

# JOINING FORCES

SUSTAINABILITY REPORT 2017

EMERU SPAIN





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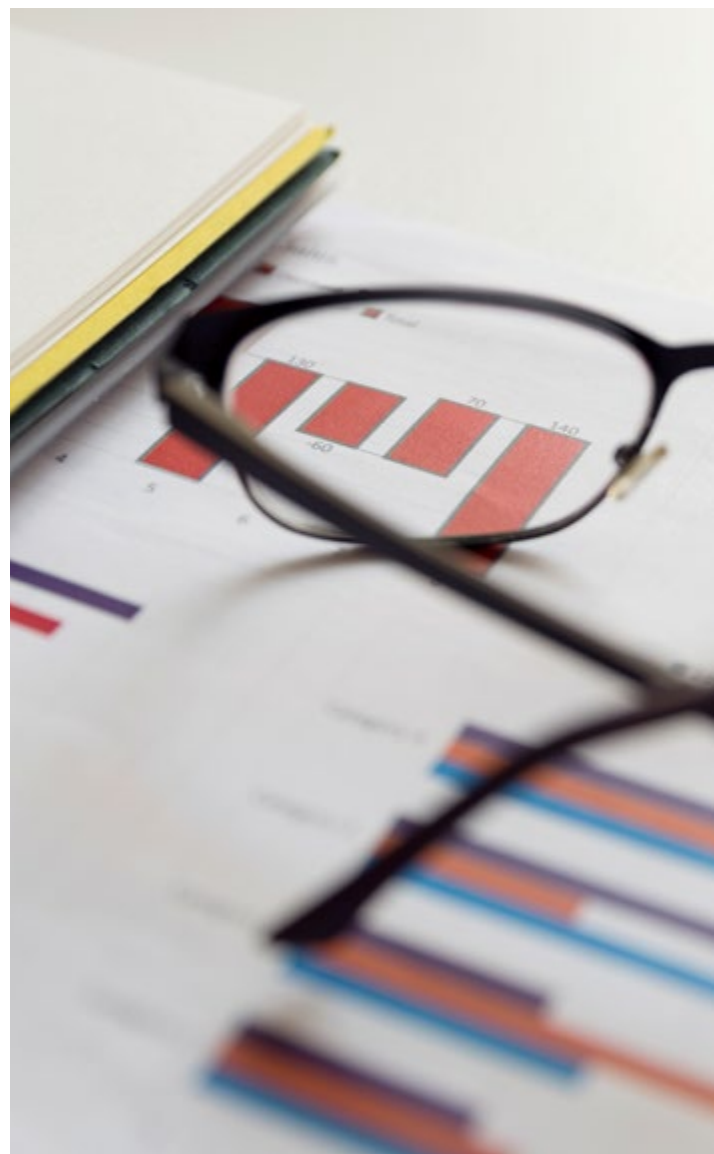


# ABOUT THE REPORT

## SCOPE

EMERU is one of the leading providers of outsourced mission-critical ambulance services predominantly in Spain, providing emergency and scheduled patient transportation for regional governments under long-term contracts as well as for private customers. In November 2017, EMERU merged with Ambuiberica to create Health Transportation Group S.L. (HTG), the largest ambulance operator in Spain and #2 in Europe.

The Sustainability and Corporate Social Responsibility (CSR) Report is focused on EMERU's operations in Spain (EMERU Spain) for the period from 1 January to 31 December 2017.



## DEFINING THE CONTENT AND BASIS OF WORK

The Sustainability and Corporate Social Responsibility Report has been produced following the "Standard" version of the *Sustainability Reporting Guidelines* by the Global Reporting Initiative (GRI). This is an update of the previous report based on the latest GRI methodology, reporting on the most relevant issues (known as material aspects) regarding the company's sustainability and management.

Once again, the core "in accordance" option has been chosen for this second sustainability report.

External assurance, which is optional, was not carried out for this period although this aspect will be considered in the near future.

The report has been prepared based on internal documents including, among others, the Strategic Plan, Corporate Manual and other sources of information deemed relevant in order to provide an accurate view of the company's performance in terms of sustainability and social responsibility.

The materiality analysis and selection of material aspects for the report were carried out last year, so the material aspects are the same as those in the 2016 report. The AA1000 Stakeholder Engagement Standard (2011) has been used as a reference for any doubts.

This report has been produced with the involvement of employees from several management areas directly providing information on the different aspects included. It has been coordinated by the Integrated Management Systems Area.



THE FOLLOWING DEPARTMENT CAN BE CONTACTED FOR  
ANY QUERIES REGARDING THE REPORT'S CONTENT:

**INTEGRATED MANAGEMENT SYSTEMS AREA**

[medioambiente@htgroup.es](mailto:medioambiente@htgroup.es)



# LETTER FROM THE CEO

Sustainable development is embedded in our culture and is core to EMERU Spain's long-term strategy, with focus on meeting the company's current needs without compromising the needs of future generations. Consequently, EMERU Spain believes that economic and social development as well as protection of the environment constitute three basic pillars that must be equally addressed to be able to deliver sustainable growth in the medium or long term.

All professionals at EMERU Spain, from senior executives to highly-trained paramedics, work responsibly and efficiently, with particular consideration to meeting the needs of our clients and looking after our professional team. We are committed to delivering operational excellence and high quality services and to have a positive impact to our patients' welfare whilst respecting the environment, a commitment that permeates across our organization.

At EMERU Spain we believe that sustainable growth entails protecting the environment and improving people's quality of life and that the consequence of this is sustained economic development.


This approach is applied to all our group companies and also extended to our stakeholders so that our suppliers, personnel and other interested parties are all involved in this culture of sustainable development.

After our merger with the Ambuiberica Group at the end of 2017, this challenge has become even larger, since our growth will require us to become even more responsible towards the environment and people.

We still uphold our corporate mission: "People at the service of people", which also applies to our enlarged corporate group. The title chosen for this year's sustainability report, "Joining Forces", underlines the fact that this growth in our corporate group has merely strengthened our commitment to sustainable development and social responsibility.

**Gabriel Uguet Adrover**  
CEO





Sustainable growth entails protecting the environment and improving people's quality of life.

# EMERU SPAIN DATA FIGURES

## ACTIVITY

### NUMBER OF AMBULANCES



**933**

IN 2017<sup>1</sup>



**210** Canary Islands  
**47** Balearics  
**135** Aragon  
**601** Catalonia

**1,125**

IN 2016



**198** Canary Islands  
**47** Balearics  
**142** Aragon  
**738** Catalonia

**1,207**

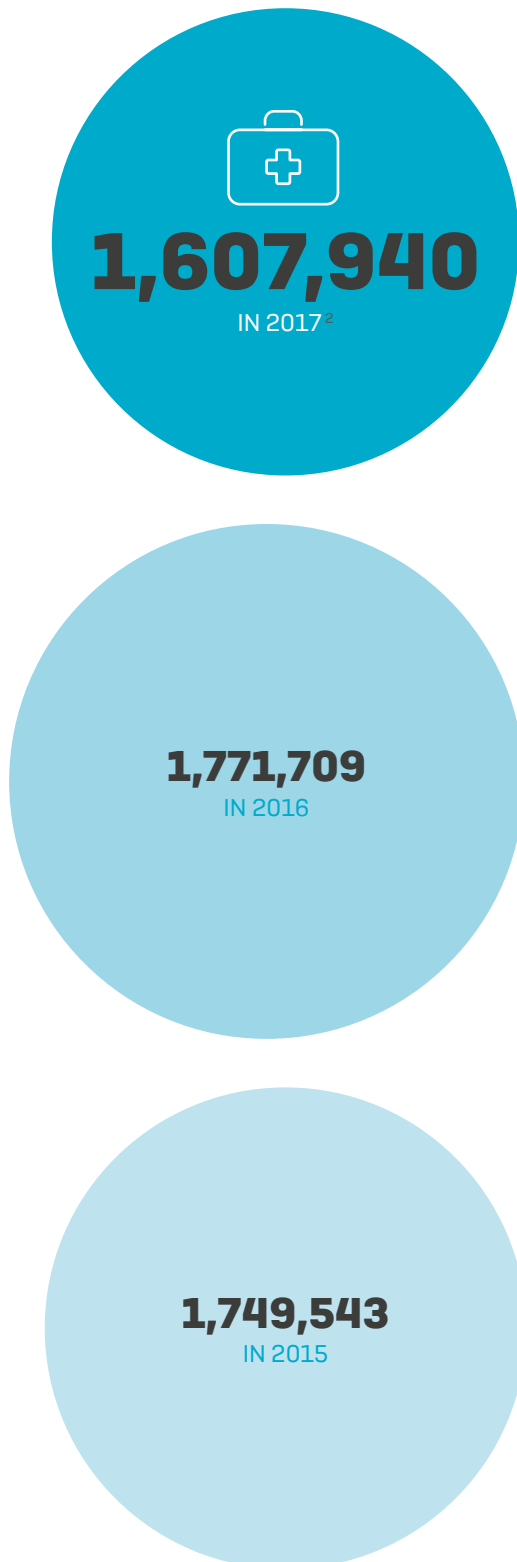
IN 2015



**229** Canary Islands  
**51** Balearics  
**166** Aragon  
**761** Catalonia

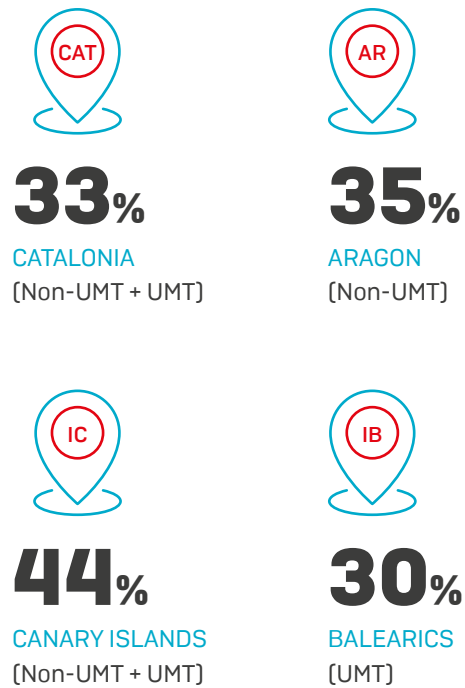
<sup>1</sup> 2017: Average of vehicles  
2016 y 2015: Number of vehicles in circulation during the year, regardless of them being deregistered or not.

## NUMBER OF SERVICES PER YEAR



<sup>2</sup> Without Canary Islands

## MARKET SHARE BY REGION



*Note: Non-UMT: Non-Urgent Medical Transport / UMT: Urgent Medical Transport*

## 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)

## FINANCIALS

### NET SALES



**€109 MILLION**

2017

**€109 MILLION**

2016

### CAPITALISATION (SHAREHOLDERS' FUNDS)



**€44 MILLION**

### TOTAL ASSETS



**€123 MILLION**

### INVESTMENT



**€2.9 MILLION**

2017

**€7.4 MILLION**

2016

### SHAREHOLDERS



HEALTH TRANSPORTATION  
GROUP, S.L.

### CHANGE IN TURNOVER

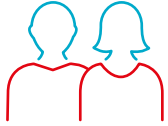


**€+0.5 MILLION**  
**(0.43%)**

COMPARED WITH 2016

# PEOPLE

## WORKFORCE & CONTRACTS



**2,777**

WORKFORCE  
31 DECEMBER 2017

**2,935**

EQUIVALENT AVERAGE  
WORKFORCE



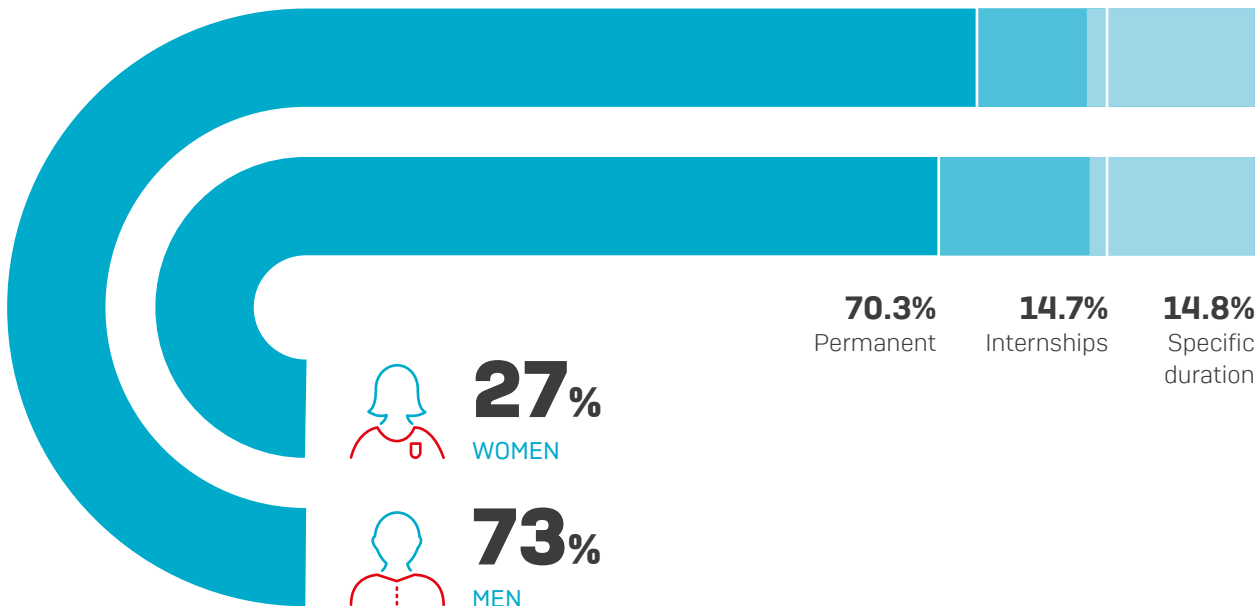
**80.6%**  
Permanent

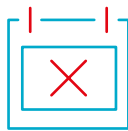
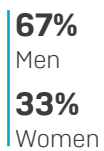
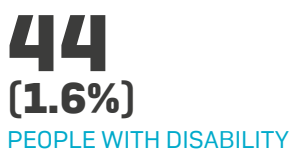
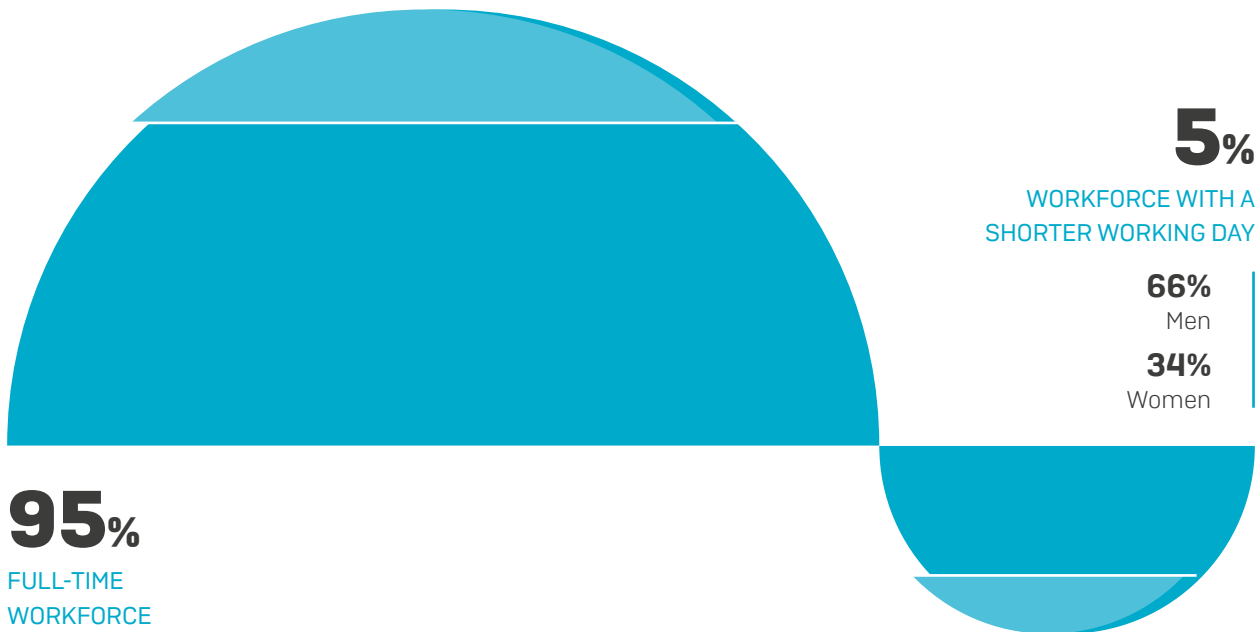


