

Sustainability and Non-Financial
Information Report

GRUPO RIBERA

2020



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1 About this report

Scope and methodology

This Sustainability and Non-Financial Information Report of the Ribera group reflects its **economic, social, labour and environmental performance** during 2020 financial year.

The parent company of the Ribera group is **Primero Salud S.L.U.**, and includes **Ribera Salud, S.A.**, and all its companies, and **Torrejón Salud, S.A.**

Although in 2019, the Non-Financial Information Report of Ribera Salud, S.A., and Torrejón Salud, S.A., were published separately, this report includes information from **Primero Salud S.L.U.**, thus integrating the data from **Ribera Salud, S.A.**, and all its companies, and **Torrejón Salud, S.A.**

The list of companies in the accountant consolidation perimeter of **Primero Salud S.L.U.**, is given below, along with their respective information:

COMPANY	% OWNERSHIP	COMMERCIAL NAME	COMMENTS
Torrejón Salud, S.A.	89.47%	Torrejón University Hospital	
Ribera Salud, S.A.	90.10%	Ribera Group	
Elche Crevillente Salud S.A.U.	100%	Vinalopó University Hospital and/or Health Department	
Ribera Salud Tecnologías S.L.U.	100%	Futurs	
Ribera Salud Proyectos S.L.U	100%	N/A	
B2B Salud S.L.U.	100%	Ribera B2B	
B2B Gestión Integral S.L.U.	100%	N/A	
Ribera Lab S.L.U.	100%	Ribera Lab	
Ribera Salud Infraestructuras S.L.U.	100%	Ribera Santa Justa Hospital	
Hospital Ribera Almendralejo	100%	Ribera Santa Justa Hospital Ribera Almendralejo Hospital ¹	
Torrevieja Salud S.L.U.	100%	N/A	Holding company without activity or employees
Ribera Management, S.L.U	100%	N/A	Holding company without activity or employees
Ribera Healthcare, S.L.U	100%	N/A	Holding company without activity or employees
Ribera Diagnóstico, S.L.U.	100%	N/A	Holding company without activity or employees
Secure Capital Solutions 2000, S.L.U.	100%	N/A	Holding company without activity or employees
Ribera Salud II UTE	96%	N/A	Without activity or employees.
Hospital de Povisa, S.A.	93%	Ribera Povisa Hospital	
Servicios de Mantenimiento Prevencor, SLU	80%	N/A	
Torrevieja Salud UTE	65%	Torrevieja University Hospital and Health Department	
Winning Security, S.L.	51%	N/A	
Hospinet, S.L.	51%	N/A	
Ribera Salud Quilpro Dialisis UTE	50%	Nefrosol	Controlled jointly with another partner.

¹ Acquired in December 2020 and mentioned in chapter 2, they are not included in the rest of the report because Ribera did not have a real influence on them.

The companies mentioned in the following table are part of the accountant consolidation perimeter. However, they were acquired at the end of 2020 and although they are mentioned in chapter 3, they are not included in the rest of the report as Ribera did not have a real influence over them:

COMPANY	% OWNERSHIP	REGISTERED NAME	COMMENTS
Centro Inmunológico Comunidad Valenciana, S.L.U.	100%	Cialab	Acquired in December 2020
Clínica Santo Domingo de Lugo, S.L.U.	100%	Santo Domingo Clinics	Acquired in December 2020
Hospital Polusa, S.A.	53,80%	Ribera Polusa Hospital	Acquired in December 2020

Finally, the following table includes the companies in the accountant consolidation perimeter over which Ribera does not exercise control. Like those cited in the previous table, some are mentioned in chapter 3 of this report, but since Ribera does not exercise control over them, no data are provided in this report:

COMPANY	% OWNERSHIP	REGISTERED NAME	COMMENTS
Pro Diagnostic Group, a.s. ²	66%	PDG	Despite a majority shareholding, this is controlled by another shareholder by agreement of the partners.
Infraestructuras y servicios de Alzira S.A	50%	N/A	
United Laboratories España, S.A- Ribera Salud, S.A UTE Ley 18/82	49%	Central UR salud Laboratory	
Torre vieja Diagnósticos, S.L.	49%	N/A	
BR Salud UTE	45%	N/A	
Marina Salud S.A.	35%	Dénia Hospital and/or Health Department of Dénia	
Exploraciones radiológicas especiales, S.A Inscaner S.L, Beanaca, S.A Ribera Salud, S.A UTE Ley 18/1982	15%	Erescaner	
Callao Salud S.A.C.	5%	Callao Hospital	
Villa María del Triunfo, S.A.C	5%	Villa María del Triunfo Hospital	

In accordance with the provisions of **Law 11/2018 on Non-Financial Information and Diversity** of 28 December, which modifies the Commercial Code, the revised text of the Capital Companies Act, approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July, on accounts auditing, in the area of non-financial information and diversity, this report complements the information offered in the Management Report.

In preparing this report, the aforementioned regulations were taken into account, taking the Global Reporting Initiative (GRI) Standards for guidance.

For any questions regarding the report, contact: comunicacion@riberasalud.es

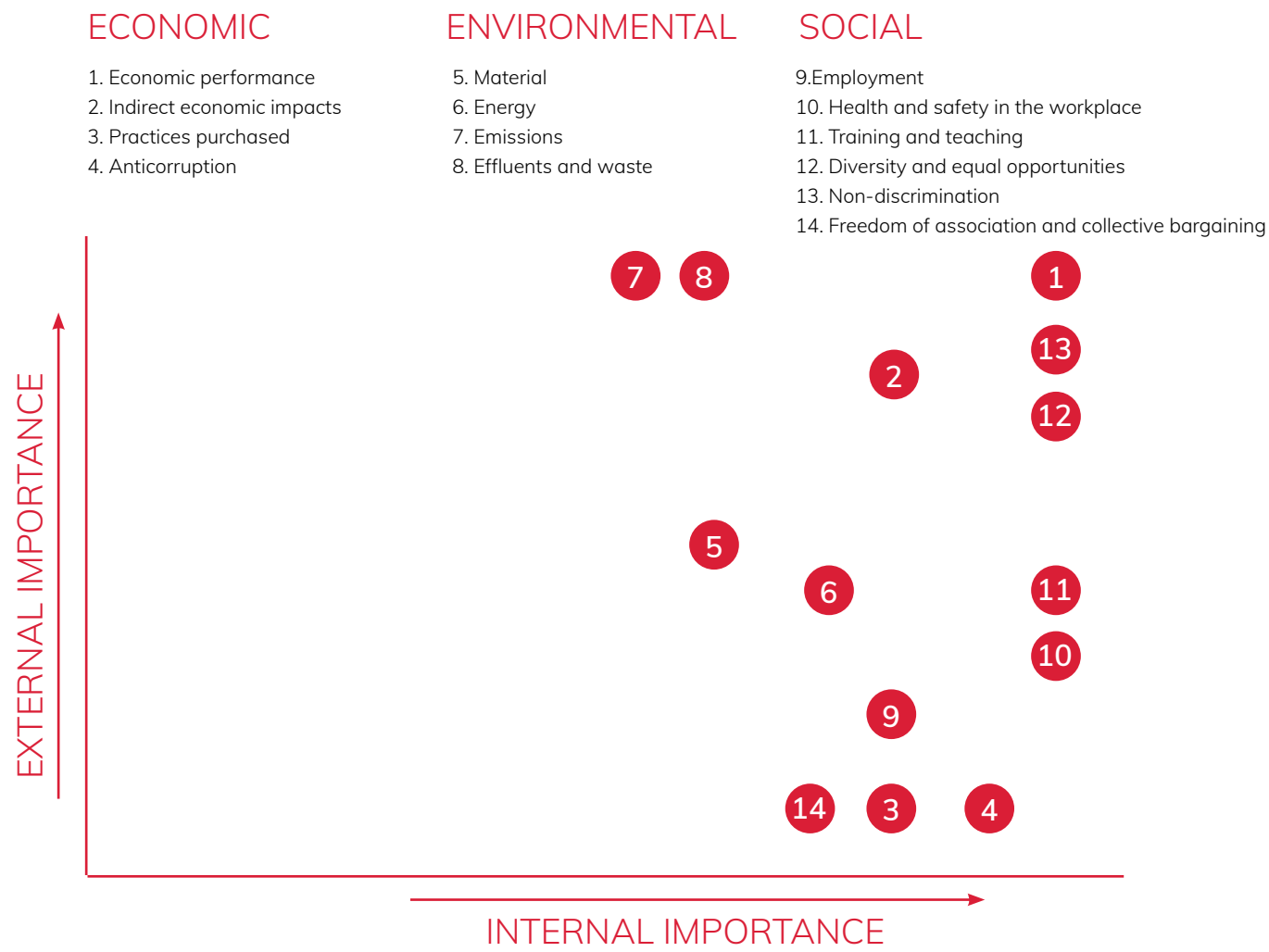
² Multi-group company with more than 10 subsidiaries, including OB Klinika.

Material subjects

According to the GRI, in preparing sustainability reports, materiality is the principle that determines which relevant topics are important enough to make it essential to present information on them.

A combination of internal and external factors may be considered to assess whether a topic is material. These include the organisation's overall mission, competitive strategy, and the concerns expressed directly by stakeholders. Materiality can also be determined from broad societal expectations and the organisation's influence on entities upstream, such as suppliers, or downstream, such as customers.

This materiality matrix is the same as that identified in 2018. We worked with the management team in preparing it.





2 The voice of the senior management

The voice of the senior management

2020 was a year of many changes that the Ribera healthcare group managed to turn into opportunities. It was a year of personal growth for its professionals, of important corporate challenges, learning, experiences, constant adaptation and teamwork to face the first global pandemic of the 21st century and the greatest health crisis of the last hundred years.

Despite this context and the impact of COVID-19, **the Ribera Group experienced a year of expansion and diversification.** And it also underwent **important changes in the organisation.** At the end of 2020, Alberto de Rosa is appointed Executive Director for Europe of Centene Corporation, Ribera's parent company, and it is Elisa Tarazona, Director of Operations, who takes his position of responsibility as CEO of the Group.

As the main business milestones of 2020, Alberto de Rosa highlights the incorporation of three hospitals into the healthcare group (the healthcare centres of Ribera Santa Justa and Ribera Almendralejo in Extremadura and Ribera Polusa in Lugo) and the new division of laboratories Ribera Lab, with a laboratory of reference (Cialab). Ribera was once again awarded the Central Laboratory of Madrid, URSalud, which serves six public hospitals in this Community.

"In just over a year we have gone from being present in two regions in Spain to having hospitals in four autonomous communities," said De Rosa, recalling that there are now eight Ribera health centres in Spain alone, with 1,600 beds, more than 5,500 working professionals and around 800,000 registered citizens and patients.

But what were the keys to achieving this growth in such a complicated year marked by the pandemic? For the former CEO of Ribera and current Executive Director for Europe of Centene Corporation, "Grupo Ribera values such as courage in making commitments, ethics in management, proximity and good health results with our patients, backed by 20 years of experience in the sector, have given entities and administrations trust in our management of new projects".

Elisa Tarazona added, "the example and responsibility with which the Group has managed this pandemic, anticipating material and personnel needs from the beginning, developing a responsible health model through our Company's clinical leadership and technological base, which are fundamental to guarantee the best assistance for COVID, but also non-COVID patients, and prioritising the safety of our professionals".

As the main business milestones of 2020, Alberto de Rosa highlights, **the incorporation of three hospitals** into the healthcare group

Social Responsibility

The health crisis marked by the pandemic has not diminished Ribera's ambition to keep **sustainability and Social Responsibility among the group's strategic pillars**. "CSR has been part of our identity and business culture since our origins, because it allows us to better connect with our professionals and with the environment in which we carry out our activity, and this affects different groups, especially those more sensitive, and therefore of course our commitment to the environment", explained De Rosa. For this reason, participation, accessibility, sustainability and solidarity are key in the group's organisation and daily work, having introduced innovative tools such as Artificial Intelligence to bring assistance to people with functional diversity, who have Special Care Plans in their centres.

In addition, the CEO adds, "We have enabled all possible technological and human resources to facilitate more humanised, closer and more comprehensive care for the patient, both for those admitted, but isolated from their family, and those who remained at home". Telemedicine, with a very important increase this year in the use of our health portal, corporate volunteering during confinement, the *Cuídate en Casa* on-line health programme and the renewal of a quality accreditation such as the **Joint**

Comission International just as the world was opening up, says Tarazona, "are the result of good teamwork and the best use of all the tools at our disposal".

Dialogue was seen to be fluid and two-way with all stakeholders, as society responded massively with hundreds of donations, thousands of messages of support for professionals and patients, and support concerts offered on-line for patients, among other actions, as both directors proudly explain.

Both Alberto de Rosa and Elisa Tarazona highlight the importance of good governance, the implementation of its Compliance Programme and the existence of a Code of Ethics as the umbrella under which good practices are grouped. This view of the company's responsible health model is materialised in different projects such as **health promotion and disease prevention**, activities, which in 2020 were fundamentally on-line through the *Cuídate en Casa* programme, and also through the social networks of the Group and its hospitals, with more than 700,000 viewings of the videos made by Group professionals addressing topics such as rehabilitation, physiotherapy, pregnancy care or mental health.

The pandemic did not reduce the Group's commitment to **environmental management** in all projects. The reduction of the carbon footprint is certified, and in 2020, the University Hospitals of Torrevieja, Vinalopó, Torrejón and the Ribera Povisa Hospital once again achieved the UNE-EN ISO 14064-1 for Greenhouse Gas Calculation. The Group's **Environmental Policy** includes measures to prevent, reduce or repair carbon emissions, and to save on water and electricity consumption.

"In 2020 we launched two internal awareness campaigns: 'Turn it off and leave' and 'Every drop counts'", says Elisa Tarazona. Regarding electricity, "31%³ of the electrical energy consumed in our centres comes from renewable energies. Furthermore, the **management of waste produced by the use of personnel protective materials** against COVID-19 has complicated current regulations, seeking at all times to ensure an adequate and responsible consumption of perishable resources".

31% of the electrical energy consumed in our centres comes from renewable energies

³ Data corresponding to the electrical energy consumed in 2019. No information is available for 2020 at the time of preparing this report.



Dealing with COVID-19

However, **the main healthcare efforts of the Ribera group in 2020 focused on guaranteeing healthcare for COVID patients**, while maintaining care for non-COVID patients: in person whenever it was necessary for patients who needed hospital care –including pregnant women–, urgent surgical interventions or treatments in the centres; through hospitalisation and home care, which increased 38% in 12 months; and telematically, when the physical presence of a healthcare professional with the patient was not necessary. On-line consultations increased notably during the months of confinement.

“COVID has marked our agenda and our priorities since February 2020,” says Elisa Tarazona. “We immediately went to work in a corporate and coordinated manner and with strong clinical leadership,” she adds. Guaranteeing the protective and sanitary material with brilliant **management of purchases and supplies** for professionals and also for excellent patient care, anticipation and coordination with all public administrations, both regional governments and municipalities and Public Health, was also key for Grupo Ribera in managing the pandemic. Tarazona also highlighted the exchange of material between the Group’s centres, whenever necessary: “It is one of the great advantages of being part of a healthcare group, along with the shared information.”

Thanks to this teamwork and great corporate effort, Ribera can boast great **achievements that guarantee the quality and excellence** of the group in 2020. More than 500 professionals contracted in the Ribera group; 7,000 COVID tests carried out on professionals and an internal infection rate of 7.38% (three times below the Spanish average), 2,813 elderly people treated in residences and the effort made to increase home hospitalisation by 38%. All this allowed the group to receive **ten Top 20 Hospitals awards** for the best global management and medical specialities in the last year.

COVID has marked our agenda and our priorities since February 2020

Team

Ensuring the physical and emotional health and the safety of the workforce was a priority for the Ribera Group at all times, as Alberto de Rosa recalls, both in anticipating purchases of safety and protective material and in agility in the mass tests carried out among not only their own professionals, but also those of the outsourced services, since they do their work in the hospital. He also recalled the importance of the ‘Te Cuidamos’ emotional support programme for professionals, launched at the beginning of the pandemic “to help our professionals to

deal emotionally with this situation and feel accompanied and supported in their daily work”, De Rosa explained.

With and without COVID, **the Ribera Salud Group’s approach on issues such as labour equality, diversity and work-life balance** is the same. The commitment to job stability is even still being reinforced. The main Ribera health centres have equality plans. Specifically, the Equality Plan of the Ribera Povisa Hospital was renewed in 2020. Furthermore, this year the III Collective Covenant

was signed at the Torrevieja University Hospital, with the commitment to increase the number of employees on permanent contracts from 88 to 93% and the creation of the 5th degree of professional career, while confirming the promotion of protection of victims of gender violence and the prevention of harassment based on sex. The Group also provided more than 120,000 hours of training in its centres and periodically conducts internal work environment surveys, the last in 2019 with an average satisfaction rate of 93%.



Solidarity

Ribera's main support actions have had the essential support of its professionals. After an internal vote, the Group agreed to allocate the amount set aside for internal Christmas events, which could not be held, to **donating the equivalent of 30,000 kilos of perishable products to food banks** in the towns where its health centres are located. Many professionals also volunteered to bring the spirit of Christmas to admitted patients.

The commitment was also maintained in the year to entities such as *Casa Caridad*, *Asindown* or *Fundación por la Justicia*; **support for the first diabetic pilot to finish the Dakar**, and multiple collaborations with local sports entities within the **'Health and Sports'** programme, as well as close collaboration from the Ribera Povisa Hospital with the **Discamino association**.

One thing that makes COVID patients' hospital stays particularly hard is their isolation. Their family cannot accompany or visit them. This is why the Group's

Humanisation Plan, as explained by Elisa Tarazona, was expanded this year with initiatives to facilitate these communications through tablets and mobiles, and even to allow virtual visits from pets to their admitted owners.

"The professionals also took part in these kinds of actions", explains the CEO, who proudly points out how volunteers offered to liven up the patients' stay with small concerts and provided them with drawing workshops, games, magazines and newspapers, donated by different entities.

On the other hand, the Group worked constantly on humanising spaces and infrastructures, for example, in the paediatric areas of its health centres, or in the extension of figures such as the nursing manager of oncology cases for personalised care, emotional and logistic support of these patients in all its centres. The Torrejón University Hospital and the Ribera Povisa Hospital successfully incorporated these profiles.

"In just over a year we have gone from being present in two regions in Spain to having hospitals in four autonomous communities"

Alberto de Rosa, Executive Director for Europe of Centene Corporation and former CEO of Grupo Ribera

Change of brand

A year of great challenges in which the **Ribera Group changed** changed its brand to adapt to new times. As Alberto de Rosa explains, “after 20 years managing health projects with a focus on the public-private model, the Group is in a phase of diversification and internationalisation that required a change in the internal and external image that we project, to one more in line with the organisation’s new reality”. It is not a radical change because, according to De Rosa, “the values that sustain the new Ribera are the same as those that have made this brand a benchmark in the management of a responsible health model”.

With this change, the company believes that its values are reaffirmed as an ethical, transforming, committed, humane company; a company that continues to work for the health and well-being of the population, following the 2030 Agenda and Sustainable Development Goals.

They assure that it has been a very satisfactory exercise, which has also served to consolidate its mission as a company that aims to transform the way of working in the health sector by bringing value to society. Responsible health is the brand territory in which they are positioned, “a territory in which we have been working for the last 20 years”, says Elisa Tarazona. “It is our promise of value to all our stakeholders. With responsible health we want to

make our values visible as a close, courageous, honest company working today for tomorrow’s health”.

With regard to the main **challenges of the Ribera Group for the coming years**, the CEO, Elisa Tarazona, highlights five:

- 1º To maintain the quality of care in the context of a global pandemic like the one we are experiencing, to protect and provide security to our professionals and guarantee the best care for the population, thinking of COVID patients but also non-COVID.
- 2º To extend and consolidate our people-centred responsible health model in the public sector but also in that of public and private insurance.
- 3º To continue with Ribera’s growth strategy.
- 4º To continue investing in innovation and technology in daily applications that improve our patients’ care and facilitate our professionals’ work.
- 5º To maintain the commitment to the creation of stable employment and continue to strengthen ties with the environments in which we operate, working with local suppliers.



“We have enabled all possible technological and human resources to provide more humanised, close and comprehensive care for patients”

Elisa Tarazona, CEO of Grupo Ribera

A close-up profile shot of a healthcare worker wearing a blue surgical cap, an orange face shield, and a light blue surgical mask. They are wearing blue scrubs. The background is a soft, out-of-focus light blue. A large red curved shape is on the right side of the image, containing white text.

Grupo Ribera,
a reference
model

3

Main figures

Founded in 1997, Ribera (also hereinafter referred to as Grupo Ribera, the Group or the Corporation) is a business group that **provides healthcare services** and has more than **5,500 professionals** and several projects in **Spain, Europe and Latin America**.

Its vocation is to transform the way of working and to **innovate in health management** to improve the health and well-being of the population. It has developed a **healthcare model** that is studied as a **success story** at renowned international universities such as **Harvard Business School** and **Berkeley**.

In Spain it controls **eight hospitals** and **82 health centres** in **four autonomous communities**:

- **Valencia Community:** Torrevieja, Vinalopó and Dénia University Hospitals and Health Departments.

- **Madrid:** Torrejón University Hospital.
- **Galicia:** Ribera Povisa Hospital in Vigo and Ribera Polusa Hospital in Lugo.
- **Extremadura:** Ribera Santa Justa Hospital in Villanueva de la Serena and Ribera Almendralejo Hospital (Badajoz).

Furthermore, the Group owns the **Ribera B2B**, purchasing platform, the **Ribera Lab** laboratory division and the **Futurs.** technology company. It also participates in the Central Clinical Laboratory of Madrid, which under the administrative concession regime serves six public hospitals and more than 1,200,000 citizens, and in the Nefrosol dialysis centre in Alicante.

Grupo Ribera's healthcare model se is studied as a success story at **renowned international universities** such as Harvard Business School and Berkeley

GRUPO RIBERA, IN NUMBERS

8 hospitals in Spain
(4 university)

1,610
beds

1,000,000
patients a year

Joint Commission International Quality Stamp:

- Torrevieja and Vinalopó University Hospitals and Ribera Povisa Hospital
- San Luis and Crevillent health centres

143 national and
international awards

A PROJECT FOR THE FUTURE



GRUPO RIBERA, IN NUMBERS

1 laboratory division

technology division

integrated purchasing platform

diagnosis division

GRUPO RIBERA, IN NUMBERS

91%

Patient satisfaction index

30%

Index of savings for the administration

240,725

users of the YOsulud portal

5,654

professionals

A photograph of a modern medical imaging room, specifically an MRI suite. A large, white, cylindrical Philips MRI scanner is the central focus, with its gantry open and a bright light emanating from the patient opening. A patient bed, covered with a white sheet, is positioned in front of the scanner. To the left of the bed, there is a stack of medical equipment, including monitors and control units. The room has white walls and a clean, clinical appearance.

