

COMMITTED PEOPLE

Sustainability Report 2016



Sustainability Report 2016



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REGARDING THE REPORT

SCOPE AND BOUNDARY

This is the first Corporate Responsibility Report by EMERU España. It's annual in nature and covers the period from 1 January to 31 December 2016.

The report covers the activities carried out by EMERU España, made up of a group of companies specialising in medical transport in Spain.

DEFINING THE CONTENT AND PRODUCTION PROCESS

This sustainability and corporate social responsibility report has been produced following the G4 Version of the Sustainability Reporting Guidelines by the Global Reporting Initiative (GRI) to report on the most relevant issues (known as material aspects) regarding the company's sustainability and management.

The core "in accordance" option has been chosen for this first sustainability report.

External assurance, which is optional, has not been carried out for this reporting period although it's an issue that will be evaluated in the near future.

The organisation's internal documents have been taken into account, as well as its 2016 Strategic Planning, Corporate Manual and other sources of information deemed relevant, to provide an accurate picture of the company's performance in terms of sustainability and social responsibility.

The AA1000 Stakeholder Engagement Standard (2011) has been used as a reference for any queries regarding materiality and the selection of material aspects for the report. This report has been produced as a result of the direct participation of people from several management areas who've provided information on the different aspects included, as well as the opinion of EMERU's stakeholders. It has been coordinated by the Integrated Management Systems Area.

The following department can be contacted for any questions regarding the report's content:



Integrated Management Systems Area
csr@emeru.net



LETTER FROM THE CEO



At EMERU España we're committed to the quality of life of the people living on our planet, both today's generation and also the generations to come. That's why we operate responsibly and efficiently to carry out our work while also respecting the conservation of the environment and, at the same time, improving people's quality of life.

EMERU España strives for sustainable development, this being understood as satisfying current needs without compromising the possibility of future generations to meet their needs as well. Consequently, EMERU España believes that economic, development, social development and protecting the environment are three basic pillars requiring a joint approach, since any other kind of development that ignores one of these pillars is destined to fail in the medium or long term.

At EMERU España we believe the goal of sustainable development must be achieved by fulfilling the condition of protecting the environment and improving people's quality of life, and that the consequence of this will be sustained economic development. This approach by EMERU España applies to all its commercial relations, involving all its stakeholders in these principles so that its suppliers, personnel and other relevant groups become a part of this sustainable development culture.

With our slogan "COMMITTED PEOPLE", and by the group's main company, TSC, SLU, becoming part of the Global Compact (with the rest of the group joining soon), we wish to reflect this commitment among and for those of us who work at EMERU España, as well as the commitment we have taken on to sustainable development and social responsibility.

Stefano Pellegrini
CEO



HIGHLIGHTS 2016



4%

Expansion of the workforce since 2015



7.5%

Reduction of the incident rate



Equal Opportunity Plan, updated in 2016, for all the group's organizations



Development of a Sexual Harassment Procedure



Cero corruption cases



A high or very high level of user satisfaction



9.91%

reduction in the consumption of gas and electricity per m² of installations



Increase of the workforce in Catalonia as a result of winning a health transport bidding in 2016



ISO 14001

EMERU was awarded with the environmental certificate for our companies in the Canary Islands [TASISA, ASSISTALIA, AIC] and for the territories covered by our company NTSA in the province of Zaragoza



EMERU DATA

ACTIVITY

2016

1,125⁽¹⁾ **AMBULANCES**



CANARY ISLANDS 198	BALEARICS 47	ARAGON 142	CATALONIA 738
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2015

1,207

CANARY ISLANDS 229	BALEARICS 51	ARAGON 166	CATALONIA 761
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1. The reduction in the number of ambulances is due to some obsolete vehicles being withdrawn once the new contract began in Catalonia, with old and new vehicles having overlapped for a few months until the former were retired.

1,541,212 **NUMBER OF SERVICES NUMT**



CANARY ISLANDS 508,318	BALEARICS 23,790	ARAGON 266,273	CATALONIA 742,831
----------------------------------	----------------------------	--------------------------	-----------------------------

230,328 **NUMBER OF SERVICES UMT**

CANARY ISLANDS 63,457	BALEARICS 63,354	CATALONIA 103,354
---------------------------------	----------------------------	-----------------------------

NUMT: Non-Urgent Medical Transport
UMT: Urgent Medical Transport



NUMBER OF SERVICES PER YEAR

2016

1,771,709

2015

1,749,543



TYPE OF CUSTOMER

USER CLIENTS

End clients and patients using the public service

NON-USER CLIENTS

Intermediaries in the public service (public administration, corporate contracts and private clients)



MARKET SHARE BY REGION

33%

CATALONIA

35%

ARAGON

43.7%

CANARY ISLANDS

30%

BALEARICS



FINANCE

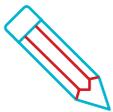


CAPITALISATION

NET DEBT (bank debt – cash and banks)
40,853,635€

DEBT WITH SHAREHOLDER
5,967,969€

SHAREHOLDER CAPITAL
40,561,881€

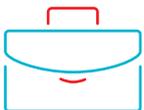


2016
109,086,033€
NET SALES

2015
110,111,191€



132,472,308€
TOTAL ASSETS



SHAREHOLDERS

INTERNATIONAL EMERGENCY
SERVICES SARL



-1,025,158
CHANGE IN TURNOVER
COMPARED WITH 2015
[-1%]



2016
7,446,786€
INVESTMENT

2015
24,712,987€



PEOPLE

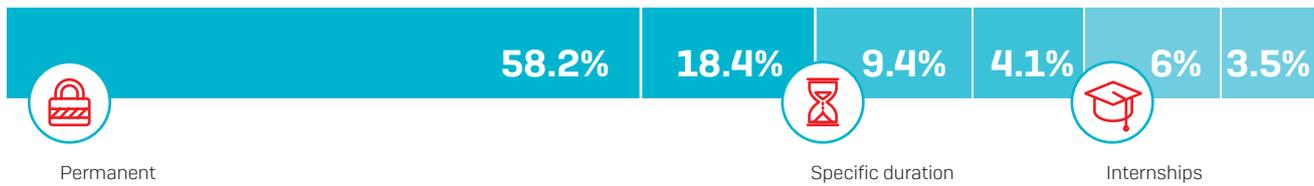
2,700 WORKFORCE
31 DECEMBER 2016



FULL-TIME EQUIVALENT AVERAGE WORKFORCE



CONTRACTS



100%

Covered by collective bargaining agreement



95%

Full-time workforce



5%

Workforce with a shorter working day



434

New hires



43

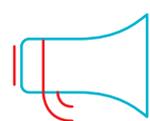
People with disability
1.5%



2016
5.93%

Absenteeism

2015
5.28%



84.92%

Incident rate
75% lower than 2015



691

Women on the workforce
25%



ENVIRONMENT



1,129,645 kWh
ELECTRICITY CONSUMED



531,890 kWh
RENEWABLE ENERGY



12,785.07 tCO₂eq
EMISSIONS

SUPPLIERS



763
SUPPLIERS

LOCAL SUPPLIERS

CANARY ISLANDS 42.8%	BALEARICS 11.32%	ARAGON 25.21%	CATALONIA 78.14%
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EMERU ESPAÑA HISTORY AND FUTURE

GENERAL ASPECTS

Since 2013, EMERU España has been our group's commercial brand, a series of companies specialising in medical transport by road in all its aspects and with the additional support of Investindustrial.

We're present in the Autonomous Communities of Catalonia, Aragon, Balearics and the Canary Islands:

ARAGON



UTE Nuevos Transportes Sanitarios de Aragón (NTSA)

CATALONIA



Transport Sanitari de Catalunya, SLU (TSC)



Ambulàncies Condal, SLU (AC)

BALEARICS



Contratas Ambulancias y Emergencias, S.A. (CAE)

Servei de transport sanitari terrestre urgent de Mallorca
Núm 1 UTE (STST)

CANARY ISLANDS



Transportes Aéreos Sanitarios Isleños, S.A. (TASISA)



Ambulancias Islas Canarias, S.L. (AIC)



ASSISTALIA, SL



AIC-ASSISTALIA, UTE



Our aim at EMERU España is medium-term growth by expanding to other regions, applying a strategy that includes winning new tenders and also taking over other firms in the sector. The kind of activity our company carries out means that it's highly variable in terms of regional presence from year to year (size), as well as in terms of some of the data reported. It can therefore be difficult to compare the Environmental, social and economic performance throughout the years, especially when it comes to terms of total data.

The company TSC, SLU is the largest in the group and also acts as a benchmark for the rest of the firms in terms of incorporating improvements and policies for management and social responsibility. TSC, SLU has acted as a driver for the rest of the group, with the different firms gradually implementing more responsible management systems.





Our mission and vision, as described in our 2016 Strategy, are as follows:

VISION

To be the leading medical transport company throughout Spain and with an international presence.

MISSION

To add value to society by providing a quality service.

The headquarters and central offices of EMERU España are in Barcelona (Avenida Josep Tarradellas, no. 8-10, 08029).

EMERU España currently offers the following 24-hour transport services, every day of the year:

NON-URGENT MEDICAL TRANSPORT [NUMT]

This consists of the arranged transport of people who can't use ordinary transport to visit a healthcare centre. Technically equipped individual or collective vehicles are used for this service.

URGENT MEDICAL TRANSPORT [UMT]

This kind of transport consists of taking sick or injured people using suitably conditioned vehicles when there is a situation that involves a risk to their life or irreparable harm to their health. Such transport is carried out by technically equipped ambulances with trained staff such as technical personnel, qualified nursing personnel and/or doctors, depending on the circumstances.

EVENTS AMBULANCE SERVICES

These are requested when there is an expected risk, such as with large concentrations of people at entertainment or sports events.





There were significant changes in our organisations in 2016, especially in Catalonia due to the start-up of the outcome of the latest medical transport tender. This has led to an increase in the number and locations of our branches and is reflected in many of our sustainability indicators in this report. A huge effort has been made to implement the group's philosophy and procedures and new organisational models have been established to boost efficiency in their management, adapting to the specific requirements of each zone.

Considerable investment was made in new facilities and vehicles in 2016, including their renovation, improvement and equipment. New healthcare materials were added to the urgent service in Catalonia, carrying out intense training in their use to ensure an excellent, professional service by our personnel. Investment has also been made in introducing better techniques in the non-urgent service, such as buying PT Fold electric chairs to help move patients in difficult conditions without risk for the personnel or interruptions to the service.

INTERNAL COMMUNICATION

In 2016 EMERU España worked on updating its Equal Opportunity Plans for each of its companies and the management approved the Non-Discrimination Plan to prevent discrimination and promote equal rights and opportunities for our workforce. The language used in our documents has also been reviewed, insisting on the use of neutral language and removing any sexist or male-centred terms.

At EMERU España we're also convinced that information and transparency help us to achieve a better working environment. For this reason, in 2016 we fully implemented our Employee Portal as a fast communication tool for our professionals. We're also working on reinforcing the use of "Management Notes" via email and text messaging as an effective, direct form of communication, as well as producing and publishing our corporate magazine.