**7.8%**  
Internships



**11.6%**  
Specific  
duration





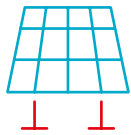


# ENVIRONMENT

## CONSUMES



**1,046,397** Kwh  
ELECTRICITY

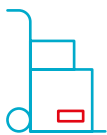


**501,604** Kwh  
RENEWABLE ENERGY



**13,508** tCO<sub>2</sub>eq  
EMISSIONS

## SUPPLIERS



**1,345**  
SUPPLIERS







# EMERU SPAIN, HISTORY AND FUTURE



# EMERU SPAIN, HISTORY AND FUTURE

## GENERAL ASPECTS



EMERU, headquartered in Barcelona, is one of the leading providers of outsourced mission-critical ambulance services predominantly in Spain, providing emergency and scheduled patient transportation for regional governments under long-term contracts as well as for private customers. In November 2017, EMERU merged with Ambuiberica to create Health Transportation Group S.L. (HTG), the largest ambulance operator in Spain and #2 in Europe, with a turnover in excess of €300 million and over 9,000 employees.

EMERU operates in Spain through local entities to cater the specific requirements of its customers that reflect the different nature of the Autonomous Communities it services: Catalonia, Aragon, Balearics and the Canary Islands.

The different local entities operate under their own corporate identities as they are all well-established in their respective regions.

### Aragon



UTE Nuevos Transportes Sanitarios de Aragón (NTSA)

### Catalonia



Transport Sanitari de Catalunya, SLU (TSC)



Ambulàncies Condal, SLU (AC)

### Balearics



Contratas Ambulancias y Emergencias, SA (CAE) Servei de Transport Sanitari Terrestre Urgent de Mallorca Núm. 1 UTE (STST)

### Canary Islands



Transportes Aéreos Sanitarios Isleños, SA (TASISA)



Ambulancias Islas Canarias, SL (AIC)



ASSISTALIA, SL



AIC-ASSISTALIA, UTE



## OUR SERVICES

EMERU España currently offers the following 24/7 transport services:

- \* Non-Urgent Medical Transport (NUMT).** Scheduled transport of patients who cannot use ordinary transport to visit a healthcare centre. Technically equipped individual or collective vehicles are used for this service.
- \* Urgent Medical Transport (UMT).** Unscheduled, urgent transport of patients under life-threatening situations or circumstances involving with risk of irreparable harm to their health. Such transport is carried out by technically equipped ambulances staffed with technical personnel, qualified nursing personnel and/ or doctors, depending on the circumstances.
- \* Emergency services.** These are requested when there is an expected risk, such as with large concentrations of people at entertainment or sports events.

During 2017 our business activity continued as in 2016, with the aim of consolidating EMERU Spain in the most relevant operational aspects.

In particular, during 2017 management focused on spreading the group's philosophy and procedures, continuing the implementation of our new organisational models, which began in 2016, to enhance management efficiency and continuing the improvement of the operational solutions, particularly in Catalonia following the start of the new contract deployed in 2016.

We have also continued to work with the government on how to take advantage of the benefits provided by high quality companies, such as those that form part of EMERU, carrying out medical transport services and consequently the benefits for citizens as a whole.



**In 2017 we validated our vision, mission and values and reformulated our corporate strategy.**

**This has been based on a review of the targets set for 2016, evaluating to what extent they have been achieved and analysing the internal and external situation of the company.**



### VISION

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



### MISION

To add value to society by providing a quality service.



**We have defined 6 “meta-goals” for the next two years, seen as conditioning factors for any other goal that may be set and forming the basis of our operational targets:**

- 1.** MEET EBITDA TARGETS
- 2.** MEET OUR NET DEBT TARGETS
- 3.** DIVERSIFICATION
- 4.** INNOVATE IN ALL AREAS TO ACHIEVE COMPETITIVE ADVANTAGES
- 5.** DEVELOP EFFICIENT AND FAIR PEOPLE MANAGEMENT POLICIES
- 6.** DEVELOP A COMMUNICATION PLAN [TRADITIONAL AND VIRTUAL SOCIAL MEDIA]

EMERU Spain’s long-term goal is to continue growing its presence in Spain by increasing its penetration within its current footprint and expanding into other regions.



## VALUES

**Innovation:** apply continued improvement in all areas of the service.

**Professionalism:** carry out work with the utmost efficiency to achieve the expected result.

**Accountability:** take responsibility for our actions to earn people’s trust.

**Honesty:** act transparently in terms of the law and ethics.

**A caring approach:** treat and serve people as we would like to be treated ourselves.

**Sustainability:** ensure the best for people and the environment, now and in the future.

**Enthusiasm:** act with resolve, optimism and devotion.

## 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 and payment collected. 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 categories according to their criticality and potential negative impact if not undertaken properly:

- **Critical - high negative impact:** vehicle maintenance and repair, medical equipment, calibration of medical electrical equipment, maintenance of fire-fighting systems, doctors to carry out emergency services, etc.
- **Intermediate - moderate negative impact:** products to clean and sterilise ambulances, laundry, personnel training, 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.

Monitoring 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 any complaints or suggestions they may have regarding our company.



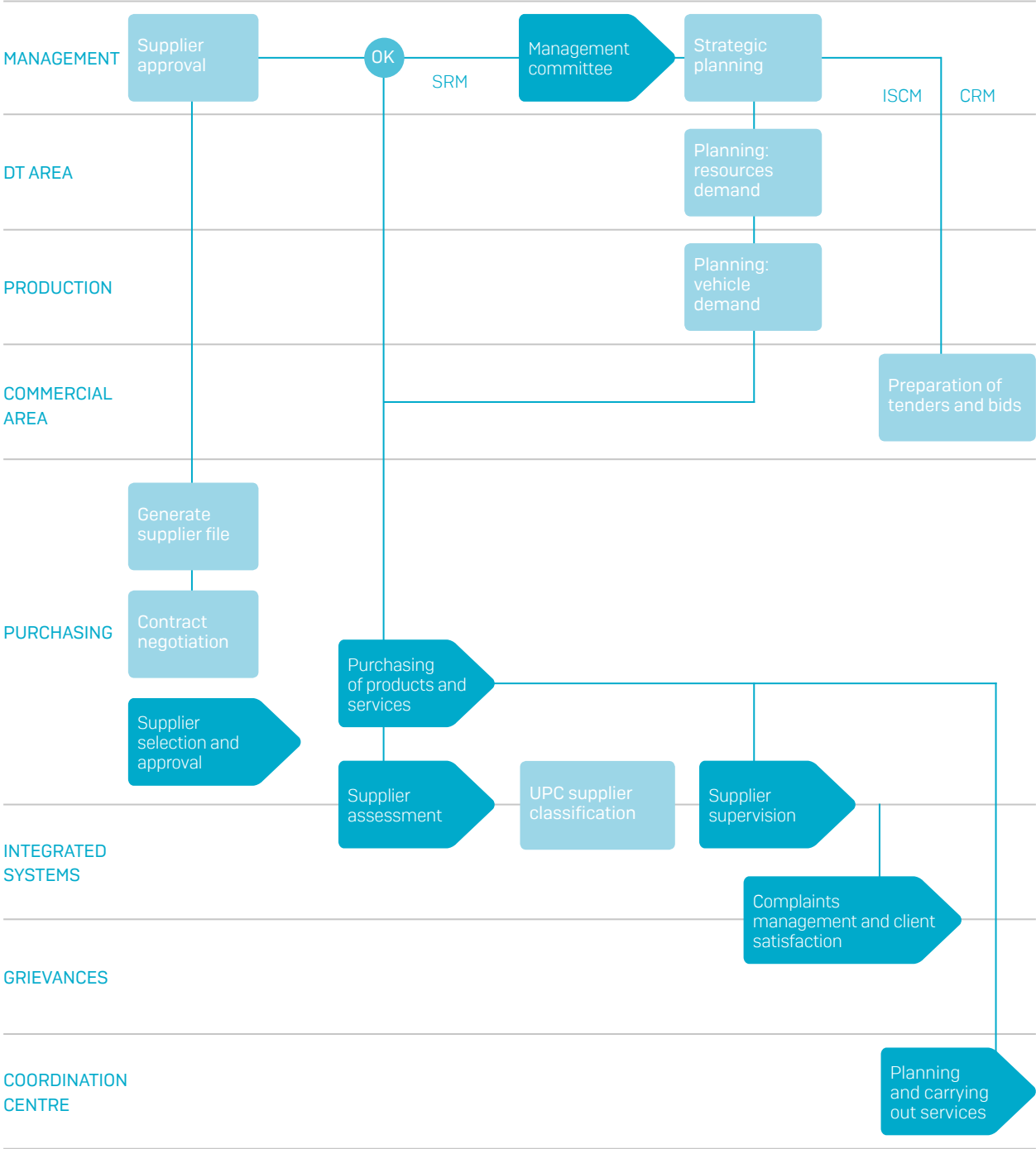
CLIENT RELATIONS  
ADMINISTRATION

Preparation of tenders and bids for service contracts.

Planning and carrying out the services at our Coordination Centre.

Handling complaints and client attention.





Acronyms:  
 SRM: Supplier Relationship Management  
 ISCM: Internal Supply Chain Management  
 CRM: Customer Relationship Management





# ORGANISATIONAL STRUCTURE

EMERU Spain has a corporate structure responsible for managing the whole organisation (see diagram) and a regional structure for local operations.

During 2017 the management team has been reinforced with the appointment of a new CEO in the context of the merger with Ambuiberica, although the management structures have remained independent, which we expect to integrate under the HTG umbrella during 2018.





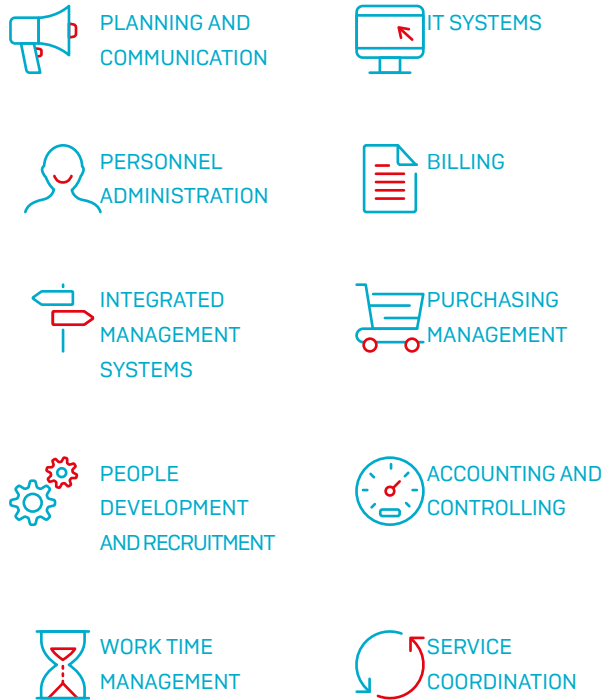
**We have implemented a new organisational model in order to enhance efficiency.**

In 2017, we have implemented a new organisational model in order to enhance efficiency, continue to improve service reliability and enhance direct communication throughout the organization.

A new department (Work Time Management [WTM]) has been created, thereby separating the management of people and time, which is now controlled by the main logistics managers in each region. The role of Supervisor has been formally established in the work centres, being responsible for the reliability and quality of the service provided in the region by thoroughly controlling the performance and maintenance of vehicles. This change has been highly beneficial as we have achieved a substantial improvement in our efficiency and attention to clients.

Up to the end of 2017, the highest governing body of EMERU Spain was the Management Committee, composed of the CEO and directors of People and Organisation, Operations, Planning, Economics-Finance and Commercial and Sales Management. This committee met every two weeks to monitor the business strategy. Regional management is responsible for the monthly monitoring of different indicators defined in the balanced scorecard [KPIs] for decision-making.

EMERU Spain's technical departments are organised as follows:



We have the following committees at EMERU España:

**HEALTH AND SAFETY COMMITTEES**

12 committees working actively to improve staff conditions and minimise occupational hazards. These are equally composed of company and worker representatives. Communication in this area is established through the Joint Health and Safety Unit and Health and Safety representatives.

**SOCIAL RESPONSIBILITY COMMITTEE**

This committee continues to offer advice on issues of corporate social responsibility, application of the Code of Conduct and management of conflicts and internal complaints brought by employees. It's made up of the People and Organisation department and the Integrated Management System manager.

**COLLABORATION WITH ASSOCIATIONS**

At EMERU Spain we belong to and collaborate with various medical transport associations in our areas of operation.

Among other associations, we work together with the Catalan Union of Hospitals (UCH), the Catalan Association of Ambulance Companies (ACEA), 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).

The function of these associations is to guarantee good relations in the medical transport sector and, in particular, to establish joint criteria regarding conduct and operations. We collaborate by carrying out joint studies and taking part in meetings and collective bargaining negotiations.



# CSR WITHIN EMERU'S STRATEGY



# CSR WITHIN EMERU'S STRATEGY

## GENERAL ASPECTS

EMERU Spain's main differential is the people within its organisation and our companies are essentially based on **loyalty to our values, rational resource management** and a **focus on the common good**.

The core principles of EMERU España can be found in the commitments stated in the **Corporate Personnel Manual**:

- \* 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

Since 2012 we've been integrating aspects of Corporate Social Responsibility (CSR) into the management systems of all our group companies. The company Transport Sanitari de Catalunya, 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 and mirror for the rest of the group. Mechanisms have also been set up that foster the participation and training of our personnel and contribute towards sustainable development, above and beyond compliance with legal requirements.