GRUPO RIBERA, IN NUMBERS

Among the **50**

companies to work for
in Spain, according to
Great Place to Work

92%

indefinite contracts

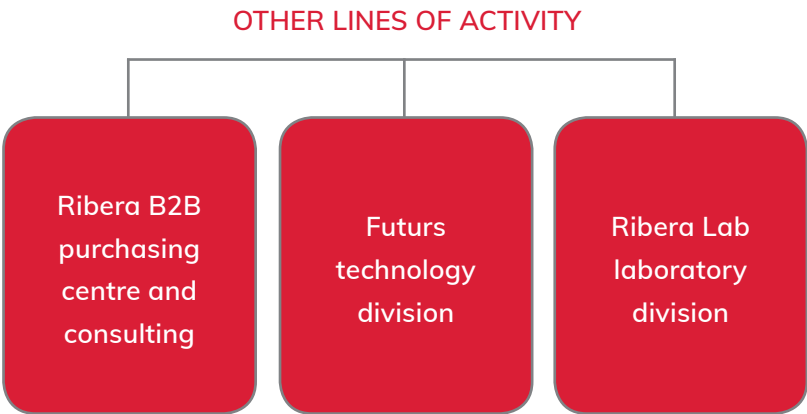
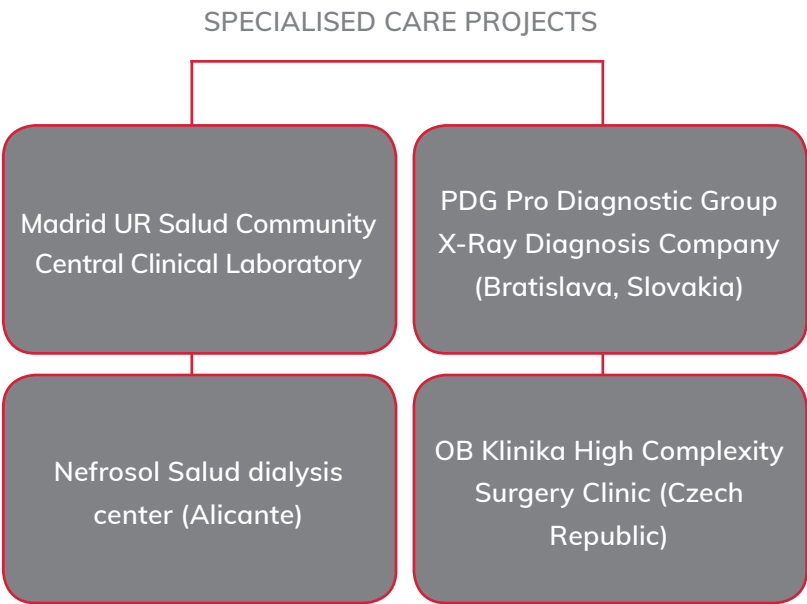
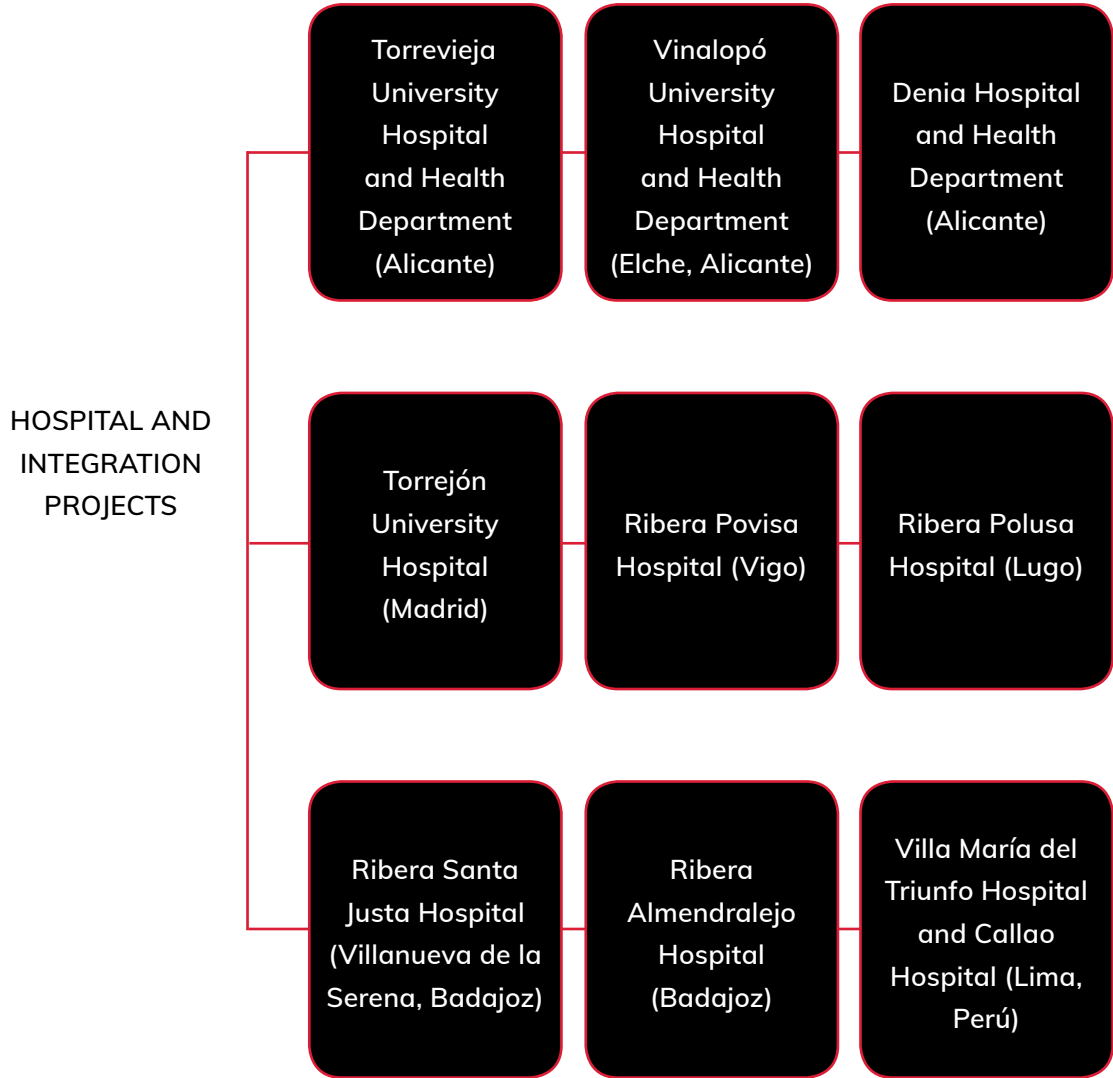
46

quality accreditations

93%

professionals who
recommend working in the
Grupo Ribera centers

THE 3 WORK AREAS OF THE GRUPO RIBERA



Company structure and shareholding

The lead company of the Ribera Group is **Primero Salud S.L.U.**, with registered office at Calle Serrano, nº 45, Planta 2, Oficinas 2C 2D, 28001 Madrid. Primero Salud S.L.U. is owned in its entirety by **Centene Corporation**, a leading **Fortune 100 company in the US healthcare industry** with more than **30 years' experience** working with state

governments in the United States. As parent company, **Primero Salud** includes **Ribera Salud S.A.** and all its companies, and **Torrejón Salud S.A.**

90.1% of the capital stock of **Ribera Salud S.A.** belongs to the aforementioned **Primero Salud S.L.U.**, while the

remaining 9.9% is in the hands of BanSabadell Inversió Desenvolupament, S.A. Banco Sabadell is the fourth largest private banking group in Spain. In the case of **Torrejón Salud S.A.**, **Primero Salud S.L.U.** controls **89,47%** of its capital, Cartera y Gestión de Infraestructuras, S.A., 10%, and FCC Construcción S.A., the remaining 0.53%.

100% of Primero Salud belongs to Centene Corporation, a leader in the US healthcare sector, and included in the Fortune 100 list

Management model

Ribera is a pioneer in the development of a **benchmark public-private healthcare model** at international level. The Group's business model in terms of financing, control, ownership and provision in relation to the concession of the service is based on four pillars:

- **Collaborative model**, in which the institutions work together to create value for society, introducing models of flexibility and innovation in the public health system. Networking is therefore essential.

- **Integration of healthcare levels**, combining primary care, hospital care, home care, mental health and part of social services. All levels of care work in line, with common objectives, to guarantee continuity in all health care.

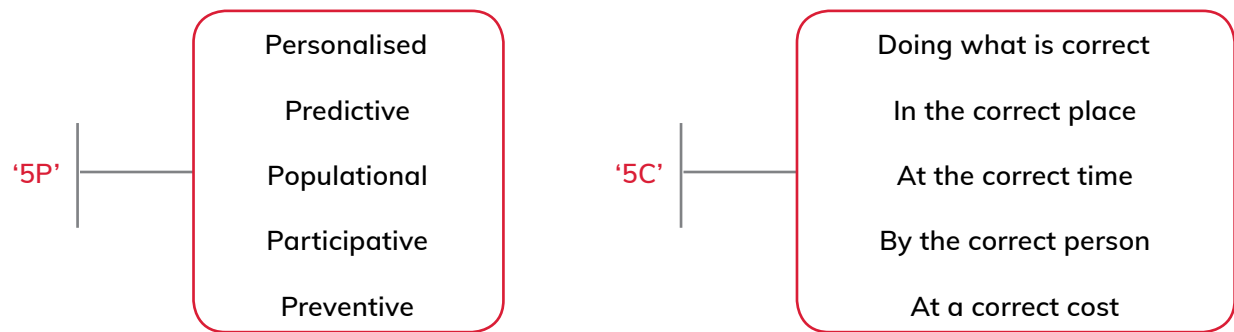
- **Capitation financing**, with a model that finances health and the objective of which is to achieve the best health status of the population. This model consists of the government paying one capita per inhabitant/year in each Health Department. Furthermore, professionals enjoy a flexible and innovative pay system linked to activity and quality indicators, which help make waiting

lists and health indicators better than those of hospitals managed directly by the Administration.

- **Innovation and technology**, which allow the implementation of cutting-edge population management models and personalised and individualised care planning models, with the development of powerful proprietary tools.

Ribera is a pioneer in the development of a benchmark public-private collaboration healthcare model at international level. In the last year, it has consolidated its commitment to diversification towards private healthcare models and other lines of activity

THE '5P' AND '5C' OF RIBERA'S MANAGEMENT MODEL



OTHER PILLARS OF RIBERA'S MANAGEMENT MODEL

Its prevention and health promotion policy aims to ensure the best health status for the population.

Experience in **models of integration**: hospital, primary and social health care.

Predictive models of population management.

2020 main operations and results

Despite the COVID-19 pandemic situation, in 2020 Ribera consolidated its **growth and diversification** with the **acquisition of three hospitals** and a **laboratory** division. These are the group's new reference laboratory, **Cialab**, and the **Ribera Santa Justa** and **Almendralejo (Badajoz)** and **Polusa (Lugo)** hospitals. All have added **more than 150 beds** and over **190 healthcare professionals** to the Group's capacity, also made up of the Torrevieja, Vinalopó and Dénia Health Departments, Torrejón University Hospital and Ribera Povisa Hospital.

The Immunological Centre of Alicante, **Cialab**, has a **genetics laboratory** (for constitutional, prenatal and oncohaematological cytogenetics), a **molecular biopathology laboratory** (for hereditary, infectious and oncohaematology pathologies) and a **central laboratory** (for biochemistry, flow cytometry, immunology, pathology, haematology and microbiology).

Regarding the financial indicators, in 2020 the group had the following results:

DATA	RESULT 2020*
Total net sales	€508,456,462 *
Profit tax	€715,600 **
Net profits	€(-3,741,930)
Public subsidies received	€73,415

*The results presented are of Primero Salud, S.A., and follow the same tax consolidation criterion as that under which all the data of this report are presented. Data are not presented from 2019 due to a change in the financial consolidation criterion of the reported companies.

* 1.1% of net sales come from operations outside Spain.

** All taxes are paid in Spain.

The **Polusa Hospital** in **Lugo** offers general healthcare coverage in the city. It has **97 beds, five operating theatres**, a Geriatric Patient Unit, an Oncology Day Hospital, radiodiagnosis, a clinical laboratory and a staff of **135 healthcare professionals**.

The **Ribera Santa Justa** Hospital (Villanueva de la Serena, Badajoz) has **29 beds**, 9 outpatient clinics, **three operating theatres**, eight REA beds, five individual rooms, a laboratory, a treatment room and a radiology room.

What's more, in 2020, **Cajalmendralejo** and the **Grupo Ribera** reached a collaboration agreement through which the financial entity will lease the **Ribera Almendralejo Hospital** building to Ribera for the development of its activities. Ribera has also reached an agreement with the **Almendralejo Council** to provide social home care services.

ACQUIRED IN 2020

Cialab: a laboratory specialised in biological diagnosis and clinical monitoring.

200 new beds and more than 190 health professionals to the Group's capacity.

3 new hospitals:

Ribera Santa Justa (Badajoz)

Ribera Almendralejo (Badajoz)

Ribera Polusa (Lugo)

2020 landmarks

Ribera acquires the Cialab laboratory, and the Ribera Santa Justa, Ribera Almendralejo and Ribera Polusa Hospitals



Reinforce hospitals and health centers with professionals to deal with COVID-19



10 distinctions in the TOP 20 awards, a ranking that measures the quality of hospitals every year



Launch of an online program on healthy habits *#CuidateEnCasa* managed by professionals

Vinalopo celebrates its 10th anniversary



Vinalopó receives a new accreditation to receive MIR in 2021

Torrevieja constitutes the Patient Advisory Council



Launch of *#NosCuidamos*, an emotional support program for its professionals

Development of a predictive model with Microsoft technology that predicts which COVID-19 patients admitted may need ICU care



Donation of the equivalent of 30,000 kilos of essential products to various soup kitchens throughout Spain



Allocation of 194,184 euros to different social initiatives and collaborations with entities



Torre Vieja and Vinalopó, the first public hospitals in the province to have a simulated environment unit



New collective agreement in Torre Vieja



The World Bank invites Ribera to share its experience in managing Covid



Povisa receives the New Medical Economics award for the private hospital with the best management in Spain

Ribera joins as Patron of the Chair of Business Culture of the University of Valencia



Povisa is the first hospital in Spain to extract a gallstone through the liver

Povisa awarded as the best private health center in Galicia by Redaccion Medica magazine



Ribera and Lanzadera select three new startups



Healthcare Women Awards



11th Edition of the Valencian Community Journalistic Awards



Torrevieja and Vinalopo have the lowest waiting list in the Valencian Community



Povisa inaugurates a new emergency service



Torrejón receives its second star in the QH** Accreditation of the IDIS Foundation



Study of seroprevalence in the population of Torrejón de Ardoz



Artificial intelligence is implemented in Vinalopó to improve accessibility for people with functional diversity



Opening of the new Aspe Integrated Health Center

Torrevieja and Vinalopo launch the Child-Teenage Mental Health Unit (USMIA)



Torrejón participates in the COVID-Preg study



Torrevieja launches a consultation to care for children with autism spectrum disorder



Torrevieja, Vinalopo and Torrejón renew their carbon footprint certification

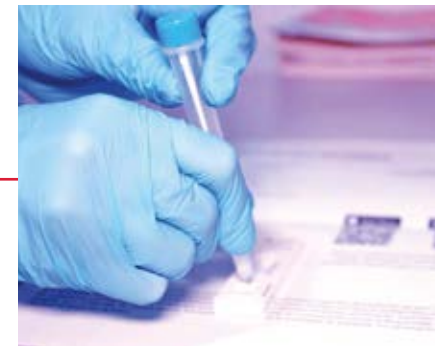
Ribera centers monitor heart failure patients remotely



Torreveija receives national recognition for the prevention of occupational risks



Ribera performs Covid test on pharmacists in Madrid



Povisa and Torrejón certified by AENOR against COVID



Ribera's Breast Unit launches 3D mammography with contrast



Nefrosol performs 18,300 hemodialysis sessions in a year



Torrejón launches the online program Meet our delivery room



Torreveija and Vinalopo renew JCI accreditation

Santa Justa incorporates new services, specialties and surgeries after the renovation of its facilities



Ribera primary care centers serve in 4 days compared to 18 on average in the province of Alicante

Business culture

Mission

We are a responsible organisation that works to improve people's **health and well-being** by **transforming healthcare**,

with a model that adds **value to society** and contributes to the **system sustainability**, through innovation and excellence in care.

Manifesto

We believe in the right of all people to have access to **excellent, humane and efficient healthcare**, with the knowledge, professionals and tools required by the social and healthcare context.

We measure and analyse to anticipate and improve every day. We invest in **research, technology** and in the adequate **healthcare, human and material resources** to offer them to all our patients when they need them. We invest in

the tools that allow us to be **pioneers** and **innovative** to provide the best care. We have **technology** as an ally for our professionals and patients, to offer **connected health** without boundaries, available wherever, whenever and however it is needed.

Our team, clinical management, technology and commitment to the community make us different. We support, listen and train our professionals to **hold on to their**

talent. We are a **responsible company**. We get involved with the **community** and its social agents and contribute to the **local and economic development** of the social environment in which we operate.

We are committed to **prevention** and to **taking care** of people before they need us. Our **patients** have access to the tests and treatments they need at the right time, in the right place and with the best trained professional.

Our **team, our clinical management, R&D+i, technology and our commitment to the community make us different**

Values

- **TRANSFORMATION:** We transform health from management to achieve the best results in **quality and efficiency**, creating **synergies**, between **public and private**, to guarantee the system **sustainability** with **preventive**, predictive, **participatory, personalised** and population-based medicine. We innovate in the people management model with an attractive and fair project that promotes a **job well done**.
- **ETHICS:** We are **health professionals**. Our vocation is to **give** and **care** for others. We act with **honesty and transparency** so that patients feel safe. We believe in **things well done**, always with scientific evidence.
- **CARE:** **We care for people.** People and their health come first. We love being by patients, caring for them and supporting them. Them and their families. And we want to do so through all the stages of their lives.
- **COMMITMENT:** We work today for tomorrow's health. We are committed to the patients and to society, to give them access to **excellent healthcare that is sustainable** in time. We are committed to our **professionals**. We train them and look after their well-being. **We want them to feel happy.**

RIBERA VALUES

Transformation

Ethics

Care

Commitment

Positioning

At Ribera we position ourselves as a **benchmark** in the **health sector**, both for our treatments and patient care, as well as for our

interest in continuous improvement and **constant innovation in research. To be leaders in health.**

Character

- **EMPATHIC:** We know how patients feel and what they need. We **listen** to them, support them and **put ourselves in their shoes**. We focus on **familiar and warm treatment** since the patients and their well-being are what are most important to us.
- **HONEST:** We are **whole**. Health is above all. We make **responsible decisions** always with the patients in mind. We are **transparent, clear and sincere** and all of our recommendations are based on **science**.
- **BRAVE:** We do not stop thinking of **new ways of doing**, treating, managing, caring for and **communicating** with patients. We are not afraid of challenges because we firmly defend what we believe in.
- **IMAGINATIVE:** We always go **one step further** in all areas. To advance and progress to improve **health every day**. And we love sharing every step we take with the patients, society and our professionals.

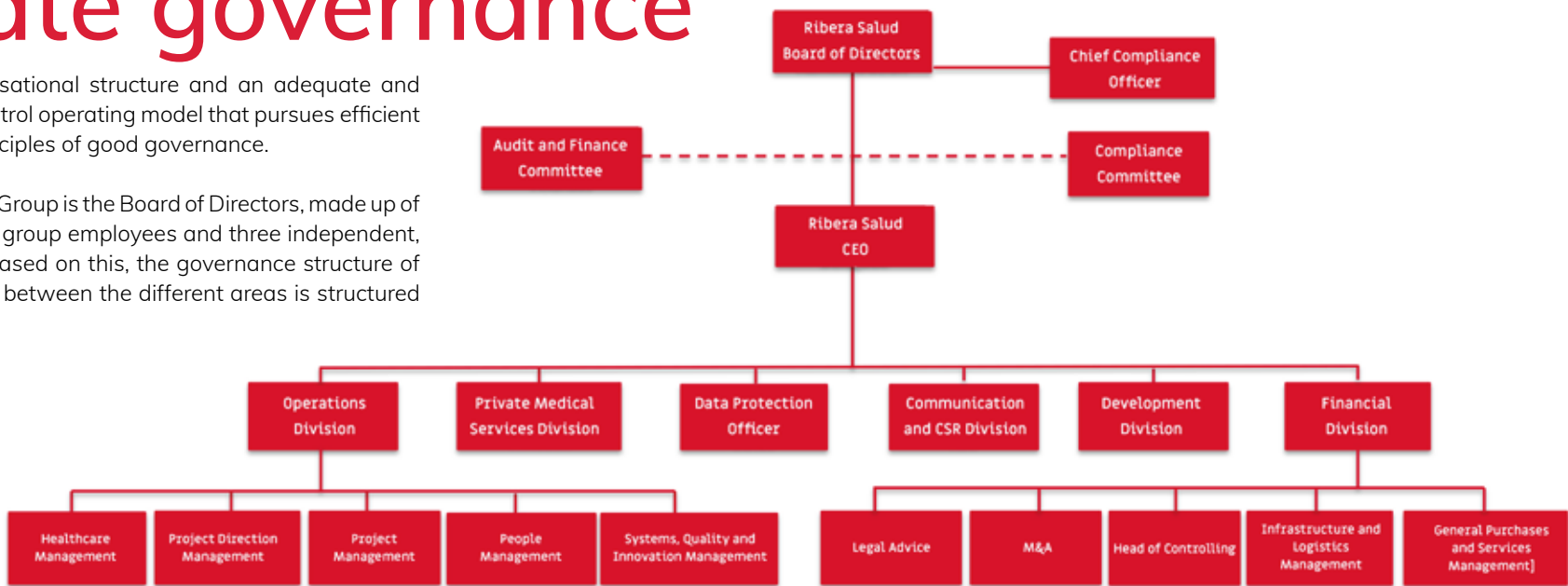
Empaticos
Honestos
Imaginativos
Valientes



Corporate governance

The Ribera Group has an organisational structure and an adequate and transparent management and control operating model that pursues efficient action in accordance with the principles of good governance.

