

## Detailed information on hospital staff

No. of employees by category

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

# 5. Human Team

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

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

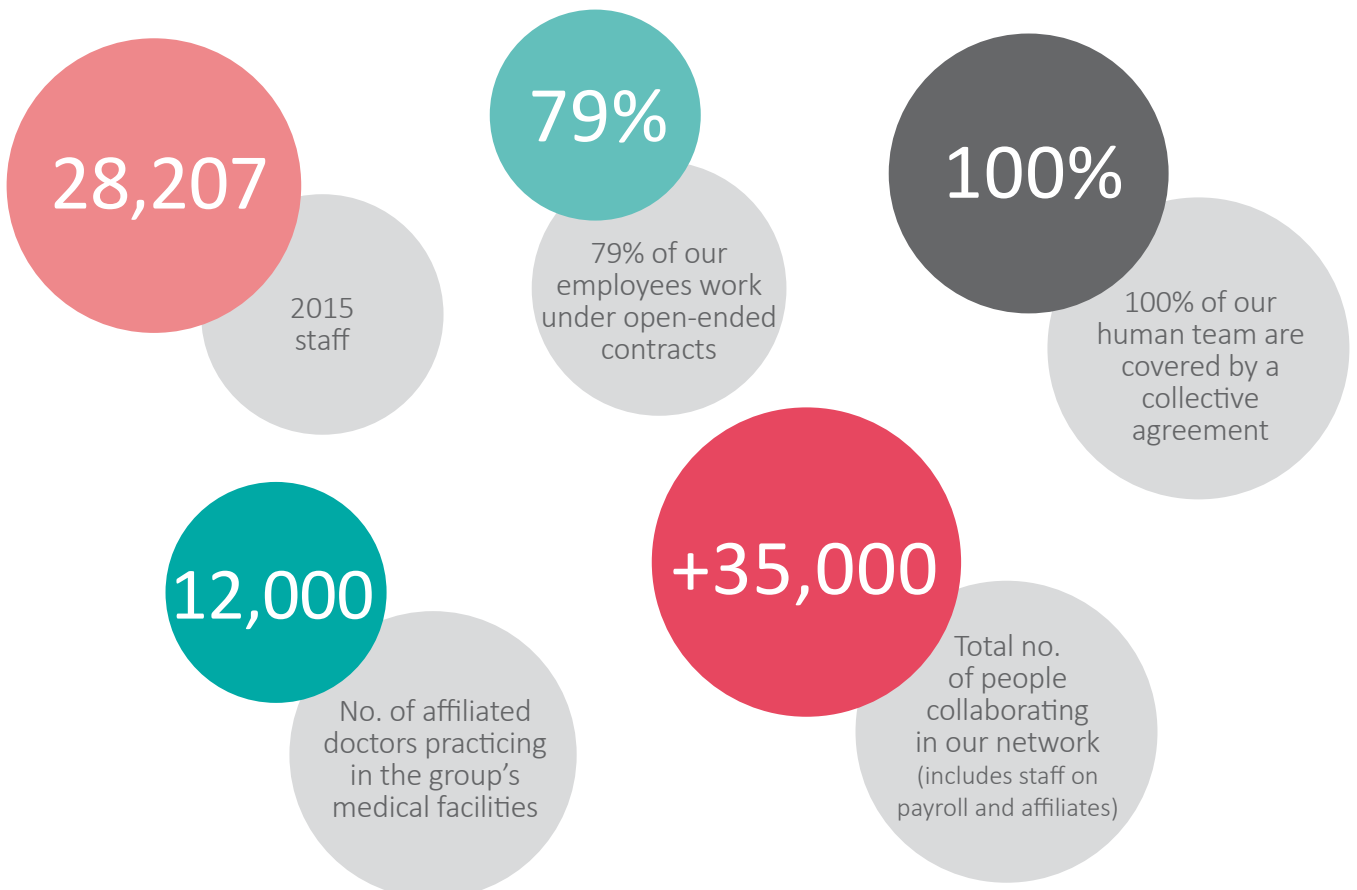
*We feature a prestigious team of professionals*

## 5.1 | Staff profile

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

### Key information on staff

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

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

Only includes staff physicians

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

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

Only includes staff physicians

## 5.2 | Channels for communication with staff

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

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

## 5.3 | Staff training and talent development

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

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

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

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

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

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

### Specific training to ensure patient safety

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

## 5.4 | Occupational health and safety

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



### Healthy enterprise and family-friendly certifications

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

### Fostering safe driving

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



## 5.5 | Diversity and equal opportunity

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

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

*For further information on OHSAS 18001-certified health centers, see the Quirónsalud website:*  
**[quironsalud.es](http://quironsalud.es)**

### Primary figures related to diversity

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