possible and must be explained by the companies concerned before being accepted by the competent authority. In addition, Quirónsalud has signed an agreement from the representative foundation Fundación DKV Integralia to promote diversity in the division.

DISTRIBUTION BY AGE



Diversity & equal opportunities

With regard to **generational diversity**, we continue to adhere to the Code of Principles of Generational Diversity promoted by the Generation & Talent Observatory, an institution with which we have collaborated since its creation. This commitment implies the recognition, as a strategic objective, of the positive development of all people by the management on the basis of equal opportunities, regardless of their age, without discrimination, and showing respect for generational diversity, thus promoting a favorable environment for all and complying with all applicable legislation.

A large, light teal graphic of the number '5' is centered on the page. The number is composed of thick, rounded lines. The top horizontal bar is slightly offset to the right. The vertical stem is on the left, and the bottom curve is a semi-circle that opens to the left.

GOVERNANCE

ETHICS AND RESPONSIBILITY: THE FOUNDATION OF OUR WORK

At Quirónsalud, we believe operating management must be based on ethics and responsibility. To this end, we have defined a strong, transparent governance structure and a framework of policies and procedures to guide the conduct of all employees in the progress of our activities in alignment with the company’s strategy. We are firmly committed to maintaining the highest level of professional and ethical standards, always acting in the most transparent manner, with care, diligence, and integrity.

OUR POLICIES

Within Quirónsalud’s corporate departments, we establish **corporate policies**, which are then implemented in each of the healthcare centers. These policies and procedures are continuously reviewed and updated to ensure that they are in line with the strategy, the needs of our stakeholders, and any new legal requirements that may apply.

They refer to these areas:

- Compliance and risks
- Patient experience
- Quality
- Employees
- Environment
- Finance

CODE OF ETHICS AND CONDUCT

Our **Code of Ethics and Conduct** is the guideline for all professionals who work in the company to act responsibly, in accordance with current regulations and our corporate principles. The Code, which was revised and updated in 2023, is available to employees through the employee portal, as well as to any third party through the [corporate website](#).

Furthermore, any employee who has **doubts about the interpretation** of the Code of Ethics and Conduct can contact the Risk and Compliance Committee.

Governance

ANTI-CORRUPTION POLICY

The fight against corruption is one of the material issues identified by Quirónsalud. We do not tolerate any form of bribery or corruption. Neither Quirónsalud employees nor any third party or entity acting on behalf of the company may give or accept a bribe under any circumstances.

Our **Anti-Corruption Policy** sets out the guidelines that employees must follow in their interactions with third parties. In 2023, management continued to roll out specific training on this policy.

The policy prohibits, for example, the delivery, offering, or promise of any payment or reward to any authority, public official, or employee of public or private companies or entities for the purpose of obtaining any favorable treatment or commercial benefit.

COMPLAINTS CHANNEL

Our whistleblower channel allows any employee or third party to report any breach of the Code of Ethics and Conduct of which they are aware, as well as any breach of applicable laws and regulations.

The reports received are treated **confidentially**, and it is strictly prohibited to take any retaliatory action against an employee who makes a report.

ENCOURAGING WHISTLEBLOWING

In 2023, we worked on generating a **greater culture of transparency** by:

- improving the functionality of the whistleblower channel
- presenting it with greater visibility, both on the external website and on the intranet
- publishing two key documents for internal use, namely:
 - Whistleblower Channel General Principles and Whistleblower Protection Policy
 - Group Complaint Management Procedure

Governance

Both documents are accessible to all employees. In addition, general information about the whistleblower channel, the General Principles Policy, and the frequently asked questions have been published on the Quirónsalud website to encourage their correct and appropriate use.

DATA PROTECTION

At Quirónsalud, we care for millions of patients every year and handle their **sensitive personal information**. We are committed to the right to data protection for all individuals, including the processing of data by third parties on our behalf.

We work continuously to comply with the requirements of the European Union’s General Data Protection Regulation and other applicable data protection regulations. In this regard, we continuously improve our data protection measures in order to maintain and enhance the level of compliance.

HUMAN RIGHTS

We are **committed** to human and labor rights recognized in national and international legislation, including those of the United Nations Universal Declaration of Human Rights.

Quirónsalud adheres to the guidelines of our parent company: the Fresenius [Human Rights Statement](#), which is applicable to all the activities and businesses of the companies that make up the Fresenius Group.

Health is a human right, and with our services we make a decisive contribution to ensure access to adequate, accessible, and high-quality medical care. As part of our commitment, we also want to contribute to a more equitable society, assuming the role of promoting and disseminating respect for human rights as part of our business. Our commitment to human rights includes working continuously to save lives, promote health, and improve the quality of life of our patients.

In the course of 2023, Quirónsalud, under the guidelines of our parent company Fresenius, rolled out a human rights risk assessment and established due diligence processes. To find out more about the overarching **Human Rights Program**, consult the [2023 Report on the German Act on Corporate Due Diligence Obligations in Supply Chains](#).

Governance

COMMITTED TO THE UN GLOBAL COMPACT AND THE SDGS

The Global Compact is a UN initiative that foster corporate sustainability around the world. Through ten universal principles on human rights, labor standards, environment, and anti-corruption, the initiative calls on companies and organizations to align their strategies and operations with these principles, to establish the transition process towards a more sustainable business model, based on the Sustainable Development Goals.

In order to contribute to achieving the goals of Agenda 2030 (Sustainable Development Goals - SDGs), the Quirónsalud Group has been one of the signatory companies of the Global Compact since 2016, annually renewing our commitment and publishing our compliance and progress through the corresponding Corporate Social Responsibility Reports. You can find our progress reports [here](#).

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