In 2017 we made significant changes to the management system to adapt to the new requirements of standards ISO 9001 and 14001, 2015 version. This has entailed a shift in focus from procedures to processes, with much more involvement of the owner of the process.

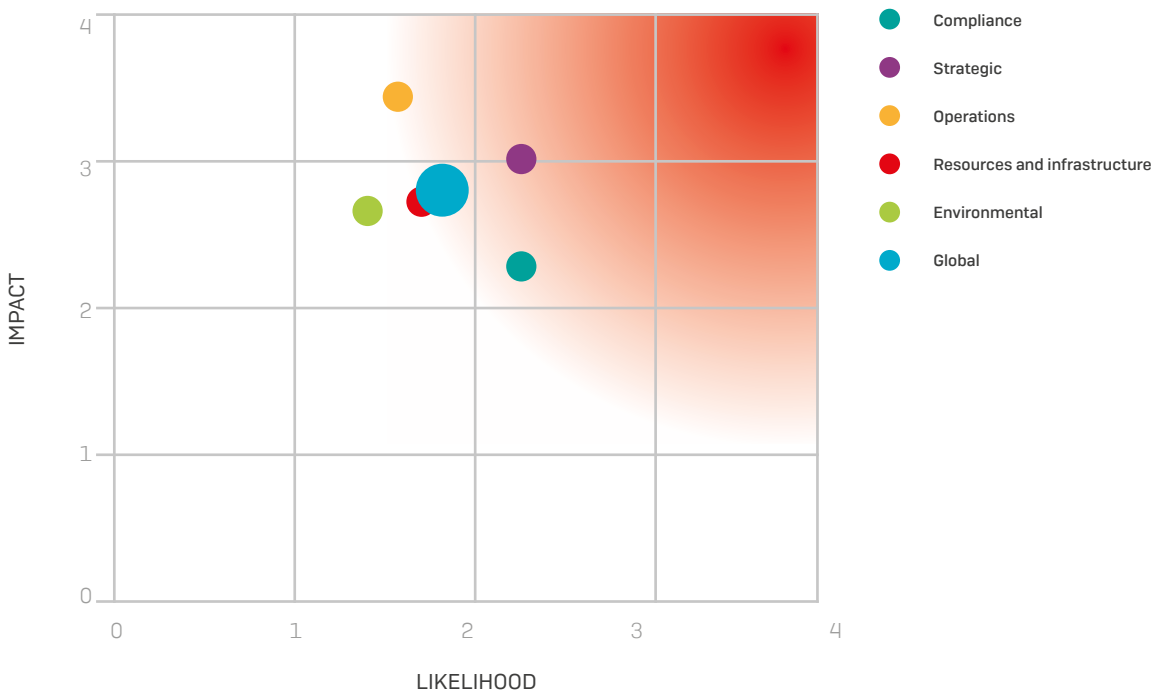
As part of this new methodology we've also carried out a risk analysis of EMERU Spain, assessing the risks resulting from company processes (communication, human resources, environment, management, etc).

This analysis has had a direct effect on the management system, resulting in a new 'Total Risk Management' approach focusing on eliminating, reducing and controlling the threats detected. The risk analysis has also detected opportunities to improve the business management of our organisations.



A new process diagram has been created, as well as a specific action plan to minimise the threats identified and to take advantage of the opportunities resulting from them. One of the most important strategic actions is the internal **communication plan**, containing both internal suggestions and complaints and also external, enhancing the presence of EMERU España on social media.

### 2017 RISK MAP FOR THE EMERU GROUP



Moreover, a future Action Plan has been developed based on a global analysis of threats and opportunities. This contains important initiatives related to our sustainability and CSR strategy, such as:

- \* Obtaining the Environmental Quality Guarantee seal for our vehicle fleet in Catalonia.
- \* Obtaining the EMAS certification for our centres in the Canary Islands.
- \* Optimising vehicle fleet routes regarding the demand for service coverage.
- \* Awareness campaign and training in road safety.
- \* Increasing resources allocated to complaint management.
- \* Personnel training plan for waste separation.
- \* Plan to develop and promote talent.



## PRINCIPLES, STANDARDS AND RULES

In line with our commitment to responsibility and sustainability, EMERU Spain companies have signed to the following initiatives related to CSR:

Principle, programme or initiative	Companies	Date of adoption	Countries or operations where applied	Stakeholders involved	Type of initiative
United Nations Global Compact	TSC TASISA ASSISTALIA	2011 and 2017	World	People Shareholders	Voluntary
Diversity Charter	TSC	2010	Spain	People Shareholders	Voluntary
Programme of voluntary agreements to reduce greenhouse gas emissions	TSC	2015	Catalonia	People Shareholders Suppliers	Voluntary
Luxembourg Declaration	TASISA TSC CAE	2017	Europe	Workers	Voluntary





**In 2017 we increased the number of EMERU Spain companies belonging to the UN Global Compact.**

We've incorporated the United Nations Global Compact in two more companies since 2016: Assistalia and Transportes Aéreos Sanitarios Isleños, SA. Moreover, TSC has renewed its tier as a 'Partner', a higher category than its previous tier of 'Signatory', allowing it to play a more active role in the initiative via a financial contribution.

It should be noted that our 2016 CSR Report has helped us to achieve the category of 'Advanced' for Assistalia and TASISA.

## 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.

In 2017 we maintained the same certificates as the previous year, although there was a change in the company's certification policy, prioritising strategically more relevant certificates. However, this has not affected the integrated management system, which has remained intact. All our companies now hold certificates for all quality, environmental and health & safety standards, as well as being certified as a Health Generating Enterprise and holding the specific UNE 179002 standard for the medical transport sector.

Standard / Benchmark	TSC	NTSA	Canary Islands	Balearics
ISO 9001	2004	2015	2014	2014
UNE 179002	2009	2015	2014	2014
ISO 14001	2013	2016	2016	2014 - 2016
OHSAS 18001	2012	2015	2015	2015
Healthy Enterprise	2015	2015	2015	2015



**Our Code of Conduct governs the behaviour of people belonging to the group.**

Our Integrated Management Systems are currently coordinated by a department that reports directly to the People and Organisation Division.

At EMERU Spain we have a Code of Conduct that governs the behaviour of people belonging to the group to ensure they're in line with its corporate principles and values. This Code is contained in

the Corporate Personnel Manual 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 any complaints and initial investigations.

## STAKEHOLDERS

Given today's context, stakeholders play a very important role in the activity of any company. It's vital to know their expectations and include these in the business strategy, as well as establishing strong and stable relations for collaboration and work.

In 2017, taking advantage of the work carried out to draw up the Sustainability Report for 2016, and as part of the materiality process, the map of stakeholders identified in other management processes was revised (EFQM, ISO certificates). The stakeholders' degree of influence on EMERU Spain was taken into account, as well as the extent to which they're affected by the company's activities. In this way, priorities could be set regarding which stakeholders should be the focus of different activities and initiatives.

The stakeholders identified in the previous report have remained unchanged for this report:



### 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 SPAIN.



### USER CLIENTS

PEOPLE TRANSPORTED VIA AMBULANCE

- CITIZENS



### SHAREHOLDER

THOSE WHO OWN SHARES OF ONE OR MORE OF THE GROUP COMPANIES.



### COMPETITION

CARRYING OUT THE SAME PROFESSION OR ACTIVITY AS EMERU SPAIN.



### SUPPLIERS

PERSON OR FIRM PROVIDING EMERU SPAIN WITH PRODUCTS AND/OR SERVICES.

## IDENTIFICATION OF CSR MATERIAL ASPECTS

In 2017, EMERU Spain continued with the same approach and goals as the previous year. No new aspects were deemed relevant as there have been no substantial changes in the company. For this reason, this report is a continuation of the 2016 version, reporting on the same material aspects identified for the previous report. In 2018 material aspects will be updated due to the important changes that have been carried out.

The material or key aspects regarding sustainability for EMERU Spain have been identified by consulting people internal to EMERU Spain and also its stakeholders. 180 people took part in total, representing different stakeholders, by means of focus groups and online surveys.

A materiality analysis was carried out in accordance with the AA1000 Stakeholder Engagement Standard by AccountAbility<sup>3</sup> and also bearing in mind the principles of the G4 Guide by GRI<sup>4</sup> (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 aspects according to their internal materiality for EMERU Spain and external materiality for its priority stakeholders.



**180**  
**PARTICIPANTS**



<sup>3</sup> [www.accountability.org](http://www.accountability.org)

<sup>4</sup> [www.globalreporting.org](http://www.globalreporting.org)

# 1

## IDENTIFICATION

To previously identify the aspects of sustainability, the sector benchmarking carried out in 2016 was used, indicating those aspects and issues identified as material for other companies in the same business as EMERU Spain. The aspects included in the GRI G4 Guide were also identified.

This phase produced a preliminary list of material aspects.

# 2

## PRIORITISATION

The issues identified for the internal area (reflecting the perspective of EMERU Spain regarding their impact on sustainability) were prioritised via a session held with directors from the company who contributed their point of view regarding the social responsibility of EMERU Spain.

The external assessment (stakeholder view) was carried out via a survey aimed at the priority stakeholders of EMERU Spain, as well as through a materiality workshop carried out with a representative sample of the company's workers.

The combination of both perspectives resulted in a prioritisation of the material aspects and issues, as represented in the matrix below.

# 3

## VALIDATION

To ensure the issues identified provide a reasonable and balanced picture of the material aspects related to the social responsibility of EMERU Spain, the results obtained were analysed in detail to ensure they accurately reflected our company's contribution to sustainability and social responsibility.



# MATERIALITY MATRIX

		ASPECTOS Y ASUNTOS MATERIALES		
		LOW	MEDIUM	HIGH
STAKEHOLDER MATERIALITY	HIGH	<ul style="list-style-type: none"> <li>● Effluent and waste</li> </ul>	<ul style="list-style-type: none"> <li>● Energy</li> <li>● Emissions</li> <li>● Training and education</li> </ul>	<ul style="list-style-type: none"> <li>● Employment</li> <li>● Occupational health and safety</li> <li>● Customer health and safety</li> <li>● Customer satisfaction*</li> <li>● Customer Privacy</li> <li>● Compliance with laws and regulations</li> </ul>
	MEDIUM		<ul style="list-style-type: none"> <li>● Labour/Management relations</li> <li>● Non-discrimination</li> </ul>	<ul style="list-style-type: none"> <li>● Economic performance</li> <li>● Anti-corruption</li> </ul>
	LOW	<ul style="list-style-type: none"> <li>● Procurement practices</li> <li>● Regulatory compliance</li> <li>● Supplier environmental assessment</li> </ul>	<ul style="list-style-type: none"> <li>● Transport</li> <li>● Overall</li> <li>● Environmental training and awareness-raising for workers*</li> <li>● Supplier assessment for labour practices</li> <li>● Local communities</li> <li>● Supplier assessment for impacts on society</li> <li>● Education and information on health and safety aimed at society*</li> <li>● Marketing communications</li> <li>● Grievance and reporting mechanisms for incidences*</li> </ul>	<ul style="list-style-type: none"> <li>● Diversity and equal opportunity</li> <li>● Equal remuneration for women and men</li> <li>● Inclusive working environment based on diversity and multiculturalism*</li> </ul>
		LOW	MEDIUM	HIGH
		EMERU MATERIALITY		

\* Aspects not covered by the GRI Guidelines

- Environmental aspects
- Economic aspects
- Society aspects

The materiality aspects identified during the prioritization and verification phases are shown in the graphic. However, some aspects that do not appear as relevant in the materiality matrix, neither to EMERU Spain nor to its stakeholders, were nevertheless considered relevant due to their strategic importance.

Finally, the relevant aspects and issues that better inform about EMERU Spain contribution to sustainability and social responsibility are:



## ECONOMIC

1. ECONOMIC PERFORMANCE
2. ANTICORRUPTION



## ENVIRONMENT

1. ENERGY
2. EMISSIONS
3. EFLUENTS AND WASTE



## SOCIAL

1. EMPLOYMENT
2. LABOR/MANAGEMENT RELATIONS
3. OCCUPATIONAL HEALTH AND SAFETY
4. LABOR/MANAGEMENT RELATIONS
5. DIVERSITY AND EQUAL OPPORTUNITY
6. EQUAL SALARY AND REMUNERATION FOR WOMEN AND MEN
7. NON- DISCRIMINATION
8. CUSTOMER HEALTH AND SAFETY
9. CUSTOMER SATISFACTION
10. CUSTOMER PRIVACY
11. SOCIOECONOMIC COMPLIANCE







# SOCIAL COMMITMENTS



# SOCIAL COMMITMENTS

Our main business consists of people providing people with services, often in complex situations. To be able to carry this out efficiently and with guaranteed quality, it's vital to have a motivated workforce and a good working environment.

In our risk analysis we identified absenteeism and discouragement among the workforce as high impact aspects for the firm.

**Developing policies to improve the work climate is therefore an internal objective which continues to form part of the 2017-2018 Strategic Plan.** The aim is to achieve this goal via a series of measures, such as carrying out work climate surveys to develop an action plan, optimising our structure and creating promotion and recruitment plans.

In line with this strategic plan, in November 2017 we carried out a work climate survey called "Opina 2017" which included an assessment of psychosocial aspects for each EMERU Spain work centre.

The new organisational model, with a newly created Work Time Management department, has also led to a very positive reorganisation of the regional work centres, with Supervisors taking on complete responsibility for how the service operates in their area while relieving them of other duties related to people and time management.



The objective of the 2017-2018 Strategic Plan is to develop efficient and fair people management policies.





## MAIN INDICATORS

# LABOUR RELATIONS

In line with our company's goal to expand, we've continued the growth already observed in 2016. **324 new jobs** were created in 2017 with just 44 losses, totalling 2,777 people employed at 31 December.

2017's growth was concentrated mainly in Catalonia, with a much higher percentage of both new personnel and resignations. In the Canary Islands, where there has also been a significant number of new employees, the percentage of losses is similar, so the total workforce has remained more or less the same.