The highest governing body of the Group is the Board of Directors, made up of seven directors, four of whom are group employees and three independent, with five men and two women. Based on this, the governance structure of Ribera Salud and the relationship between the different areas is structured as follows:



TAKEOVER AT THE FOREFRONT OF RIBERA SALUD

In 2020, **Alberto de Rosa** was appointed **European Executive Director of Centene Corporation**, was replaced in the position of **CEO of Ribera Salud** by **Elisa Tarazona**.

De Rosa will take on responsibilities relating to the growth and development of **new opportunities in Europe**, as well as existing projects. This manager has been with the company for 20 years. In 1998 he took

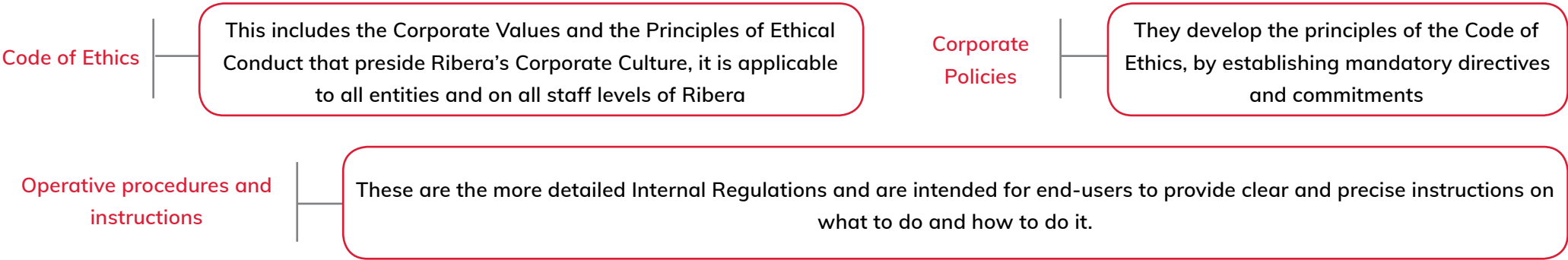
on the challenge of setting up **Alzira Hospital**, the first privately run public centre in Europe. In 2007 he was appointed **General Manager** of Ribera Salud and in 2013 he assumed the position of **CEO**. In this time, he promoted new business lines such as the purchasing platform and the Futurs technology division.

Elisa Tarazona has been appointed the new **CEO of Ribera Salud**, where she previously held the position

of **Operations Manageress**. In this position, Tarazona supervised the corporate healthcare, people, innovation and systems departments, and was responsible for the integration of new projects. In the last 10 years, she has held different positions, participating for more than five years in the La Ribera Health Department, where she coordinated the application of the first primary-specialised integration model.

Ribera regulatory structure

Ribera’s regulatory structure has the following levels:



The policies, operative procedures and instructions are intended to answer the compliance risks that is facing the organisation. In particular, in 2020 Ribera updated the

following corporate policies, which are applicable to all the companies of the Group: **Code of Ethics**, the **General Compliance Policy**, the **Corporate Policy on the Prevention**

of Bribery and Corruption, and the **Whistleblowing Channel Management Procedure**.



Ethical behaviour

Ribera is a socially responsible company, and prioritises **professional ethics** among its values. It therefore has a **Code of Ethics** that is mandatory for all Group⁴ professionals. Who must communicate and, taking into account the circumstances, refrain from participating in activities that could involve conflicts of interest.

Professionals' behaviour should be guided by the following principles:

- **INDEPENDENCE:** The professionals must always maintain their independence.
- **TRANSPARENCY:** Professionals must always act with total transparency towards the organisation, seeking prior advice, either from their hierarchical superiors or from the Compliance Department, and obtaining prior authorisation when necessary through the competent internal bodies in order to prevent and adequately manage those situations that may pose a risk to both the professional and Ribera.
- **PRUDENCE:** Professionals must apply **common sense**, avoiding engaging in conducts that may suppose, or be perceived as, **corrupt practices and situations of conflicts of interest**, avoiding carrying out secondary activities that clash with the services provided to Ribera.

The Ribera Code of Ethics establishes that the Group's professionals will guide their conduct through the principles of independence, transparency and prudence

⁴ **Statutory staff** are informed of the Code of Ethics and its updates through the Department Commissioner, as the organic head of this staff. However, and without prejudice to strict observance of the legal regime applicable to them, the principles and norms contained in the aforementioned code will be required in their exercise of the power of functional organisation that the specifications grant to Ribera's concessionary companies.

The Code of Ethics establishes a set of standards of conduct in relation to patients, stakeholders, other provisions related to human resources such as **health and safety** at work, **diversity, equality** and **non-discrimination**, and with the environment, such as **Corporate Social Responsibility** and the **Environment**

Through its internal policies and procedures, Ribera shows its firm commitment to the **protection and defence of patients' rights and safety** and the compliance with **bioethical principles** of the medical practice. And it ensures compliance with the **health regulations**, especially those that apply to the **patient rights and autonomy**.

Regarding the management of information and communication, Ribera ensures the proper custody, confidentiality and protection of personal data. Professionals must ensure **confidentiality** of the personal data to which they have access and in no case they can make personal use of these data.

The Code of Ethics stipulates that **marketing and advertising** actions will be carried out clearly in order **not to offer false or misleading** information to others."

Ribera has the **Whistleblowing Channel**⁵, which is a confidential and direct tool to inform Compliance of potential **not ethical conducts** that may entail **breaches of regulations** or even constitute a **crime**, as well to consult **doubts** about the Code of Ethics.

The management of this tool is regulated in the **Whistleblowing Channel Management Procedure**. Thus, the main **guarantees and rights** of this procedure are:

- **CONFIDENTIALITY:** Of all the people involved in a communication or investigation.
- **NON-RETALIATION:** Direct or indirect, for all communications made in good faith.

- **ANONYMITY:** The whistleblowers have the possibility of making communications without having to identify themselves.
- **RIGHT TO DEFENCE:** The investigated person will have the right to provide all the evidence that they consider pertinent for their defence and to make allegations.
- **PRESUMPTION OF INNOCENCE:** Throughout the procedure, until a resolution is issued.

If is detected a breach of the Group's internal regulations, applicable regulations or Ribera's principles and values, **disciplinary measures** may be taken according to the regulations applicable in each case.

Furthermore, professionals may also contact the Chief Compliance Officer and/or Local Compliance Officers to resolve other issues related to the application of internal policies.

Ribera guarantees that communications through the Whistleblowing Channel comply with the principles of confidentiality, non-retaliation, anonymity, right to defence and presumption of innocence

⁵ Available through canaletico@riberasalud.es.

Prevention of bribery and corruption

Ribera rejects corruption and bribery in any of its forms, a commitment that is embodied in its internal policies and procedures: Code of Ethics, Corporate Policy for the Prevention of Bribery and Corruption, Due Diligence Procedure with third parties, etc. These standards have been developed in compliance with the provisions of the FCPA⁶ and the international standards in this area.

Ribera **does not allow** any type of contribution or donation from its budget to **political parties**, federations, coalitions or groups of voters.

Likewise, professionals are not allowed to accept **gifts** in cash, gift tokens or other means that allow the exchange of money, or **grants, subsidies** or any type of monetary or in-kind **remuneration** that is conditioned or may generate incentives in relation to the **prescription**, recommendation, supply or any type of promotion of therapies, medicines or any product of the health and pharmaceutical industry.

Gifts, hospitalities, entertainments and invitations may not be accepted/made if this has an impact on the professionals' impartiality in decision-making, or if they could be considered **extravagant, exaggerated or inappropriate**.

In addition, **travel and representation expenses** must be justified and reasonable, and not excessive or extravagant. Ribera in no case authorises or promotes attendance at **recreational or leisure events** or travel, accommodation, stay or maintenance of **companions not attending** the event.

In 2020, **training actions** on anti-corruption matters were carried out in person and on-line for the organisation's main executives.

In addition to these internal policies, procedures and controls, the Group publicly expresses its commitment against corruption and bribery. As proof of this, since 2018, it is a signatory of the **business initiative for ethics and good governance of the Valencia Regional Government** and is also attached to the **State Pact against Corruption** and for Civic Regeneration of the **Foundation for Justice**.

In relation to the **prevention of money laundering**, Ribera has preventive controls against suspicious transactions, illegal activities that could be related to money laundering and to prevent Ribera from being used as a vehicle for money laundering.

Ribera has a **Due Diligence Procedure** to manage the risks derived from the establishment of business relationships. Like the risk of corruption or reputational risks, the procedure establishes:

- The obligation to carry out a rigorous **analysis** of the **risks** involved in the relationship, prior to its establishment.
- The application and documentation of due diligence **measures proportional** to the assigned risk.
- Mechanisms for **formalising** relationships.

In 2020, the Ribera Group did **not register any incidents related to cases of corruption**, bribery and/or money laundering, and although this is assumed as a recurrent prevention task, the work of supervision and prevention of relationships will continue.

Grupo Ribera has a **Corporate Policy for the Prevention of Bribery and Corruption** that develops the contents of the Code of Ethics

⁶ Foreign Corrupt Practices Act is the US law Against Corrupt Practices Abroad, which is applicable to Ribera.



Risk management

The Group has a General Compliance Policy, which describes Ribera's Compliance Programme. It is based on seven main pillars:



In the aforementioned policy, Ribera considers that “**compliance risks** are those that may result in **material financial losses** and/or **damage to integrity and reputation**, which Ribera may suffer as a result of **regulatory breaches** of any applicable legislation or of Ribera's own **internal regulations**”.

Compliance contributes to the Risk Assessment exercise that encompasses the **identification, analysis, management of the organisation's risks** and the **assessment of opportunities** for the development of the organisation's strategy. Of the controls identified in this exercise, it is carried out a monitoring that includes the supervision and verification of the effectiveness of the controls made and executed as well as the identification of the corresponding necessary corrective measures and recommendations for improvement based on the results of the controls.

In 2020, the Ribera Group detected the following risks related to its activity:

- **RISKS ASSOCIATED WITH COVID-19:** potential financial impacts, changes in regulation and protocols, occupational health, retention of professionals, etc.
- **RISK ASSOCIATED WITH THE** protection of personal data, especially health data.
- **RISKS RELATED TO INFORMATION SECURITY:** security breaches, computer attacks, etc.
- **RISK IN THE PROVISION OF HEALTH SERVICES:** associated with quality in the provision of healthcare services.
- **RISK ASSOCIATED WITH REGULATORY CHANGE:** adaptation to changes in regulations that may impact the business (e.g. health and international regulations and revision of regulations).

Ribera uses a risk-based approach (RBA) to select those that should be treated as a priority



CSR policy

The Ribera Group has developed a Corporate Social Responsibility Policy based on four principles of action related to the main stakeholders:

- **COMMITMENT TO EMPLOYEES:** Equality Plans are the most effective instrument to achieve equal opportunities between women and men in the framework of labour organisations. Ribera Salud has promoted its development considering six fundamental areas: access to employment, reconciliation of work and personal life, staff classification, promotion and training, remuneration, occupational health and non-sexist communication and language.
- **COMMITMENT TO THE SURROUNDINGS:** Health promotion is an essential aspect of the Group's CSR Policy, with the Health Promotion and Disease Prevention Plan being a mainstay for its development. Talks, workshops, patient schools and training and educational activities are held for disadvantaged groups and excluded minorities.
- **COMMITMENT TO THE ENVIRONMENT:** Concern for environmental deterioration and sustainability are the basis of the operation of the Ribera Group hospitals. The new centres built by Ribera have bioclimatic architecture in which the use of natural light is promoted with sensors, freecooling systems, centralised management systems to adapt consumption to demand, use of renewable energies, etc., as well as various training actions to raise awareness among employees and users.

- **COMMITMENT TO INNOVATION AND SUSTAINABILITY OF HEALTH SYSTEMS:**

Healthcare faces great challenges, such as the chronic nature of many diseases, increased life expectancy or genetic therapies and this forces the Ribera Group to constantly review protocols and applications, and to explore new avenues of citizen care. For years, the Group has been exploring technological innovations in areas such as prevention, artificial intelligence, robotics and Big Data applied to healthcare. With all this, the Group confirms its commitment to a responsible, effective and efficient management model, which facilitates preventive and predictive medicine, measures all health indicators and analyses them to create specific quality care programmes for the different groups of population, thereby contributing to the sustainability of the health systems.

The ultimate responsibility for compliance with the CSR Policy rests with the **Management Committee** and, by delegation, with the Communication and CSR Management. This **Communication and CSR Management**, depends on the **General Management**, to which it must report and which establishes the basic lines of action in accordance with the directives of the **Board of Directors**..

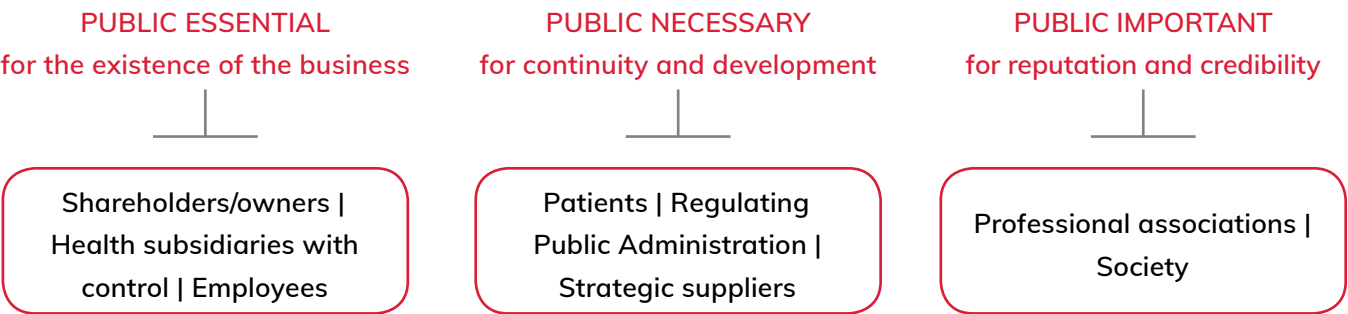
Grupo Ribera's Corporate Social Responsibility Policy is based on commitment to employees, promotion of health, the environment, support programmes for the most disadvantaged groups, innovation at the service of the tomorrow's health and the sustainability of the health services

Stakeholders

For Ribera, the stakeholders are those affected by the services or activities of the organisation and whose opinions and decisions have an influence or impact on the achievement of the organisation's different objectives.

In 2020, the Ribera group undertook a review of its stakeholders to adapt them to the current status of the group's different projects, and as a preliminary phase to updating the materiality matrix that it plans to undertake

next year. As a consequence of this review and after applying prioritisation criteria, this is the new classification, which is more appropriate to the Group's current reality:



- 1. Health subsidiaries
- 2. Company
- 3. Strategic health providers
- 4. Proprietors
- 5. Public Administration
- 6. Patients
- 7. Health Professionals
- 8. Professional associations

Ribera maintains a close relationship with its stakeholders through a wide range of communication channels that guarantee **interaction** and **proactiveness**. The main channels it offers to each of its priority stakeholders are detailed below:

- **PROPRIETORS:** Whistleblowing Channel, Committees, email/post...
- **HEALTH PROFESSIONALS:** survey of work environment, corporate events, Intranet, informative material, internal newsletter, social networks/Blog/web, training sessions, etc.
- **PATIENTS:** Apps, Patient Council, email/post, satisfaction surveys, media, patient newsletter, health portal, social networks/blog/web, SAIP, training sessions, visits...
- **SUBSIDIARIES:** Email/post, reporting/regular reports, meetings, etc.
- **STRATEGIC HEALTHCARE PROVIDERS:** Agreements, email/post, reporting/scheduled reports, meetings, visits, etc.
- **SOCIETY:** Apps, collaboration agreements, email / postal mail, satisfaction surveys, informative material, media, patient newsletter, health portal, registration, RRSS / Blog / web, training sessions, visits, etc.
- **PROFESSIONAL ASSOCIATIONS:** specific committees, collaboration agreements, email/post, forums and memberships, informative material, media, specific work meetings, social networks/blog/web, visits, etc.

Ribera maintains a close relationship with its stakeholders through a wide range of communication channels that guarantee interaction and proactiveness

Business environment and future trends

The Ribera Group identifies different sector trends related mainly to:

- Increased demand
- Changes in regulations
- Sector consolidation
- The ageing population
- Sector digitisation



4 Improving health

High standards of quality and safety

The Ribera group encourages and promotes a responsible attitude towards patients and all the people linked to them, with the aim that they might have **quality health services** under the strictest conditions of **health and safety**. **Patient well-being** is a key aspect for the group.

Ribera has a **Quality Plan** that establishes the reference framework for all actions aimed at improving the **safety of patients** and the population it serves.

Along these lines, the group has the following **certifications** in force in 2020 to guarantee quality healthcare.

- **Joint Commission International certifications**

- **Torre Vieja** University Hospital and the San Luis and Patricio Pérez health centres.
- **Vinalopó** University Hospital and the Plá-Vinalopó, Toscar, Carrús, Doctor Sapena and Crevillente health centres.
- Ribera Povisa Hospital.

- **UNE- ISO certifications:**

- ISO 9001 (**Quality** Management System):
 - **Ribera Salud**
 - **B2b Salud**
 - University Hospital **with the following scope:** the haemodialysis, hospital pharmacy, pathological anatomy, sterilisation, diagnostic imaging and blood bank services.

- **ISO 14001: Environmental management system**

- **Torrejón** University Hospital

- **ISO 50001: Energy management system**

- **Torrejón** University Hospital

- **ISO 14064-1: Greenhouse effect gases**

- **Vinalopó** University Hospital
- **Torre Vieja** University Hospital
- **Torrejón** University Hospital
- Ribera Povisa Hospital

- **UNE 179003** (patient safety risk management):

- Ribera Povisa Hospital

- Certification of Protocol against a **COVID-19**:

- **Torrejón** University Hospital
- Ribera Povisa Hospital

- **ISO 15189** (Quality Management System in clinical laboratories):

- Synergised Pathological Anatomy Service of the **Torre Vieja** and **Vinalopó** University Hospitals.

The Ribera centers have **17** accreditations and quality certifications, such as the prestigious Joint Commission International

Other certifications

- IHAN (Initiative for the Humanisation of Healthcare in Birth and Breast-feeding):
 - The **Torre vieja** University Hospital and the Pilar de la **Horadada** health centre are in phase 3D and the remaining health centres are in 2D.
 - The **Vinalopó** University Hospital, the Plà Vinalopó health centre and the Sapena Health Centre are in phase 3D phase, and the remaining health centres are in 2D.
 - The Ribera Povisa Hospital is phase 1D.
- Certification of the Spanish Association of **Coloproctology**:
 - Coloproctology Unit of **Torre vieja** University Hospital
 - Coloproctology Unit of **Vinalopó** University Hospital
- IHHI (Infant Hospital Humanisation Index):
 - **Vinalopó** University Hospital
 - **Torrejón** University Hospital
- **ACERCA** Accreditation (quality accreditation model for Advanced Chronic Kidney Disease Units, ERCA):
 - The ERCA Unit of **Torre vieja** University Hospital
- Certification of the Spanish Society of **Internal Medicine**:
 - **Vinalopó** University Hospital
- Certification of **Hand Trauma Center**:
 - Ribera Povisa Hospital
- Professional certification of **TIC en salud** of HIMSS Analytics:
 - Ribera Povisa Hospital
- **CAT certification** (quality of services in transfusion medicine and cell therapy):
 - **Vinalopó** University Hospital
 - **Torrejón** University Hospital
- **QH certification for Excellence in Healthcare Quality**:
 - **Torre vieja** University Hospital
 - **Vinalopó** University Hospital
 - **Torrejón** University Hospital
 - Ribera Povisa Hospital

THE RIBERA GROUP RECEIVES 10 AWARDS IN THE TOP 20 AWARDS

In 2020, the hospitals managed by the Ribera group were once again prominently placed in the prestigious **TOP 20**, list, a ranking that measures the **quality** of public and private **hospitals** throughout Spain each year. Specifically, the **Torre vieja**, **Vinalopó** and **Torrejón** University Hospitals and **Dénia** Hospital achieved a total of **10 awards** in different categories. **Torre vieja**, **Vinalopó** and **Torrejón** University Hospitals were awarded in the **Global Hospital Management** category.

The **Torre vieja** University Hospital was ranked among the best in Spain in **Digestive, Kidney and Urinary Tract**, and **Women**. **Vinalopó** University Hospital was also awarded in the **Kidney and Urinary Tract** category. **Torrejón** University Hospital also among the leaders in Spain in **Respiratory and Skeletal Muscle**, an area in which **Dénia** Hospital was also awarded.

With this new edition, **Ribera hospitals** have accumulated **72 Top 20 awards since 2000**, distinguishing the good work done and the excellent performance since their start-up, based on efficient management and top quality.

Likewise, Ribera has a **Quality Policy** that establishes the **guiding principles of healthcare excellence** pursued by the group and the objective of which is to improve health outcomes and increase citizen satisfaction. Among the principles established in the Quality Policy is that of improving the **preventive approach to patient safety**.

For Ribera it also is important to manage security from the point of view of the privacy of the users of the services and meeting the regulations in force on security in the processing of personal data and information, developed in accordance with the European Data Protection Regulation, applicable legislation in Spain and in the regions in which Ribera operates.



Waiting lists

One of the key indicators in terms of quality in hospital service is the delay in surgery, which indicates the average time in days that patients pending surgery on a given date have been on the waiting list.

In fact, the average waiting time for an operation in the **public hospitals** managed by Grupo Ribera was lower at the

end of 2020 than that of all the autonomous communities where it is present.

The following table shows the delay in surgery as of 31 December of the last two years in comparison with the autonomous communities where Ribera is present.

RIBERA HOSPITAL	2019		2020	
	RIBERA CENTRE	AUTONOMOUS COMMUNITY	RIBERA CENTRE	AUTONOMOUS COMMUNITY
Torre Vieja University Hospital	39	90	40	125
Vinalopó University Hospital	47		46	
Ribera Povisa Hospital ⁷	62	53.9	70	72.9
Torrejón University Hospital	41	51.66	60	79.94

Otro indicador que habitualmente se utiliza para medir la calidad y la accesibilidad hospitalaria es la demora media de consultas externas, que es el tiempo medio que un paciente está esperando para ser visto por un especialista por primera vez.