Lastly, in 2016 our group of companies decided to draw up our first Sustainability Report, culminating the implementation of a Corporate Social Responsibility management system and as an exercise in transparency for our stakeholders.





DESCRIPTION OF OUR SUPPLY CHAIN

The operational processes involved in patient transport start when clients request an ambulance service and end once the service has been carried out. The supply chain therefore includes all processes related to the administration of suppliers and users. These processes are interrelated and are carried out in several stages before the service is provided.

We differentiate between the following stages and related activities:

SUPPLIER RELATIONS MANAGEMENT

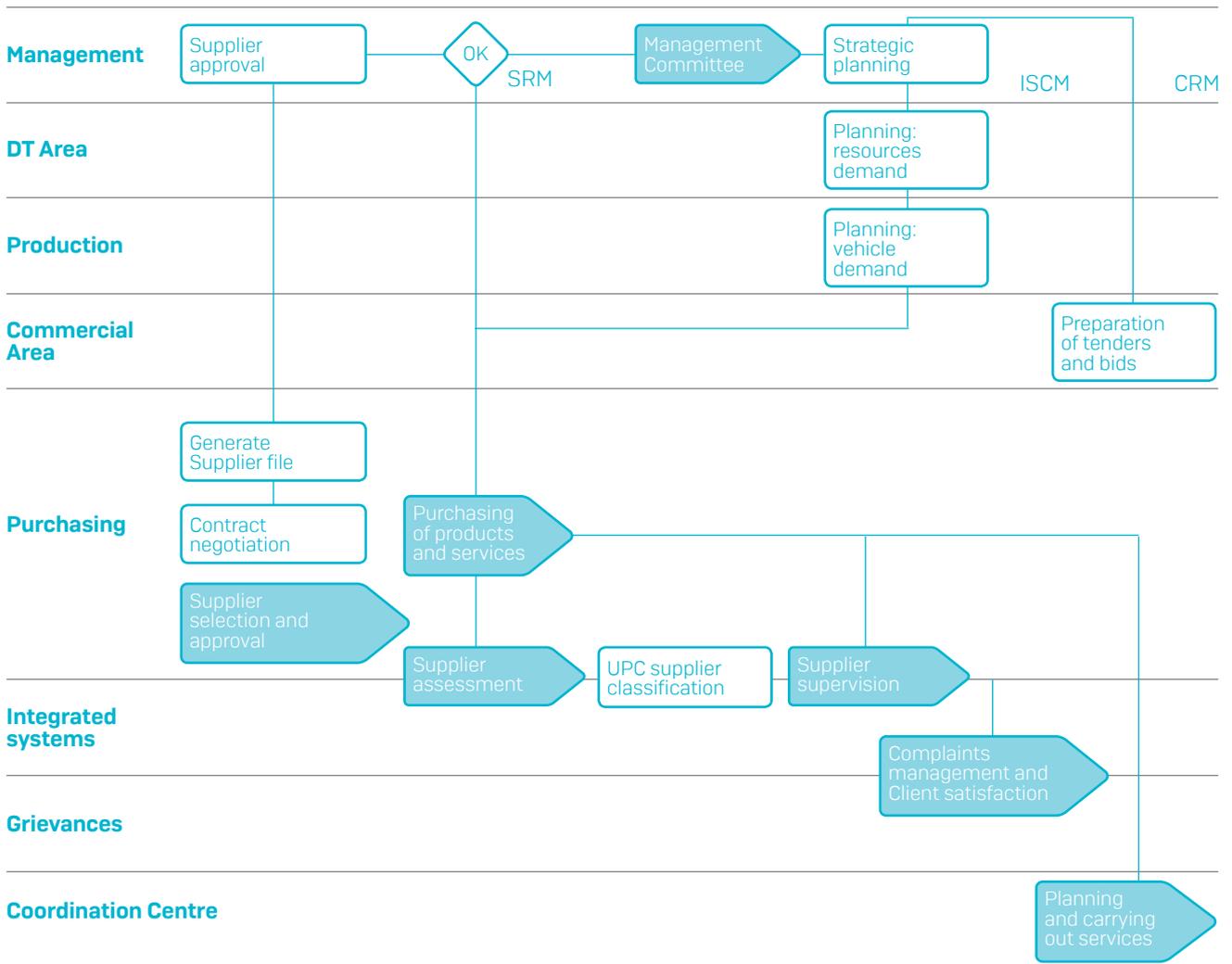
- Selection and approval of suppliers according to their capacity to meet our needs.
- Negotiation of contracts with approved suppliers.
- Classification and assessment of suppliers according to: i) Impact on the services provided; ii) Impact on the environment; iii) Impact on the health of our personnel.
- We differentiate between the following supplier categories:
 - **Critical** - high negative impact: vehicle maintenance and repair, medical equipment, calibration of medical electrical equipment, maintenance of fire-fighting systems, etc.
 - **Intermediate** - moderate negative impact: products to clean and sterilise ambulances, laundry, personnel training, doctors to carry out emergency services, facility maintenance, etc.
 - **Non-critical** - not able to cause a negative impact
- Purchasing the products and services required to keep the company operating and provide our services.

INTERNAL SUPPLY CHAIN ADMINISTRATION

- Strategic planning of the allocation of resources and adaptation of processes to the demand for services. Decisions are taken by the steering committees.
- Planning the demand for the resources required to carry out the services. We differentiate between demand for goods resulting from the organisation's activity to the demand for medical transport fleets.
- Supervision and assessment of the group's suppliers by analysing and receiving data provided by our suppliers. We therefore manage both the fulfilment of our supplier agreements and also any grievances or suggestions they may have regarding our company.

CLIENT RELATIONS ADMINISTRATION

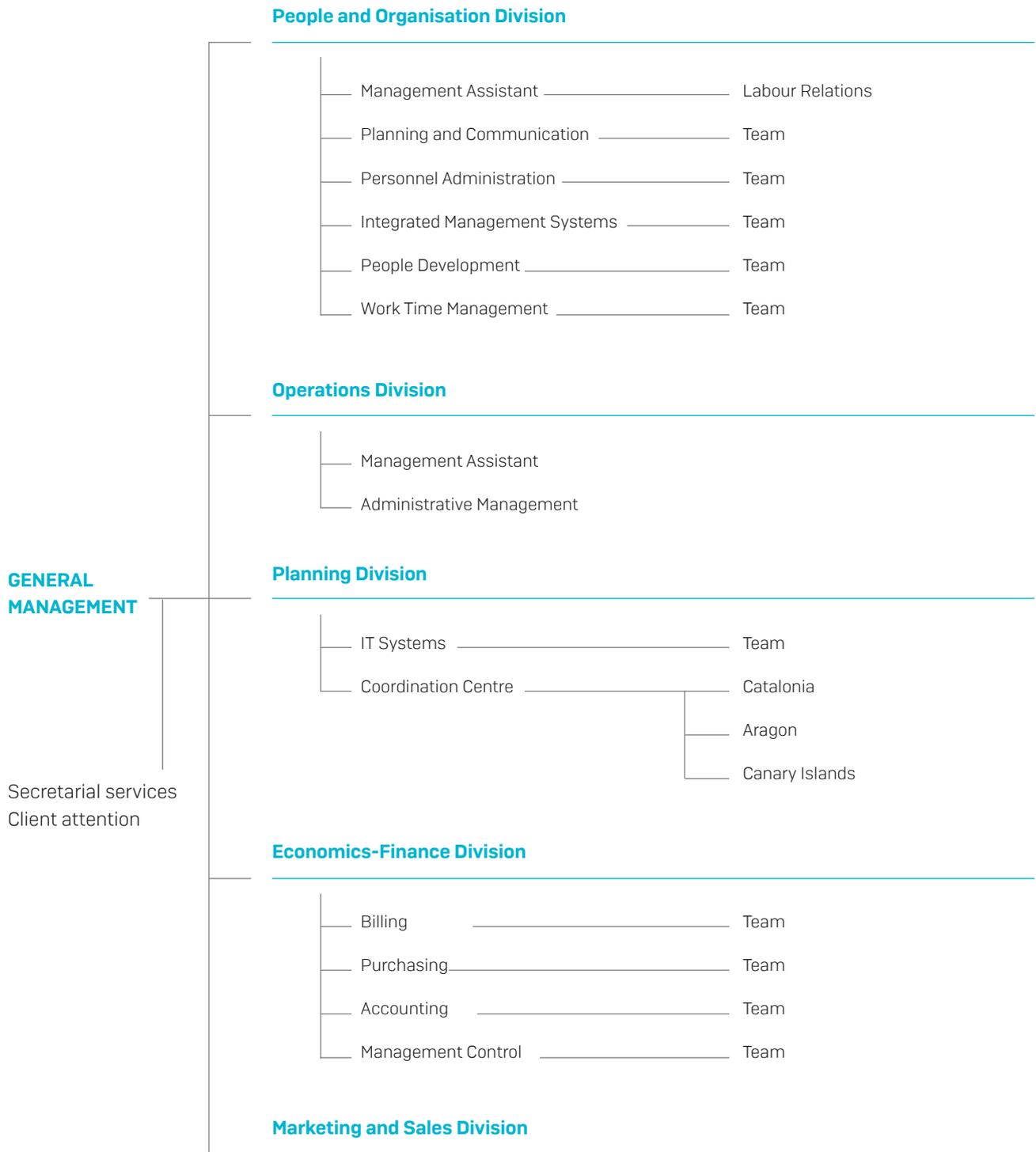
- Preparation of tenders and bids for service contracts.
- Planning and carrying out the services at our Coordination Centre.
- Handling complaints and client attention.





ORGANISATIONAL STRUCTURE

EMERU España has an overall structure responsible for managing the whole organisation (see diagram) and a simpler regional structure for local operations, essentially with managers, a person responsible for operations and another for management and personnel.





The highest governing body of EMERU España is the Management Committee, made up of the CEO and directors responsible for the divisions of People and Organisation, Operations, Planning, Economics-Finance and Marketing and Sales. This committee meets every two weeks to monitor the business strategy. Regional management holds monthly meetings to monitor the balanced score-card (KPIs).

The group has different divisions to support the senior management: Economics-Finance, Planning, Operations, People and Organisation, Commercial and Sales and also the Regional Divisions.

Leaders are those who have people in charge, as well as responsibilities that are reported to the Management (team/group). Likewise, in addition to the aforementioned people, leaders are also the work centre managers (Centre Head, Operations Head and Management Heads).

Those people responsible for a technical department are also included as leaders, as they are essential to the area functioning effectively. These are:



Planning and Communication



Personnel Administration



Integrated Management Systems



People Development and Recruitment



Work Time Management



IT Systems



Billing



Purchasing Management



Accounting and Controlling



Service coordination



We have the following committees at EMERU España:

Health and Safety Committees

These 12 committees have an equal representation of the company and the workers in order to foster collaboration between them. They are responsible for everything related to occupational health and safety. Health and safety communication is established through the Joint Health and Safety Unit or the Health and Safety branches themselves.

Social Responsibility Committee

This committee is made up of the People and Organisation division and the person in charge of the Integrated Management System. Its role is to guide and assess the application of the Code and handle any conflicts and/or internal complaints brought by the company's workforce. This committee reports to the Board of Directors on any conflicts that require its involvement, as well as on the compliance with the Code, the activities of the Committee itself and its recommendations or proposals for improvement.