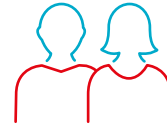
**3%**

GROWING OF OUR  
TEAM COMPARED  
WITH 2016

NEW JOBS  
CREATED

**61%**  
Men

**39%**  
Women



**27%**

WOMEN ON  
STAFF

**73%**

MEN ON  
STAFF

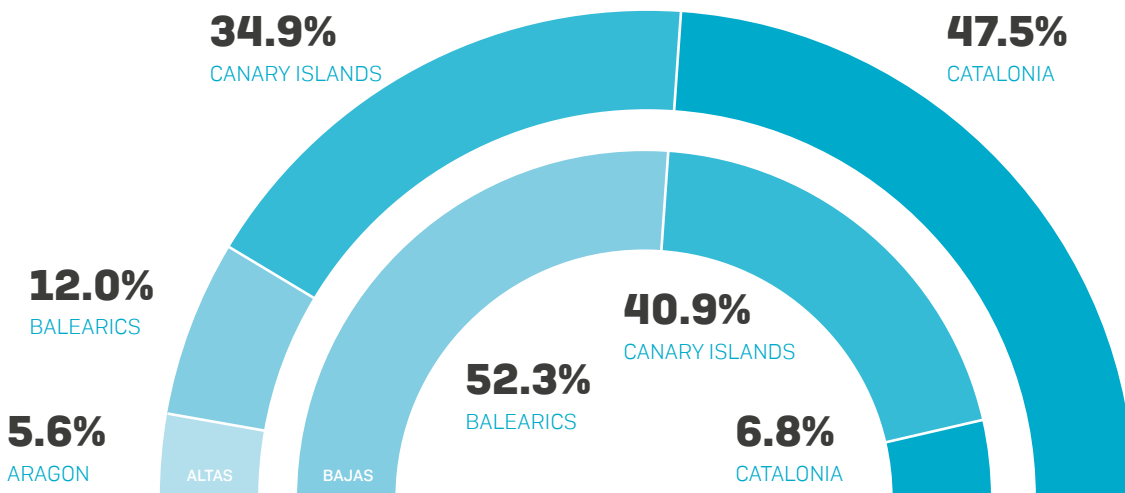
**78%**  
Permanent  
contracts

**97%**  
Full-time

LEAVERS

**34%**  
Women

**66%**  
Men

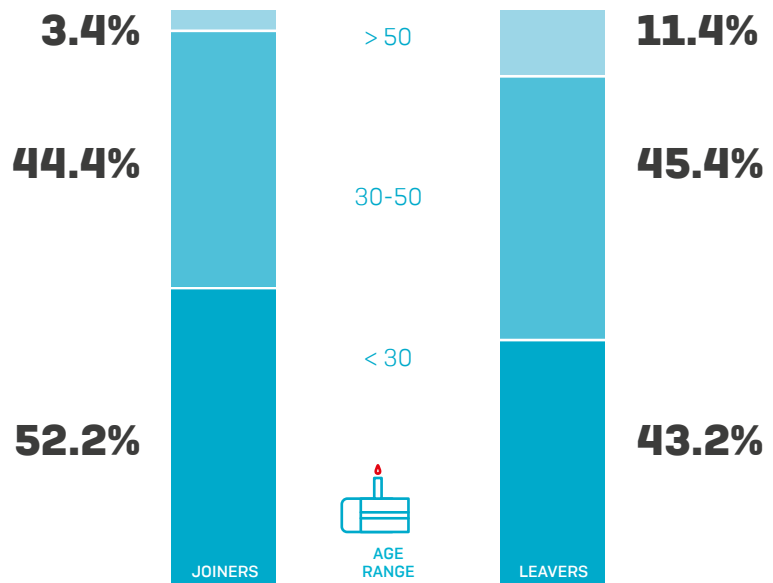




The increase in the workforce is directly related to the increase in business in 2017 and the reorganization of work days.

Private tenders have also been awarded (such as Mutua MAZ in Aragon), which have increased recruitment.

With regards to age, most of the staff recruited was under 30 years old.



## A GOOD WORKING ENVIRONMENT

It is essential to maintain a good work climate for EMERU Spain to perform well. We achieve this by establishing collective bargaining agreements and statutes that safeguard workers' rights and also ensure they take part in workers' committees. This helps us to determine the extent of our employees' satisfaction. We also focus on a very active occupational health and safety policy to ensure the wellbeing and health of our workers.

At EMERU Spain, Workers' Statutes establish the minimum notice period regarding significant operational changes, a period of time which allows dialogue and a more gradual application of important changes. Moreover, each community we operate in has its own collective bargaining agreement. Both the statutes and the agreements help to formalise relations between the company and its workers.



In 2013, we carried out our first Work Climate survey at EMERU Spain, which included a psychosocial assessment. Based on this study, an action plan was devised that resulted in a wide range of actions being implemented, such as work groups in many of our centres. Given that the conditions and social environment of our companies have changed considerably, another psychosocial survey has been carried out in 2017.

### Second work climate survey with psychosocial assessment

The “Opina 2017” project was carried out in all EMERU Spain regions except for Mallorca. 42% of the workforce took part in the survey, a little lower than the participation rate of 47% achieved in 2013. Workers were asked about different aspects, such as their professional tasks, environment and resources for work, pressure, corporate image, corporate management, etc.

### PARTICIPATION BY ORGANISATIONAL LOCATION <sup>5</sup>

	Encuestas	Empleados	
CENTRAL SERVICES	71	109	<div style="width: 100%; height: 15px; background-color: #00A0C0;"></div>
TSC	737	1540	<div style="width: 80%; height: 15px; background-color: #00A0C0;"></div>
UTE NTS ARAGON	99	236	<div style="width: 70%; height: 15px; background-color: #00A0C0;"></div>
TASISA	11	505	<div style="width: 30%; height: 15px; background-color: #00A0C0;"></div>
AIC	2	10	<div style="width: 20%; height: 15px; background-color: #00A0C0;"></div>
ASSISTALIA	1	11	<div style="width: 10%; height: 15px; background-color: #00A0C0;"></div>
EMERU GROUP	1021	2415	<div style="width: 90%; height: 15px; background-color: #00A0C0;"></div>

<sup>5</sup> The participation of groups under the confidentiality agreement has not been included



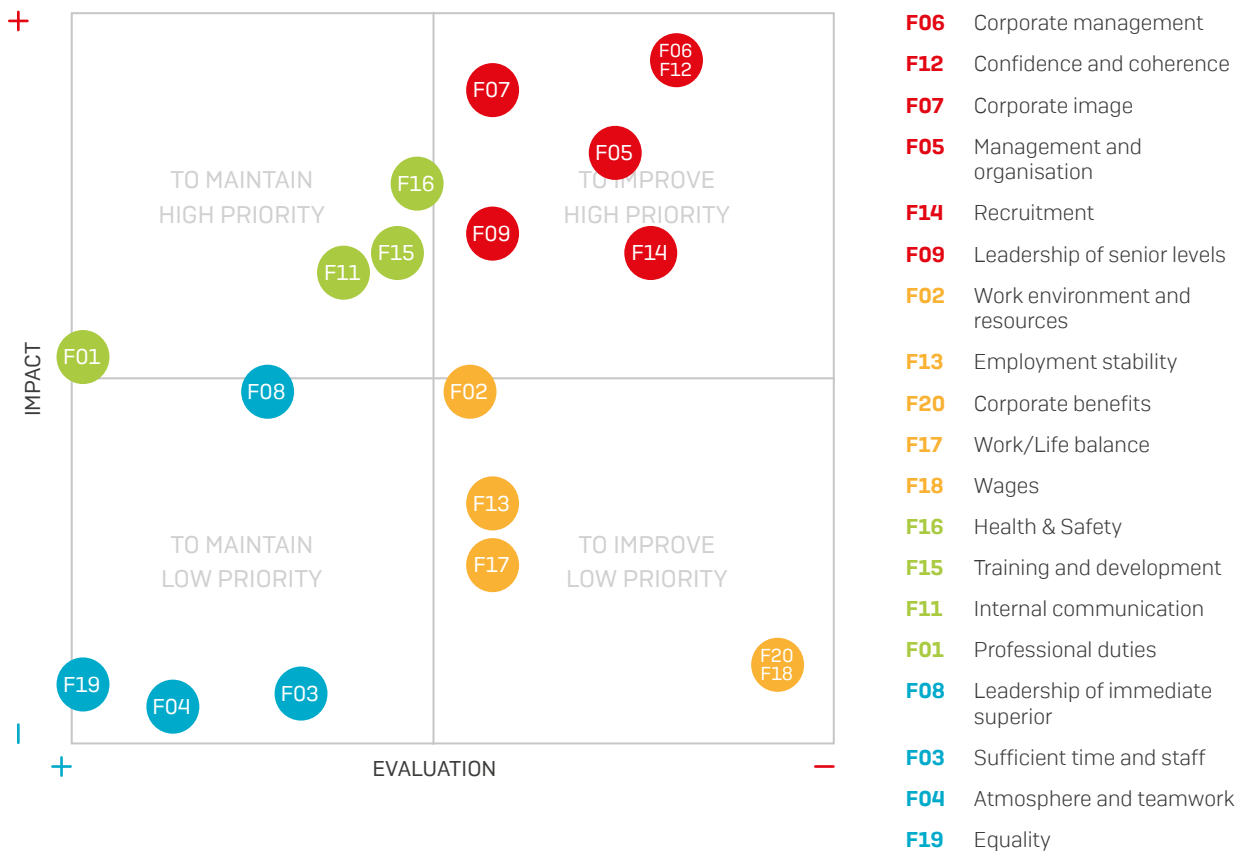
The results of “Opina 2017” have been analysed at the level of the company and also work centre, and also regarding different parameters: age, time in the company, job, gender, shift, etc.

This study helps us to develop a matrix for each work centre that relates the impact of the factor evaluated with the rating given for this factor, helping us to know the priority of the factors to be managed.

Consequently, in terms of the overall results for EMERU Spain, the factors to be improved and which we must focus on are mainly those related to corporate management, trust and coherence, corporate image, aspects of management and organisation, recruitment and leadership at a senior level.

We plan to carry out actions to improve these aspects in 2018, focusing especially on managing these actions at a branch level to ensure effective improvements are implemented.

#### PRIORITISATION OF FACTORS TO BE ACTED ON OVERALL COMMITMENT - EMERU GROUP



## EVERY DAY WE STRIVE TO IMPROVE SAFETY AT WORK

Bad practices in the activities carried out by our professionals on a daily basis can have repercussions both on their own health and also on the health of those using our services. To minimise this risk, EMERU Spain prioritises people's wellbeing and health.

Health and safety management is implemented comprehensively at all levels of the company and integrated within the daily procedures of work centres by means of the different Health and Safety Committees and the Joint Health and Safety Unit. Although occupational health and safety is already extensively covered by legislation, our group has chosen a more demanding level, **with all our companies holding the OHSAS 18001 certificate** for Occupational Health & Safety Management Systems.

Health and Safety Committees ensure collaboration between the company and its personnel and represent a vital tool for the implementation of occupational health and safety management.

The Joint Health and Safety Unit manages aspects related to the health and safety of workers in the group companies. It is composed of health and safety specialists who are responsible for safety in the workplace, industrial hygiene, ergonomics and psycho-sociological aspects, as well as for external health personnel. This Unit undergoes legal audits every four years, the last one taking place in 2015.

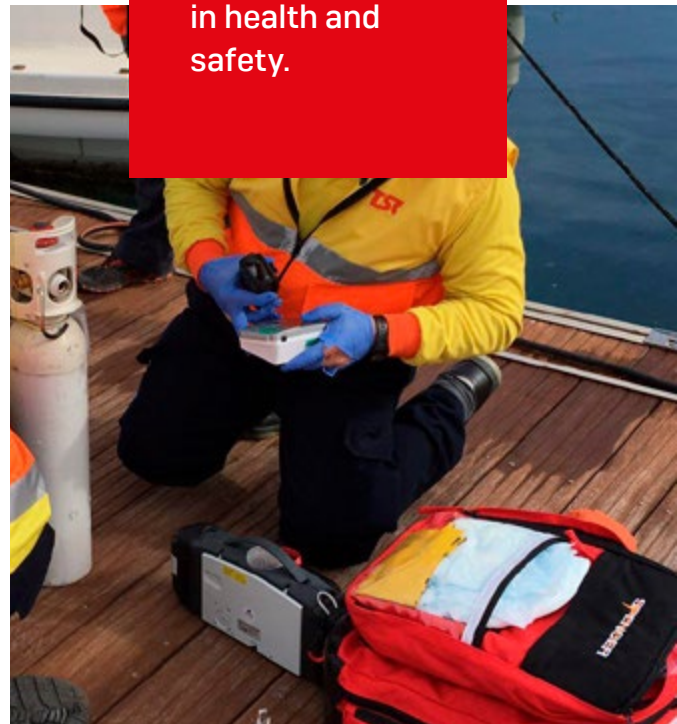
Moreover, all EMERU Spain workers have received training in health and safety.

Information to investigate H&S events, such as incidents, accidents without sick leave and accidents with sick leave, is gathered by EMERU Spain's work centres. This information is then sent to the Health & Safety Unit to carry out a second analysis of the event and implement actions to minimise risks and the likelihood of the same accident occurring again.

With all the measures in place, the level of occupational accidents with sick leave increased slightly between 2016 and 2017.



All EMERU Spain workers have received training in health and safety.



**266**  
**OCCUPATIONAL ACCIDENTS WITH SICK LEAVE IN 2017**

**171**

Men

**95**

Women

**245**

IN 2016



# 64,846

## LOST DAYS (COUNTING OCCUPATIONAL ACCIDENTS AND COMMON CONTINGENCIES)

# 55,047

IN 2016



### INCIDENT RATE<sup>6</sup>

#### ACCIDENTS WITH SICK LEAVE



#### ACCIDENTS WITHOUT SICK LEAVE



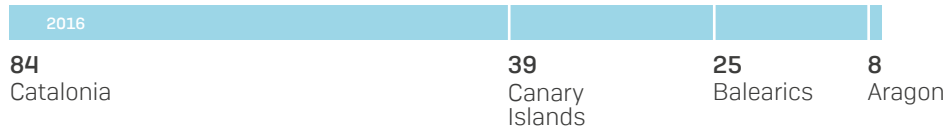
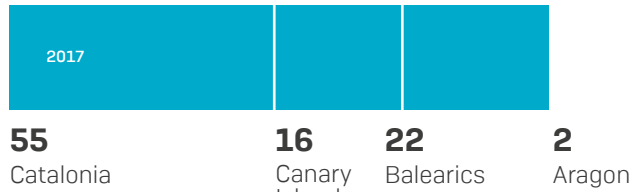
<sup>6</sup> Rate calculated as:  $(\text{no. occupational accidents} / \text{full-time equivalent average workforce} / \text{year}) * 1000$



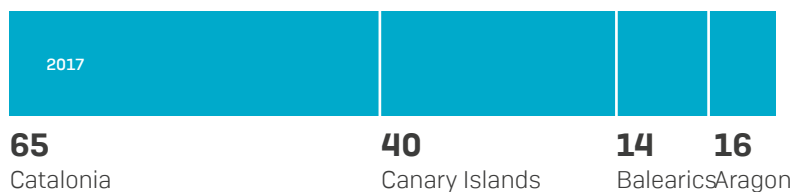
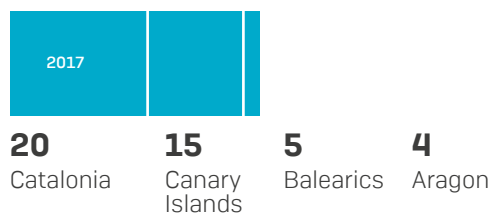
Regarding work centres, there are more accidents in Catalonia than in the rest of the regions as its workforce is much larger.