En la siguiente tabla se muestra la demora de consultas externas a 31 de diciembre de los dos últimos años en comparación con las comunidades autónomas donde Ribera está presente:

HOSPITAL RIBERA	2019		2020	
	RIBERA CENTRE	AUTONOMOUS COMMUNITY	RIBERA CENTRE	AUTONOMOUS COMMUNITY
Torre Vieja University Hospital	43	58	32	N/D ⁸
Vinalopó University Hospital	47		46	
Ribera Povisa Hospital ⁹	37	41.5	37	49.3
Torrejón University Hospital	48	39.89	26	38.31

⁷ The data provided are of patients of the Galician Health Service (SERGAS).

⁸ The delay in outpatients in the Valencia Community had not been published at the date of this report.

⁹ The data provided are of patients of the Galician Health Service (SERGAS).



Investments

In 2020, the Ribera group made various investments to guarantee excellence in its centres. For instance, it renovated the **emergencies area** of the Ribera Povisa Hospital, and started the renovation works on the **main hall** and the modernisation of the **hospitalisation floors**. The paediatric area was also restructured with the humanisation of the lounge.

It has also remodelled the **façade, main access and reception of the Ribera Santa Justa Hospital** cHospital with universal accessibility criteria, while respecting the great value of the building as heritage. In addition, important adaptation works were carried out inside the health centre, which include the reformation of its three operating theatres and the recovery room, as well as the renovation of a large part of the equipment and instruments of the physiotherapy and rehabilitation room, and of the hospitalisation rooms. This improvement

in the infrastructures comes with the expansion of services carried out since the Ribera group took over the management of the centre; thus, more than **20 medical specialities** and a **24-hour emergency service** have been recovered for the population.

Furthermore, in 2020 Ribera presented its **Strategic Plan 2021-2026** for the Health Department of **Torrevieja** (Alicante), which contemplates an **additional investment of 40 million euro** in the period, which would make the Torrevieja Health Department the one with the highest investment per inhabitant in the entire Valencia Community. The Plan includes the creation of the Paediatric Home Hospitalisation Unit and the implementation of the Programme of Mental Health Follow-up after Hospital Discharge, as well as one million euro for the expansion and reformation of the Guardamar del Segura health centre, among other measures.

Main investments of the Grupo Ribera in 2020

Ribera Povisa Hospital: Emergencies. Start of the refurbishment of the main hall and modernisation of the hospitalisation floors. Paediatric humanisation.

Ribera Santa Justa Hospital: Remodelling of façade, main entrance and desk. Reformation of theatres and recovery room. Renovation of equipment and instruments in the physiotherapy room and hospital rooms. Extension of medical specialities and emergencies service 24/24.

Investment plans of the Grupo Ribera presented in 2020

Torrevieja Health Department:
Strategic Plan 2021-2026 **EUR 40 million**

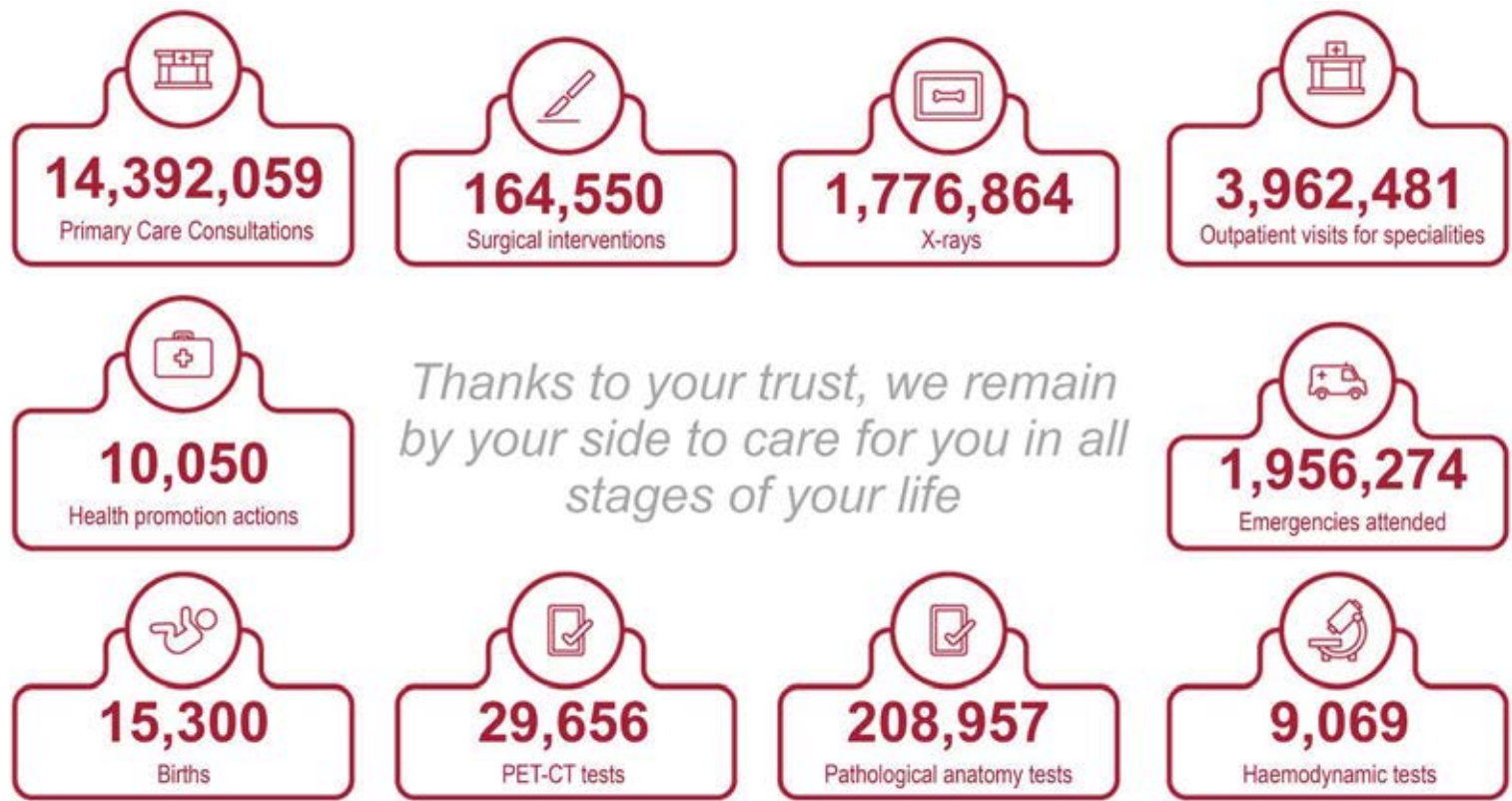
Guardamar del Segura Health Centre (Alicante):
Investment Plan 2021-2026 **EUR 1 million**



10TH ANNIVERSARY OF THE VINALOPÓ HEALTH DEPARTMENT

In 2020, the **Vinalopó** Health Department, managed by the Ribera group, celebrated its **tenth anniversary**. These were the main landmarks of its decade of operation:

10 years in data



*Thanks to your trust, we remain
by your side to care for you in all
stages of your life*



Commemorative video of the
10 years of the Vinalopó University
Hospital:



Satisfaction

In the main hospitals and health departments managed by the Ribera Group, **surveys are carried out on patients** after treatment in the emergency room, hospitalisation, outpatient visits, delivery rooms and in the non-hospitalisation surgery unit to obtain their opinion.

The surveys are based on **NPS (Net Promoter Score methodology)**, which gives an indicator to measure the level of user recommendation. The NPS indicator can range from -100 to 100, so a result of **more than 50 is considered excellent**.

The following table shows the results of the NPS indicator by hospital for the last two years:

	2019		2020	
CENTER ¹⁰	NPS	ANSWERS	NPS	ANSWERS
Vinalopó University Hospital	46	10,505	56	5,005
Torreveja University Hospital	58	12,190	62	5,523
Ribera Povisa Hospital	N/A	N/A	58	1,110
Torrejón University Hospital	61	1,856	55	1,525

¹⁰ Povisa data for 2019 are not provided since it joined the Ribera group in 2020.



The University Hospitals of Vinapoló, Torrevieja and Torrejón, and the Ribera Povisa Hospital in 2020 obtained a score in the NPS satisfaction survey above 50, considered excellent

The responses obtained in the surveys with the patients are analysed in periodic reports, which include the efforts made with the detractors and the actions proposed to improve the patient experience. An **Experience Committee** has been created in each hospital with the following objectives:

- To integrate information related to user experience from all areas.
- To develop new ways to measure the experience.
- To analyse the information with a global view.
- To carry out action plans that improve patient care.
- To unify the response to the user.
- To detect risks.

What's more, the Board conducts annual satisfaction surveys in Valencia Community and in the Community of Madrid. The data offered is the latest available from the Administration at the time of preparing this report.

The results of the Valencia Community are presented on 10, while in the Community of Madrid they are presented on 100 (in percentage).

RESULTS OF OVERALL SATISFACTION WITH THE CARE RECEIVED IN THE TORREVIEJA AND VINALOPÓ HEALTH DEPARTMENTS

	2018	2019
Average for Valencia Community	8.27	8.33
Torrevieja Health Department	8.41	8.36
Vinalopó Health Department	8.21	8.22

RESULTS OF OVERALL SATISFACTION WITH THE CARE RECEIVED IN TORREJÓN UNIVERSITY HOSPITAL

	2018	2019
Average for Madrid Community	88.23%	89.62%
Torrejón University Hospital	87.28%	85.54%

In the **Torre vieja and Vinalopó**, Health Departments, as well as in the **Torrejón University Hospital** the procedure established by the corresponding Board is applied in each case for dealing with complaints, suggestions and acknowledgements in a way that responds to the needs expressed by the user related to the care received.

The remaining Ribera centres apply their own procedure, in which the actions by the different players are standardised to respond to the user and can be consulted in the organisation's process manager.

In 2020, work was done on adapting this procedure for the Ribera Santa Justa Hospital, so no results have yet been presented.

In 2020, the number of **complaints received** in Ribera was **reduced by 20%**, from 3,574 to 2,868.

Particularly in the case of the Torrejón University Hospital, **72%** of the complaints were answered within a period of less than **20 days**.

GRUPO RIBERA VOLUME OF COMPLAINTS

	2019	2020
Vinalopó Health Department	715	788
Torre vieja Health Department	550	410
Ribera Povisa Hospital	1,354	958
Torrejón University Hospital	955	712
Total	3,574	2,868



In 2020, Ribera reduced the number of complaints received by 20%



R&D+i

Ribera is a group that specialises in **innovative projects** in the health sector and, as such, its commitment to **technology** is key to value for society, improving the health and well-being of citizens, and contributing to the **sustainability** of health systems.

Proof of this investment is **Futurs**, founded in 2019 with the aim of promoting **innovation**, and developing the best **technological solutions** that both the market and society require.

In 2020, the Ribera Group reached a **strategic agreement** with **Lanzadera** to promote open innovation and help **start-ups** that create value in the health sector to consolidate and grow through the **Corporate** programme.

In the first edition of the **Corporate** programme (January 2020) two **start-ups** were selected:

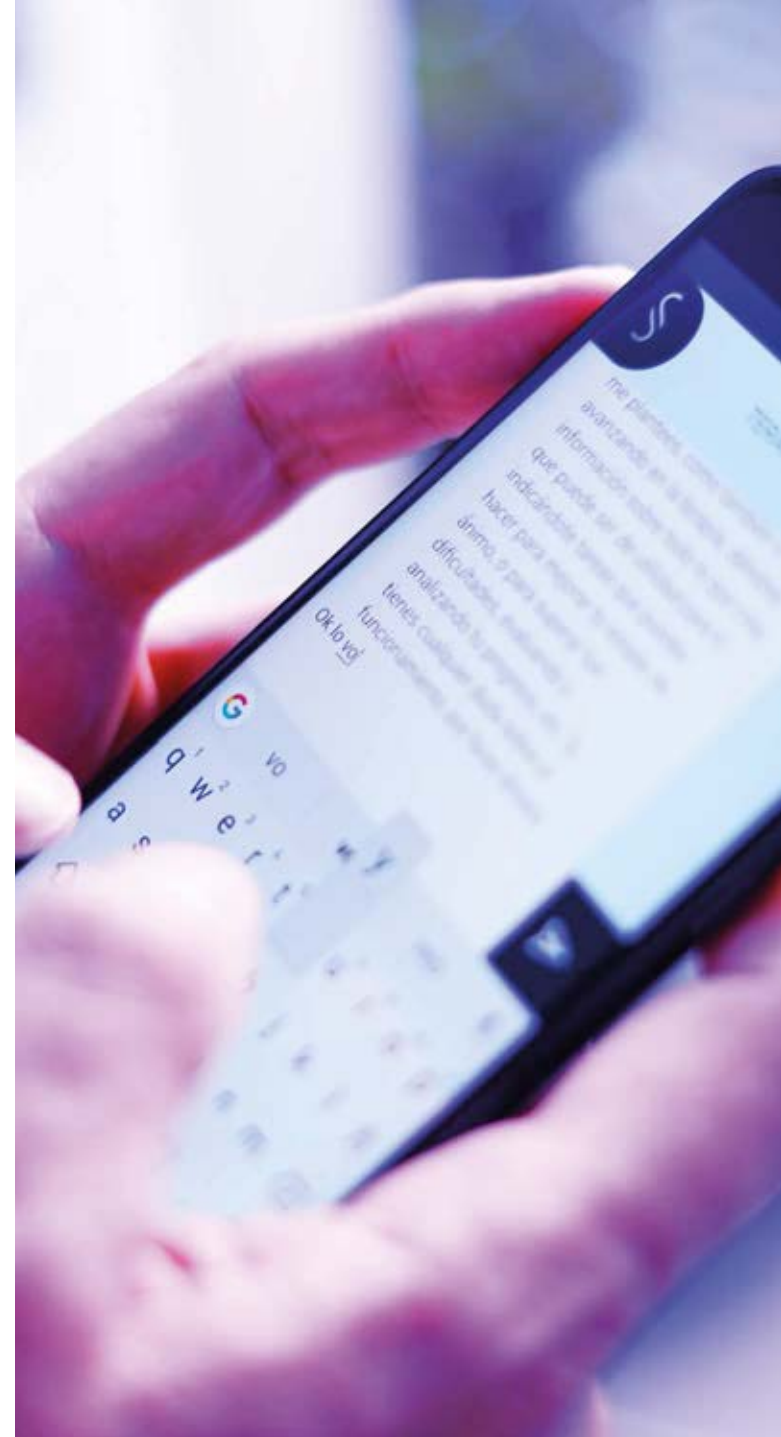
- **SERENMIND**, which has developed a new mobile application to perform **self-guided psychological therapy** in primary care. The initial phase has 100 volunteer patients. The virtual assistant of this application asks the user brief questions when installing the app to customise the therapeutic 'route' (audio, videos, texts, etc.), based on the protocol defined by healthcare professionals. The app not only provides tools to help patients, it helps healthcare professionals to track the therapy and to assess the results. The results of the pilot trial confirm a fall of six points in the symptoms of depression (PHQ-9), when the expected objective was 2, and 7.3 points in the symptoms of anxiety (GAD-7), in which the expected objective was also 2 points.

- **HUMANITCARE**, a platform designed to collect and **monitor** data on **chronic patients**, in order to anticipate the needs of different population groups. At the Torrevieja University Hospital, a pilot programme has been developed in patients with heart failure. The mobile application is connected to different devices and wearables that measure vital constants: pulse oxymeter, scale, blood pressure monitor and activity bracelet. When the values are outside the normal ranges, a warning is sent to the healthcareers.

Doctors can thus do part of their work remotely, calling the patient to change the medication, making a televisit from the platform itself or telling them to see their doctor, when necessary.

After three months of follow-up, it has been found that telemonitored patients are 33% less likely to go to the emergency room due to their ailment and the readmission rate is 20% lower than the average. Furthermore, the mean readmission stay was reduced from 5.78 to 4.75.

Measuring all these values will allow predictive models to be created to generalise the use of these devices for monitoring patients with heart failure from a distance, as a complement to their regular visits to their cardiologist.





Video on the chronic patient telemonitoring programme:



In the second edition of the programme (September 2020), of the more than **100 applications** initially submitted, 40 went on to the interviews and in-depth analysis of the project and its teams. There were six preselected start-ups of which, after a working day and presentations at Lanzadera, three projects were chosen to be defined and tested in the Ribera Salud centres.

The **three start-ups** develop a pilot programme for eight months to help them finish defining their platforms and applications together with healthcare professionals and to test their projects with real patients.

These are:

- **TUCUVI**, a virtual **caregiver** with artificial intelligence and voice technology, capable of making more than **100,000 calls a day** to schedule a follow-up of assigned patients. It is currently working with professionals of

the Torrejón University Hospital on developing **clinical monitoring protocols** that, in a first phase, are aimed at the care of patients with **chronic respiratory and heart diseases**, as well as acute **COVID** patients.

- **LEGIT HEALTH**, an application that uses artificial intelligence to monitor **dermatological pathologies**. They are working on protocols and procedures with the Dermatology Service of the **Torrejón University Hospital**.
- **FREEDOM AND FLOW**, which with its **Well-being Score** product analyses and assesses the **general state of well-being** of a person in the physical, emotional, social and environmental dimensions. At the **Ribera Povisa Hospital**, it is collaborating with professionals to create profiles and set the different monitoring plans that allow prevention and health promotion to be worked on in a personalised way.

Grupo Ribera maintains a strategic agreement with Lanzadera to promote open innovation and help start-ups that create value in the healthcare field to consolidate and grow



Video on the corporate start-up selection programme



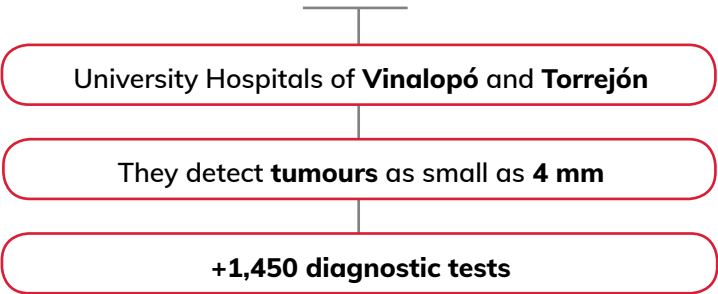
3D Mammographies

The Vinalopó and Torrejón University Hospitals, managed by the Ribera group, have contrast-enhanced 3D mammography machines capable of detecting tumours as small as four millimetres. The Vinalopó University Hospital is the only public hospital in the Valencia Community with contrast mammogram, and the Torrejón University Hospital is part of the small group of health centres in Madrid that offer it. This technology is especially useful in patients with a personal record

of breast cancer and patients with breast cancer who cannot have an MRI scan to assess its extent or response to neoadjuvant chemotherapy treatment.

More than 1,450 diagnostic contrast tests have been carried out with 3D mammograms in Ribera Salud hospitals, enabling tumour lesions to be detected that would not have been visible by ultrasound or tomosynthesis 3D mammography.

Ribera's 3D contrast mammographies



Technology serving integration

The Ribera group also puts technology at the service of **integration and accessibility**. Proof of this is the **Care Plan** for Patients with Severe or Serious **Functional Diversity** at the **Torrevieja and Vinalopó** University Hospitals.

Among the technologies included in this Plan, the **Svisual video interpretation service**, stands out as a resource available to deaf people or people with hearing functional diversity, which allows a **sign language** interpreter to be used in communications between the professional and the patient. The connection can thus be made at any time that the professional or the patient needs it in the Hospital and in many of the departmental health centres.

Furthermore, to facilitate understanding with patients with hearing functional diversity, the Torrevieja and Vinalopó health departments have a **sound amplification system** at many of the admission desks and send appointment reminders by **telephone SMS**.

Another tool used is **Dualia**, which gives immediate access to a professional **interpreter** of different languages (Arabic, English, French, Chinese, etc.) 24 hours a day, seven days a week, 365 days a year through a specific mobile device.



Video on the programme of assistance for patients with functional diversity





URGENCIAS	
Paciente	Ubicación
MANGO 003	Triaje
BADEN 003	Box 5
ABAJO 003	Triaje

 wifi
pacientes



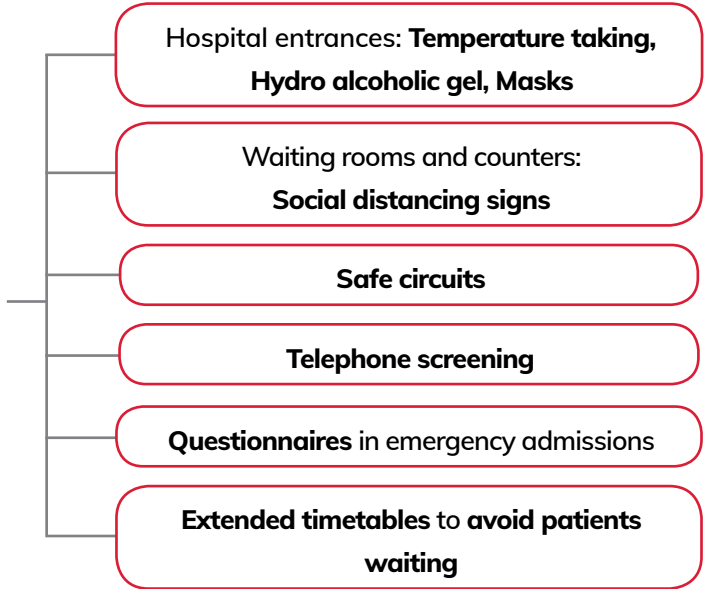
Devoted to the fight against COVID-19

Throughout 2020, Ribera was devoted to the fight against COVID-19. Patient **safety** has been a priority for the group. Proof of this is that during the first phase of the state of alarm, at the **entrances** to the University Hospitals of Torrevieja, Vinalopó and Torrejón, the Hospital Ribera Povisa and the Hospital Ribera Santa Justa, there was general **taking of temperature** of all those entering the centre to guarantee it was less than 37.5°. Hand hygiene is also controlled with the mandatory use of **hydroalcoholic gel** and a **mask**, distributing **masks** to those not wearing one.

Safe circuits and protocols for protection, surveillance and rapid identification of suspicious cases were implemented. In addition to the **telephone selections** prior to an appointment and the **questionnaires** on admission to the emergency room, the centres continue to collaborate closely with elderly nursing homes, social-health centres and prisons, as well as with primary care centres and their professionals, essential in detecting the symptoms of this virus.

Convenient **social distancing** has also been **signalled** in **waiting rooms** and at patient care and information **desks**. The Ribera Salud hospitals returned to full activity after the State of Alarm. However, **timetables were extended**, both in the morning and in the afternoon, to space out the agendas and **avoid patients waiting in the centre**.