COLLABORATION WITH ASSOCIATIONS

At EMERU España we belong to and have a relationship with various medical transport associations in our areas of operation. We participate in equal projects of training, health and safety, etc. with the Catalan Association of Ambulance Companies (ACEA), as well as on committees and collective bargaining negotiations to ensure common criteria are adopted in the sector. We also form a part of the National Federation of Ambulance Companies (ANEA, national employers association based in Madrid), the Canary Islands' Association of Ambulance Companies (ACEA), the Aragon Association of Ambulance Companies (AAEA) and the Ambulance Association of the Balearic Islands (AAIB).

EMERU España has also established relations with the Catalan Union of Hospitals (UCH), a business association for companies providing medical and social services, to receive advice and guidance and to carry out studies of interest.



CSR WITHIN EMERU'S STRATEGY





CSR WITHIN EMERU'S STRATEGY

GENERAL ASPECTS

At EMERU España we're governed by the following fundamental principles, expressed in the commitments stated in our Corporate Manual for our employees:

- Adding value to society
- Sustainable investment and development
- Preventing harm to and deterioration in people's health
- Preserving and protecting the environment
- Promoting a healthy environment both inside and outside work
- Preventing occupational accidents
- Commitment to equality and the non-discrimination of people

As stated in our 2016 Strategic Planning document, EMERU España wishes to fulfil these commitments through Innovation, Professionalism, Responsibility, Honesty, Decent Treatment, Sustainability and Enthusiasm and we aim to reflect this in our slogan: "COMMITTED PEOPLE".

We have been integrating Corporate Social Responsibility within our management system since 2012 and have set up mechanisms which encourage the participation and training of our personnel and contribute towards sustainable development, above and beyond compliance with legal requirements.

The company TSC, SLU, representing the major share of the group and a pioneer in incorporating management systems to guarantee quality and excellence, has acted as a driver for the rest of the group and now all the companies have implemented more responsible management systems. In 2004 the decision was taken to implement a quality management system in accordance with ISO standard 9001. In 2008 the specific standard appeared for Medical Transport, UNE 179002, serving to reaffirm the organisation's commitment to working with the utmost quality.

This same company carried out the first standard EFQM self-assessment in 2010. To improve the score obtained in this assessment, it gradually included Corporate Social Responsibility (CSR), Environmental Management (ISO 14001), Occupational Health and Safety OHSAS, and other management certificates (Health Generating Enterprise) and also made improvements to the technology and equipment of the vehicles and to personnel training.

In accordance with this commitment to responsibility and sustainability, TSC, SLU has been a member of the UN Global Compact since 2011. TSC's alignment with the Global Compact's principles and the regular publication of progress reports have strengthened this company's leadership within the group and also the sector in terms of sustainability and social responsibility. Our aim is to include the rest of the group's companies in the near future.



PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2

Businesses should make sure that they are not complicit in human rights abuses.

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4

Businesses should uphold the elimination of all forms of forced and compulsory labour.

Principle 5

Businesses should uphold the effective abolition of child labour.

Principle 6

Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Principle 7

Businesses should support a precautionary approach to environmental challenges.

Principle 8

Businesses should support undertake initiatives to promote greater environmental responsibility.

Principle 9

Businesses should support encourage the development and diffusion of environmentally friendly technologies.

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

STANDARDS

In 2016 the ISO 14001 certificate was achieved for our companies in the Canary Islands (TASISA, ASSISTALIA, AIC) and for areas in the province of Zaragoza for our company NTSA, which joined the group in 2015, as well as extending the scope of Mallorca's centres within this certification. This certification in 2016 means that all the quality, environmental and health and safety management systems are now fully integrated at a group level, in turn unifying the different departments. We can now

state that all our companies hold all the quality, environmental and health and safety standards, as well as certification as a Health Generating Enterprise and the specific UNE 179002 standard for the medical transport sector.



The Integrated Management Systems are currently coordinated by a department that reports directly to the People and Organisation Division. This has led to improvements for clients as everything generated by the department is reviewed from these three perspectives, ensuring all

aspects are taken into account when defining operational systems and their implementation, as well as making it easier to manage the system's documentation.

Standard / Benchmark	TSC	AC	NTSA	Canary Islands	Balearics
ISO 9001	2004	2004	2015	2014	2014
UNE 179002	2009	2009	2015	2014	2014
ISO 14001	2013	2013	2016	2016	2014 - 16
OHSAS 18001	2012	2012	2015	2015	2015
Health Promoting Company	2015	2015	2015	2015	2015
EFQM	2012 (+300) 2013 (+400)	2012 (+300) 2013 (+400)	-	-	-

The Code of Conduct was recently approved, governing the behaviour of people belonging to the business group to ensure they're in line with its corporate principles and values. This code is contained in the Corporate Manual for personnel and is thereby implemented throughout the organisation. The approval, dissemination, management and compliance of the code are the responsibility of the Board of Directors. The Social Responsibility Committee is

in charge of advising on the Code's application, as well as handling complaints and initial investigations.

On an annual basis, EMERU España programmes training for the areas of healthcare assistance, health and safety and environmental issues.

Moreover, TSC, SLU has joined the following initiatives:

Principle, programme or initiative	Date of adoption	Countries or operations where applied	Stakeholders involved	Type of initiative
United Nations Global Compact	2011	Global	People Shareholders	Voluntary
Diversity Charter	2010	Spain	People Shareholders	Voluntary
Climate Change of Catalonia	2015	Catalonia	People Shareholders Suppliers	Voluntary



STAKEHOLDERS

It's vital to know our stakeholder expectations in order to include these in our business strategy. In 2017, taking advantage of the preparation for this report and as part of the materiality study, the map of stakeholders identified in the EFQM* was reviewed, with prioritisation to focus activities and efforts on those stakeholders with a higher priority for EMERU España.

This review and prioritisation was carried out taking into account the degree of impact stakeholders have on EMERU España and, on the other hand, the extent to which they are affected by the activities of EMERU España.

* The European Foundation for Quality Management, (EFQM) is a non-for-profit membership foundation that defines the EFQM model of Quality and Excellence as the way for self-evaluation and determination of processes for continuous improvement in business environments, both private and public.



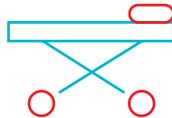
The priority groups for the 2016 sustainability report are as follows:



NON-USER CLIENTS

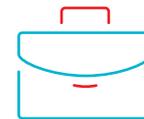
Organisations that hire our services (public administration such as hospitals or day centres, or private firms requiring our services).

- Administration
- Private firms



PERSONNEL

People who carry out some kind of remunerated work or activity within EMERU España.



SHAREHOLDER

Those who own shares of one or more of the group companies.



USER CLIENTS

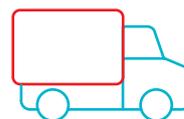
People transported via ambulance.

- Citizens



COMPETITION

Carrying out the same profession or activity as EMERU España.



SUPPLIERS

Person or firm providing EMERU España with products and/or services.



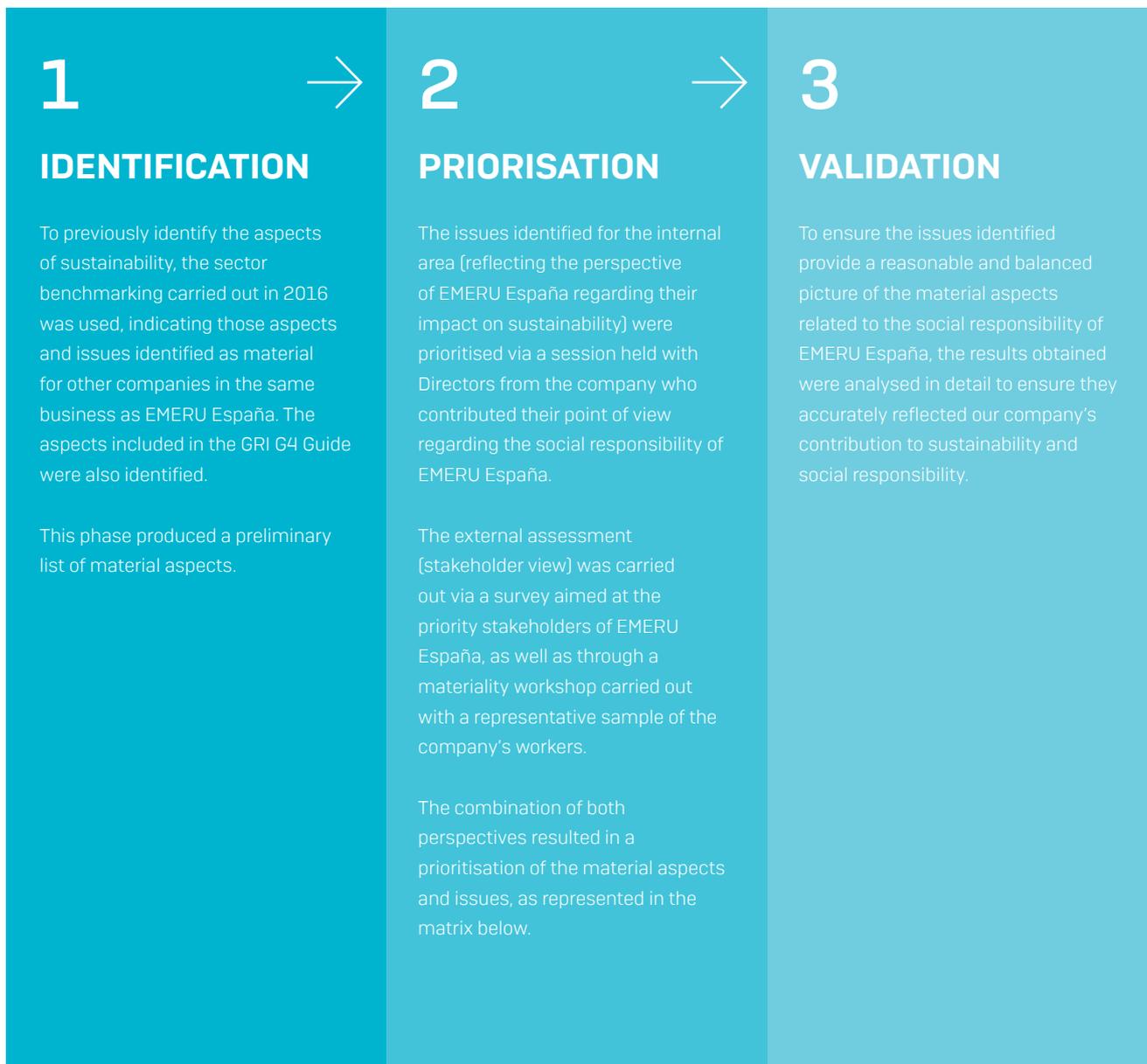
IDENTIFICATION OF CSR MATERIAL ASPECTS

The material or key aspects regarding sustainability for EMERU España have been identified by consulting people internal to EMERU España and also its stakeholders. A total of 180 people have taken part, representing different stakeholders. This was carried out via focus groups and also online surveys.