## OCCUPATIONAL ACCIDENTS

### ACCIDENTS WITH SICK LEAVE



### ACCIDENTS WITHOUT SICK LEAVE



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

### CAUSES OF SICK LEAVE WITHOUT ACCIDENT

	2016		2017	
	Men	Women	Men	Women
Strain (musculoskeletal)	83	42	<b>84</b>	<b>50</b>
Knocks	10	8	<b>12</b>	<b>6</b>
Crushing	4	2	<b>5</b>	<b>4</b>
Aggression	2	2	<b>7</b>	<b>3</b>
Sprains	12	8	<b>18</b>	<b>13</b>
In itinere	21	6	<b>19</b>	<b>4</b>
Falls from a height	0	0	<b>0</b>	<b>0</b>
In mission	5	3	<b>12</b>	<b>9</b>
Other	10	8	<b>6</b>	<b>2</b>
Cuts	0	0	<b>0</b>	<b>0</b>
Falls at the same height	9	10	<b>8</b>	<b>4</b>

Strain is closely linked to our professionals having to move and transfer people every day. To reduce such incidents, we continue to focus on implementing technical, organisational and training measures, as well as incorporating new resources available on the market.



**\* Practical training:** we continue with regular training in different methods to move and transfer people for medical transport. This training is organised by the Joint Health & Safety Unit in collaboration with trainers in the Paul Dotte method.



- ✱ **PT-Fold electric chairs for non-urgent services:** we've increased our stock of these chairs so that a single person can more efficiently move users, consequently reducing the risk of strain.



- ✱ **Transfer boards for urgent services:** we have bought new boards to help move users from one bed to another and reduce our professionals' risk of injuring themselves.



- ✱ **Ergonomic improvements in newly acquired vehicles.**

- ✱ **Information and continued training in protocols:** the aim is for services to be carried out correctly without the risk of strain, making use both of the technical resources available as well as the organisational measures implemented, such as requesting back-up.

- ✱ **Health & Safety and Healthy Company campaigns.**

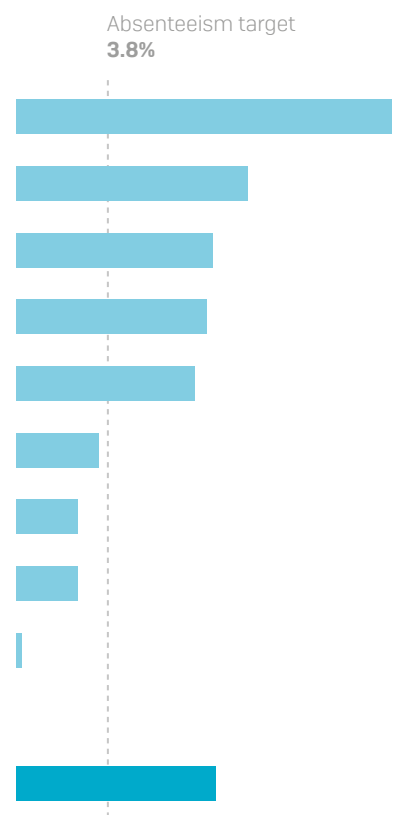
The overall absenteeism rate increased to 6.7% in 2017. This is higher than the target set by the company of 3.8%. However, it should be noted that absenteeism rates differ substantially between companies, this being around 6% in all the communities where we operate.

There are many different factors behind absenteeism but, carrying out an analysis of the data provided by each regional branch, this can be put down to more activity and the restructuring of shifts, as well as other factors.



## 6.7% OVERALL ABSENTEEISM RATE IN 2017

Companies	Total Work Days	Total Days of temporary incapacity (TI)	Absenteeism <sup>7</sup>
ASSISTALIA	4,061	520	12.8%
TASISA	196,720	15,567	7.9%
STST	73,971	4,974	6.7%
TSC, S.L.U.	586,422	38,238	6.5%
UTE - NTSA	86,246	5,308	6.1%
CAE	4,437	124	2.8%
AIC	3,777	80	2.1%
UTE- AIC ASSISTALIA	1,538	32	2.1%
CARTERSALUD	1,883	3	0.2%
SUPSAR	1,081	0	0.00%
<b>OVERALL TOTAL</b>	<b>960,136</b>	<b>64,846</b>	<b>6.8%</b>



<sup>7</sup> % absenteeism = days of absence due to TI \*100 / days worked

### PERCENTAGE CUMULATIVE ABSENTEEISM (DECEMBER 2017)



**6.5%**  
CATALONIA



**6.1%**  
ARAGON



**7.9%**  
CANARY ISLANDS




**6.5%**  
BALEARICS

## PROMOTING TALENT

We believe our Training Policy is a fundamental strategic area that helps to develop and improve the characteristics of our service, at the same time as helping all workers grow both personally and professionally. Moreover, one of our goals is to become a benchmark in training in order to achieve our mission: "Adding value to society through a quality service".

The training carried out promotes skills management and continued training to enhance the employability of workers and help them manage the end of their careers.

Our training plans help us to have the best professionals in the industry because one of our goals is to be recognised by society as a leader in medical transport and an outstanding reference in urgent and social healthcare services.



**In 2017, EMERU  
Spain increased  
the number of  
people trained by  
13.5%**

The Training Plan is developed by the People and Organisation department and is aimed at the qualitative and efficient management of people and at achieving the targets and strategic goals which are set every year.

This is based on three phases: Planning, Implementation and Assessment.

In the Planning phase, training needs are analysed to help us define the training to be carried out during the year. We look at where we are (current situation) and assess where we want to be (desired future situation). Based on this analysis, we define the content of the training, its scheduling and the resources required.

In the Implementation phase, we carry out the training planned, either with our own team of instructors or with external instructors or training centres.

Lastly, in the Assessment phase, we analyse the impact and to what extent the targets defined in the general Training Plan and specific training targets have been achieved.



**2,563**  
PEOPLE TRAINED

**2,202**  
IN 2016



**45,923.5**  
HOURS OF TRAINING

**40,468.5**  
IN 2016



In 2017, the average number of hours of training per person increased mainly for structural staff due to long-term specialisation courses that have been conducted.



### NUMBER OF EMPLOYEES TRAINED BY REGION AND COMPANY

Aragon	
NTSA	236
Balearics	
CAE	13
STST	143
Canary Islands	
AIC	11
ASSISTALIA	12
TASISA	484
UTE AIC-ASSIS	4
Catalonia	
CARTERSALUD	3
TSC	1.657

### AVERAGE HOURS OF ANNUAL TRAINING

	2016		2017	
	Men	Women	Men	Women
Personal del Centro de coordinación de servicios	1.8	0.7	<b>16.6</b>	<b>21.97</b>
Personal de estructura	1.9	1.8	<b>20.7</b>	<b>16.4</b>
Personal técnico asistencia	15.1	14.6	<b>15.3</b>	<b>13.9</b>
<b>TOTAL</b>	<b>18.8</b>	<b>17.1</b>	<b>52.5</b>	<b>52.3</b>
<b>TOTAL ANUAL</b>		<b>35.9</b>		<b>104.9</b>

Continuing the initiative that began in 2013, EMERU Spain is still committed to the Virtual Classroom for online training.

In 2017 several courses were given for technical personnel as part of the Strategic Training Plan. The following courses were given, by region:

**ARAGON**

Content from the medium grade training cycle in Healthcare Emergencies and reinforcement of healthcare practices, Occupational Health and Safety, development of communication skills and stress management.

**CANARY ISLANDS**

Content from the medium grade training cycle in Healthcare Emergencies and reinforcement of healthcare practices, Occupational Health and Safety, Environment, development of communication skills and stress management and development of office skills.

**BALEARICS**

Content from the medium grade training cycle in Healthcare Emergencies and reinforcement of healthcare practices, Occupational Health and Safety, Road safety and Efficient Driving and development of office skills.

**CATALONIA**

Content from the medium grade training cycle in Healthcare Emergencies and reinforcement of healthcare practices, Occupational Health and Safety, development of communication skills and stress management, healthy eating and leadership and people management.



A range of training was given to the structural staff related to Occupational Health & Safety, skills, procedures and healthy living.

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



**100%**  
**OF ALL TRAINING**  
**IS GIVEN FREE**





## A FAIR WORK ENVIRONMENT

**All our companies in EMERU Spain have an Equal Opportunity Plan** produced in accordance with Spain's Organic Act 3/2007 on the effective equality of women and men and approved by the Management. This plan defines measures and actions to promote an equal environment at work that go beyond strict compliance with the law and normally last for three years.

In 2016 and 2017 some of the group companies revised their equality plans:

### **TSC, SLU (CATALONIA)**

In December 2016, the Diagnosis of the TSC, SLU Equality Plan was carried out again as the previous plan had expired.

The Equality Plan was presented to the Company and Employment department of the Catalan government and included in the Catalogue of Equality Plans, valid from 27/12/2016 to 31/12/2019.

### **TASISA (CANARIAS) Y NTSA (ARAGON)**

In December 2017, the Situation Diagnosis ended in order to draw up the new Equality Plan.

### **STSTU (BALEARICS)**

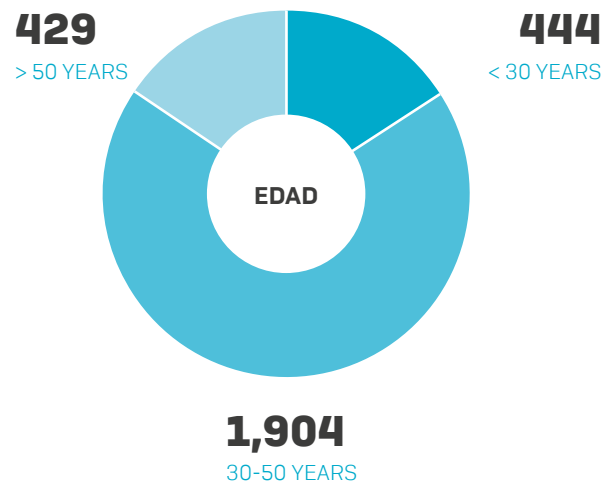
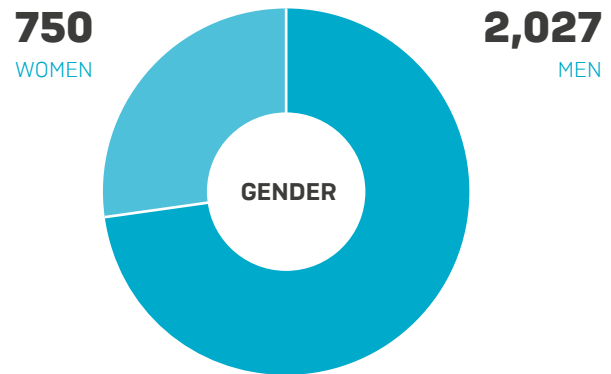
No new Equality Plan has been developed as the contract is expected to be discontinued during 2018.

The type of work carried out by EMERU Spain is very male-oriented, a typical feature in the medical transport sector. However, we are still working actively on recruiting more women. On the other hand, the most widely represented ages in the group are still 30-50 years.

Both trends are repeated in senior management positions as EMERU Spain's governing body is made up of three people, all men.

The integration of people with disabilities is governed by Act 13/1982, of 7 April, on the Social Integration of Disabled People. At EMERU Spain we hire services from Special Employment Centres such as INTEGRARTE and MINUSVAL, supplying special uniforms and footwear. In total we have 44 people with a disability working with us, representing 1.6% of all employees.

In compliance with the aforementioned Act, EMERU Spain has been declared exempt and has adopted alternative measures in those companies where the 2% workforce ratio required by law for people with disabilities is not reached.



**TSC, SLU  
(CATALONIA)**

TSC comes under the Declaration of Exception and alternative measures. Valid 01/01/2016 – 31/12/2018.

**TASISA  
(CANARY ISLANDS)**

The Canary Islands branch comes under the Declaration of Exemption, from 01/01/2016 to 31/12/2018.

**STSTU  
(BALEARS)**

The company in the Balearics has been deemed exempt for three years: 14/06/2016 – 13/06/2019.

**NTSA  
(ARAGON)**

Aragon complies with the 2% ratio and therefore has no need to request a Declaration of Exemption.



**42**  
**PEOPLE OF OTHER NATIONALITIES**

Regarding other diversity indicators, at EMERU Spain we have 42 people of other nationalities and 24 part-time retired workers, enhancing the composition of our staff and indicating the aim of EMERU Spain to encourage healthy ageing among our personnel.

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



**EMERU Spain still enjoys a track-record of zero corruption.**

## BEST PRACTICES AND ANTI-CORRUPTION

Our Code of Conduct, aimed at all directors and employees of the group, 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. In 2017 we started to roll out this Code to our suppliers.

The 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.

Given the nature of its business, it is common for EMERU Spain to face labor claims, which mostly relate to inadequate behaviour of our employees. Our aim is to provide a rapid, effective response to such demands as they could have a negative effect both on the welfare of our users and also on the company's reputation. To this end, we have an email address [csr@emeru.net](mailto:csr@emeru.net) and a telephone number for employees in order to present their doubts, suggestions or claims concerning improper conduct. The personal data received are treated absolutely confidentially.




**173**  
**NOTICES FOR INSPECTION AND LABOUR DISPUTES WERE DULY PROCESSED. 86 WERE RESOLVED.**

## CUSTOMER SATISFACTION

Excellence can only be achieved by establishing procedures for action, unifying criteria, implementing processes for improvement, etc. but this is not enough if we don't listen to the stakeholders involved in the whole process. For this reason, EMERU Spain takes into account how our clients rate our services and brand and we've established indirect and direct systems to assess satisfaction according to the type of end client.

Client satisfaction means optimising the company's internal processes. Our business model is therefore designed to detect any area that needs to be improved during each of the stages of medical transport services, thereby producing a client-oriented management approach focused on satisfying their needs.



**We have both indirect and direct systems to assess satisfaction, depending on the type of client.**



## PLANNING AND CARRYING OUT INDIRECT SATISFACTION STUDIES

When the degree of satisfaction is considered to be a key aspect for continued improvement in providing services, and taking into account the traditional model based on carrying out satisfaction surveys, there is the problem that improvements cannot be implemented until after a service has been carried out. To resolve this, EMERU Spain has implemented a user satisfaction control system which can be implemented before the service is carried out, thereby helping us to make decisions faster and improve our processes before, during and after the service has been given.

This procedure is based on the evaluation and monitoring of a series of indicators related to the main requirements imposed by our quality system, although taking into account the key needs and expectations of those people using our services. In this way, we manage to establish a representative system of indicators.

After analysing these indicators, we obtain a final overall result, giving the indicators different weightings based on the findings from satisfaction surveys carried out over the years.