Ribera's security
protocols against
COVID-19



eHealth and telemedicine

The Ribera group has been firmly committed to **digital transformation**, for years, which has given it the necessary infrastructure to promote **eHealth** and **telemedicine** at times of coronavirus, and thus ensure that face-to-face visits are really essential.

The **YOSalud** de Ribera patient care **portal** allows you to **communicate through messages**, with your **doctor and nurse**, and ask questions without having to travel. Through this platform you can also **arrange**

appointments, consult your **medical record**, view discharge reports, tests and cytologies.

In 2020, the number of users of the platform contacting their health reference in the departments of Torrevieja and Vinalopó almost tripled compared with 2019, while the average monthly number of messages exchanged between healthcare professionals and citizens rose by **225%**.

In 2020 too, the YOSalud service began its deployment at the **Torrejón** University Hospital and at the Ribera **Povisa** Hospital.

With the pandemic, this portal incorporated new services such as the possibility of knowing the result of the **PCR** by telematic means and the **rehabilitation service** for patients with **cardiac pathology** through **video tutorials**, with the aim of their reaching surgery adequately prepared at the respiratory and functional level.

Last March, the YOSalud patient care portal increased its use by 400% in the Torrevieja Health Department over March 2019

Home hospitalisation

During the pandemic, the Ribera group has also reinforced home hospitalisation to avoid exposing patients to the virus.

In March, the Ribera Salud hospitals **increased the number of patients treated by the Home Hospitalisation Units by 81%** compared to the same month of the previous year. These patients include the less severe cases of

COVID-19, but also many others with **chronic diseases** or health problems emerging during the pandemic.

In the total of the year 2020, the group's Home Hospitalisation Units treated 38% more patients at home than in 2019, **with an increase of 88% for the entire year at the Torrejón University Hospital**.

Chemotherapy and haemotherapy treatments administered at **home** to patients with **blood cancer pathologies** by the Home Hospitalisation Units of the **Torrevieja** and **Vinalopó** University Hospitals also increased, while maintaining hospital quality parameters and protection measures.

In March, the Ribera hospitals increased the number of patients treated by the Home Hospitalisation Units (HDU) by 81% compared to the same month in 2019

RIBERA PREMIERS IN THE SIXTH DOCUMENTARY 'COVID19, THE STORY OF OUR HEROES'

On 13 December, the Ribera Group premiered in the programme *¿Qué me pasa, doctor?* [What's up with me doctor?] of the **documentary 'COVID19, the story of our heroes'**, an audiovisual story about how the first wave of the pandemic was experienced in its health centres, from the arrival of the first COVID patients at Torrejón University Hospital at the end of February, to the prior preparation of material and infrastructure purchases before the State of Alarm to protect its professionals, the reorganisation of services and the creation of differentiated circuits.

The audiovisual report, prepared by the Ribera Communication team, directed by Miguel Vizcaíno

and produced by the group, recounts the involvement, effort and teamwork of all its professionals, the fortitude of its patients and the support received from society.

This documentary presents highly emotionally charged **testimonies** from **health professionals**, **patients** and **staff** from all departments, stressing the individual effort, but above all the professionals' collective work to guarantee the best health care for COVID patients, with a multitude of actions to **humanise** their stay and make their isolation more bearable.



R&D+i

The Ribera group has also invested in innovation and development to combat the coronavirus. Thus, the Data Science team at **Futurs**, the Corporation's technology subsidiary, developed a **predictive model** that foresees which admitted **COVID-19 patients** may need **UCI** care. This model analyses and processes the each patient's variables to predict their evolution in such a way that it assists professionals in making decisions based on objective data.



Ribera's predictive model on covid-19 patients, international success for microsoft



It is an innovative model developed with Microsoft technology, which 'learns' as the information available evolves and which has been given the thumbs up by the Ethics Committee for Drug Research of the group's hospitals. The model has been included among the **Microsoft international success stories**.

Furthermore, the group has collaborated in the **study on seroprevalence** on COVID-19 promoted by **Torrejón Council** through the performance of an **antibody test** on a sample of **104,299** out of a total population of 139,452 citizens, thus becoming the **most ambitious study** carried out so far in **Europe** and **worldwide**.


Ribera's participation in this project was **altruistic**, in accordance with its Social Responsibility Policy and its commitment to citizens.

STUDY ON COVID-19 SEROPREVALENCE AT TORREJÓN

Video on the seroprevalence study:



Results of the study:



On the other hand, through its Science Park, the **Miguel Hernández de Elche (UMH)** in Elche, has designed a **self-filtering respiratory protective mask** that offers both health personnel and all those in contact with patients diagnosed with COVID -19 greater protection and minimizes the risk of contagion.

This design was developed by the technicians of the Prototyping Laboratory of the UMH Science Park, with the close collaboration of the medical directors, intensive care doctors and prevention personnel of hospitals in the province, including **Vinalopó University**.

The mask consists of a flexible and adaptable rubber shell and a removable and exchangeable HEPA H13 filtration system. This makes it **reusable**, since it can be subjected to chemical disinfection processes. It also has a comfortable and watertight design that minimises the risk of contagion for healthcare personnel.

The group has developed a predictive model that foresees which admitted COVID-19 patients may need ICU care

GRUPO RIBERA SHARES ITS MANAGEMENT OF COVID-19 IN AN IFC (WORLD BANK) WEBINAR

On 14 April, the Ribera Group presented its management of COVID-19 in a **webinar** of the **International Finance Corporation (IFC)**, an organisation of the **World Bank**, which was attended by **150 representatives** of public and private institutions from **Colombia, Brazil, Mexico and Peru**, among others, as well as public health coordinators from different **Latin American governments**.

Those responsible for the Healthcare, Operations, Systems and People Management departments of Ribera Salud, in addition to its **CEO, Alberto de Rosa**, shared the group's experience in managing more than **3,000 cases** of coronavirus, with **2,000 hospital admissions**, with the objective of collaborating

in implementing and updating procedures and giving practical advice to help minimise the impact of COVID-19 in the population of Latin American countries.

De Rosa highlighted what for him have been the **three lessons learned** from this crisis: "The first lesson is that the plans are valid for one week, so you have to be **flexible** and adapt to a **changing situation**; the second is that you have to stay **ahead of the virus**, and this requires continuous analysis of scenarios and powerful internal communication; and thirdly, the **leadership** of the response to this crisis must be **clinical**, and all the other services must reinforce the healthcare part".

1ST PART OF THE WEBINAR:



2ND PART OF THE WEBINAR:





A person is sitting on a dark blue couch, using a silver laptop. The laptop screen displays a red background with a white house icon and a blue plus sign, followed by the text "CUÍDATE EN CASA" in white and blue. The person's hands are on the keyboard and touchpad. To the left of the laptop, there is a small potted plant with green leaves and red flowers. The person is wearing dark blue pants and white sneakers with black laces.

**CUÍDATE
EN CASA**

Promotion of healthy habits

Grupo Ribera has shown a historical commitment to **promoting health**, since one of the strategic axes of the organisation is found in disease prevention and in the promotion of healthy lifestyles. Every year multiple actions are carried out in this area in collaboration with the community: town halls, patient associations, schools, etc.

This year, and given that it was impossible to carry out these activities face-to-face due to COVID-19, Ribera transferred its programme to the on-line format with **#CuídateEnCasa**, a training and informative itinerary accessible through its website and YouTube channel

for children and adults to take care of their **physical, psychological and social health** during the confinement and the months afterwards.

A programme very well received by the community, and that records more than **700,000 views**. The rehabilitation school of Ribera Povisa Hospital heads this ranking, and here we also find the physiotherapy school, recommendations for pregnant women, advice for patients with Parkinson's and Alzheimer's or for those who have suffered a stroke, and mindfulness and mental health workshops.

Ribera's **#CuídateEnCasa** on-line programme of healthy habits had more than **700,000 views** in 2020

#CUÍDATEENCASA

CONSEJOS Y RECOMENDACIONES DESDE TU CENTRO DE SALUD

Todas las martes a las 10.00 horas: nuevo módulo formativo

David Valero
Fisioterapeuta

See #CuídateEnCasa programme

5 Investment in talent



Undoubtedly, 2020 was a turning point for health organisations and for society in general, and together we will draw many lessons that will serve us for the future.

The Ribera group has shown in this global health crisis how vital it is to place **people at the centre**. Today, Ribera is more aware of the immense **value and strength** of its **healthcare professionals**, of their **humanity** and their infinite service vocation, of the importance of trust, transparency, leadership, unity and empathy.

Payroll profile

Despite the impact of COVID-19, the Ribera healthcare group **workforce increased by 6% %** in 2020 (294 more employees) if we compare the same companies, and by **14%** more if we add the new companies brought in in this period, and now stands at **5,517 employees** (average full time). Ribera is committed to **job stability**: **92%** of the contracts for structural positions are **indefinite**.

This crisis should serve to demonstrate that when it comes to people's health, we must pull together to have and maintain **robust health systems**, guaranteeing their effectiveness and sustainability over time.

In people management, the importance of teamwork, internal communication and the organisation's commitment to protect and care for its professionals has been highlighted, so that they can take care of others. It is certainly a new scenario, in which the commitment of all people who are part of the group is more important than ever.

70% of the workforce is **women**. The composition by age reflects that **52%** of the workers are **between 25 and 40 years old**; **44%** are **over 40**, and **4%** are **under 25**.

RIBERA REINFORCES ITS TEAM TO DEAL WITH COVID-19

In 2020, the Ribera group strengthened its hospitals and health centres from the beginning of the COVID-19 crisis. This reinforcement was applied in all centres of the health group in Madrid (Torrejón University Hospital), Valencia Community (Torrevieja, Vinalopó and Dénia

Health Departments), Galicia (Ribera Povisa Hospital) and Extremadura (Ribera Santa Justa Hospital), although it is Torrejón University Hospital where more personnel were assigned because Madrid is the region most affected by this global pandemic.

RIBERA PAYROLL: MAIN NUMBERS

5,517
employees

92%
indefinite contracts

70%
women

52%
between 25 and 40 years

44%
over 40 years

4%
under 25 years

AVERAGE FULL-TIME PAYROLL DISTRIBUTION OF THE GRUPO RIBERA BY SEX

	2019				2020			
	Women	Men	Total	% women	Women	Men	Total	% women
Total	3,329	1,511	4,840	69%	3,959	1,695	5,654	70%

AVERAGE FULL-TIME PAYROLL DISTRIBUTION OF RIBERA BY AGE GROUP

	2019				2020			
	Women	Men	Total	% women	Women	Men	Total	% women
Under 25	117	41	158	74%	165	55	220	75%
Between 25 and 40	1,912	765	2,677	71%	2,084	775	2,859	73%
Over 40	1,300	705	2,005	65%	1,612	827	2,438	66%
Total	3,329	1,511	4,840	69%	3,860	1,657	5,517	70%

AVERAGE FULL-TIME PAYROLL DISTRIBUTION OF THE GRUPO RIBERA BY PROFESSIONAL CATEGORY (CORPOPRATE)

	2019				2020			
	Women	Men	Total	% women	Women	Men	Total	% women
Management	7	17	24	29%	8	13	21	39%
Personnel health science grade	1,893	802	2,695	70%	2,061	846	2,907	71%
Healthcare technicians and support staff	957	345	1,302	74%	1,037	368	1,406	74%
Non-healthcare professionals	473	347	820	58%	754	429	1,183	64%
Total	3,329	1,511	4,840	69%	3,860	1,657	5,517	70%

* Explanation of full time payroll = calculation of FTE

GRUPO RIBERA PAYROLL DISTRIBUTION BY TYPE OF CONTRACT, WORKING DAY, SEX AND AGE

		2019								2020							
		Indefinite				Temporary				Indefinite				Temporary			
		Women	Men	Total	% women	Women	Men	Total	% women	Women	Men	Total	% women	Women	Men	Total	% women
Total working day	Under 25	10.46	4.90	15.36	68.07%	81.14	26.71	107.85	75.23%	18.39	6.80	25.19	73.00%	105.15	37.34	142.49	73.80%
	Between 25 and 40	1,109.73	496.98	1,606.71	69.07%	404.29	162.05	566.34	71.39%	1,153.27	516.53	1,669.80	69.07%	504.67	165.93	670.60	75.26%
	Over 40	993.62	574.81	1,568.42	63.35%	62.90	35.14	98.05	64.16%	1,067.69	629.41	1,697.09	62.91%	115.15	52.14	167.29	68.83%
	Total	2,113.80	1,076.69	3,190.50	66.25%	548.33	223.90	772.23	71.01%	2,239.35	1,152.73	3,392.08	66.02%	724.96	255.41	980.37	73.95%
Part-time working day	Under 25	3.31	0.87	4.18	79.21%	22.61	8.71	31.33	72.19%	12.35	3.79	16.14	76.54%	28.29	6.95	35.24	80.27%
	Between 25 and 40	274.77	70.19	344.96	79.65%	123.18	35.79	158.97	77.49%	332.77	83.19	415.96	80.00%	93.59	31.12	124.71	75.05%
	Over 40	212.91	84.35	297.26	71.63%	31.04	10.46	41.50	74.80%	364.01	115.20	479.21	75.96%	65.05	8.52	73.57	88.42%
	Total	490.99	155.41	646.40	75.96%	176.84	54.96	231.80	76.29%	709.13	202.18	911.31	77.81%	186.93	46.59	233.52	80.05%
	Total	2,604.79	1,232.10	3,836.89	67.89%	725.17	278.86	1,004.03	72.23%	2,948.48	1,354.91	4,303.39	68.52%	911.90	302.00	1,213.90	75.12%

Dismissals

In 2020 there were 27 dismissals (11 men and 16 women), against the 23 in 2019 (16 men and 7 women).



Pay¹

The Ribera group assumes the commitment to **pay** the workforce **fairly**, not only with scrupulous compliance with the legal and agreed regulations, but also adapting said remuneration to the contribution, effort and behaviour of each person, seeking the application of the basic principles of **internal and external equity**. In this sense, the employees' interest will be stimulated through remuneration, while ensuring a commitment to their well-being and quality.

GRUPO RIBERA REMUNERATION BY AGE

	Woman		Man	
	2019	2020	2019	2020
Under 25	22,965	22,271	19,576	20,378
Between 25 and 40	29,550	29,641	34,178	33,687
Over 40	33,648	33,076	45,664	43,170
Total	31,414	31,159	40,258	38,894

GRUPO RIBERA REMUNERATION BY PROFESSIONAL CATEGORY AMONG INDEFINITE PAYROLL

	Full time				Part time			
	Woman		Man		Woman		Man	
	2019	2020	2019	2020	2019	2020	2019	2020
Management	98,887	97,988	116,260	112,538		75,180	89,974	104,548
Personnel health science grade	38,201	38,391	49,528	48,472	33,718	32,658	46,894	44,869
Healthcare technicians and support staff	21,638	20,883	20,896	20,147	23,090	22,296	24,527	23,238
Non-healthcare professionals	23,639	23,693	29,051	28,174	25,370	24,166	34,425	30,188

GRUPO RIBERA REMUNERATION BY PROFESSIONAL CATEGORY AMONG TEMPORARY PAYROLL

	Full time				Part time			
	Woman		Man		Woman		Man	
	2019	2020	2019	2020	2019	2020	2019	2020
Management	0	0	0	0	0	0	0	0
Personnel health science grade	29,826	29,097	33,133	32,726	30,278	28,803	34,692	33,107
Healthcare technicians and support staff	19,174	18,770	18,544	18,219	24,251	19,072	24,926	19,266
Non-healthcare professionals	18,498	18,148	20,529	19,531	21,960	20,722	26,981	18,882

ANNUAL AVERAGE REMUNERATION
OF THE BOARD OF DIRECTORS OF
RIBERA SALUD, S.A. IN 2020²

€93,333.33

SALARY GAP AT GRUPO RIBERA

Salary Gap 2019	-2.72%	Salary Gap 2020	-2.92%	Calculation based on median
	-4.27%		-3.64%	Calculation based on median

¹ Companies included in the calculations for 2019:

- Torrevieja Salud UTE
- Elche Crevillente Salud, S.A.
- Torrejón Salud, S.A.
- Ribera Salud Quilpro UTE
- Ribera Salud Proyectos, S.L.U.
- Ribera Salud Tecnologías, S.L.U.
- Ribera Salud, S.A.,
- B2B Gestión Integral, S.L.U.
- B2B Salud, S.L.U.
- Hospital de Povisa, S.A.

Companies included in the calculations for 2020:

- Torrevieja Salud UTE
- Elche Crevillente Salud, S.A.
- Torrejón Salud, S.A.
- Ribera Salud Quilpro UTE
- Ribera Salud Infraestructuras, S.L.U.
- Ribera Salud Proyectos, S.L.U.
- Ribera Salud Tecnologías, S.L.U.
- Ribera Salud, S.A.,
- B2B Gestión Integral, S.L.U.
- B2B Salud, S.L.U.

- Ribera Lab, S.L.U.
- Winning Security, S.L.
- Hospital de Povisa, S. A.

² In this case, data are not provided for Grupo Ribera, but rather for Ribera Salud, S.A., since it is its board of directors and its management team that make decisions at Group level. Data for 2019 are not reported due to a change of criteria in their presentation. In 2020, all the directors on the Board of Directors of Ribera Salud, S.A. were unpaid, except for three independent directors, two individuals (men) and one legal entity



Looking after the team

The Ribera group is committed to the safety and protection of its employees, ensuring a **comfortable work environment**, minimising its risks and allocating the necessary resources for preventive activities and the achievement of adequate working conditions.

In 2020, a large part of Ribera's efforts were focused on dealing with the COVID-19 pandemic by implementing strict measures of **safety, prevention and hygiene** and following the criteria of Public Health and the **Ministry of Health**, with the aim of ensuring our professionals' safety.

Guaranteeing the health of its professionals was the group's highest priority and ensuring that the activities of its professionals were safe, avoiding and minimising possible infections:

- With the adoption of strict measures of safety and hygiene

- With rigorous monitoring of the **epidemiological evolution: more than 7,000 tests** were carried out on professionals and personnel of **outsourced services**.

- Carrying out **training actions** in preventive matters.

- With an exhaustive control of **protective equipment** and adaptation of **work circuits** and infrastructures, among others.

Since the beginning of the crisis, Ribera has looked after its professionals, guaranteeing their safety and protection within the hospitals. The **measures** to provide **protection, safety and confidence** to employees have been the following:

- The Preventive Medicine, Occupational Health and Occupational Risk Prevention Services worked and continue to work to protect professionals, creating and monitoring **new circuits**, procedures and instructions in accordance with the guidelines set by Public Health and

the Ministry of Health, and adapting them to the Ribera group, to reduce the number of COVID-19 infections as far as possible.

- The group has always had the necessary **approved PPE** to protect its professionals, and all have received specific training on the correct use, donning and removal of personal protective equipment. All this has given Ribera a contagion rate three times below the average for Spain.
- Identifying and adopting preventive measures on risk groups: sensitive professionals, people with chronic and/or risk diseases, and pregnant women.
- Carrying out individualised monitoring of each suspected or identified case of COVID-19, as well as the close contacts from the Occupational Health and Occupational Risk Prevention Service, in addition to placing them in preventive isolation.

Foresight in the purchase of protective material thanks to the management of the group's purchasing platform, as well as the training and the new procedures and established circuits, **have given Ribera a contagion rate among its professionals three times lower than the average for Spain** (7.35% professionals infected as compared to the national average of 20%)

#NOSCUIDAMOS

In 2020, Ribera launched *#NosCuidamos*, an **emotional support programme** for its professionals with the advice and support of the group's Mental Health services, in order to reinforce the **staff's mental well-being** and provide **psychological support** in the context of the COVID-19 crisis. In this way, it seeks to promote work teams' **resilience** and **cushion the wear and tear** and defencelessness that may arise in this context to ensure, to the greatest extent possible, that the professionals

are emotionally stable, supported and capable of overcoming the situation they are going through.

This project offers **face-to-face psychological support** and comprehensive emotional care individually, or **sessions** for small groups. **Telematic psychological support** is also provided through **video calls**, phone calls or text messages. In this way, the programme is **flexibly and immediately** adjusted to the needs of the staff of each centre

OTHER MEASURES

Teleworking was offered to all professionals whose physical presence was not essential. The group financed the maintenance of all personnel, whether or not they were on duty. And personalised reconciliation measures were established.

Furthermore, the group's **Occupational Risk Prevention Service** carried out risk assessments for positions newly created in 2020 and the evaluations of the positions, work centres and facilities undergoing both organisational changes and others in machinery and infrastructures, were updated. Specific studies were carried out on **ergonomics, psycho sociology and industrial hygiene**.

Health surveillance was oriented towards preventive interventions and their results were evaluated. This surveillance is offered to employees under the following conditions:

- Previous/initial occupational health examination
- Periodic occupational medical health examination
- Other types of health surveillance

There follow the absenteeism data for 2020 and 2019, considering the group's four large work centres: Torrevieja, Torrejón, Vinalopó and Povisa. The nature of the data and the peculiarity of 2020 in terms of the effect of the covid-19 pandemic on these contingencies, mean that these are continuously being improved and reclassified. The data shown correspond to the latest available according to the insurance companies that work in each centre as of 15 March 2021.

ABSENTEEISM

	2019		2020	
	Days	Hours	Days	Hours
Work accidents	4,989	35,495	4,548	32,340
Temporary incapacity	62,424	440,719	85,352	607,705
Total	67,413	476,214	89,897	640,045

WORK ACCIDENTS AND OCCUPATIONAL ILLNESS AT GRUPO RIBERA

	2019			2020		
	Women	Men	Total	Women	Men	Total
Work accidents	53	154	207	48	95	143
Occupational illness	2	-	2	3	-	3

FREQUENCY AND SEVERITY INDEXES OF TORREVIEJA SALUD UTE

	2019			2020		
	Women	Men	Total	Men	Hombre	Total
Severity index (per thou.)	0.32	0.2	0.25	0.28	0.05	0.19
Frequency Index (per mill.)	3.63	9.01	4.9	4.9	4.24	4.26

FREQUENCY AND SEVERITY INDEXES OF ELCHE CREVILLENTE SALUD, S.A.

	2019			2020		
	Women	Men	Total	Women	Men	Total
Severity index (per thou.)	0.34	0.03	0.22	0.27	0.1	0.2
Frequency Index (per mill.)	7.39	3.36	5.6	4.2	3.23	3.55

FREQUENCY AND SEVERITY INDEXES OF TORREJÓN SALUD S.A.