A materiality analysis was carried out in accordance with the AA1000 Stakeholder Engagement Standard by AccountAbility and also bearing in mind the principles of

the G4 Guide by GRI (Global Reporting Initiative). The result has helped to determine the material aspects internally and also from an external point of view of the organisation, thereby meeting the requirements of both standards.

The findings of this analysis are represented in the materiality matrix, which classifies the aspects according to their internal materiality for EMERU España and external materiality for its priority stakeholders.





MATERIALITY MATRIX

		Material aspects and issues		
		Low	Medium	High
Stakeholder materiality	High	Effluent and waste	Energy Emissions Training and education	Employment Occupational health and safety Customer health and safety Customer satisfaction Customer Privacy Compliance with laws and regulations
	Medium		Labour/Management relations Non-discrimination	Economic performance Products and services Anti-corruption
	Low	Procurement practices Regulatory compliance Supplier environmental assessment	Transport Overall Environmental training and awareness-raising for workers * Supplier assessment for labour practices Local communities Supplier assessment for impacts on society Education and information on health and safety aimed at society * Marketing communications Grievance and reporting mechanisms for incidences	Diversity and equal opportunity Equal remuneration for women and men Labour practices grievance mechanisms Inclusive working environment based on diversity and multiculturalism *
		Low	Medium	High
		EMERU materiality		

Topics marked with an * are aspects not covered by the GRI Guidelines

- Environmental aspects
- Economic aspects
- Working practices aspects
- Human rights aspects
- Society aspects
- Product responsibility aspects



The material aspects resulting from the prioritisation and subsequent assessment by the organisation can be seen in the diagram. It should be noted that some aspects that don't appear in the materiality matrix as the most important both for EMERU España and for its stakeholders have been deemed material in any case due to their strategic importance.

Finally, the material aspects and issues that most accurately reflect the contribution made by EMERU España to sustainability and social responsibility are as follows:



ECONOMIC

-
- 1. Economic performance
-



ENVIRONMENTAL

-
- 1. Energy
 - 2. Emissions
 - 3. Products and services
 - 4. Effluents and waste
-



SOCIAL

Labour Practices

-
- 1. Employment
 - 2. Occupational health and safety
 - 3. Training and education
 - 4. Labour/Management relations
 - 5. Diversity and equal opportunity
 - 6. Equal remuneration for women and men
 - 7. Labour practices grievance mechanisms
-

Human Rights

-
- 1. Non-discrimination
-

Society

-
- 1. Anti-corruption
-

Service Responsibility

-
- 1. Customer health and safety
 - 2. Customer satisfaction
 - 3. Customer privacy
 - 4. Compliance
-

SOCIAL COMMITMENTS





SOCIAL COMMITMENTS

Having a motivated staff working in a good environment is vital for a company's growth and to increase its efficiency and the quality of the service or product it offers, but this is particularly important for companies providing person-to-person services such as EMERU España. That's why developing policies to improve the working climate and provision of the service has been our internal goal since 2014.

In the 2017 Strategic Plan, whose preparation had already begun in the reporting period, "Develop efficient and fair people management policies" is once again a strategic objective to be achieved through various actions, including the reduction of absenteeism, the preparation of surveys on the working climate that help to develop an action plan, promoting enthusiasm and empowerment and carrying out actions to retain talent.



An internal goal of EMERU España is to "Develop efficient and fair people management policies"





MAIN INDICATORS

LABOUR RELATIONS

The renewal of the contract in Catalonia and an increased presence in Aragon have led to growth in our team of professionals.

In 2016 the number of people employed by the company, at 31 December, was 2,708, of which 76.6% are on a permanent contract and 95% work full-time.

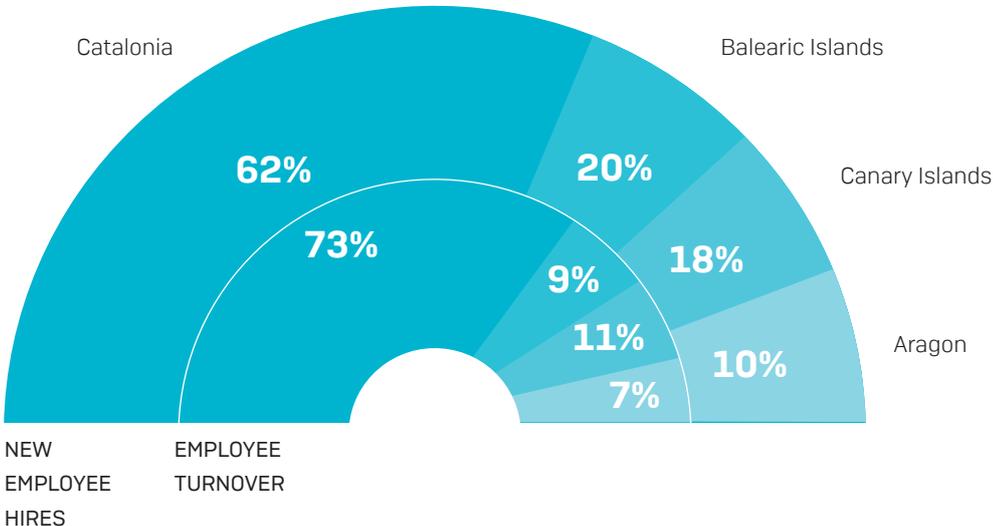
In 2016 we created 434 new jobs, of which 66.6% have been taken by men and 33.4% by women. 376 people also left the company in 2016, 73.4% men and 26.6 % women.

We consolidated our growth outside Catalonia in 2016. Reviewing new recruits and employee turnover by region we can see that, proportionally, we have created more jobs in the Canary Islands and Aragon than in Catalonia.



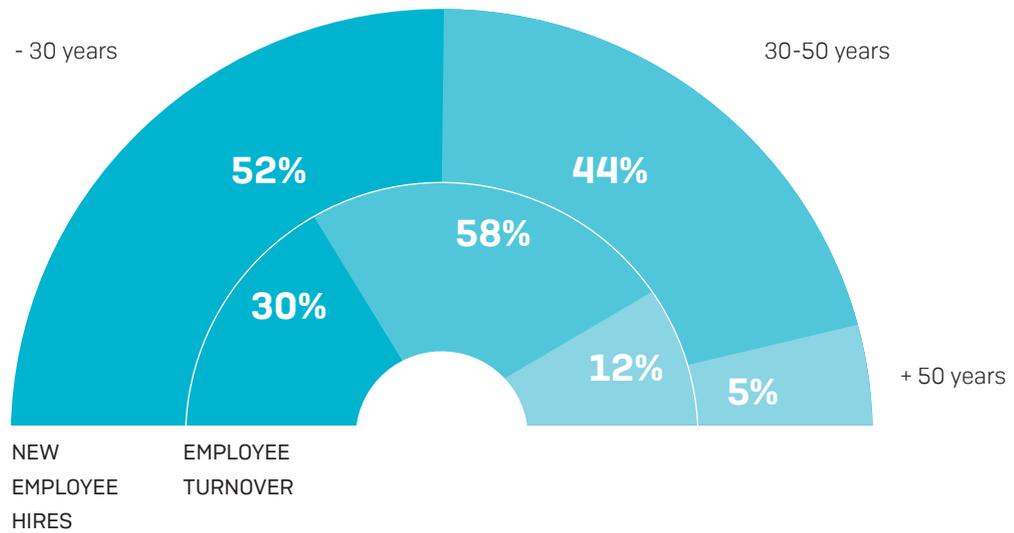
**EMERU España
continues to increase
its workforce, which
has grown by 4% since
2015**

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER IN 2016





Our workforce is also getting younger. The turnover in the age group of people over 50 was not replaced in kind while new employee hires were concentrated in the lower age group.



To improve labour and personnel conditions for the older age group, EMERU España has offered early retirement to employees aged between 60 and 65 years.





A GOOD WORKING ENVIRONMENT

One way to uphold workers' rights is by including material aspects in collective agreements or in workers' statutes as well as their participation in workers' committees.

In the Workers' Statutes, EMERU España establishes the minimum notice period regarding significant operational changes, a period of time which allows dialogue and a more gradual application of important changes. Collective agreements have also been reached for each community in which the company operates. In 2016 a new agreement was approved for Aragon.

To assess the impact of the policies implemented in EMERU España to create and maintain a good working environment and to ensure the occupational health and safety of the whole workforce, in January 2014 we commissioned surveys on the professional satisfaction and motivation of our employees in the different communities where we operate, at a general and psycho-social

level. 47% of the workforce took part (more than one thousand people were surveyed). The following aspects were assessed: professional task, environment and work resources, pressure, atmosphere and teamwork, corporate image, corporate management, management and organisation, leadership at different levels, situation of the senior management, internal communication, trust and coherence, job stability, recognition, training and development, work/life balance, wages, equality and global commitment. All aspects were rated between 5 and 8.5.

Different factors that needed to be tackled came out of these surveys, by job and region. The most frequent of these factors were training and development, communication, trust and management and organisation.

In 2016 work continued on the action plan resulting from the study of the working environment and the psycho-social study "Opina", implementing actions such as:



Meetings between Regional Directors and movement personnel to improve the sensation of proximity, report on actions carried out by our companies and show concern for people.



Creation of work groups among movement personnel to improve the working environment at some centres.



Bringing the Coordination Centre closer to movement personnel, for example through the latter visiting and presenting explanations to our Coordination Centre.



Follow-up of the improvements implemented in the facilities of our new work centres, etc.



Another important aspect to ensure a good working environment is related to the welfare of our workers. People's welfare and health are a priority for EMERU España, most particularly, given their daily work, the consequences of poor practices by our professionals which can negatively affect the health of the people using our services.

Occupational health and safety is completely implemented at all levels of the company, integrated within the daily processes of the work centres. Although occupational health and safety is already extensively covered by legislation, our group has chosen a more demanding level, achieving the OHSAS 18001 certificate for Occupational Health and Safety Management Systems in all our companies. There are also regular Legal Audits of the Emergency Service, the last one in 2015.

All workers at EMERU España have also received training in health and safety and are supported by a Joint Health and Safety Unit and Health and Safety Committees.

The Joint Health and Safety Unit is an independent service which manages the material aspects of health and safety of workers in the companies covered. The Joint

Health and Safety Unit is made up of people with higher qualifications in company health and safety, being responsible for Safety at Work, industrial hygiene, ergonomics and psycho-social health, as well as external health protection services.

Both services, internal and external, have developed procedures for prevention and training based on a prior analysis of the potentially associated risks.

Health and Safety Committees act as intermediaries between the company and its personnel and are a vital tool for the implementation of occupational health and safety management.