### Aspects taken into account:

TELEPHONE ATTENTION

PRICE OF THE SERVICE

ATTENTION GIVEN BY MEDICAL PERSONNEL

SUPPORT OF THE MEDICAL PERSONNEL (HELP)

CONVENIENCE AND COMFORT OF THE TRANSFER

DRIVING OF THE MEDICAL PERSONNEL

SAFETY CONDITIONS OF THE VEHICLES

CLEANLINESS OF THE VEHICLES

PUNCTUALITY OF THE SERVICES



Below is the relationship between the different indicators and the client satisfaction criteria assessed, as well as the weighting of each indicator within the final evaluation of users' degree of satisfaction:

Indicators/aspects	Weighting (%)	Description	Brand image	Training & treatment of personnel	Quality & satisfaction with the service	Communication with the company	Compliance & agreements on level of service	Programming and coordination	Handling complaints	Legal compliance	Competitiveness
Average fleet lifespan (years)	10	The average age of the fleet for each regional branch is assessed.	*		*					*	*
Delayed services / Total services (%)	25	The percentage of late services is assessed (Programmed and Non-programmed) compared with all the services carried out.			*		*	*			
External vehicle cleanliness	5	The cleanliness of the vehicles is assessed based on the number of times they are cleaned.	*	*	*						*
Accident rate during transport (no. accidents/100 vehicles)	10	The accident rate of the vehicle fleet is assessed for each region.	*		*				*	*	
Transport occupancy (trips/services carried out)	10	The number of people transported per NUMT is assessed.			*			*			*
NO. Complaints NUMT <sup>8</sup> /1000 services carried out	10	The complaints received are assessed, by the activity carried out.	*		*				*		
Complaints regarding treatment	10	The complaints received due to bad practice or treatment on the part of transfer personnel are assessed.	*	*					*		
AT <sup>9</sup> training index (%)	10	The index of worker qualifications is assessed regarding transfer personnel.		*						*	

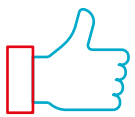
<sup>8</sup> NUMT= Non-Urgent Medical Transport

<sup>9</sup> AT= Ambulance Technician



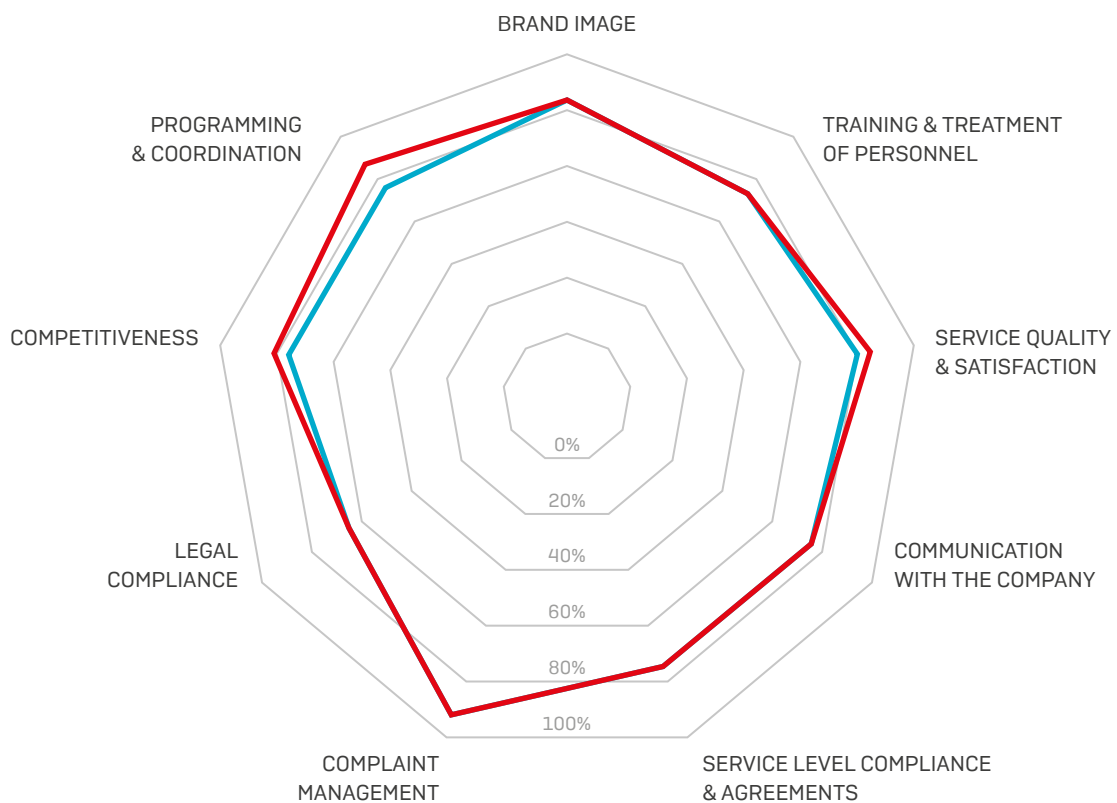
We continue to enjoy a high level of satisfaction among our customers.

The annual average of user satisfaction for EMERU Spain was 76% in 2017. Although we can't compare with previous years because of the new evaluation methodology applied, such results show a high degree of satisfaction. This is due mainly to the strength of the quality system implemented in the different group companies. The system encourages continued improvements in our processes, as reflected in the overall satisfaction achieved.



**76%**  
**USER SATISFACTION**

When we analyse the results taking into account the different aspects affecting client satisfaction, we can see that those aspects most contributing to such good results are principally Complaint Management and Service Programming and Coordination.



— January  
— December



**In the CatSalut survey we obtained a score above 8.5 for all regions where we operate.**

If we analyse the annual variation in the different aspects evaluated, a substantial improvement can be seen regarding the Competitiveness of our company in the sector, as well as in the Programming and Coordination of services, due mainly to fewer delays and the increase in grouped transport.

We can also conclude that, in order to increase client satisfaction in 2018, the following aspects should be tackled:

- \* **Optimise use of the vehicle fleet** as well as progressively renew vehicles
- \* Gradually increase the percentage of **personnel with AT qualifications** through new recruits and increased qualification of existing staff.
- \* **Route optimisation** by improving and employing new planning technologies

This new methodology for evaluating client satisfaction helps us to enhance the assessment model with new items and parameters, providing a reliable methodology that can be adapted as required.

It should be noted that, in Catalonia in 2017, CatSalut carried out a direct survey on users of Non-Urgent Medical Transport services (PLAENSA 2017) in which the degree of satisfaction for our services was above 8.5/10 in all the regions where we operate.



## PLANNING AND CARRYING OUT DIRECT SATISFACTION STUDIES

For non-user clients (healthcare sector, hospitals, rehabilitation and dialysis centres), the most appropriate way to obtain information on their satisfaction with the service was deemed to be via a direct methodology as this provides clearer insight into their opinions and the need for improvement. For this reason, every year personal interviews are carried out by the Regional Directors with our non-user clients.

All the survey models include a section that determines how important each item is for a given client, so they can evaluate both the importance and the degree of satisfaction. The results indicate those areas where we can make the most improvements

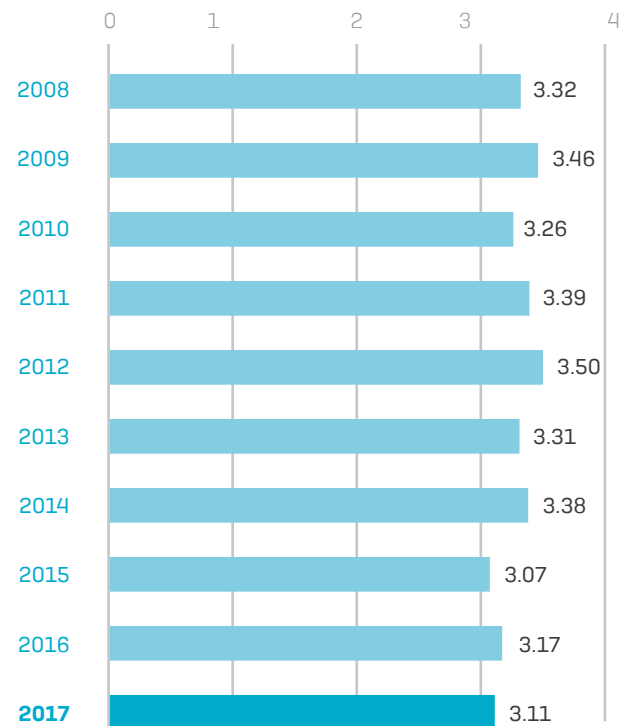
and those where our performance is already satisfactory, so we can prioritise the improvements to be carried out.




The results over the last few years show a certain downward trend in non-user customer satisfaction. In principle, the reason for this decrease is because of the tender that began in 2016 in Catalonia, with the consequent need to reorganise our business.

Once this deployment becomes more established, and together with the improvements being carried out by each Regional Director, we expect the overall degree of satisfaction to improve.



## DEGREE OF SATISFACTION AMONG NON-USER CLIENTS (SCORE OUT OF 4)



	 HOSPITAL CENTRES	 REHABILITATION CENTRES	 DIALYSIS CENTRES	AVERAGE
2014	3.3	3.5	3.3	<b>3.4</b>
2015	3.2	3.2	2.8	<b>3.1</b>
2016	3.1	3.4	2.8	<b>3.2</b>
<b>2017</b>	<b>3.0</b>	<b>3.0</b>	<b>3.3</b>	<b>3.1</b>

The average satisfaction <sup>10</sup> by type of non-user client shows that, at dialysis centres, we have substantially improved the rating for our service while this rating has decreased slightly for other types of healthcare centres.

To manage the satisfaction of our preventative service clients, direct contact is established to ensure the services are in line with the client's needs at all times.

We therefore expect to maintain or improve the degree of satisfaction in 2018 through our Regional Directors, who are in charge of handling any complaints or suggestions made by the centres to be able to improve the services we provide and how we operate on a daily basis in the region.

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




<sup>10</sup> Score out of 4



**35%**  
**OF COMPLAINTS AND  
INCIDENTS REDUCTION**

The complaints and incidents sent respectively by the Catalan Health Service (CatSalut) and hospitals, as well as by the Catalan Medical Emergency System, totalled 974 in 2017, 35% less than in 2016. When analysing the results for 2017, and comparing them with our performance in 2016, we can see that, apart from the region of Central Catalonia, there has been a considerable reduction in the complaints received regarding Non-Urgent Medical Transport (NUMT), due mainly to stabilisation after winning the tender in 2016. This low complaint rate is expected to continue in Catalonia for the coming year as there are no new tenders or substantial alterations that might affect the quality of the services provided.

Complaints have more than doubled in Aragon compared with 2016. However, it should be noted that, in 2017 and as from the winter months, there was a sudden increase in business and in the grouping of services, significantly pushing up the number of complaints received from patients due to a larger number of delays. Nevertheless, this is not considered to be a bad result for Aragon as the index is much lower than the average complaint rate in the other regions.



**No complaint was received  
in 2017 on any of the Canary  
Islands served by us.**

With regards to the Canary Islands, it should be noted that no complaint was received in 2017 on any of the islands served by us.

At EMERU Spain we believe that another of the pillars for 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 2017, once again no complaints were recorded regarding breaches of privacy or leaks 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.



## EXAMPLES OF BEST PRACTICES IN COLLABORATION WITH THE COMMUNITY

2017 saw the continuation of activities carried out by the company in collaboration with society.



In October 2017 our personnel in the activities for Europe's Restart a Heart Day in several towns and cities, promoting training in and the use of defibrillators among the public at large with talks, workshops, etc.

*Photo: training in Olot (Garrtxa)*

September 2017 saw the tenth NATURA SALUD, the fair dedicated to the health and healthy living sector in the Canary Islands. The entities TRANSPORTES AEREOS SANITARIOS ISLEÑOS, ASSISTALIA and AMBULANCIAS DE LAS ISLAS CANARIAS were present, giving First Aid workshops both for children and adults as well as guided tours of the ambulances with a brief explanation of the resources they contain, etc.

*Photo: workshops in Canary Islands*





One of our goals is to show young children the work carried out by Ambulance Technicians (AT) and medical transport firms and how we help a lot of people to survive accidents and improve their quality of life. It also helps us to pass on the values that underpin our work, from the time we start to the end of the working day. That's why all our personnel are committed to school visits.

*Photo: visit to a nursery school at Sant Pere de Torelló (Osona)*



EMERU's ambulance personnel must work together with other security forces such as the Fire-fighters, Civil Protection and the Police. To improve teamwork, simulations are regularly held to test all personnel and work on new organisational models that improve service quality.

*Photo: simulation in the tunnel at Bracons*

TSC collaborates with the Public Employment Service of Catalonia (SOC) in youth employment programmes. Guidance and tutoring services are provided by visits to facilities, such as those carried out at our centre in Tremp.



# ENVIRONMENTAL COMMITMENTS



# ENVIRONMENTAL COMMITMENTS

At EMERU Spain we have a long history in responsibility towards the environment, reflected in the certificates acquired by our group companies. Moreover, in 2017 the analysis of threats and opportunities carried out showed that this is an important area for the overall development of the company and its image. We must therefore continue to work to achieve our goals and targets for the future.

As important threats, we've identified the fuel consumption of our fleet of vehicles, as well as the handling and separation of waste at our facilities. We've also detected various opportunities in terms of our environmental management, especially the inclusion of renewable energy sources for our electricity supply, reduction of atmospheric emissions from the consumption of fuel by our vehicles and the obtaining of other environmental certificates and seals.

## TARGETS FOR ALL REGIONS WHERE OUR GROUP IS PRESENT

- ✿ By 2020, reduce Scope 1 GHG emissions by 1% compared with 2016.
- ✿ By 2018, reduce Scope 2 and 3 GHG emissions by 15% compared with 2016.
- ✿ Obtain the Catalan environmental certificate "Distintiu de Qualitat Ambiental" for the vehicle fleet in Catalonia.

We focused on these targets in 2017. It should be noted that the environmental quality certificate was awarded in January 2018.



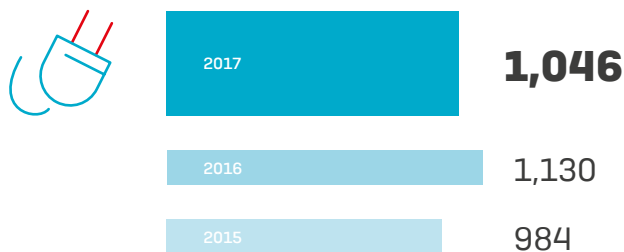
## MAIN INDICATORS

# ENERGY

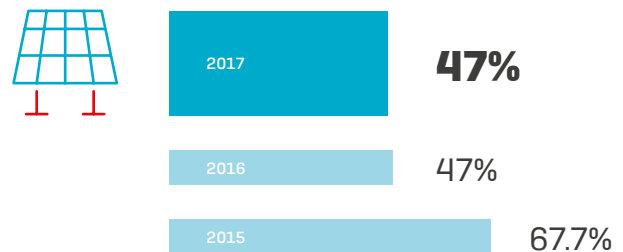
In general, energy consumption has remained similar to the 2016 level, with a slight downward trend for all fuels except diesel, which increased in absolute terms by 2%.