	2019	2020
	Total	Total
Severity index (per thou.)	0.52	0.56
Frequency Index (per mill.)	2.52	53.59



FREQUENCY AND SEVERITY INDEXES OF HOSPITAL POVISA S.A.

	2019			2020		
	Women	Men	Total	Women	Men	Total
Severity index (per thou.)	-	-	0.74	0.48	0.39	0.46
Frequency Index (per mill.)	-	-	9.49	10.6	18.4	12.8

NB: Neither commuting accidents nor relapses were considered in calculating the indices. The data referenced in the tables includes occupational accidents with sick leave from the centre and in mission, as well as occupational illnesses with sick leave.

In 2020, no work accidents or occupational illnesses with sick leave were registered in the following Group companies:

- Ribera-Quilpro UTE
- Ribera Salud Infraestructuras, S.L.U.
- Ribera Salud Proyectos, S.L.U.
- Ribera Salud Tecnologías, S.L.U.
- Winning Security, S.L.
- Prevencor, S.L.
- B2B Salud, S.L.U.
- B2B Gestion Integral, S.L.U.
- Hospinet, S.L

SIGNS OF RELIEF

With COVID-19, Ribera's professionals have surely experienced some of the hardest moments of their careers. This is why the group has not only ensured their safety and their physical and psychological well-being, but has also wanted to break the barrier of isolation generated by the pandemic in order to send them signs of affection and support from society. Through a form enabled on the website <https://rsc.iberasalud.com> and the mobile messaging

service, citizens sent **messages of encouragement and support**.

To alleviate the lack of hugs and family gatherings for **Father's and Mother's Day**, the group wanted to surprise its professionals by producing a video in which sons and daughters congratulated parents and parents congratulated their children on being in the front line against the virus.

MOTHERS' DAY:



FATHERS' DAY:



And for **World Nursing Day** too, Ribera wanted to honour its nurses with a **video** with talk about **vocation**, the capacity for **sacrifice** and **dedication** to others, and **companionship**.

These are some examples of the many expressions of support and solidarity that the group's professionals have received and which are included in the "responsible news" section of the web <https://rsc.iberasalud.com/>

NURSING DAY:





Occupational training

The Ribera health group training programmes promote the teaching of the **knowledge, skills** and attitudes necessary for the correct performance of the job and, at the same time, are the starting point for **promotion and professional development**. The training is in line with the group's strategic objectives to have **highly qualified and motivated professionals**.

The objectives of the Ribera **Training Policy, Process and Procedures** are:

- To encourage the **professional development** of employees through training actions that give optimal preparation (skills and knowledge) for the performance of job functions.
- To define and promote **Training Plans**.
- To align training initiatives with the organisation's **people management model**.

- To increase staff motivation.
- To integrate training as a vehicle for the **excellence** that the group pursues.
- To establish the formal channels for requesting additional training actions to those established in the **Individual Training Plan**.
- To establish training **evaluation systems** that verify that training needs have been met.

The training programmes offer a powerful tool to improve the performance of the workforce and are a fundamental part of **career and professional development**.

Ribera has **annual training plans**, made up of external and internal training activities. The internal activities may be compulsory, planned or voluntary (through specific training itineraries for professional categories).

Due to the pandemic, the group has been forced to cancel practically all of the face-to-face training due to the harsh restrictions imposed, with **on-line training** taking special **prominence** as the best tool for providing **ongoing training** to its professionals.

Ribera has its **own training platform** called **Galenus Campus Ribera**, which is also available in an **app version**. It is an on-line training and information system based on web technology (e-learning) that allows professionals easy access to educational and informative content.

In 2020, **5,339 professionals** took part in the on-line training activities of the **Galenus** platform. More than **2,300 professionals** were trained in donning and removing PPE, and after the initial pandemic crisis, more than **2,000 professionals** did an on-line training with the aim of promoting the practice of physical and emotional well-being.

In 2020, 5,339 group professionals took part in the on-line training activities of the Galenus Campus Ribera platform

GROUP	HOURS 2020
Management	470
Personnel health science grade	102,655
Healthcare technicians and support staff	23,533
Non-healthcare professionals	9,956
TOTAL	136,614

Data for 2019 are not reported due to a change of criteria in their presentation. The companies included in the calculations are Torrejón Salud, S.A.; Torrevieja Salud UTE, Elche Crevillente Salud, S.A.U, and Hospital Povisa, S.A.

Ribera guarantees €2 million a year for training for its professionals

RIBERA PROMOTES THE ROTATION OF RESIDENT DOCTORS TO CONTRIBUTE TO DEVELOPING THEIR CAREER

In recent years, the teaching committees of the group's health centres have managed **more than 300 external rotations** of health professionals, including resident doctors in different benchmark hospitals in **Spain, Europe and the United States**.

Ribera's objective is to go beyond covering the training needs of residents and health professionals in their own health centres, and to offer them something **extra** in their professional curriculum. Hence the boost to this type of rotations that, to date, have been organised in the institutions and services chosen by the professionals themselves, such as the Child Orthopaedic and Traumatology Surgery Unit of the **La Fe University Hospital** (Valencia), the Ophthalmology Unit of the **Rigshospitalet** at **Copenhagen University**

Hospital, the Interventional Shoulder Unit at the **Hospital for Special Surgery in New York**, the Thoracic Radiodiagnosis Unit at the **Klinnidum der Universitat in Munich**, Germany; the Radiodiagnostic Unit of **Keck Hospital** of University Southern **California** or the Glaucoma and Advanced Anterior Segment Surgery Unit of **Toronto University**.

Faced with the change in the training model, approved by Parliament last July, and which leaves the courses and training in general for resident doctors in the hands of public administrations and their budgets, the Ribera group has promoted the broad training offer that it guarantees resident doctors and all its professionals, with an **annual budget of two million euro for training**.

RIBERA SUBSIDISES THE TRAINING OF 12 YOUNGSTERS

Ribera has decided to support the training of a **dozen young people**, in collaboration with **GeeksHubs**, to incorporate at least **10 of them** in the new **offices** of its technological subsidiary **Futurs** in **Madrid**.

This is an **in-house bootcamp** eight-week apprenticeship. Bootcamps are specialised training programmes designed for students to develop skills and competencies in an intensive and practical way. In fact, given the eminently practical nature of the bootcamps, the young people selected in this programme develop the training in an environment very similar to the one they will experience in future work, allowing them to soak up the culture of the company while expanding their training in the areas required for the positions offered.

For equality

Equal opportunities and diversity management are included in Ribera's management as key elements, assuming commitments in this area that guide the behaviour of all the people on its team.

In this sense, the group has internal regulations that include guidelines in relation to behaviour promoting respect for **diversity and equality, and non-discrimination**, which are included both in its Code of Ethics and in the Code of Conduct.

The measures adopted to address effective management and to promote equal treatment and opportunities in

the work centres that represent the largest percentage of the workforce throughout 2020 were the following:

- Establishment of a specific protocol to channel reports or claims of alleged cases of **moral, sexual or gender-based harassment**.
- Procedure to know how to act in the face of physical, verbal or moral aggression.
- A specific protocol that is activated for the development of protection measures **against gender violence**.



WOMEN IN THE
RIBERA GROUP

3,959
female employees

70%
of the payroll
(1.24% up on 2019)

60%
doctors

56%
of posts of responsibility are
held by women

26
In
of the 39 specialities women
are in the majority

Equality plan

The principle of equality is recognised both internationally and in state legislation. Article 14 of the Spanish Constitution proclaims the right to equality and non-discrimination based on sex. Likewise, **Organic Law 3/2007** of 22 March, for the **effective equality of women and men**, aims to make effective the right to **equal treatment and opportunities** between women and men, in particular by eliminating the discrimination of women in any areas of life.

In the workplace, the aforementioned law establishes companies' duty to respect the principle of equality, for which it requires the adoption of measures to avoid any type of discrimination based on sex. The **Equality Plan** is the most effective instrument to achieve equal opportunities between women and men in the framework of labour organisations.

The Ribera health group's commitment in 2020 was to continue working to implement and develop initiatives

that integrate equal treatment and opportunities between men and women, with actions directed at reinforcing the importance of reconciling personal, family and work life for women and men. And to continue promoting this principle proactively with the aim of improving the well-being of the professionals who do their work in Ribera, using all available tools.

During 2019, the group approved the **2nd Equality Plan** for the **Torre Vieja** and **Vinalopó** Health Departments and in 2020, the **2nd Equality Plan** for the **Ribera Póvisea Hospital**. All these equality plans include a four-year set of actions aimed at measures to improve the current conditions in terms of equality between women and men, as well as for the LGTBI group and professionals with functional diversity.

Some of the measures included in these equality plans are the following:

- **On-line training** portal and an **application** developed with the aim of facilitating access to training from any place.
- **Intensive working day** for non-care personnel in the **summer** holiday period, to give them the chance to enjoy the afternoons (until 15 September, coinciding with the start of the school year).
- **Teleworking** for single-parent families, as well as employees with children with recognised functional diversity.
- Professionals with recognised **functional diversity** have the right to a **reduction in working hours** with reservation of post and leave of absence with post held for a minimum of three months and a maximum of two years.

In 2020, the Group approved the 2nd Equality Plan for the Ribera Póvisea Hospital

'GUERRERAS' [WARRIORS]

For International Women's Day, Ribera wanted to honour its female employees with the video clip of the song 'Guerreras', composed by one of its professionals, Shani Ormiston. This topic makes visible that vocation, teamwork and effort are compatible with conciliation and dedication at the service of patients.





Against gender violence and sexual harassment

In its efforts to safeguard the dignity of its entire workforce, the Ribera health group is committed to creating and/or maintaining a work environment that respects dignity and personal freedom, not tolerating situations of **both sexual and moral harassment**.

The group has **protective measures** against moral, sexual and gender-based **harassment**, and various **training actions** are carried out for all group personnel in relation to gender violence throughout the year.

HOURS OF TRAINING GIVEN IN THE GRUPO RIBERA IN 2020 IN THE AREA OF EQUALITY AND GENDER VIOLENCE

COURSE NAME	FORM	HOURS
Gender Violence	On-line	990
Sex Equality		2,200
TOTAL HOURS		3,190

*Data for Torrevieja Salud , Elche Crevillente Salud, S.A.U., and Hospital Povisa, S.A.

EARLY DETECTION OF GENDER VIOLENCE

The health departments of **Torrevieja** and **Vinalopó** were those that **reported most cases** within the framework of the **Universal Screening Programme Against Gender Violence** of the Universal Care and Public Health Department, according to its official data.

The aim of the gender-based violence screening protocol is to promote **early detection** of cases of gender-based violence in women over the age of 14

who are attended in health centres by social health professionals who deal directly with women. When a positive case is detected, the health professionals of the health centres and hospital emergency services activate the **specialised protocols**, applying the relevant resources available to the Administration to protect the victims, which are the 24/24 Women's Centre, the Social Services, the Police and the Civil Guard.

Fostering of conciliation

The **flexibility** and adaptation of **timetables**, agreements to **reduce working hours**, and even **internal transfers** to positions in the same category with more favourable timetables are a well-integrated part of the active policies of Ribera's People Division.

The group offers its professionals an exciting benefits package that includes a wide range of **flexibility programmes**, **social benefits** and opportunities for professional growth that recognise their individual contributions and benefits. Also specific programmes to help them balance their **professional career** with a **healthy lifestyle** that involves **family, friends and the society** in which they develop.

Some of the measures taken in this regard are: **flexible pay**, with tax and non-tax benefits, nursery, transport card, training, restaurant ticket, health insurance, savings insurance, accident insurance, life insurance and temporary incapacity insurance.

In relation to **conciliation**, in order to work and promote a work environment that advocates the well-being of all people, Ribera grants leave for personal matters of 15 days to three months. In more specific terms, the Ribera Povisa Hospital facilitates the reduction of working hours as an aid to family conciliation.

Moreover, the Torrevieja and Vinalopó health departments offer:

- Unpaid leave in the event of separation and divorce.
- Extension of leave of absence for childcare up to five years.
- Extension of accumulated breast-feeding up to one month

Torrejón University Hospital has, among other things:

- A **State-supported Infant School in the same premises as the Hospital**, with preference for employees and with timetables with which, depending on demand, they try to adapt to most of the work shifts of the company's people.
- Support for professionals with children with functional diversity through flexible timetables.
- In the case of international adoptions, employees are given leave of absence with their job position held for a maximum of three months.
- **Voluntary leave for cooperation and humanitarian aid** with post reserved.



In the current pandemic, special dedication has been required of Ribera's health professionals, but the group has also had to adapt to the new situation of **reconciling** professional work with the care of children due to the **closing of schools**. Understanding the particular needs of each person and responding to them by facilitating conciliation at all times has been one of Ribera's main premises. The measures to deal with this situation have been:

- Encouraging **teleworking** among care and non-care personnel by using and providing the group's means and applications.
- **Reorganising the shifts** for professionals with difficulties to reconcile and adapting the work hours for others.

With the progressive return to face-to-face activity in the work centres, a series of premises were established to enable professionals to reconcile:

- Proposing **teleworking** partially or by shifts, alongside face-to-face activity, for professionals not involved in the healthcare activity.
- Changes of work shifts were proposed for healthcare professionals with justified difficulties in caring for their children during the period in which the schools were closed.
- Other alternatives were offered to help conciliation:
 - Requesting a holiday period during those weeks
 - Reduced working hours for the care of children/relatives
 - Leave of absence for the care of children and/or relatives
 - Adaptation of working hours to facilitate conciliation

The Ribera group is also currently in the process of defining its specific policies for regulating **work disconnection**, in order to arrange the use of digital devices and tools made available to professionals, outside the work environment.

With COVID-19, the Ribera Group has at all times reconciled professional activity with the care of children due to the closing of the schools

GRUPO RIBERA LEAVE OF ABSENCE

	2019			2020		
	Women	Men	Total	Women	Men	Total
Leave of absence for care of children under five	300	35	335	280	31	311
Leave for holiday period for children between 5 and 12 years of age	50	10	60	51	7	58
Accumulated leave for breast-feeding taken between both parents	133	23	156	164	41	205
Leave for the purpose of studying	2	2	4	3	1	4
Voluntary leave for cooperation and humanitarian aid.	4	1	5	1	0	1
Birthday	1,022	411	1,433	938	370	1308
Two natural and consecutive days per natural birth or caesarean for up to second degree relatives	18	2	20	9	1	10
TOTAL	1,529	484	2,013	1,446	451	1,897

Work organisation

Improving working conditions in relation to work-life balance, **flexibility** and generally in terms of **working hours** and organisation of working time have always been a firm commitment for Ribera, beyond the legal requirements in this matter.

Managing working hours was one of the group's priorities throughout 2020. All staff had access from any location to the **employee portal** and **shift portal** to be able to make inquiries or manage requests for **holidays, leave or days off**. Furthermore, in terms of working hours, **facial clocking-in** was implemented in the Torrevieja Health Department, Nefrosol Salud, Torrejón University Hospital and Ribera Povisa Hospital.

All middle managers have a series of effective tools for perfect planning and control of the annual working hours, all of which are integrated into Ribera's clinical and management programmes: **Meta4** (Human Resources), **Florence** (Clinical Activity) and in application of Law 8/2019 shift planning programmes and records of working hours.

During 2020, the **shift planning and management programme** was implemented in Nefrosol Salud, Torrejón University Hospital and the Ribera Povisa Hospital.

In this period, the **maximum ordinary working hours** of Ribera professionals was around **38.5 hours per week** on a yearly average.



During 2020, **se the shift planning and management programme was implemented** in Nefrosol Salud, Torrejón University Hospital and the Ribera Povisa Hospital

Boost to diversity

Ribera supports the basis of the actions of all people in the organisation on a series of responsible values, among which the aspiration to **diversity** stands out. Diversity management therefore has a relevant and essential implication in the group's way of acting, and forms part of its daily activity and organisational culture.

Diversity management contributes to a harmonious company model, in which it is possible to positively combine the interests of the professionals with those of the group, a communicative model strategically based on values and aimed at the future. It supposes understanding

the diversity of each and every one of the members as an added value; understanding and viewing **diversity as a competitive advantage**.

In 2020, Ribera continued to invest in diversity and equality in all its activities. The group has developed specific policies to promote a **work environment free of prejudice** in the field of employment, training and promotion.

Specifically, Ribera is attached to the **Red Acoge network of companies committed to diversity (RED+D)**, through which it is committed to the **inclusion** and effective and

positive incorporation of **diversity** in the workforce, and to respecting and **giving value to the differences** between the people on its team. It also includes respect for the differences of the external players with whom the group interacts.

The Group is also a signatory of the Charter for Diversity, a European charter of principles that makes visible its commitment as an organisation to diversity and inclusion in the workplace.

EMPLOYEES WITH FUNCTIONAL DIVERSITY IN GRUPO RIBERA

2019				2020			
Women	Men	Total	% women	Women	Men	Total	% women
62	32	94	66%	87	35	122	71%

Ribera is a member of the *Red Acoge* network of **companies committed to diversity (RED+D)** and is a signatory of the **European Charter for Diversity**

Social dialogue

The Ribera group defends social dialogue and work organisation as an efficient and conciliatory tool to develop people management policies. Therefore, this approach places labour relations within the group as a model based on the participation and collaboration of the different social partners.

100% of employees are covered by a collective covenant.

All the people serving in Ribera maintain a contractual relationship protected by the regulation contained in the collective covenant currently in force. Therefore, the economic and labour conditions applicable to all personnel are governed through the collective covenant applicable to each of the companies.

Ribera has an official body representing its professionals, consisting of a **Company Committee** elected every four years by personal, free, direct and secret suffrage. In 2020, the **Torre Vieja** and **Vinalopó** Health Departments, as well as **Torrejón** University Hospital, the Ribera **Povisa** Hospital and the Ribera **Polusa** Hospital had the following union groups:

- In the Departments of **Vinalopó** and **Torre Vieja** there are **seven union groups**. Four are general (CCOO, UGT, CSIF and SI CV) and another three represent specific professional groups in the health sector (CESM, SATSE and SAE).
- **Torrejón** University Hospital has **six union groups**, three general (CCOO, UGT and CSIF) and another three specific to the health sector (AMYTS, SATSE and USAE).
- Until October, the **Ribera Povisa Hospital** had **six union groups**: USO, CIGA, SGPS-CGT, CCOO (general) and OMEGA, UNEMF (health sector). Since November, the distribution has been CIGA, SGPS, UGT, CCOO (general) and SATSE, OMEGA and UNEMF (sector-specific).
- Until October, the **Ribera Polusa Hospital** had CCOO and CIGA (general), and since November, UGT, CCOO (general) and CSIF (sector-specific).

In 2020, **union elections** were held at the **Ribera Povisa Hospital** and the **Ribera Polusa Hospital**. The agreements

reached with the social part were also the following:

Torrejón University Hospital:

- Agreement on duties
- Agreement with MIR residents
- Agreement on the logging of the working day
- Negotiation of the Career and Professional development Committee

Torre Vieja Health Department:

- Signing of the **III Collective Covenant**
- Agreement on the logging of the working day.

Ribera **Povisa** Hospital:

- Signing of the **2nd Equality Plan**

In addition to the Works Council, the hospitals in Ribera have **union delegates** who, in practice, carry out advisory and representation work similar to that of the Works Council. This means that in the day-to-day development of labour relations, the difference between the two social partners is non-existent.

100% of the Grupo Ribera employees are covered by a collective covenant

The group has a **Health and Safety Committee**, which is a very important official body. It is made up of **prevention officers** and Ribera representatives in equal numbers. **Occupational risk prevention technicians** and the **Occupational Health** team also regularly attend. What's more, the Ribera group offers prevention officers the chance to participate in numerous preventive actions that affect professionals, holding periodic work meetings between prevention officers and occupational risk prevention technicians to share information and resolve daily issues with greater agility. This collaboration, dialogue and participation generates a framework between the company and the social part aimed at continuously improving occupational risk prevention in Ribera.

As a result of this collaborative policy, the group has different channels for meeting and communicating with the social part, through which issues of interest or concern to professionals are addressed, within a climate of mutual respect and understanding. Ribera makes the following communication channels available to all its professionals,

with different scope and responsibility depending on the matter and urgency of the topics to be discussed:

- Quarterly meetings of the Joint Committee
- Quarterly meetings of the Health and Safety Committee
- Meetings of the Equality Plan Evaluation and Monitoring Committee, to address equality issues in the group.
- Quarterly meetings for the presentation and delivery of economic and occupational information set out in Article 64 of the Workers' Statute, as well as other additional and complementary data that may be of interest.
- Half-yearly meetings of the Committee for the Monitoring and Resolution of Conflicts of the Career and Professional Development Agreement.
- Separate monthly meetings of the **Human Resources Division** with the **Union Sections** with representation on

the Works Council, to address particular matters of their members or more general questions relevant for each of the sections

- Regular meetings of the prevention officers with the occupational risk prevention technicians.
- Submission of letters by delivery recording in Management or via email.
- Permanent telephone service, to address issues that cannot be delayed or that are urgent and need to be dealt with more immediately.

In addition to the communication channels described, Ribera, as part of its personnel management policies, has also established various mechanisms of information and consultation to give professionals personal attention in all individual issues that might concern or affect them.

NEW COLLECTIVE COVENANT FOR TORREVIEJA HEALTH DEPARTMENT

In 2020, the **Torre Vieja Health Department** and **union representatives** -CSIF, CEMS, UGT, SI-CV, CCOO and USAE, except SASTE- signed by majority the **third Collective Covenant** for all employees of the Department, applicable from the time of its publication in the provincial official gazette until 31 December 2021.

This Convention, which includes unprecedented agreements, gives greater **legal certainty and stability** at a time of uncertainty such as now. The company thus undertakes, among other things, to increase the **permanent staff** rate from **88% to 93%**.

The measures particularly include the progressive annual **salary increase** of its professionals **from 1 to 3% of the base salary**. This third agreement **increases the free days** that they can take throughout the year from five to six, plus the **day of their birthday**.



6 Social commitment

Focus on social action

Grupo Ribera maintains a strong commitment to the **community** and the environment where it operates. Thus, some of the main **social projects** carried out in 2020 were:

- Donation to **food banks** of the amount allocated to Christmas events traditionally organised in the group's centres for employees.
- Support for **cultural and sports entities** that promote a healthy lifestyle within the framework of its **'Health and Sports' programme**.
- Morning School Project of the Nuestra Señora de los Desamparados de Nazaret school, through the **Foundation for Justice**, which serves **25 schoolchildren at risk of exclusion**.
- **Casa Caridad Valencia's** Companies with Value Programme, to help cover the most basic needs of people without resources, to redirect their lives, promote their reintegration and prevent situations of **social exclusion**.
- Collaboration with **Asindown**, for the integration of people with Down syndrome.
- Collaboration with **Discamino**, an association that helps people with problems to fulfil their dream of doing the Way of St James (Camino de Santiago).