**EMERU has reduced its
incident rate by 7.5%**



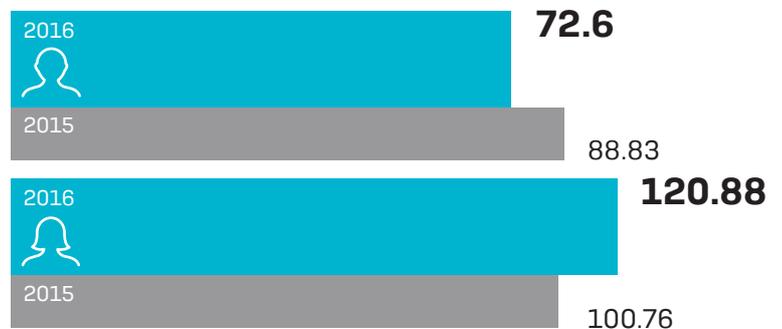


Any events occurring in the EMERU España companies are investigated: incidents, accidents without sick leave and accidents with sick leave.

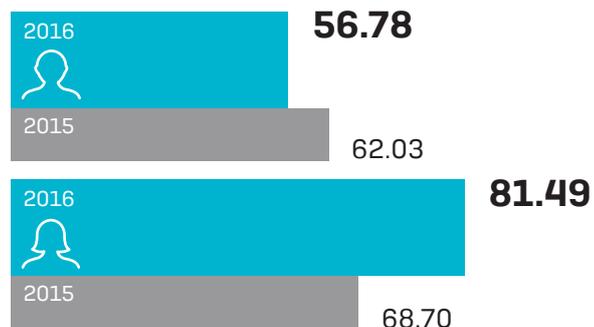
With all these measures in place, the level of occupational accidents with sick leave has remained stable throughout 2015 and 2016 at 245, affecting more women than men, proportionally. As the workforce increased in 2016, the overall accident rate has fallen. With regard to the number of lost days (counting occupational accidents and common contingencies), there were 45,436 lost days in 2015 and 55,047 days in 2016.

ACCIDENT RATE

Accidents with sick leave



Accidents without sick leave



NOTE: The accident rate is calculated as follows: $(\text{no. occupational accidents} / \text{full-time equivalent average workforce} / \text{year}) \times 1000$



Regarding work centres, there are more accidents in Catalonia than in the rest of the regions as its workforce is much larger. Moreover, the increase in the work centres in Catalonia, due to the company winning the medical transport tender in 2016, makes it difficult to compare data with 2015.

OCCUPATIONAL ACCIDENTS

Accidents with sick leave

2016	Catalonia	Canary Islands	Balearics	Aragon
	84	32	25	8
2015	Catalonia	Canary Islands	Balearics	Aragon
	116	28	26	9

2016	Catalonia	Canary Islands	Balearics	Aragon
	47	23	13	6
2015	Catalonia	Canary Islands	Balearics	Aragón
	35	15	13	3

Accidents without sick leave

2016	Catalonia	Canary Islands	Balearics	Aragon
	60	45	5	12
2015	Catalonia	Canary Islands	Balearics	Aragon
	59	39	12	5

2016	Catalonia	Canary Islands	Balearics	Aragon
	25	23	5	7
2015	Catalonia	Canary Islands	Balearics	Aragon
	20	17	4	4

Accidents with sick leave are slight and most related to muscular injury due to strain, which is directly related to the type of work we carry out.



CAUSES OF SICK LEAVE WITHOUT ACCIDENT

				
	2015	2016	2015	2016
Strain (skeletal muscle...)	94	83	27	42
Knocks	11	10	5	8
Crushing	5	4	3	2
Aggression	2	2	1	2
Sprains	18	12	10	8
<i>In itinere</i>	21	21	7	6
Falls from a height	-	-	1	-
In mission	10	5	3	3
Other	10	10	5	8
Cuts	1	-	-	-
Falls at the same height	7	9	4	10





We make a continued effort to reduce accidents due to strain:



Practical training: the health and safety service, in collaboration with Paul Dotte trainers, developed a method to for moving and transferring people and objects for medical transport and regular training is given on this in order to minimise the risk of strain during such operations.



Enlargement of the PT Fold electric wheelchairs for the non-urgent service: these chairs mean that a single person can move users up and down stairs easily and with less risk of strain. Our organisations have been committed to this equipment for years and, in 2016, the number of chairs available in Catalonia and Aragon was significantly increased. We have seen a reduction in accidents due to strain at the work centres using this equipment.



Continued information and training in protocols to carry out services correctly without risk of strain, making use both of the technical resources provided and also the organisational measures implemented, such as requesting back-up.

The Joint Health and Safety Unit also carries out studies of the new resources available on the market and their suitability regarding the risks and requirements of our work, making proposals for their implementation.

It should also be noted that, in 2016, training was carried out in road safety and efficient driving, which may have been related to the reduction in the number of “in mission” accidents recorded last year.

The absenteeism rate was 5.28% and 5.93% in 2015 and 2016, respectively.



PROMOTING TALENT

EMERU's Strategic Training Plan

Developing and fostering people's talent helps to motivate and satisfy personnel and also provides a competitive advantage that contributes to the company's success and boosts profits.

EMERU España sees its Training Policy as a fundamental essential area that helps us to grow, develop and improve the characteristics of our healthcare assistance service at the same time as helping us to grow both personally and professionally.

The training planned by the organisation means the company can have the best professionals in the sector because, at EMERU España, our aim is to be recognised by society as leaders in medical transport in Spain and a

major benchmark in urgent and social medical services. Moreover, one of our company's goals is to become a benchmark in training, in order to carry out our mission: "Adding value to society through a quality service".

Our Training Plan is developed through the People and Organisation Division. It's aimed at achieving qualitative and efficient people management and at complying with the goals and strategic approaches established every year. There's a Training and Development area which reports to the Human Resources department, responsible for detecting training needs and also planning, implementing and improving the group's training policy. The aim is to improve in attitude, increase knowledge and acquire skills to gain in quality and assistance.

The Training Plan is divided into three phases: Planning, Implementation and Assessment.



PLANNING

We study training needs based on the current situation and targets regarding how much and what should be achieved. From this analysis we define training to be carried out over the year. In this phase we also define the training schedule and the resources required.



IMPLEMENTATION

Training is given either by a group of internal instructors or external instructors or training centres.



ASSESSMENT

We assess the impact and to what extent the targets defined in the general Training Plan and specific targets of the training have been achieved.



Training includes the obligations of legislation in the area of labour, healthcare, transport and occupational health and safety.

AVERAGE HOURS OF ANNUAL TRAINING

Personnel from the service coordination centre



Full-time employees



Technical assistance staff



In 2016 we covered the following subjects as part of the continued training plan for technical personnel, by region:

AUTONOMOUS COMMUNITY OF ARAGON AND AUTONOMOUS COMMUNITY OF THE CANARY ISLANDS

Course content from the Intermediate Degree in Medical Emergencies, occupational health and safety, environment and medical/healthcare systems.

AUTONOMOUS COMMUNITY OF THE BALEARIC ISLANDS (PALMA DE MALLORCA)

Course content from the Intermediate Degree in Medical Emergencies, occupational health and safety and environment.

AUTONOMOUS COMMUNITY OF CATALONIA

Course content from the Intermediate Degree in Medical Emergencies, occupational health and safety, environment, equality plan and gender awareness and medical/healthcare systems.



For the personnel from the coordination centre and full-time employees, we provide with different activities and training pills, linked to occupational health and safety, improvement of procedures and skills and healthy lifestyle.

All training is given free of charge and the company pays 100% of the cost, either directly, or by using continued training credit which is related to the State Foundation for Workplace Training.



FAIR WORKING ENVIRONMENT

The Equal Opportunity Plan of EMERU España, drawn up in accordance with Organic Act 3/2007 for the effective equality of women and men, approved by the Management, defines measures and actions to promote a fair working environment that goes beyond strict compliance with the law.

In spite of this plan, it's true that the workforce is primarily male and this is also a feature of the sector, of which we are fully aware. The most widely represented age ranges are between 30 and 50. These trends are repeated at the level of governance. EMERU España's governance body is made up of six people, all men aged between 30 and 50, except for one who is over 50.

It should be noted that the organisations within EMERU España aim to be companies that allow their personnel to age within a healthy environment. It is therefore significant that 15 of our workers enjoy part-retirement.



We have an Equal Opportunity Plan, updated in 2016, for all the group's organisations

To comply with Act 13/1982, of 7 April, on the Social Integration of Disabled People, at EMERU España we are officially exempt and have adopted alternative measures in those companies where the 2% ratio is not reached required by law of people with disabilities in the workforce. At EMERU España we hire services from Special Employment Centres to reach the 2% ratio, that that must be complied according to legislation. (INTEGRARTE on the Canary Islands and MINUSVAL are examples of special employment centres, supplying special uniforms and footwear). Specifically, a total of 43 people with a disability work with us.

Regarding other diversity indicators, at EMERU España we have 42 people of other nationalities which enhances the composition of our workforce.

The basic salary is established by the collective agreements reached in each region so there's no discrimination between the wages received by men and women.

BREAKDOWN OF THE WORKFORCE BY AGE AND GENDER

Age

< 30 years 401	30-50 years 1,924	> 50 years 383
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Gender

 2,017	Men	 691	Women
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GOOD PRACTICES AND CORRUPTION

EMERU España has a Code of Conduct which establishes the behaviour and business practices in accordance with the corporate values and principles of social responsibility. This has been drawn up taking into account the documents IQNet SR 10 of Social Responsibility Management Systems and ISO 26000, Social Responsibility Guide.

This code specifically deals with aspects of corruption such as not accepting bribes, not authorising cash payments and not making contributions to political parties, among others. The Code is aimed at all directors and employees of the group.