### ENERGY CONSUMPTION ACCORDING TO SOURCE (X1000)

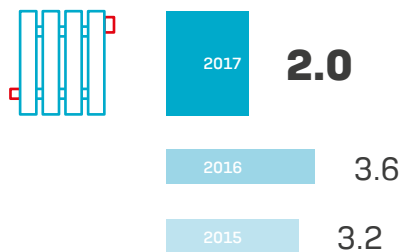
#### MAINS ELECTRICITY (KWH)<sup>10</sup>



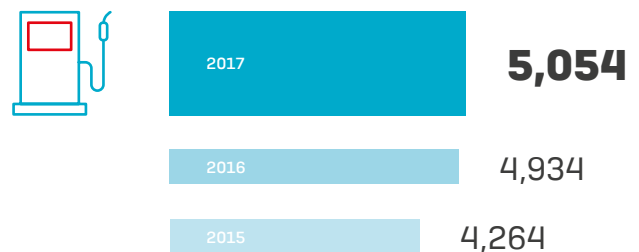
#### MAINS ELECTRICITY-RENEWABLE SOURCES (%)



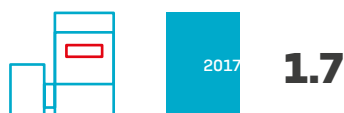
#### HEATING (m<sup>3</sup> GAS)



#### DIESEL A (LITRES)



#### DIESEL C (LITRES)<sup>11</sup>



#### PETROL SP95 AND SP98 (LITRES)<sup>12</sup>



**We have reduced diesel consumption per vehicle by 8%.**

<sup>10</sup> Total consumption, including from renewable sources

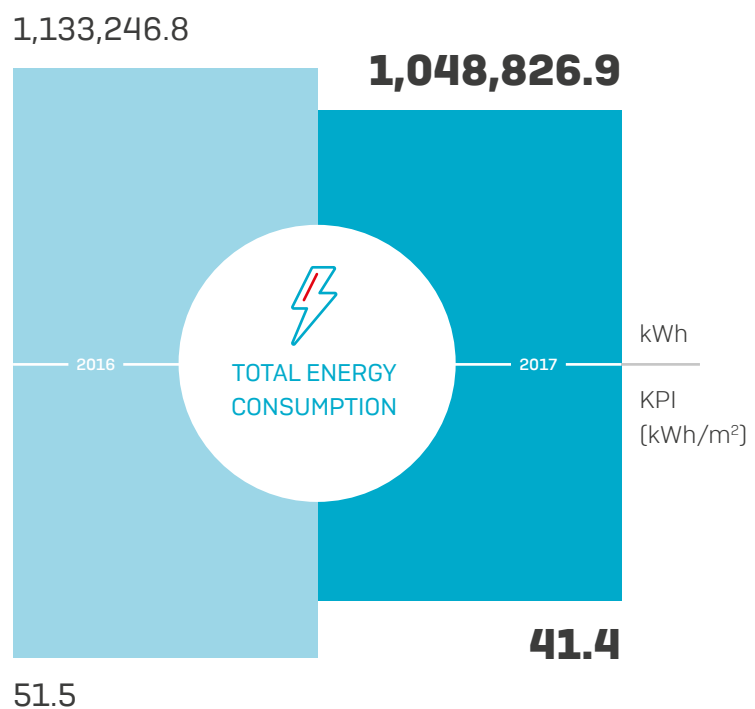
<sup>11, 12</sup> No data for 2015 and 2016

However, if we look at diesel consumption per vehicle in circulation, we can see that this has fallen by 8% compared with the previous year, due mainly to the inclusion of much more efficient new vehicles in terms of fuel consumption.



**We have saved 20% in our consumption of gas and electricity per m<sup>2</sup> of installations.**

With regards to the consumption of electricity and gas, taking into account the total area covered by our facilities, we can see that we have managed to reduce our consumption considerably (by 20%), partly thanks to the awareness campaign that started in 2017 to encourage people to save energy in a large number of our facilities.



# GREENHOUSE GAS (GHG) EMISSIONS

The Carbon Footprint calculates greenhouse gas emissions (GHG) associated with business activity. This is a widespread and very useful indicator to monitor the company's performance over time.

As in previous years, EMERU Spain has calculated the GHG emissions generated by our work, including emissions from all operations throughout Spain. These are:

## SCOPE

# 1

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 structural staff cars), as well as from leaks of coolant or HFC gases from the refrigeration and heating/cooling equipment.

To calculate the scope's emissions, we have taken into account the emission factors provided by MAPAMA and the Practical Guide to calculate GHG emissions.

## SCOPE

# 2

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 into account the emission factors published every year by the Spanish National Authority for Markets and Competition (CNMC) associated with EMERU's different utility suppliers. Renewable energy suppliers have an emission factor of 0.

## SCOPE

# 3

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.

To calculate the emissions for this scope, the emission factors have been used that are provided by the Practical Guide to calculate greenhouse gas emissions, March 2018 version, for paper, plastic and water; those provided by APOS, U Ecoinvent 3.4 for toxic or specific waste (fluorescent tubes, batteries, etc.); and those of the Environmental Paper Network Paper Calculator version 3.2 for unused paper.



We are stabilising our GHG emissions.



**13.508**  
Tn CO<sub>2</sub>eq OF GHG EMISSIONS LINKED TO EMERU SPAIN'S ACTIVITY IN 2017

**12.785**  
Tn CO<sub>2</sub>eq IN 2016

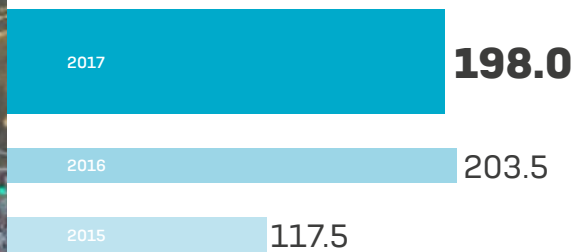
There was a 5.7% increase in 2017 in GHG emissions, much more moderate than in 2016, which suggests we are gradually stabilising to some extent. This increase is due to the increase in activity by the EMERU group during the year, making a larger number of trips and also increasing the distances covered.

TREND IN GHG EMISSIONS BY SCOPE (tCO<sub>2</sub>eq)

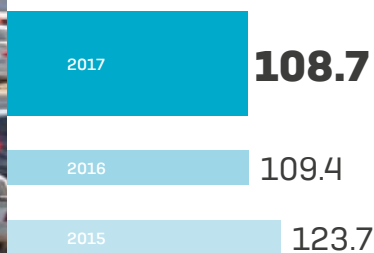
SCOPE 1



SCOPE 2

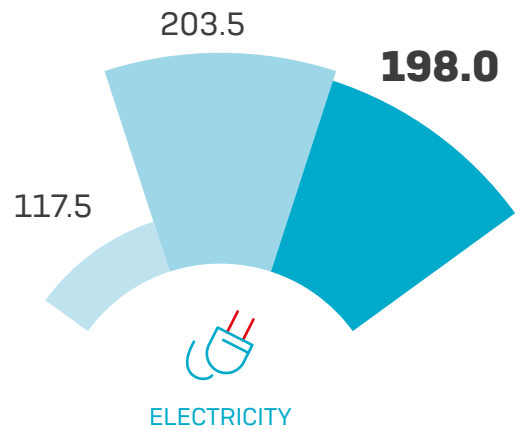
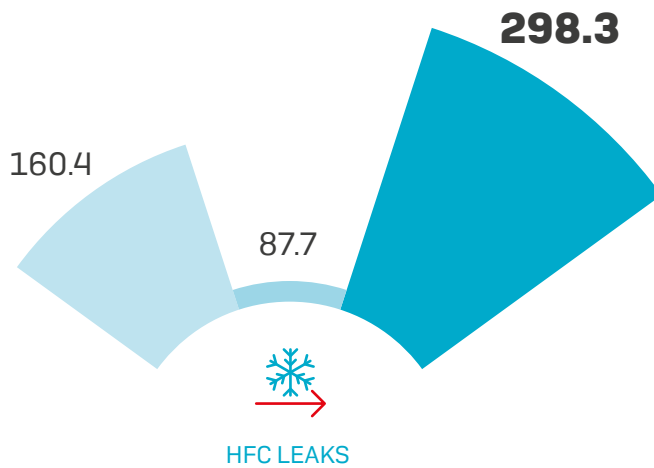
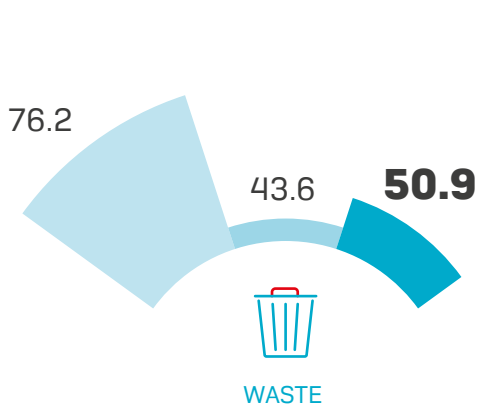
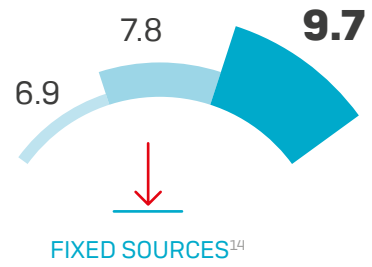
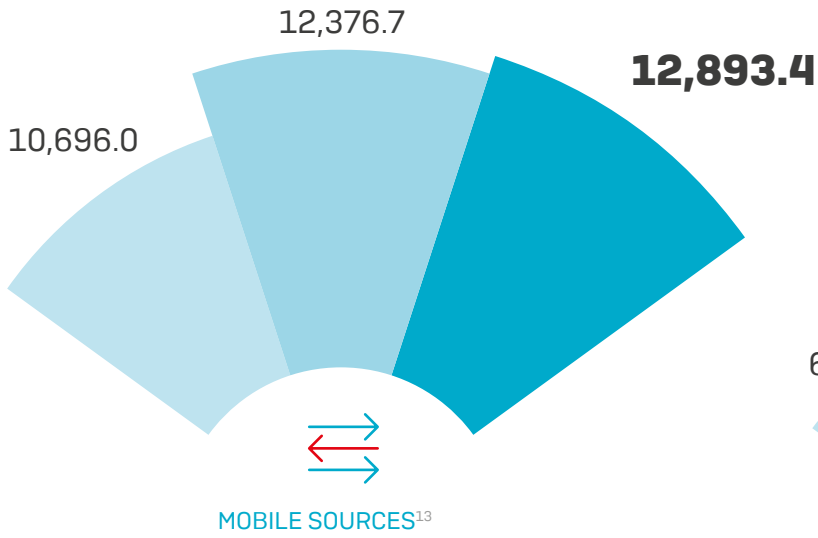


SCOPE 3



TREND IN GHG EMISSIONS BY SOURCE (tCO<sub>2</sub>eq)

● 2017  
● 2016  
● 2015



<sup>13</sup> Includes diesel for the company fleet and petrol SP95 and SP98

<sup>14</sup> Includes emissions resulting from gas and diesel C. Only 2017 data are available for diesel C



The main source of GHG emissions is still the company's fleet, accounting for 95% of EMERU's carbon footprint. The increase due to the company's fleet of vehicles was 4% in 2017, considerably lower than the increase observed between 2016 and 2015, which was 15%. This can be explained by the incorporation of a new, much more fuel-efficient fleet after the tender was renewed in Catalonia.

Consequently, in 2017 the fleet of vehicles increased by 7.8 %, and the number of kilometres travelled by 12.8%. We can therefore state that, in 2017, there was a considerable reduction in the carbon footprint of our fleet of vehicles.

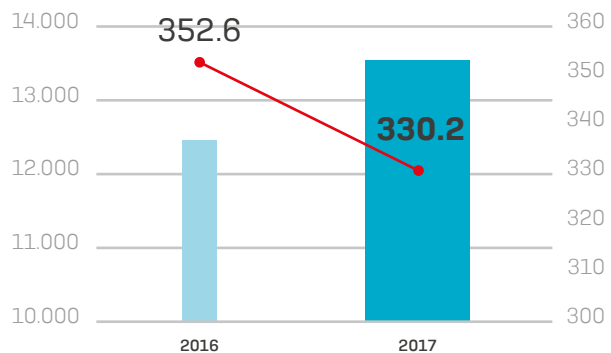


Although emissions have increased in absolute terms, on analysing each of the scopes, the following aspects can be observed:



**95%**  
**OF GHG EMISSIONS**  
**IS THE COMPANY'S**  
**FLEET**

**TREND IN SCOPE 1 EMISSIONS**

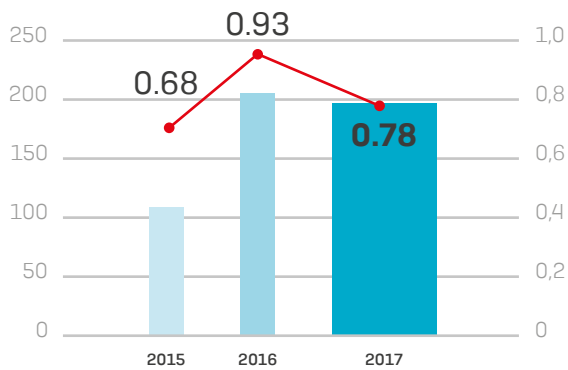


Adjusting the emissions for the number of vehicles in circulation in 2017, we can see a 0.8% reduction in the indicator. This is close to our target of an overall reduction of 1% in Scope 1 emissions, so that we fully expect to achieve our target by 2020 by applying the measures already started in 2017 to reduce vehicle emissions, such as training in efficient driving, changing the fleet, optimising routes, etc.

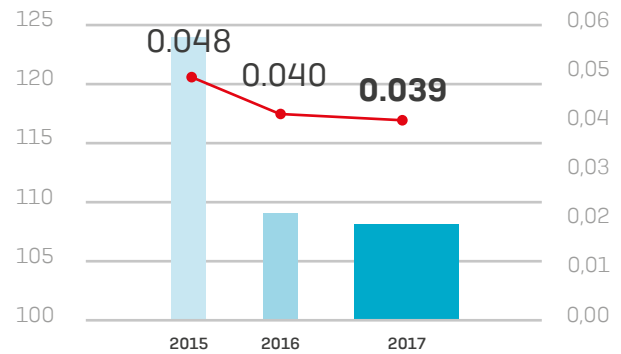
- Scope 1
- Emissions/kilometre



**TREND IN SCOPE 2 EMISSIONS**



**TREND IN SCOPE 3 EMISSIONS**



Adjusting the emissions for the surface area of our facilities, there was a 15.2% reduction in emissions compared with the previous year. These results show that the measures being implemented to reduce Scope 2 emissions (such as raising staff awareness) are effective and work will continue along the same lines to achieve the target of a 20% reduction by 2018.