- Sponsorship of the Valencian motorcyclist Dani Albero, a patient of the group and the **first diabetic pilot to compete in the tough Dakar trial**, turning his experience into a story of personal determination and an example for diabetic patients.

On the other hand, all the hospitals and health centres managed by the Group maintain connections with the **patient associations** in the geographic areas where they offer care. It is worth highlighting the existence of the **Patient Committees** in the **Torre Vieja** and **Torrejón** University Hospitals, made up of representatives of the hospitals and associations. These meet periodically to address issues of interest to both sides.

As a result of the situation generated by COVID-19, the **managers** of the different Ribera **hospitals** held a **weekly meeting** by video conference with the **mayors of the boroughs** to keep them informed of the situation.

The Corporation is also involved in various initiatives:

- Signatory of the **Charter for Diversity**, a European charter of principles that makes visible Ribera's commitment as an organisation to **diversity** and **inclusion** in the workplace.

- Signatories of the **G20 Empower initiative**, which aims to support the advancement of **women** in private sector leadership in each of the G20 and guest countries.

- Adherence to the **Acoge Network**, to share initiatives and ideas that add to a more optimal management of **diversity** in the business environment.

- Signatory of the business initiative for ethics and good governance of the Regional Government of Valencia.

In 2020, the group allocated 194,184 euro to different social causes and collaborations with entities, mainly sports entities, as compared with €128,323 in 2019. The breakdown by category for 2020 is as follows:

GRUPO RIBERA DONATIONS IN 2020

Sports	€76,657
Health	€68,659
Support to groups at risk of exclusion	€37,243
Education/academic	€7,000
Cultural or religious	€3,425
Enterprise	€1,200
TOTAL	€194,184

Alliances with the surroundings

True to its commitment to integration with the community and the exchange of good practices, these are some of the entities to which Grupo Ribera belongs:

- **Spanish Private Health Alliance (Aspe)**
- **Valencia Association of Entrepreneurs and Professionals (EVAP)**
- **Galicia Private Hospital Association (Ahosgal)**
- **Alicante Association of Real Estate Developers (Provia)**
- **Spanish Association of Managers (AED)**
- **Association for Management Progress (APD)**
- **Valencia Association of Entrepreneurs (AVE)**
- **Valencia Community Club of Responsible and Sustainable Companies (CERS)**
- **Health Circle**
- **Marketing Club of the Mediterranean (Primera Marca)**
- **Spanish Confederation of Business Organisations (CEOE)**
- **Federation of Associations of Young Entrepreneurs of Alicante (Jovempa)**
- **Conexus Foundation**
- **Idis Foundation (patron)**
- **Lanzadera**
- **Spanish Society of Health Managers (Sedisa)**
- **University of Valencia (as patron of the Business Culture Chair)**
- **Valencia Polytechnic University (Innova y Acción)**

Grupo Ribera maintains a strong commitment to the community and the environment where it develops its activity





Humanisation plan

The Ribera Salud Group undertakes different actions in its health centres to humanise care. Since 2018, these have been included in a **Humanisation Plan** based on the experience of the **Torre vieja** and **Vinalopó** hospitals, with the aim of making their centres in cosy places where **family-like and close** treatment is offered based on **listening and empathy**.

The principles of this Plan are based on attending to people as a whole, responding not only to their physical needs, but also those emotional, social and spiritual. It consists of involving citizens by providing them with the necessary information and training so that they can participate proactively in the decision-making, and it consists not only of considering the patients, but paying special attention to the needs of the family members who accompany them and their main caregivers.

Humanisation also places the focus on the serving professionals, the true agents of humanisation. These must be cared for by favouring adequate communication, encouraging their participation, recognising efforts and achievements, promoting education and training, and, in short, showing appreciation for professionalism and vocation.

Given the situation caused by the coronavirus, this Plan develops multiple actions to promote **communication** between patients and **their loved ones** and thus make isolation more bearable.

Thus, under the title '**Your spirit is our strength**', a form was enabled on the web <https://rsc.riberasalud.com> so that any individual might send letters, drawings and **videos of encouragement and courage** both to **patients** fighting to beat disease and the **professionals**. All these messages are sent to the Intensive Medicine, Hospitalisation and Emergency units to convey them to professionals and patients. And a **WhatsApp** number was also enabled for citizens to send signs of **support and affection** to patients and professionals. Thanks to these initiatives, more than 2,000 messages of support were received.

Along these lines, in all the bedside terminals of patients with COVID-19, the **Ribera Povisa Hospital** has set up a **free video conferencing system** for them to communicate with their **relatives** in isolation.

Furthermore, the University Hospitals of **Torre vieja** and **Vinalopó** facilitated contact between patients and their families, and also with their **pets** through **video calls**. Before the pandemic, face-to-face encounters with animals were allowed in these centres. In fact, Ribera Salud and the Alicante Veterinary College (Icoval) designed a **unique protocol in Spain** to regulate the conditions of **access to hospitals for pets** of patients admitted with severe or long-stay pathologies. A pioneering protocol now transferred to the on-line format.

Other actions of the Humanisation Plan were aimed at making COVID-19 patients' stays more pleasant. Thus, thanks to the support of a multitude of companies and publishing groups, the COVID patients at the Ribera Hospitals had **newspapers and magazines, colouring books, hobbies and jigsaw puzzles** to make admission more bearable.

And those patients in the Intensive Care Unit were given the '**ICU Diary**', which is strongly appreciated and has become a tool that gives **comfort** to the **most critical** patients.

Music has also made an appearance at the Ribera centres to help Coronavirus patients to disconnect. **Various professionals** of the Group who are also musicians have offered **concerts** to patients and colleagues.

What's more, the patients admitted to the University Hospitals of **Torre Vieja, Vinalopó and Torrejón** and in the **Ribera Povisa** Hospital, received support from a virtual concert by the **singer**, musician and composer **Álex de la Nuez**, who wanted to help make patients' hospitalisation as mild or distracted as possible.

In addition to COVID-19, the Ribera Group Humanisation Plan is also aimed at patients from other specialities. Thus, for example, the **Torre Vieja** and **Vinalopó** University Hospitals have designed a **Comprehensive Care Plan for cancer patients** at the day hospital.

Based on this Plan, on arrival, patients receive a **welcome kit** that includes a **rucksack** to store the documentation and reports provided, and a **process guide** that summarises the most relevant **recommendations** and indications for patients during these treatments, including how to control and prevent **side effects**.

Also part of this kit is a **notebook** and a pencil to note important phone numbers, appointments, instructions and recommendations from professionals and the patient's doubts, **hand cream**, because the treatments used cause dry skin, and **non-slip socks**, to reduce the feeling of hypothermia and improve patient comfort.





RIBERA'S HUMANISATION PLAN AGAINMST COVID-19

Communication
with loved ones

- Messages of encouragement via <https://rsc.riberasalud.com> and WhatsApp number
- Ribera Povisa Hospital: free **video conferencing** system for patients with COVID-19
- University Hospitals of Torrevieja and Vinalopó: protocol for pets to visit hospitalised patients in video call format

Entertainment

Newspapers and magazines


Colouring notebooks

Hobbies


Jigsaw puzzles

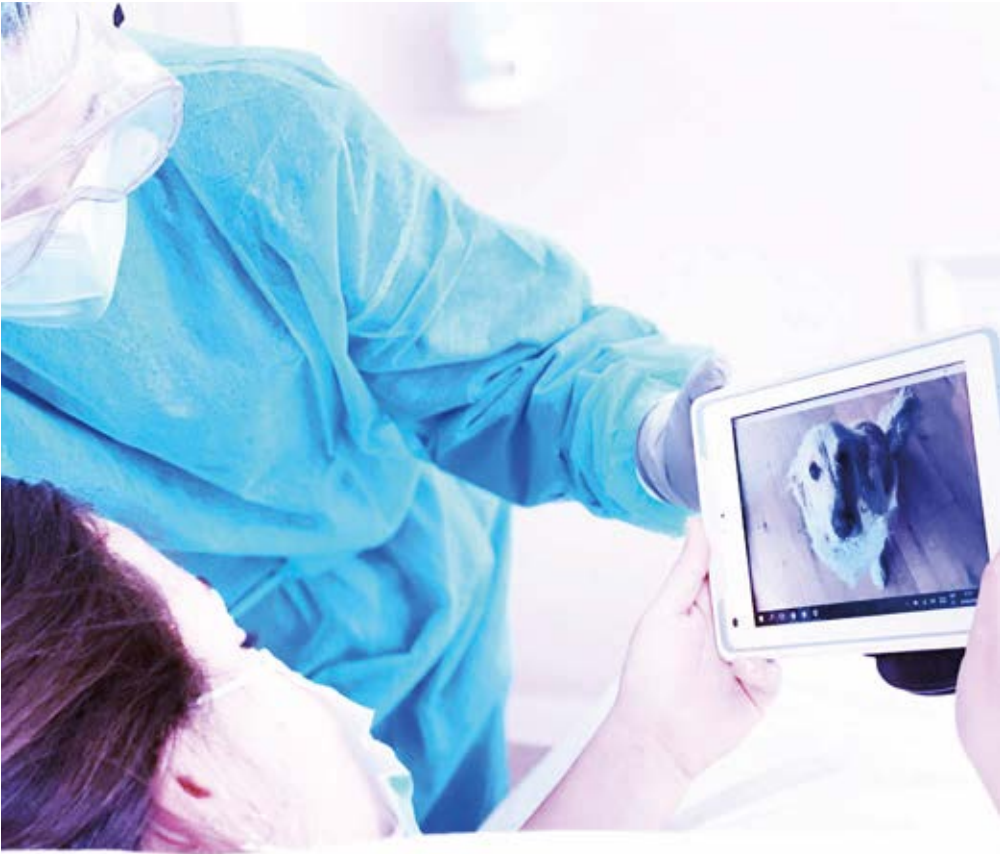
'UCI Diary'

Concerts by Group
professionals who are musicians:



Virtual concert by the singer
Álex de la Nuez:





Support against the pandemic

Grupo Ribera has joined the wave of solidarity of society in the face of COVID-19. It has donated the amount of the Christmas events organised every year in its health centres to social action projects. Specifically, it delivered the equivalent of **30,000 kilos** of essential products to various **soup kitchens** in Spain, chosen by the professionals.

The staff of the University Hospitals of Torrevieja, Vinalopó and Torrejón, of the Ribera Povisa and Ribera Santa Justa Hospitals, of Futurs, Ribera B2B and of the Ribera head offices, proposed organisations, associations and entities of their surroundings for the donation and subsequently voted on the beneficiaries. The **food banks** and soup kitchens managed by different entities in **Valencia, Torrejón, Torrevieja, Elche, Vigo and Villanueva de la Serena** (Badajoz) received the donations, thanks to the majority of the votes in all the Group's work centres.

This action, which was coordinated by Ribera's Department of Communication and Corporate Social Responsibility, comes in the context of the campaign **'This Christmas, more responsible than ever'**, which included various activities:

- **'The magic of care' corporate volunteering** programme: professionals from the group's health centres organised **musical activities, magic shows, painting workshops and storytelling**, among other things, to compensate for the absence of the classic Christmas visits from Santa Claus, the Three Wise Men, footballers from local clubs, entertainers and clowns who each year cheered on patients admitted at this time.
- The Group's professionals wrote and saved their Christmas wishes and for 2021 on hundreds of balls that dressed the Christmas trees of the Ribera hospitals.

- The Ribera Povisa Hospital acted as a logistics centre for the collection and delivery of the **letters to the Three Kings**.

In addition to its altruistic contributions during the pandemic, the Ribera Group experienced first-hand Spanish society's great wave of solidarity towards health centres.

The Ribera hospitals have received a large number of **donations** since the COVID-19 crisis began, from large and small companies, individuals, groups and all kinds of associations. Food, **protection and hygiene products** for professionals, the concession of **hotel rooms, apartments** to house health carers or **vehicles** for home visits, and all kinds of material for **patient leisure and entertainment** are some of the donations received by the Health Departments of **Torrevieja and Vinalopó, Torrejón University Hospital and Ribera Povisa Hospital**, which were collected on the web <https://rsc.riberasalud.com/>

Grupo Ribera has donated the equivalent of 30,000 kilos of staple products to various social kitchens around Spain

Through the campaign ‘This Christmas, more responsible than ever’, the ‘The magic of care’ corporate volunteer programme was launched with musical activities, magic shows, painting workshops and storytelling

Photograph display

In 2020, Ribera Salud organised a simultaneous **photographic display** on **COVID** in the University Hospitals of **Torre Vieja, Vinalopó and Torrejón**, and at the Ribera **Povisa** Hospital as a tribute to professionals, patients and victims of the pandemic.

Each of the four exhibitions includes a selection of **22 photographs** taken during the toughest weeks of the pandemic in the different centres, by **Miguel Vizcaíno, Miguel Riopa, David de Loro and Rafa Cucharero**.

Each of the displays shows moments and scenes of great emotions, as well as gestures and looks that reflect the intensity of the experiences and work during these months in the Group's hospitals.

VIDEO PAYING TRIBUTE TO THE CHILDREN

Professionals from the Ribera Salud Paediatric services at the **Torre Vieja and Vinalopó University Hospitals** starred in a video in which they **thanked** the children for their effort during the State of Alarm.

With messages such as “thank you for everything you are doing” or “for always paying attention to your parents”, the boys and girls were encouraged to continue being brave, “because you are our heroes”.





Other social actions

We have previously referred to the **support of sport** as one line of Ribera's social action. In addition to the collaborations with different local sports entities, in 2020, the Group accompanied **Daniel Albero**, the first person with **Type 1 diabetes** to compete in the **Dakar Rally**, at the presentation of the book that recounts his story and experiences.

Ribera has also collaborated for 11 years with the **Valencia Community Journalist Awards**, organised by the union CSIF.

In 2020, it has once more sponsored the Medical Writing **Health Awards**, which seek to recognise and promote the work done by women in the sector in different categories.

In 2020 the Group also became a **patron** of the **Valencia University Business Culture Chair**, the objective of which is to promote business culture among university students, through the dissemination of **entrepreneurship**.

In 2020, the Ribera Group became a patron of the Valencia University Business Culture Chair



7 Respectful of the environment



Environmental focus

The contribution to keeping the environment in optimal conditions and not damaging it is a real commitment of the Ribera group, which makes significant efforts at different levels to maintain **environmental balance**.

In order to manage and control the environmental risks derived from its activity, the company has certified the **Torre vieja, Povisa, Torrejón and Vinalopó** hospitals in **ISO 14064-1 of Greenhouse Gas Emission (GHG)** (the data for 2019 are presented in later sections, the last certification in this standard being obtained in 2020). Additionally,

Torrejón University Hospital has **ISO 14001** accreditation for **Environmental Management Systems**, and **ISO 50.001** for **Energy Management Systems**.

The **ISO 14001** accreditation of **Nefrosol Salud** began in 2021, in line with the organisation's commitment to move forward in implementing tools that allow the impact on the environment of the group's business activities to be minimised.

	Torre vieja University Hospital	Vinalopó University Hospital	Ribera Povisa Hospital	Torrejón University Hospital
ISO 14064-1:2006 Greenhouse Gas Emission	✓	✓	✓	✓
ISO 14001:2015 Environmental Management System				✓
ISO 50001 Energy Management Systems				✓

The Ribera group periodically reviews its **Environmental Policy**, which was last reviewed on 15 November 2019. These measures make it possible to define and establish a series of mechanisms to manage the inherent risks in the environment and minimise the impacts that the group's activity may have on the environment.

The group allocates human, technical and financial resources to environmental management. Due to the constant evolution of business and changes in the Group, in large hospitals, human resources are devoted to environmental

management, but with shared responsibilities, so it is not possible to establish a specific number of human resources allocated. With regard to technical resources, the energy efficiency initiatives and technical solutions, which obviously have a significant investment value or cost but which has not been quantified, are described in chapter 7.2 of this report. Finally, it is possible to quantify the financial resources allocated to certifications, external and internal audits and advice on the matter in 2019 and 2020, when a total of €16,389 and €15,845 were invested, respectively.

Main environmental impacts and risks

Ribera has an Environmental Policy in which the necessary specifications are developed to carry out daily activities in a way that is sustainable and respectful of the surroundings. Said Policy applies to all healthcare organisations in which the group has management responsibility.

Furthermore, it has taken the appropriate measures in relation to the protection and improvement of the environment and the **minimisation**, where appropriate, of the **environmental** impact, meeting current regulations in this regard. In 2020, action plans were developed focused on:

- **Carbon Footprint** certified hospitals.
- Promoting the **reduction** of the use of plastic.
- **Training** for professionals in good environmental practices.
- **Sensitisation to patients** and users through the dissemination of advice on sustainable use of resources.
- Sustainable consumption of **raw materials** and resources in general.

Environmental commitment is a key part of Ribera's Social Responsibility. The entity assumes that **sustainable development** is linked to the protection of the environment and the prevention of pollution, so there is a commitment to include an environmental policy in all activities, in the awareness that an improved environment is also beneficial to the health of the population.

The guidelines that Ribera suggests following in order to manage and minimise the environmental risks inherent to the environment, are the following:

- Compliance with all applicable **legal environmental and energy requirements** and others established by the organisation.
- **Prevention of pollution** by identifying and evaluating the environmental impacts generated, establishing measures for their control and periodically checking their effectiveness.
- **Raising awareness** and encouraging **professionals** and users in the implementation and maintenance of initiatives and good environmental practices.

- Including **environmental requirements** in product and equipment **purchasing decisions**. Supporting the **purchase of energy-efficient** products and services and designing to improve energy performance.
- Having information on all energy resources available in the centre.
- Establishing a **continuous improvement programme** with objectives and goals for the most significant aspects.

During the year, no amount was provided for environmental risks and charges of an environmental nature as there are no significant contingencies related to the protection and improvement of the environment as of 31 December 2020.

Por otra parte, Ribera no ha registrado ningún impacto causado por la actividad en áreas protegidas.

Ribera has an **Environmental Policy** to carry out **daily activities** in a way that is **sustainable and respectful** of the surroundings

Fight against climate change

Energy efficiency

Ribera applies energy efficiency measures for **responsible consumption** and to reduce the environmental impact. To do this, they carry out initiatives that promote and generate a positive impact on reducing consumption and on the responsible use of energy resources. The main actions on which it works are:

- Installation of **solar films** on **windows**: This contributes to savings in air conditioning and electricity due to the accumulation of heat that occurs in these areas.
- **Locking balconies** to contribute to saving in air conditioning-electricity, guaranteeing that there is no wastage of resources.
- **LED lighting**. Replacement with LED in various locations.
- Readjustment of the set points of the production rooms (boilers and chillers) with each change of season.
- Readjustment of hours of operation of Air Treatment Units depending on the needs of each service.
- The schedules of the air conditioners are adjusted taking into account the occupation and use of each zone; based on this, a schedule is established with the maintenance department, using only what is strictly necessary in each time band to achieve the greatest possible energy savings.
- Readjustment of Air Treatment Unit set points based on what is stipulated in the Regulation of Thermal Installations in Buildings in terms of the energy saving and efficiency plan. The temperature set points are adjusted manually from the management system (Controlli), seeking the greatest possible energy savings and complying with the limit values set in the Regulation of Thermal Installations in Buildings.
- Readjustment of hours of operation of the **interior and exterior lighting of the centres**, adapting it to the **hours of natural light**.
- Change of computer equipment for other more efficient.
- Change of **atomisers** in the **water taps**, in order to reduce the water flow without the end user noticing the difference.
- Hourly **automatic control of irrigation**.
- Installation of a **water meter** to watch consumption in different areas.
- Daily checks on water consumption.
- **Replacement** of conventional flush **cisterns** with **double flush** in all public toilets, especially in the Ribera Povisa hospital.

Ribera applies energy efficiency, measures for responsible consumption and to reduce the environmental impact

Ribera also has an **Energy Policy** through which it expresses its firm involvement via the following commitments:

- To comply with **legal** and other applicable **energy requirements**.
- To establish objectives and strategic goals to improve **energy efficiency**.
- To support the **purchase** of **energy-efficient** products and services with an impact on energy performance.
- To promote improved **design** for better energy performance.
- To improve the competence of professionals in the responsible use of energy resources.
- To improve the sustainability and environmental management of the system by reducing costs related to energy consumption.
- To provide the information and resources necessary to achieve the strategic objectives and goals.

- Implementation of the **Energy Management System**.

The annual reduction in electricity consumption is achieved through **ISO 50001** certification (obtained at Torrejón University Hospital) on energy efficiency.

GRUPO RIBERA ELECTRICITY CONSUMPTION (KWH)

2019	2020
28,386,777	28,834,120

The companies included in the calculations are Torrevieja Salud UTE, Elche Crevillente Salud, S.A.U., Hospital Povisa, S.A., Torrejón Salud, S.A., Ribera Salud Infraestructuras, S.L.U., and Ribera-Quilpro UTE. The consumptions of the remaining group companies of this report have not been calculated because they are not relevant in terms of the activity carried out or because their activity is developed in the group's own hospitals.

GRUPO RIBERA NATURAL GAS CONSUMPTION (EQUIVALENT KW/H)

2019	2020
22,908,099	21,822,432

The companies included in the calculations are Torrevieja Salud UTE, Elche Crevillente Salud, S.A.U.; Hospital Povisa, S.A.; Torrejón Salud, S.A. and Ribera Salud Infraestructuras, S.L.U. The data for Torrevieja Salud UTE and Elche Crevillente Salud, S.A.U. for 2019 were reported in 2020. There are no consumption records for Ribera Salud Infraestructuras, S.L.U. in the 2019 data. The consumptions of the remaining group companies of this report have not been calculated because they are not relevant in terms of the activity carried out or because their activity is developed in the group's own hospitals.

GRUPO RIBERA WATER CONSUMPTION (M³)

2019	2020
209,554	200,430

The companies included in the calculations are Torrevieja Salud UTE, Elche Crevillente Salud, S.A.U., Hospital Povisa, S.A., Torrejón Salud, S.A., Ribera Salud Infraestructuras, S.L.U., and Ribera-Quilpro UTE. The data for Torrevieja Salud UTE and Elche Crevillente Salud, S.A.U. for 2019 include primary care. There are no consumption records for Ribera Salud Infraestructuras, S.L.U. in the 2019 data. The consumptions of the remaining group companies of this report have not been calculated because they are not relevant in terms of the activity carried out or because their activity is developed in the group's own hospitals.