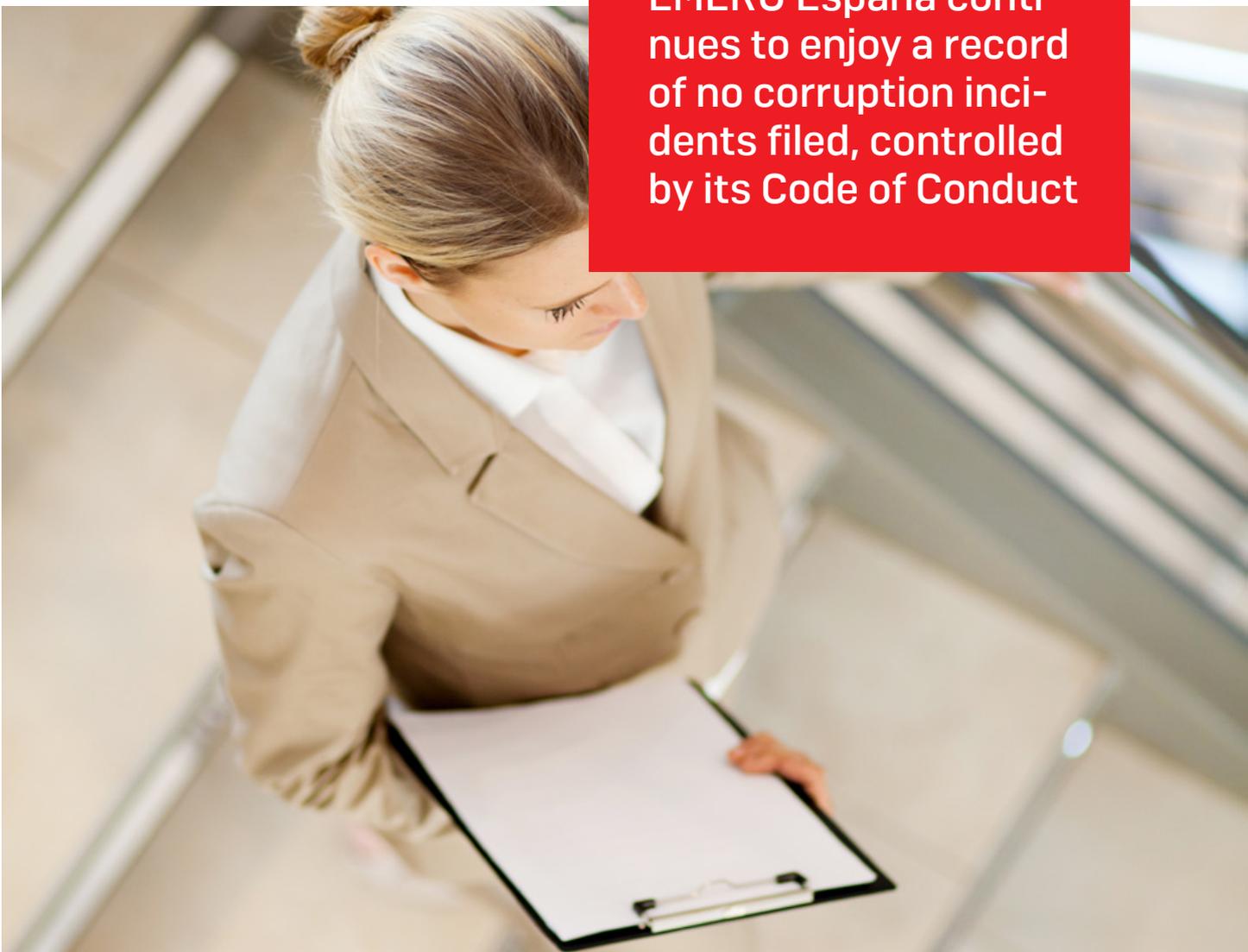
Given its kind of business, it is not rare for EMERU España to receive grievances regarding its labour practices, which could have a negative effect both on the welfare of our users and also on the company's image.

That's why it's very important to have efficient grievance mechanisms which provide considerable help in rectifying such impacts. To this end, we have an email address csr@emeru.net and a telephone number for people to present their doubts, suggestions or grievances concerning improper conduct. The personal data received are treated absolutely confidentially.

Due to the increase in area covered by the business of EMERU España in Catalonia, and as a logical consequence of a company undergoing expansion, in 2016 we had a total of 89 notices for inspection and labour disputes which were duly processed, of which 56 were resolved.



EMERU España continues to enjoy a record of no corruption incidents filed, controlled by its Code of Conduct





The level of user satisfaction with EMERU España can be considered to be high or very high

CUSTOMER SATISFACTION

EMERU España measures the degree of customer satisfaction via surveys with different kinds of client, in which the following features are evaluated:

FEATURES	NON USERS	EVENTS AMBULANCE SERVICES	USERS
Personnel image, training & attention	●	●	●
Service quality and satisfaction	●	●	●
Communication with the organization	●	●	●
Service level agreement and accomplishment	●	●	
Service scheduling and coordination	●		
Complaints management	●		
Legal compliance & competitiveness	●		





EMERU España has several channels to interact with clients, either to obtain information or handle grievances: the company website, email, telephone number and a complaints book. It also has a 24-hour hotline for clients and users that handles a range of aspects, such as requests for services, grievances and queries in general.

465 grievances were sent via the Catalan Health Service (CatSalut) and hospital centres in 2016 in Catalonia. The number of incidents sent via the Catalan Medical Emergency System was 1023. Due to the considerable changes resulting from winning the tender for medical transport in Catalonia, these data cannot be compared with those of previous years. In both cases, most of these incidents are due to alleged delays in providing the service although, in many cases, such incidents don't reflect the actual wait time permitted by the contract. Nevertheless, they have been recorded as incidents because they were received as such.

Grievances received directly from users of the transport service in Aragon and the Canary Islands can be compared. In Aragon the number of individual grievances has fallen significantly, by more than 50%. This suggests the service has improved during the second year of its operation, having taken note of the needs of both users and the client.

PROVINCE	2015	2016	% REDUCTION
Zaragoza	75	34	55%
Huesca	37	13	65%
Teruel	11	6	45%
Total Aragon	123	53	57%

In the Canary Islands, the percentage of grievances is very small (4 in 2015 and 1 in 2016).

At EMERU España we believe that another of the key factor in ensuring good customer relations and loyalty is to uphold privacy. The control procedures and mechanisms implemented by our organisations mean that we can guarantee compliance of applicable legislation in the area of confidentiality and data protection.

In 2016 no grievances were recorded regarding breaches of privacy or losses of data by clients.

As established by Organic Act 15/1999, of 13 December, on the Protection of Data of a Personal Nature (LOPD), all personal data provided by clients are filed and treated according to this legislation.

In 2016 our group companies passed their latest LOPD audit to guarantee legal compliance in the area of data protection.



The service provided by EMERU España has been rated 4 out of 4 among emergency service clients



PHILANTHROPIC ACTIVITIES IN THE COMMUNITY



Emeru-Joviat Scholarships - On 1 June 2014, EMERU España signed, together with the training centre Escola Joviat, a collaboration agreement to create the Emeru-Joviat Scholarships. Up to a maximum of 20 grants are given each year for people registered on the intermediate training cycle via distance learning.

On 12 March 2016, the Fundació Universitària del Bages, Althaia Red Asistencial Universitària de Manresa, Transporte Sanitario de Catalunya and Reanima signed a collaboration agreement to promote training in cardiopulmonary resuscitation in Central Catalonia. The aim of this agreement is to ensure a quality programme whose trainees can be certified and accredited from an academic and professional point of view.



Participation in the Cardiopulmonary resuscitation marathon aimed at schoolchildren in Manresa, in October 2016.



Participation in the project '*Manresa, a cardio-protected city*' - 350 pupils from schools and colleges in Manresa took part in the first mini-marathon of cardiopulmonary resuscitation, which taught 1,500 people how a defibrillator works. The aim of the mini-marathon was to reach young people to ensure they know how to act in the case of a cardiac arrest and lose their fear of using a defibrillator.



External training in Basic Life Support (BLS) and using an automated defibrillator (AED) and first aid training for local organisations, firms and associations, carried out by internal instructors related to other organisations. Particularly important was the training carried out with "la Caixa" of the personnel in its buildings (Cosmocaixa, CaixaForum, etc.) in BLS and in using an AED.



Reception of students undergoing practical sessions as part of their Medical Emergencies training, and also undergraduates in areas of functional structure.



Collaboration agreements with public and private centres to provide actions that help to obtain the mandatory minimum training defined by Royal Decree 836/2012 both for non-assistance vehicles (certificate as a medical transport professional) and for assistance vehicles (intermediate diploma in medical emergencies).



Providing material for organisations and training centres to carry out practical sessions, with the support of the company's own instructors.



Receiving students from training centres visiting the company's facilities, aiming to create synergies between the social-training area and the company.



Collaboration with the Guidance and Employment for Women Service (SOEM) of Laguna Council, signing a collaboration agreement and carrying out training talks.



Participation of TASISA in the 5th Health Seminar of La Esperanza (El Rosario Council, Tenerife), in the block on CPR (workshops on healthy lifestyles and health protection).



Participation of TASISA in the 1st March for Equal Opportunities in Employment, organised by the Red Cross in Santa Cruz de Tenerife and signing a commitment to promote access to employment among people with social difficulties.



At EMERU España, to manage our Equal Opportunity policy, we have taken the following steps that can be highlighted as good practices for the group:



Analyse the state of affairs



Plan actions



Create a communication channel - Personnel Portal



Online training in gender awareness



Production of a guide to the non-sexist use of language



Define a Sexual Harassment Procedure



Create an electronic channel for harassment cases



Publish articles in the corporate magazine, called *Magazine*

ENVIRONMENTAL COMMITMENTS





ENVIRONMENTAL COMMITMENTS

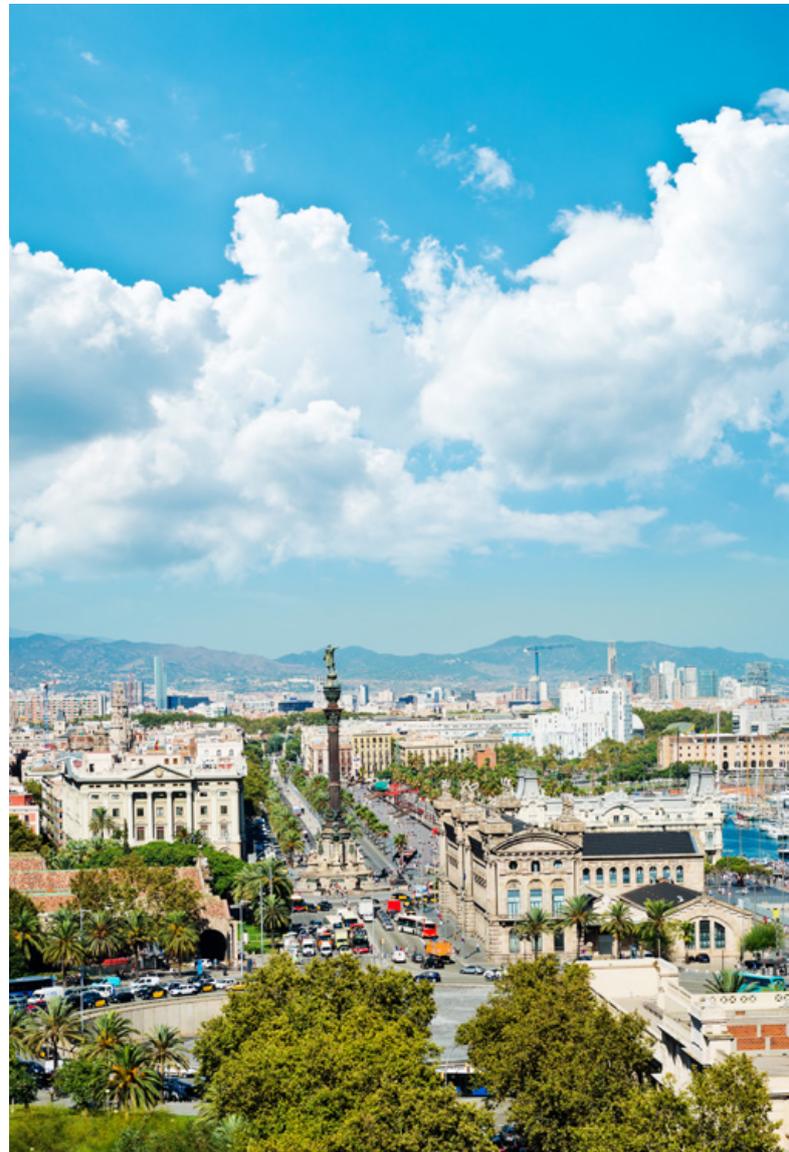
EMERU España has an environmental policy which is reflected in the certificates it has obtained, such as the ISO 14001 and the EFQM, achieving a score of +400.

