



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

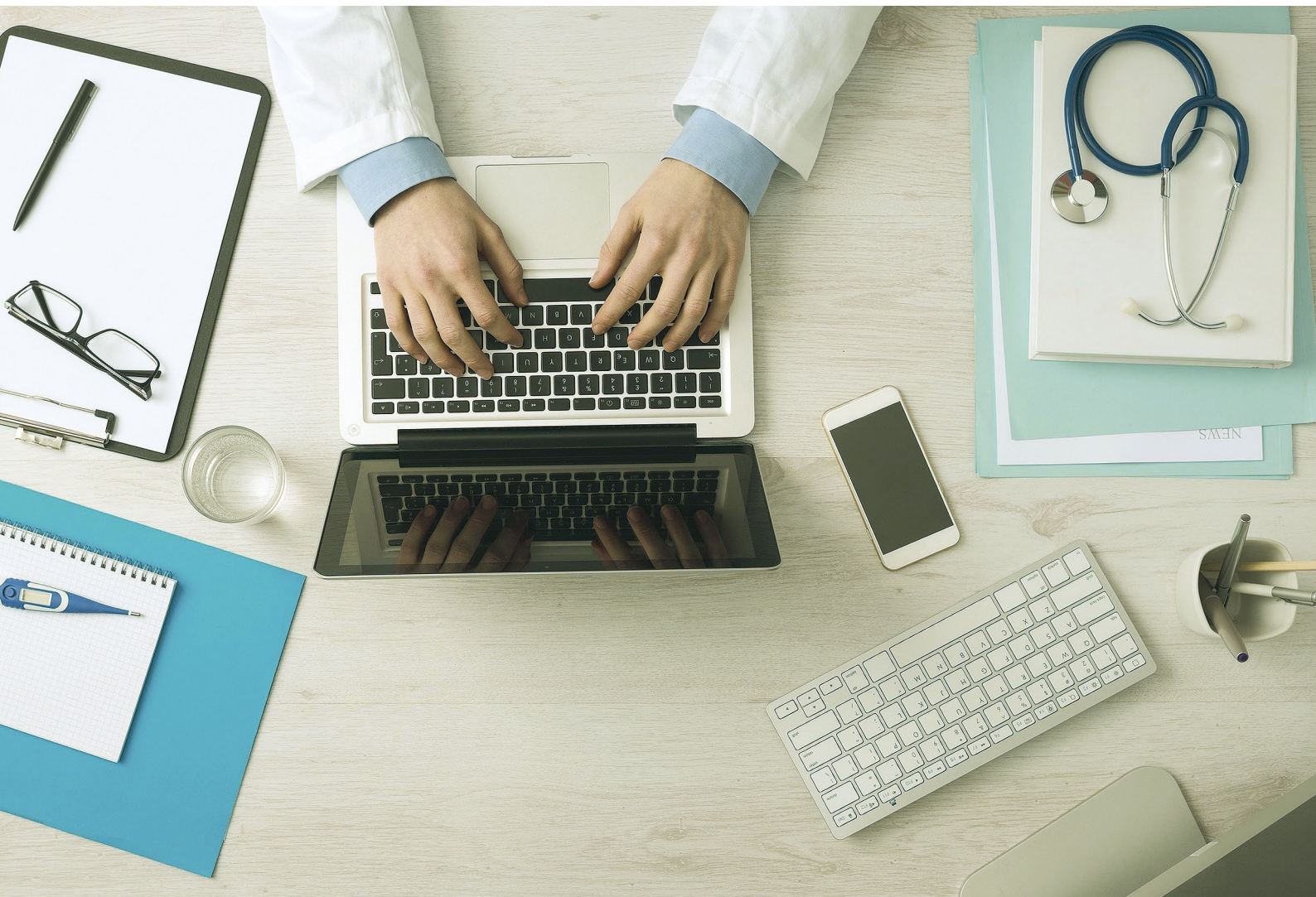
3.2 | Channels for communicating with our stakeholders

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

1. Economic performance
2. Locally sourced purchasing
3. Purchasing and suppliers
4. Brand management

• ENVIRONMENTAL ISSUES

5. Energy consumption and CO₂ emissions
6. Waste management
7. Water consumption
8. Environmental management systems

• LABOR ISSUES

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

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.

IMPACT ON STAKEHOLDERS	HIGH	<ul style="list-style-type: none"> 14. Social action 5. Energy consumption and CO₂ emissions 6. Waste management 12. Diversity and equal opportunity 21. Responsible marketing 	<ul style="list-style-type: none"> 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 in information provided to patients 9. Quality employment 15. Transparency in services 	
	MEDIUM	<ul style="list-style-type: none"> 13. Work-life balance 3. Purchasing and suppliers 7. Water consumption 8. Environmental management systems 	<ul style="list-style-type: none"> 1. Economic performance 10. Health and occupational safety 11. Training and education for the human team 22. Regulatory compliance in delivering health services 23. Medical research and teaching 	
	LOW		<ul style="list-style-type: none"> 2. Locally sourced purchasing 4. Brand management 	
		LOW	MEDIUM	HIGH
IMPACT OF ECONOMIC, SOCIAL, AND ENVIRONMENTAL ISSUES ON QUIRÓNSALUD				