STAKE ON RENEWABLE ENERGIES

In addition to efficiency, Ribera also seeks to reduce its carbon footprint through the use of renewable energy. Thus, it has **solar panels** at the **Vinalopó and Torrejón University Hospitals**.

These panels are used for **hot water** consumption and **electricity generation**, saving energy in the production of hot water, while the excess is sold to the distributor.

	2019	2020
Own consumption *	58,360	46,419
Sale to distributor *	48,989	51,040
TOTAL *	107,349	97,459

These data are for the solar panels installed in Elche Crevillente Salud, S.A.U and Torrejón Salud, S.A. * Kwh

Regarding the electricity consumed in the large Ribera centres, in 2019, 31% came from renewable energies (at the date of preparing the report there is no information for 2020); this amount corresponds to the consumption of Torrejón University Hospital, in which 100% of the energy consumed is guaranteed as being of renewable origin.

Emissions control

Ribera is aware that efficient management in relation to **greenhouse gas emissions** can place the health centres it manages in a leading position in the transition to a **low-carbon economy**, while having a positive impact on the performance of health indicators.

Addressing climate change is undoubtedly a great opportunity, since according to World Bank calculations, 5% of global greenhouse gas emissions are generated by the health sector.

In line with one of the main challenges in this century and the central axis of the strategies and policies promoted internationally to combat climate change, the preparation of the **greenhouse gas (GHG) inventory** to calculate the carbon footprint is the starting point to define emission reduction measures and carry out compensation alternatives.

Having clear and understandable information on the emissions generated by the group is important to:

- Promote actions aimed at reducing and mitigating the environmental impact of the activities carried out.
- Pass on information on environmental impacts to stakeholders.
- Involve and sensitise all stakeholders on the importance of taking action to fight climate change.

Ribera is aware of the importance of reducing emissions to fight climate change. **Torre vieja, Vinalopó and Torrejón University Hospitals** and the **Ribera Povich Hospital** therefore verify GHG emissions with **ISO 14064-1: 2006** for **Scope 1 and 2** (data are provided from 2019, the last certified accreditation). The verification covers care and non-care activities for the provision of medical-health services and activities for the provision of health care at home.

The activities under verification are established in two scopes, which are:

- **Scope 1: direct emissions**
- **Scope 2: indirect emissions** from the purchase of electricity and thermal energy for own use.

In short, through the ISO 14064 certification, the greenhouse gas emissions are measured and reported, generating **transparency and awareness** in this matter.

Moreover, the results of the audits and the information obtained during the process are used so that, throughout 2021, the hospital might identify and prioritise the **goals and medium and long-term plans** with the objective of **reducing GHG**.

It should be said that the pollution caused by the group mainly comes down to that generated by the direct consumption of electricity (scope 2) and consumption of fossil fuels for heating and medicinal gases (scope 1).

No information is available on noise or light pollution, due to the nature of the main activity of the company (health activity).

GRUPO RIBERA GHG EMISSIONS IN ITS HOSPITALS
(TN CO₂E)

	2018	2019
Direct GHG emissions (A1)	6,388	5,522
Indirect GHG emissions (A2)	9,203	5,053
Total emissions	15,592	10,574

The calculation includes the companies Torrevieja Salud UTE, Elche Crevillente Salud, S.A.U., Torrejón Salud, S.A. and Hospital Povisa, S.A. No data are available for 2020 as of the date of this report.

The main Hospitals of the Ribera Group reduced their total greenhouse gas emissions by 32% between 2018 and 2019. A large part of this reduction is due to the fact that in 2019 the emission of 3,208.62 T of Greenhouse Gases by directed actions, which represents 30% of the total emissions of 2019, was avoided. These directed actions focused on the purchase of electricity from renewable sources.

Ribera’s hospital fleets include 24 vehicles, six being petrol hybrids, one using compressed natural gas, 10 petrol and seven diesel. The group’s fuel consumption is not very considerable and is intended for the operation of these vehicles.

The **Torrevieja, Vinalopó** and **Torrejón University Hospitals** and the Ribera **Povisa Hospital**, are **certified with ISO 14064-1: 2006** for Greenhouse Gas Emissions (GHG) for Scope 1 and 2



For a circular economy

The circular economy is a production and consumption model that involves sharing, renting, reusing, repairing, renewing and recycling existing materials and products as many times as possible to create added value. The life cycle of these products is thus extended and, in many cases, the generation of waste is avoided.

In the Group centres, the practice of circular economy is materialised through different lines of action.

- **Reuse of medical equipment**, which is recovered whenever possible to be repaired or reused in other areas or centres of the group under safe and suitable conditions.
- **Recovery of materials** when a product reaches the **end of its useful life**, whenever possible. These products can be used productively over and over again, thus creating additional value.

Consumption of raw materials

As a healthcare group, Ribera does not consume raw materials but purchases products that have already been prepared to carry out its clinical and healthcare work, such as medicines, surgical instruments, hospital equipment, etc.

Within the framework of Ribera's purpose of minimising its impact on the environment and its commitment to reducing the consumption of material such as **plastic**, in 2020 it continued to implement measures to prevent and reduce the generation of this type of waste, although at certain

times this material had to be reintroduced as an alternative to face COVID-19. In any case, the following actions were taken:

- Substitution in public and personal cafeterias of the use of plastic spoons with **metal utensils or wooden stirrers**.
- Substitution in the **vending** service of plastic cups with cardboard cups.

- **Elimination of plastic bags** from the chemist's.
- Elimination of **single-use plastic trays** for patients.

In the centres with the highest production of Special Biosanitary Waste, reusable plastic containers continued to be introduced (replacing the single-use) wherever possible (due to the nature of the biosanitary waste generated).

In 2020, Ribera continued with the implementation of measures to prevent and reduce the generation of plastic



Regarding the actions to combat **food waste**, the policy of the company that gives the **catering and restaurant service** in the University Hospitals of Torrevieja, Vinalopó and Torrejón contemplates actions such as:

- Contracts with local suppliers that guarantee the service with the necessary frequency for continuous rotation of products in the chambers and warehouses, ensuring **minimum product storage**.
- Quality records that show the **correct rotation of food**, guaranteeing that it is used in production following the date of preferential consumption or expiry.
- Product temperature control to optimise its characteristics and durability.

Waste management

Grupo Ribera has a **Waste Management Plan in Torrevieja and Vinalopó University Hospitals and the Ribera Povisa Hospital** to disseminate all information on the type, location, identification, storage conditions, safe use and disposal of hazardous materials and hospital waste. It also regulates the procedure to be followed in the event of spillage, exposure or other incidents in relation to said products through a **management system for handling** these materials that ensures compliance with current regulations. The aim is to **minimise and control health and occupational risks** for the user and worker population, and to keep in check the impacts on public health and the environment.

- The **team of nutritionists** studies and requests the necessary amount of food prepared from the central kitchen based on interaction with the computer programs to guarantee that patients receive menus according to their needs.

In the preparation of meals by the hospital food service of the Ribera Povisa Hospital, it becomes relevant to prioritise the purchase of raw materials in **single doses**, so that spoilage in meal preparation is minimal and the waste generated is considerably reduced. Likewise, the doses prepared a priori for patients that are left over are sent to the hospital self-service and are consumed there as part of its offer to the staff and the general public.

- Establishing and implementing basic procedures in each of the stages of handling hazardous materials and hospital waste.
- Facilitating the process of controlling and assessing the handling of hazardous materials and hospital waste.
- **Improving the safety conditions** of healthcare and cleaning staff exposed to hospital waste from generation to final disposal.
- Contributing to the actions that health centres must carry out to control damage to the environment.

- Establishing the institutional technical bases that allow compliance with the applicable environmental regulations.
- Promoting an environmental culture among professionals and users.

In line with Ribera's purpose of minimising its impact on the environment, **segregation posters** are available at the defined points, **on-line training** is given through the platform and **face-to-face sessions** are held with the middle managers in the services.

The recovery of products and packaging for **recycling** is also encouraged and the **recovery of medical equipment** is prioritised through their repair and reuse, the rental of equipment or reuse of elements and materials that allow this once the product reaches the end of its life.

TREATMENT OF NON-HAZARDOUS WASTE IN GRUPO RIBERA IN 2020

Type of waste	Amount (kg)	Destination
Solid urban waste	1,900,794	Disposal unit
Paper-cardboard	129,055	Recycling
Voluminous	32,810	Incineration
Packs	24,210	Recycling
Medicines other than those specified in code 18 01 08	9,495	Incineration
Plastic	7,760	Recycling
Other	26,679	Data not available, the destination depends on the type of waste.
TOTAL	2,131,083	

This calculation includes the companies Torrevieja Salud UTE, Elche Crevillente Salud S.A.U., Torrejón Salud, S.A. and Hospital Povisa, S.A. The 3 rubble containers have not been added because they are a unit of measure other than kg.

TREATMENT OF HAZARDOUS WASTE IN GRUPO RIBERA IN 2020

Type of waste	Amount (kg)	Destination
Special biosanitary	672,645	Disposal unit
Cytotoxic or cytostatic	41,272	Incineration
Non-halogenated solvent	25,050	Incineration
Contaminated packs	12,298	Incineration
Other	19,600	Data not available, the destination depends on the type of waste.
TOTAL	770,864	

This calculation includes the companies Torrevieja Salud UTE, Elche Crevillente Salud S.A.U., Torrejón Salud, S.A. and Hospital Povisa, S.A.

8 Responsible supplier management



Supply chain

The Ribera healthcare group carries out supplier management through **Ribera B2B**, a centre of purchasing, logistics and shared services that serves the group's centres and other healthcare operators.

Its objective is to share the purchase of goods and services, to strategically negotiate prices and the supply conditions of the services acquired or contracted by health centres.

This purchasing platform carries out a systematic and continuous process of evaluation through the comparison of products and services.

Furthermore, the **Torrevieja and Vinalopó** Health Departments, the **Torrejón University Hospital and the Ribera Povisa Hospital**, due to their size, each have their own **Purchasing Committee**, which is qualified to decide on the purchase of new health equipment.

Every two years, Ribera B2B conducts a satisfaction survey among the suppliers it handles. The most recent, in 2019, reveals that **52%** give the **maximum score of 5 out of 5** to the treatment received by Ribera B2B, and 48% give a 4.

100% would continue to contract the services of Ribera B2B and **84%** believe that **their situation has improved** since they were contracted by this purchasing platform.

Most suppliers consider Ribera B2B to be a **benchmark in their sector** (55% score this statement with a 4 and 30% give 5 out of 5).

The Ribera Group is aware of the impact of its presence on local economies and specifically in the Autonomous Communities where it is present. The following table shows the percentage volumes of purchases from suppliers of the Autonomous Communities where its large centres are present (local or proximity suppliers) grouped by type of supply:

PERCENTAGE OF SUPPLIERS IN THE AUTONOMOUS COMMUNITIES WHERE THE GRUPO RIBERA IS PRESENT IN 2020

	Valencia Community	Madrid Community	Galicia
COMMUNICATION	84%	29%	81%
EQUIPMENT	14%	68%	15%
PHARMACY	5%	66%	2%
MAINTENANCE/WORKS	38%	75%	49%
HEALTH MATERIAL	12%	74%	15%
SERVICES	83%	18%	38%
SYSTEMS	80%	61%	48%
OTHER	-	-	26%
% WEIGHTED AVERAGE LOCAL PURCHASES	37%	63%	23%

Data for Torrevieja Salud UTE, Elche Crevillente Salud, S.A.U., Torrejón Salud, S.A., Hospital de Povisa, S.A., and Ribera-Quilpro UTE. Data for 2019 are not reported due to a change of criteria in their presentation.

Specifically, for regulatory reasons, sanitary and pharmacy equipment are purchased through Spanish subsidiaries of

duly authorised companies, which are often located in the province of Madrid.

Social and environmental criteria

In 2020, Ribera updated its due diligence procedure with suppliers, including aspects of **Social and Environmental Responsibility** in the **approval questionnaire** that they must complete. Here information is requested on the **quality, safety, environment and ORP certificates** of the supply company, whether if it has policies on CSR and compliance (e.g. code of ethics or conduct, anti-corruption policy, etc.), among other aspects.

Regarding legal obligations, the document asks the supplier whether they are up to date with the payment of their obligations with the **Tax Agency and Social Security** and whether in the last five years their company or any owner, shareholder or executive of the company have been investigated, charged, prosecuted, accused or convicted of any crime.

The questionnaire must be **signed** by a representative of the supply company. This implies the assumption that all the information and details included on the form are true.

Ribera includes criteria in its supplier approval procedure for its supplier approval procedure and others

In addition to this form, in the case of acquisition of high-tech equipment or others that may have a significant impact on **energy consumption**, suppliers must provide the necessary documentation, showing that they meet the appropriate quality standards in terms of energy efficiency, in addition to specifying whether they have any of the ISO 14001, ISO

9001, ISO 50001 or ISO 13485 certifications related to quality, environmental and energy purchasing criteria.

Furthermore, with regard to the purchase of **work equipment** for employees, this must be validated by the different Ribera **Occupational Risk Prevention Services**. In this case,

it is checked whether it complies with the **RD.1215/1997 regulation** or other provisions that are applicable in each specific case, in which the minimum health and safety requirements for the use of the equipment are established.



9 Annexes



Equivalence table Law 11/2018

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page nº.
BUSINESS MODEL		
A brief description of the group's business model, including its business environment and its organisation and structure.	102-1 Name of organisation 102-2 Activities, brands, products and services GRI 102-5 Ownership and legal form 102-7 Size of the organisation 102-18 Governance structure 102-40 List of stakeholders 102-47 List of material topics 102-50 Reporting period 102-51 Date of last report 102-52 Reporting cycle 102-53 Point of contact for questions about the report	3.1 Main figures 1.1 Scope and methodology 1.2 Material topics
Markets in which it operates	102-3 Location of headquarters 102-4 Location of operations 102-6 Markets served	3.1 Main figures
Aims and strategies of the organisation	GRI 102-16 Values, principles, standards and rules of conduct 102-14 Declaration of senior decision-making executives	2. The voice of the senior management 3.3 Business culture

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page n°.
BUSINESS MODEL		
Main factors and trends that may affect its future evolution	102-15 Main impacts, risks and opportunities	3.6 Business environment and future trends
Mention in the report to the national, European or international reporting framework used to select those included in each of the sections of key non-financial performance indicators.		1.1 Scope and methodology
GENERAL INFORMATION		
A description of the policies applied by the group on such matters, which will include the due diligence procedures applied for the identification, evaluation, prevention and mitigation of significant risks and impacts and for verification and control, including which measures have been adopted.		3.4 Corporate governance
The results of these policies should include key indicators of relevant non-financial results that allow progress to be monitored and evaluated and that favour comparability between companies and sectors, in accordance with the reference national, European or international frameworks used for each subject.		3.4 Corporate governance

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page n°.
The main risks related to these issues concerning the group's activities, including, when relevant and proportionate, its business relationships, products or services that may have negative effects in these areas, and how the group manages these risks, explaining the procedures used to detect and evaluate them in accordance with reference national, European or international frameworks for each subject. Information should be included on the impacts detected, offering a breakdown of them, in particular on the main risks in the short, medium and long term.	102-15 Main impacts, risks and opportunities	3.4 Corporate governance
ENVIRONMENTAL QUESTIONS		
Detailed information on the current and foreseeable effects of the company's activities on the environment and where appropriate, on health and safety.	102-15 Main impacts, risks and opportunities	7.1 Environmental focus
The evaluation or environmental certification procedures.		7.1 Environmental focus

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page n°.
The resources put into preventing environmental risks	102-15 Main impacts, risks and opportunities	7.1 Environmental focus
Application of the principle of precaution	102-15 Main impacts, risks and opportunities	7.1 Environmental focus
Amount of provisions and guarantees for environmental risks		7.1 Environmental focus
Measures to prevent, reduce or repair emissions that seriously affect the environment; taking into account any form of air pollution specific to an activity, including noise and light pollution	302-4 Reduction of energy consumption	7.2 Fight against climate change
Measures of prevention, recycling, reuse, other forms of recovery and disposal of waste; actions to combat food waste	301-2 Recycled supplies	7.3 For a circular economy
Water consumption and water supply according to local limitations	303-5 Version 2018 (water consumption)	7.2 Fight against climate change
Consumption of raw materials and measures adopted to improve the efficiency of their use	GRI 301-1 Materials used by weight or volume	7.3 For a circular economy
Direct or indirect energy consumption		7.2 Fight against climate change
Measures taken to improve energy efficiency	302-4 Reduction of energy consumption	7.2 Fight against climate change

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page n°.
Use of renewable energies	302-1 Energy consumption within the organisation	7.2 Fight against climate change
The important elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces	305-1 Direct emissions (scope 1) GHG 305-2 Indirect emissions (scope 2) GHG	7.2 Fight against climate change
Measures taken to adapt to the consequences of climate change		7.2 Fight against climate change
Reduction goals established voluntarily in the medium and long term to reduce greenhouse gas emissions and the means implemented for this purpose		7.2 Fight against climate change
Measures taken to preserve or restore biodiversity	305-5 Reduction of GHG emissions	7.1 Environmental focus
Impacts of activities or operations in protected areas		7.1 Environmental focus
SOCIAL AND PERSONNEL ISSUES		
Total number and distribution of employees according to criteria representing diversity (sex, age, country, etc.)	405-1 Diversity in governing bodies and employees	5.1 Payroll profile
Número total y distribución de modalidades de contrato de trabajo, promedio anual de contratos indefinidos, de contratos temporales y de contratos a tiempo parcial por sexo, edad y clasificación profesional	405-1 Diversity in governing bodies and employees	5.1 Payroll profile

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page nº.
SOCIAL AND PERSONNEL ISSUES		
Number of dismissals by sex, age and professional classification		5.1 Payroll profile
Average wages and their evolution broken down by sex, age and professional classification or equal value	102-35 Remuneration policies 102-36 Process to determine remuneration 405-2 Ratio of base salary and remuneration of women compared to men	5.1 Payroll profile
Wage gap, pay for equal or average jobs in the company	GRI 405-2 Ratio of base salary and remuneration of women compared to men	5.1 Payroll profile
The average remuneration of directors and executives, including variable remuneration, allowances, indemnities, payment to long-term savings pension systems and any other item broken down by sex.	GRI 405-2 Ratio of base salary and remuneration of women compared to men	5.1 Payroll profile
Introduction of work disconnection policies.		5.5 Fostering of conciliation
Disabled employees.	405-1 Diversity in governing bodies and employees	5.6 Boost to diversity
Work time organisation.		5.5 Fostering of conciliation
Hours of absenteeism.		5.2 Looking after the team
Measures aimed at enabling the enjoyment of conciliation and promoting joint exercise by both parents.		5.5 Fostering of conciliation

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page nº.
SOCIAL AND PERSONNEL ISSUES		
Health and safety conditions in the workplace.	403-3 Occupational health services 403-5 Version 2018 (training of workers on health and safety at work)	5.2 Looking after the team
Work accidents, in particular their frequency and severity, as well as occupational illnesses; broken down by sex		5.2 Looking after the team
Organisation of social dialogue, including procedures for informing and consulting and negotiating with staff.		5.7 Social dialogue
Percentage of employees covered by collective covenant by country	405-1 Diversity in governing bodies and employees	5.7 Social dialogue
The balance of collective covenants, particularly in the field of health and safety in the workplace.		5.7 Social dialogue
Training policies implemented.		5.3 Occupational training
Total hours of training by professional category.		5.3 Occupational training
Universal accessibility for the disabled.	405-1 Diversity in governing bodies and employees	5.6 Impulso de la diversidad
Measures taken to promote equal treatment and opportunities between men and women.		5.4 Equality
Equality plans (Chapter III of Organic Law 3/2007 of 22 March, for the effective equality of women and men).		5.4 Equality

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page nº.
SOCIAL AND PERSONNEL ISSUES		
Measures adopted to promote employment, protocols against sexual and gender-based harassment, integration and universal accessibility for the disabled; the policy against all types of discrimination and, where appropriate, the management of diversity.	406-1 Cases of discrimination and corrective actions taken	5.4 Equality
RESPECT FOR HUMAN RIGHTS		
Application of due diligence procedures in the field of human rights; prevention of the risks of human rights violations and, where appropriate, measures to mitigate, manage and repair possible abuses committed.	102-16 Values, principles, standards and rules of conduct 102-17 Mechanisms for advice and ethical concerns	3.4 Corporate governance
Complaints for cases of human rights violations	419-1 Non-compliance with laws and regulations in the social and economic spheres	3.4 Corporate governance
Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation related to respect for freedom of association and the right to collective bargaining; elimination of discrimination in employment and occupation; elimination of forced or compulsory labour; effective abolition of child labour	406-1 Cases of discrimination and corrective actions taken	5.7 Social dialogue

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page nº.
FIGHT AGAINST CORRUPTION AND BRIBERY		
Measures taken to prevent corruption and bribery	102-16 Values, principles, standards and rules of conduct 102-17 Mechanisms for advice and ethical concerns 205-2 Communication and training on policies and procedures against corruption 205-3 Confirmed cases of corruption and measures taken	3.4 Corporate governance
Measures to fight money laundering	102-16 Values, principles, standards and rules of conduct 102-17 Mechanisms for advice and ethical concerns	3.4 Corporate governance
Contributions to foundations and non-profit entities	201-1 Direct economic value generated and distributed	6.1 Focus on social action

Information required by Law 11/2018	Equivalent GRI Standard indicators	Page nº.
INFORMATION ON THE COMPANY		
The impact of the company's activity on employment and local development		5.1 Payroll profile 8.1 Supply chain
The impact of the company's activity on local populations and the territory		6.1 Focus on social action
The relationships maintained with the players of the local communities and the forms of dialogue with them		6.1 Focus on social action
Association or sponsorship actions	102-13 Membership of associations	6.1 Focus on social action
The inclusion in the purchasing policy of social, gender equality and environmental issues; consideration in relationships with suppliers and subcontractors of their social and environmental responsibility; supervisory and audit systems and their results.	102-16 Values, principles, standards and rules of conduct 102-17 Mechanisms for advice and ethical concerns	8.2 Social and environmental criteria
Measures for the health and safety of consumers	419-1 Non-compliance with laws and regulations in the social and economic spheres	4.1 High standards of quality and safety
Complaint systems, complaints received and resolution		4.1 High standards of quality and safety
Benefits achieved country by country	201-1 Direct economic value generated and distributed	3.1 Main figures
Profit taxes paid		3.1 Main figures
Public subsidies received		3.1 Main figures

Verification report