In 2016, we achieved ISO 14001 certification for our companies on the Canary Islands (TASISA, ASSISTALIA, AIC) and for areas in the province of Zaragoza for our company NTSA, as well as extending the scope of Mallorca's centres within this certification.

To comply with our environmental commitment, we have initially established several targets to reduce the impact on the environment of our activity in Catalonia, compared to previous year 2015:

- 2% reduction in total CO₂ emissions in Catalonia by implementing measures to reduce the consumption of supplies and offset emissions.
- Compared with 2015, a 1.5% to 3% reduction in CO₂ emissions into the atmosphere due to fuel consumption in section A (Alt Pirineu), section F (Catalunya Central) and section J (Alt Penedès-Garraf-Baix Llobregat Nord) by installing solar panels in the UMT vehicles in these areas.
- 5% reduction in CO₂ emissions due to fuel consumption in Catalonia by collectivising non-urgent services.

Following the approach taken in Catalonia, in 2016 we decided to review and extend these targets in 2017 to the rest of the areas where we work. In some cases, the targets and initiatives established for 2016 were still valid in 2017 as they were not reached in the year covered by this report. For example, in the case of Catalonia, the target was reached overall but, in the Alt Penedès-Garraf-Llobregat Nord zone, there was a slight increase in CO₂.





MAIN INDICATORS

ENERGY

ENERGY CONSUMPTION

Consumption from renewable sources (kWh)



Consumption mains electricity (kWh)



Heating (m³ gas)



Automobiles (l diesel)



The increase in EMERU España's activity in 2016 has led to an increase in the overall consumption of fuel from non-renewable sources





9.91% reduction in the consumption of gas and electricity per m² of installations

This rise is due to EMERU España winning the tender for new locations in 2016, and therefore increasing its facilities. The increase has led to 16% more electricity consumption, 13% more gas and 16% more fuel-oil.

However, if we take into account the total surface area occupied by our facilities, the consumption of electricity and gas has actually fallen by 9.91%.

TREND IN GAS AND ELECTRICITY CONSUMPTION 2015 VS. 2016

2016	Consumption/surface area indicator	52	Consumption of gas and electricity	1,133,247
2015	Consumption/surface area indicator	57		987,481



GREENHOUSE GAS (GHG) EMISSIONS

One of EMERU España's potential environmental impacts is related to greenhouse gas (GHG) emissions associated with its activity. As in previous years, we've calculated the GHG emissions generated by our work, including emissions from all operations throughout Spain. These are:

Scope 1

Including direct emissions from sources that are owned or controlled by the company. In this respect, the calculation of EMERU's emissions includes greenhouse gas emissions resulting from the use of fossil fuels from fixed sources (natural gas for heating) and mobile sources (diesel consumption by ambulances and cars), as well as from leaks of refrigerant or HFC gases from the refrigeration and cooling equipment.

To calculate the scope's emissions, we have taken the emission factors provided by MAPAMA into account.

Scope 2

This scope includes emissions from the generation of electricity purchased and consumed by the company. This scope's emissions occur physically in the plant where the electricity is produced.

Their calculation has taken the emission factors associated with EMERU's different utility suppliers.

Scope 3

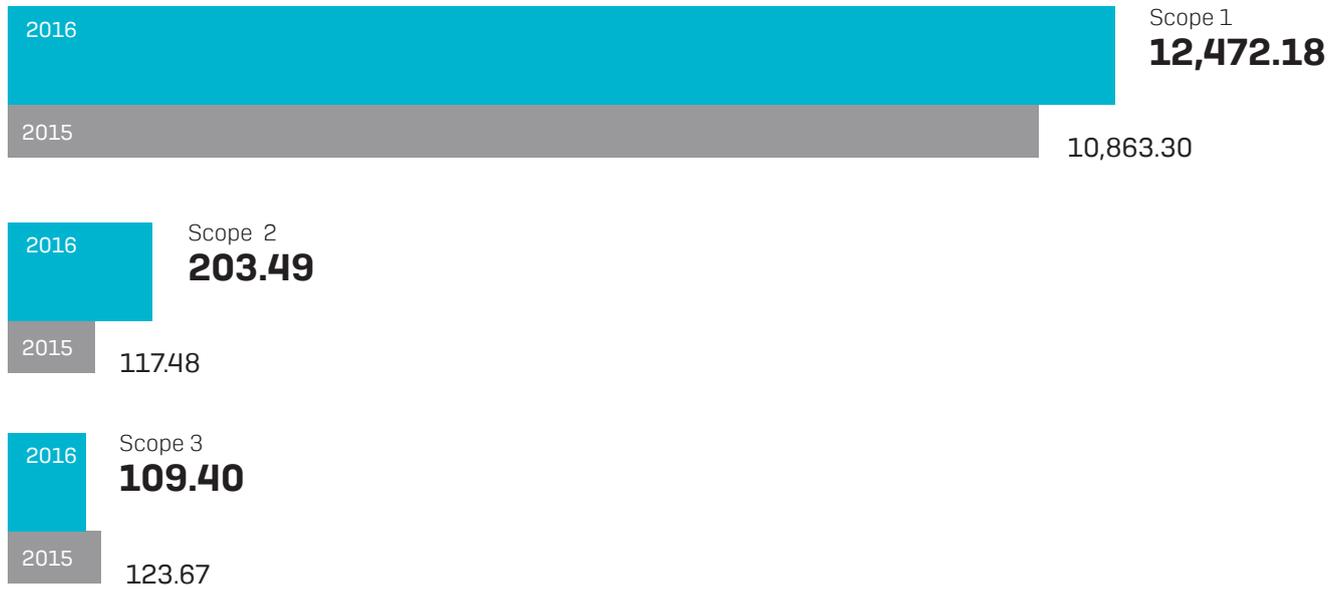
This scope includes the rest of the indirect emissions resulting from the company's activities but occurring in sources that are not owned or controlled by the company.

In calculating EMERU's footprint, the emissions related to the consumption of goods and services (water, paper and chemicals) and emissions related to generating waste associated with the organisation's activity have been taken into account.

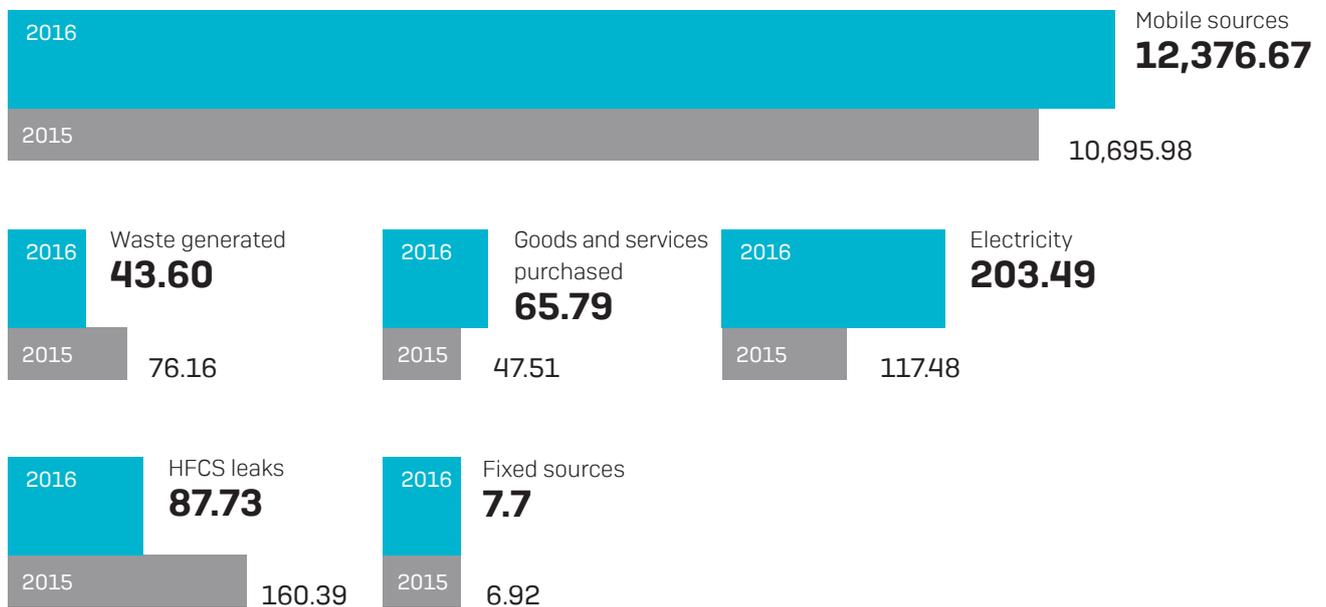
In accordance with the scopes included within the calculation, the GHG emissions related to EMERU's activity were 11,104 tonnes CO₂e in 2015 and 12,785 tonnes CO₂e in 2016, a 15% increase in emissions due to the enlargement of EMERU's services in Spain in 2016.



TREND IN GHG EMISSIONS 2015-2016 BY SCOPE (tCO₂e)

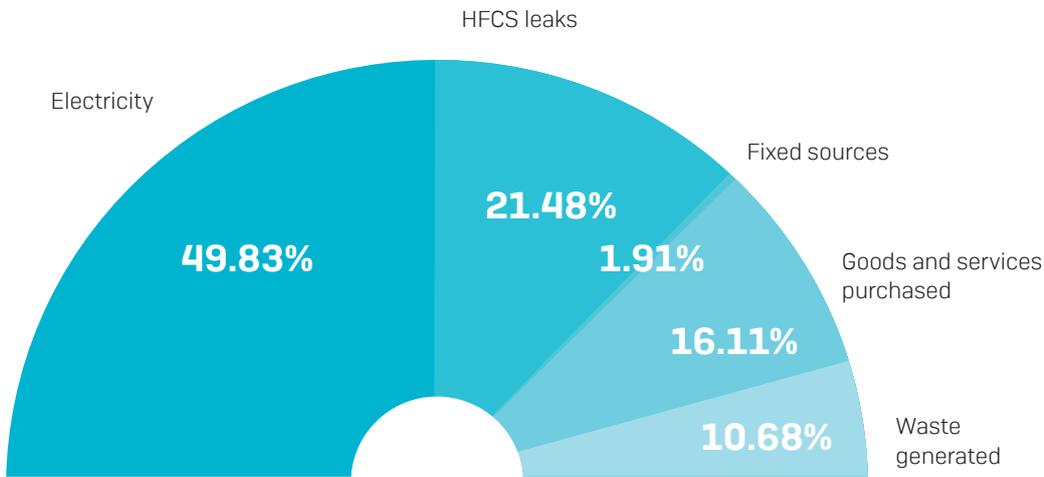


TREND IN GHG EMISSIONS BY SOURCE (tCO₂e)





BREAKDOWN OF GHG EMISSIONS BY SOURCE IN 2016
(without scope 1 mobile sources)



2016

The main sources of GHG emissions in 2016 and 2015 were those resulting from the fleet itself, accounting for 96% of EMERU's carbon footprint in 2015 and 97% in 2016.

This increase [16% compared with 2015] can be explained by the enlargement and regional extension of EMERU España's activity after being awarded the medical transport contract in Catalonia. This tender resulted in the loss of the sections corresponding to the branches of Viladecans, Molins de Rei and Hospitalet, gaining those of the province of Girona and county of Maresme.

Compared with the territory lost, Girona province is a larger region. This means that more kilometres have to be driven by the medical transport for people, as well as a large number of trips to Barcelona.

If we compare the kilometres covered in other Regional Areas of Catalonia (without including the city of Barcelona), we can see that the Girona section accounts for 72% of the total kilometres driven in Catalonia in 2016.

KILOMETRES DRIVEN IN 2016

PYRENEES	1,347,121
GIRONA	12,128,235
CENTRAL CATALONIA	1,855,386
BAIX PENEDÈS-GARRAF-BAIX LLOBREGAT	1,464,272

To reduce our carbon footprint in 2016 we implemented a project for the supply of renewable energy for our fleet, including solar panels on the roofs of Basic Life Support vehicles (urgent service) to recharge the vehicles' batteries and reduce total emissions by 2.6 tonnes CO₂ eq. thanks to the implementation of solar panels.

WASTE MANAGEMENT

The waste paper, plastic and other materials produced by EMERU España can be seen in the following table.

WASTE	Tn 2015	Tn 2016
Non-hazardous waste	114.27	56.50
Paper	8.29	10.08
Plastic	5.06	6.58
Hazardous packaging	0.21	0.49
Fluorescent tubes	0.08	0.37
Total WEEE	0.00	0.00
Computing WEEE	0.00	0.00
Batteries	0.23	0.63
Ink cartridges	0.19	0.43
Electronic waste	0.00	0.00
Needles	0.81	0.46
Absorbent material	0.19	0.32
Aerosols	0.05	0.07

Waste is managed as per applicable regulations. Needles are handled specifically as special waste.





REDUCTION IN ENVIRONMENTAL IMPACT

EMERU España's environmental impact is mainly due to its fleet of vehicles and this is the area where the group has focused most of its reduction measures. In 2016 we renewed a large part of our fleet of Urgent Medical Transport vehicles. This was carried out applying environmental criteria to ensure optimum consumption of natural resources, thereby reducing the environmental impact produced while carrying out our work. The vehicles have the following important features:

- Roof with aerodynamic foam which can reduce fuel consumption by up to 2 litres every 100 km.
- Most of the vehicle's lighting is via low consumption LED technology.
- Interiors with 100% recyclable ABS plastic, thereby minimising the environmental impact once the vehicle comes to the end of its useful life.
- Adjustable sound amplification system to adapt the vehicle's siren to different times and zones, thereby minimising its acoustic impact.
- AdBlue® system to reduce by up to 90% the nitrogen oxides contained in exhaust fumes.

We've also carried out efficient driving courses to help reduce fuel consumption. Our Coordination Centre is also working on coordinating all services carried out in real time to maximise the occupancy of collective transport vehicles, thereby reducing the overall consumption regarding all the services carried out.



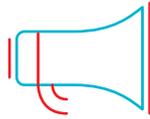


EXAMPLES OF GOOD PRACTICES

At the same time as the aforementioned measures, other good practices have also been introduced to reduce our impact on the environment:



Reduction in the daily use of paper by simplifying documentation.



Awareness-raising campaigns to reduce water and electricity consumption at the branches.



Specific training to separate waste effectively.



Course on efficient driving.



ECONOMIC COMMITMENTS





ECONOMIC COMMITMENTS

In 2016 we completed the implementation of the strategy established for the period 2014-2015 and held a strategic planning meeting to review the previous objectives, achievements and future needs. Based on this we defined the objectives and activities for 2016.

The strategic objectives for 2014-15 were as follows:

- Maintain market share
- Fulfil the annual budget
- Increase private activity
- Complete synergies from acquisitions and new tenders
- Increase presence in Spain and Europe
- Develop efficient and fair people management policies
- Innovate in all areas to achieve competitive advantages
- Strengthen public administration relations

The main objectives for 2016 were:

- Meet the consolidated EBITDA
- Meet the consolidated net debt
- Successfully implement the new contract in Catalonia
- Innovate in all areas to achieve competitive advantages
- Develop efficient and fair people management policies
- Develop a communication plan
- Align the mission, vision and values with real practice



The objectives for 2015-2016 which are still valid in 2017 are: maintain market share in Catalonia, increase presence in Spain and Europe and increase private business. Specifically, EMERU España aims to maintain its presence in the regions where it currently operates and also win new tenders in order to grow its business. To this end, EMERU España proposes to improve its management in order to continue offering an excellent service.



MAIN INDICATORS

BUSINESS GROWTH

EMERU España continues to expand and grow. In 2016 we renewed our public contract in Catalonia and continue to handle the contract in Aragon, the Canary Islands and Balearics.

	2015	2016
Direct economic value generated	€110,111,191	€109,086,033
Economic value distributed	€94,297,348	€100,046,440
Economic value retained	€15,813,843	€9,035,779

The economic value distributed corresponds to:

	2015	2016
Operating costs	€14,667,175	€16,920,732
Employee wages and benefits	€75,540,693	€80,833,967
Payments to providers of capital	€2,074,228	€2,095,885
Corporate tax payment	€2,015,251.98	€195,854.76
Social security contributions	€16,772,354.48	€17,225,556.09

GRI-G4 DISCLOSURES





GRI-G4 DISCLOSURES

Indicators	Description	Page	Direct response
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organisation	7	
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation	14	
G4-4	Primary brands, products and services.	16	
G4-5	Location of the organisation's headquarters	16	
G4-6	Number of countries where the organisation operates	14-15	
G4-7	Nature of ownership and legal form	14	
G4-8	Markets served	14-15	
G4-9	Scale of the organisation	10-13	
G4-10	Total number of employees	12	
G4-11	Percentage of total employees covered by collective bargaining agreements	12	
G4-12	Organisation's supply chain	18	
G4-13	Significant changes during the reporting period	17	
G4-14	Implementation of the precautionary principle	Omitted	
G4-15	Support for external initiatives	25-26	
G4-16	Memberships of associations	22	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the consolidated financial statements	14	
G4-18	Process for defining the report content and the Aspect Boundaries	6, 28	
G4-19	Material Aspects	29-30	
G4-20	Aspect Boundary for each Material Aspect within the organisation.	29-30	
G4-21	Aspect Boundary for each Material Aspect outside the organisation	29-30	
G4-22	Restatements of information provided in previous reports and the reasons		This is the first sustainability report issued by EMERU España. Restatements or changes compared to previous years do not apply
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries		This is the first sustainability report issued by EMERU España. Restatements or changes compared to previous years do not apply



Indicators	Description	Page	Direct response
STAKEHOLDER ENGAGEMENT			
G4-24	Stakeholders engaged by the organisation	27	
G4-25	Basis for identification of stakeholders	27	
G4-26	Organisation's approach to stakeholder engagement	27	
G4-27	Key topics and concerns that have been raised through stakeholder engagement	27	
REPORT PROFILE			
G4-28	Reporting period	6	
G4-29	Date of most recent previous report	6	
G4-30	Reporting cycle	6	
G4-31	Contact point for questions regarding the report or its contents	6	
G4-32	<i>In accordance</i> option chosen by the organisation and its GRI Content Index	6	
G4-33	Policy and current practice with regard to seeking external assurance for the report	6	
GOVERNANCE			
G4-34	Governance structure of the organisation	20-22	
ETHICS AND INTEGRITY			
G4-56	The organisation's values, principles, standards and norms of behaviour	16, 26	



SPECIFIC STANDARD DISCLOSURES

Material aspects	Indicators	Description	Page	Direct response
SOCIAL PERFORMANCE - LABOUR PRACTICES AND DECENT WORK				
Employment	MA	Management approach	33-34	
	G4-LA1	Total number and rates of new employee hires and employee turnover	33-34	
Labour/Management relations	EDG	Management approach	35	
	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	35	
Occupational health and safety	MA	Management approach	36	
	G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees.	36	
Training and education	MA	Management approach	40-43	
	G4-LA9	Average hours of training per year per employee by gender and by employee category	42	
	G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees	40, 42-43	
Diversity and equal opportunity	MA	Management approach	44	
	G4-LA12	Composition of governance bodies and breakdown of employees	44	
Equal remuneration for women and men	EDG	Management approach	44	
	G4-LA13	Ratio of basic salary and remuneration of women to men	44	
Labour practices grievance mechanisms	MA	Management approach	45	
	G4-LA16	Labour practices grievance mechanisms	45	
SOCIAL PERFORMANCE - SOCIETY				
Anti-corruption	MA	Management approach	45	
	G4-S05	Confirmed incidents of corruption and actions taken	45	
SOCIAL PERFORMANCE - PRODUCT RESPONSIBILITY				
Customer health and safety	MA	Management approach	45	
	G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	45	
Product and service labelling	MA	Management approach	46	
	G4-PR5	Results of surveys measuring customer satisfaction	46	
Customer privacy	MA	Management approach	47	
	G4-PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	47	
Regulatory compliance	MA	Management approach	47	
	G4-PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	In 2016 Emeru has not received any fines for noncompliance with laws and regulations	



Material aspects	Indicators	Description	Page	Direct response
ENVIRONMENTAL PERFORMANCE				
Energy	MA	Management approach	53-54	
	G4-EN3	Energy consumption	53-54	
Emissions	MA	Management approach	55-57	
	G4-EN15	Direct greenhouse gas emissions (scope 1)	56-57	
	G4-EN16	Indirect greenhouse gas emissions on generating energy (scope 2)	56-57	
Effluent and waste	MA	Management approach	58	
	G4-EN23	Total weight of waste by type and disposal method	58	
Products and services	MA	Management approach	59	
	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	59	
ECONOMIC PERFORMANCE				
Economic	MA	Management approach	62-64	
	G4-EC1	Direct economic value generated and distributed	62-64	

GLOBAL COMPACT DISCLOSURES





GLOBAL COMPACT DISCLOSURES

LINKS WITH THE TEN PRINCIPLES OF THE GLOBAL COMPACT (2000)

Principles of the United Nations Global Compact	Pages or direct response	GRI Guide [G4]
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	25-26	Human Rights sub-category: all aspects. Society sub-category: local communities.
Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	25-26	Human Rights sub-category: all aspects.
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	12, 22	G4-11 Labour practices and decent work sub-category: labour/management relations. Human Rights sub-category: freedom of association and collective bargaining.
Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labour.	There are no operations that carry a risk of originating episodes of forced or non-consensual labour.	Human Rights sub-category: forced or compulsory labour.
Principle 5 Businesses should uphold the effective abolition of child labour.	There are no operations that carry a potential risk of child exploitation incidents.	Human Rights sub-category: child labour.
Principle 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.	44	G4-10 Labour practices and decent work sub-category: all aspects. Human Rights sub-category: non-discrimination.
Principle 7 Businesses should support a precautionary approach to environmental challenges.	52	Environment category: all aspects.
Principle 8 Businesses should support undertake initiatives to promote greater environmental responsibility.	25-26	Environment category: all aspects.
Principle 9 Businesses should support encourage the development and diffusion of environmentally friendly technologies.	52-60	Environment category: all aspects.
Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	45	Society sub-category: anti-corruption and public policy.