● Scope 2  
● Emissions/100m²

● Scope 3  
● Emissions/FTE

# WASTE MANAGEMENT

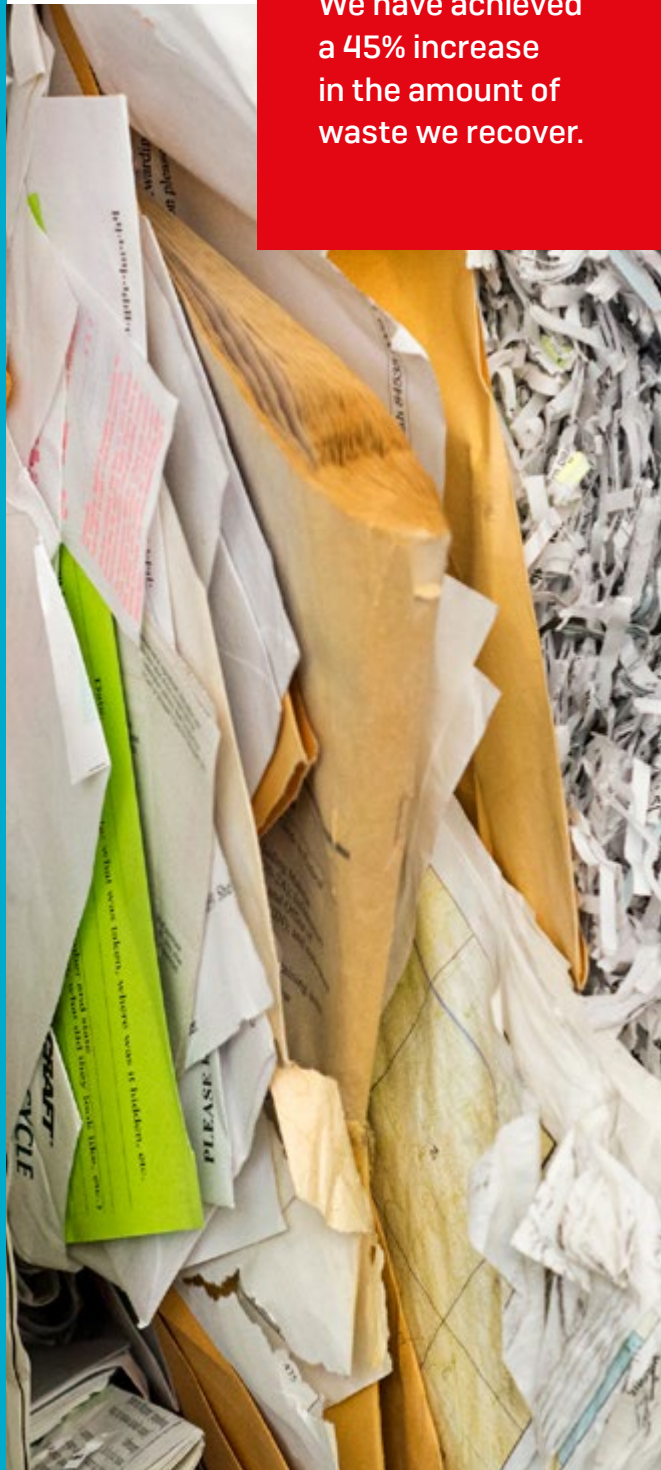
The waste generated by EMERU Spain can be seen in the following table:

	2016	2017
Non-hazardous waste	56.50	<b>74.38</b>
Paper	10.08	<b>10.70</b>
Plastic	6.58	<b>7.59</b>
Hazardous packaging	0.49	<b>0.10</b>
Fluorescent tubes	0.37	<b>0.02</b>
Total WEEE	0.00	<b>0.29</b>
Computing WEEE	0.00	<b>0.00</b>
Batteries	0.63	<b>0.13</b>
Ink cartridges	0.43	<b>0.06</b>
Electronic waste	0.00	<b>0.00</b>
Needles	0.46	<b>0.05</b>
Absorbent material	0.32	<b>0.09</b>
Aerosols	0.07	<b>0.01</b>

2017 saw a 45% increase in the amount of waste sent for recovery, the waste being recovered accounting for 20% of all waste generated. We expect this recovery rate to increase in the different work centres as a result of training in waste separation.



We have achieved a 45% increase in the amount of waste we recover.





# BEST PRACTICES TO REDUCE ENVIRONMENTAL IMPACT

EMERU Spain's environmental impact is mainly due to the consumption of fuel resulting from our main activity: transporting patients. For this reason, our efforts are mostly concentrated on improving and managing our fleet of vehicles.

In 2017 we concentrated especially on investigating, designing and applying a series of measures focused on reducing the environmental impact of our fleet. We've continued to renew our fleet of urgent medical transport vehicles applying environmental criteria that ensure we optimise our consumption of natural resources, thereby reducing the environmental impact caused by carrying out our work. Consequently, all our fleet is currently Euro-6.

We've also raised awareness among our employees in the area of efficient driving, helping to reduce our overall 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 fuel consumption for all services carried out.

Another focus is to reduce electricity consumption at our facilities by using LED bulbs and adjusting the power supplied to our real needs.

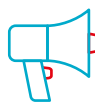
At the same time as the aforementioned measures, other best practices have also been introduced to reduce our impact on the environment:



**Change to renewable energy suppliers** to achieve our target reduction in Scope 2 emissions.



**Reduction in the daily use of paper** by implementing measures to simplify documentation, as well as making operations in our daily work paperless.



New communication systems with our workers to **spread our environmental commitment** and the group's best practices.



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



Training on **waste separation**, use of hazardous substances and reducing the consumption of supplies and utilities.



Inclusion of **circular economy strategies** in the fleet to encourage the reuse of these by selling off replaced vehicles. This measure avoids scrapping vehicles as they are given a second useful life.



Inclusion, in our purchasing procedures, of a series of instructions and information to encourage the **purchase of sustainable products**.



First campaign to **evaluate our suppliers** regarding their environmental and social commitment. We have also carried out an awareness-raising and communication campaign for good environmental practices among our suppliers.



# ECONOMIC COMMITMENTS



# ECONOMIC COMMITMENTS

At the end of 2017 we held a strategic planning meeting to review the targets for 2016, incorporating individual evaluations from each participant. The degree of achievement of the 2016 targets was reasonable although the economic achievements were deemed insufficient. The targets for 2017 were set based on these reflections and individual opinions.

The strategic economic targets for 2017 were:

## **ACHIEVE EBITDA TARGETS**

- \* Reduce absenteeism
- \* Optimise maintenance costs. Evaluate suppliers
- \* Evaluate the vehicle acquisition system that is most in line with the duration of the contracts: purchase, leasing, etc.
- \* Reduce traffic accidents. Raise awareness of the personnel of the costs associations with accidents
- \* Stabilise the driver-vehicle combination to identify the state of the vehicle with a certain person or team responsible for it
- \* Minimise UMT penalties. Develop a programme of measures to minimise penalties
- \* Increase productivity in Catalonia



### ACHIEVE NET DEBT TARGETS

- \* Improve working capital management
- \* Optimize capital expenditures

Our target for 2017-2018 is to keep on growing but also to maintain or improve the quality of our service. The strategic line being followed is one of diversification; i.e. establishing alliances, winning new tenders and increasing private business.

EMERU Spain is committed to continue improving its management in order to continue offering an excellent service.

### DIVERSIFICATION

- \* Boost alliances with other firms
- \* Win new medical transport contracts in Spain
- \* Increase private business



## MAIN INDICATORS

# GROWING BUSINESS

EMERU Spain continues to expand and grow.

The breakdown of the economic value distributed is as follows:

	2016	2017
Direct economic value generated	€109,086,033	<b>€109,551,014</b>
Economic value distributed	€100,046,440	<b>€101,306,318</b>
Economic value retained	€9,035,779	<b>€8,244,696</b>

	2016	2017
Operating costs	€16,920,732	<b>€16,821,684</b>
Employee wages and benefits	€80,833,967	<b>€63,054,742</b>
Payments to providers of capital	€2,095,885	<b>€2,183,218</b>
Corporate tax	€195,855	<b>€0</b>
Social Security contributions	€17,225,556	<b>€19,222,246</b>



# GRI-STANDARD CONTENT



# GRI-STANDARD CONTENT

## GENERAL DISCLOSURES

GRI Standard Content	Pages	Omissions	Global Compact Principles
<hr/>			
GRI 101: BASIS 2016			
<hr/>			
GRI 102 BASIC GENERAL DISCLOSURES 2016			
<hr/>			
<b>ORGANIZATION PROFILE</b>			
102-1	Name of the organisation	EMERU Spain	
102-2	Primary brands, products and services.	10-11, 18-20	
102-3	Location of the organisation's headquarters	Avenida Josep Tarradellas, n.o 8-10, 08029 Barcelona	





GRI Standard Content	Pages	Omissions	Global Compact Principles
102-4	Number of countries where the organisation operates	10	
102-5	Nature of ownership and legal form	17	
102-6	Markets served	11	
102-7	Scale of the organisation	13	
102-8	Information on employees and other workers	13-14, 43	<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.
102-9	Supply chain	22 - 24	
102-10	Significant changes to the organization and its supply chain	26	
102-11	Precautionary Principle or approach		Not reported
102-12	External initiatives	32-34	
102-13	Membership of associations	27	
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	8-9	
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behavior	20-21, 30, 35	
<b>GOVERNANCE</b>			
102-18	Governance structure	25-27	
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	35	
102-41	Collective bargaining agreements	14 100% of our workforce is covered by the collective bargaining agreement	<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
102-42	Identifying and selecting stakeholders	35	
102-43	Approach to stakeholder engagement	36-37	
102-44	Key topics and concerns raised	38	



GRI Standard Content	Pages	Omissions	Global Compact Principles																																																																								
<b>REPORTING PRACTICES</b>																																																																											
102-45	Entities included in the consolidated financial statements	19																																																																									
102-46	Defining report content and topic Boundaries	<p><b>GRI ASPECTS</b></p> <table border="1"> <thead> <tr> <th></th> <th>Description</th> <th>Coberage<sup>1</sup></th> <th>Implication<sup>2</sup></th> </tr> </thead> <tbody> <tr> <td colspan="4"><b>GRI 200: ECONOMIC</b></td> </tr> <tr> <td>GRI 201: Economic Performance</td> <td>Direct economic value generated and distributed</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td>GRI 205: Anticorruption</td> <td>Mechanisms to avoid corruption</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td colspan="4"><b>GRI 300: ENVIRONMENT</b></td> </tr> <tr> <td>GRI 302: Enengy</td> <td>Energy consumption management and initiatives to improve energy efficiency</td> <td>Internal and external</td> <td>Direct</td> </tr> <tr> <td>GRI 305: Emissions</td> <td>Emissions management and initiatives to mitigate climate change</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td>GRI 306: Efluent and waste</td> <td>Management and treatment of waste and effluents</td> <td>Internal and external</td> <td>Direct</td> </tr> <tr> <td colspan="4"><b>GRI 400: SOCIAL</b></td> </tr> <tr> <td>GRI 401: Employment</td> <td>Working conditions for good quality jobs</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td>GRI 402: Labor/ management relations</td> <td>Establishment of mechanisms for relations between the employees and management.</td> <td>Internal</td> <td>Direct</td> </tr> <tr> <td>GRI 403: Occupational Health and Safety</td> <td>Promoting health and safety at work.</td> <td>Internal</td> <td>Direct</td> </tr> <tr> <td>GRI 404: Training and education</td> <td>Promoting training and professional development</td> <td>Internal</td> <td>Direct</td> </tr> <tr> <td>GRI 405: Diversity and equal opportunity</td> <td>Promoting equality between men and women</td> <td>Internal</td> <td>Direct</td> </tr> <tr> <td>GRI 406: Non-discrimination</td> <td>Existing mechanisms to detect and remediate cases of discrimination</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td>GRI 416: Customer health and safety</td> <td>Practices and policies to ensure product quality safety</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td>GRI 418: Customer Privacy</td> <td>Mechanisms to guarantee customers' privacy</td> <td>Internal and external</td> <td>Direct and indirect</td> </tr> <tr> <td>GRI 419: Socioeconomic compliance</td> <td>Ensure compliance with applicable regulations</td> <td>Interna</td> <td>Directa</td> </tr> </tbody> </table> <p><sup>1</sup> Indicates where the impact is produced: inside or outside the organisation  <sup>2</sup> Indicates whether the organisation has caused the impact (direct implication) or whether the organisations is linked to the impact throught its business relations (indirect implication)</p>			Description	Coberage <sup>1</sup>	Implication <sup>2</sup>	<b>GRI 200: ECONOMIC</b>				GRI 201: Economic Performance	Direct economic value generated and distributed	Internal and external	Direct and indirect	GRI 205: Anticorruption	Mechanisms to avoid corruption	Internal and external	Direct and indirect	<b>GRI 300: ENVIRONMENT</b>				GRI 302: Enengy	Energy consumption management and initiatives to improve energy efficiency	Internal and external	Direct	GRI 305: Emissions	Emissions management and initiatives to mitigate climate change	Internal and external	Direct and indirect	GRI 306: Efluent and waste	Management and treatment of waste and effluents	Internal and external	Direct	<b>GRI 400: SOCIAL</b>				GRI 401: Employment	Working conditions for good quality jobs	Internal and external	Direct and indirect	GRI 402: Labor/ management relations	Establishment of mechanisms for relations between the employees and management.	Internal	Direct	GRI 403: Occupational Health and Safety	Promoting health and safety at work.	Internal	Direct	GRI 404: Training and education	Promoting training and professional development	Internal	Direct	GRI 405: Diversity and equal opportunity	Promoting equality between men and women	Internal	Direct	GRI 406: Non-discrimination	Existing mechanisms to detect and remediate cases of discrimination	Internal and external	Direct and indirect	GRI 416: Customer health and safety	Practices and policies to ensure product quality safety	Internal and external	Direct and indirect	GRI 418: Customer Privacy	Mechanisms to guarantee customers' privacy	Internal and external	Direct and indirect	GRI 419: Socioeconomic compliance	Ensure compliance with applicable regulations	Interna	Directa
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102-47	List of material topics	38-39																																																																									
102-48	Restatements of information	No significant changes																																																																									
102-49	Changes in reporting	No changes																																																																									
102-50	Reporting period	2017																																																																									
102-51	Date of most recent report	2016																																																																									

GRI Standard Content	Pages	Omissions	Global Compact Principles
102-52 Reporting cycle	Annual		
102-53 Contact point for questions regarding the report	Integrated Systems Management Area <a href="mailto:medioambiente@htgroup.es">medioambiente@htgroup.es</a>		
102-54 Claims of reporting in accordance with the GRI Standards	7, 36		
102-55 GRI content index	88		
102-56 External assurance		Not available	



# TEMAS MATERIALES

Indicator and description	Pages	Omissions	Global Compact Principles
<b>GRI 200: ECONOMIC</b>			
<b>RESPONSIBLE ECONOMIC MANAGEMENT</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	30, 84-85	
103-2	Management approach and its components	21, 30, 84-85	
103-3	Evaluation of the management approach	85	
<b>GRI 201 ECONOMIC PERFORMANCE 2016</b>			
201-1	Direct economic value generated and distributed	12, 85	The absolute values of the economic value generated and distributed are not provided, only the percentages
<b>ANTICORRUPTION</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	59	
103-2	Management approach and its components	59	
103-3	Evaluation of the management approach	59	
<b>GRI 205 ANTICORRUPTION 2016</b>			
205-3	Confirmed incidents of corruption and actions taken	59	<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.
<b>GRI 300: ENVIRONMENT</b>			
<b>ENERGY</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	30-31, 72	
103-2	Management approach and its components	30-32, 72, 81	

Indicator and description	Pages	Omissions	Global Compact Principles
103-3 Evaluation of the management approach	34, 72		
<b>GRI 302 ENERGY 2016</b>			
302-1 Energy consumption within the organisation	15, 73- 74		<p><b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.</p> <p><b>Principle 8:</b> Businesses should support undertake initiatives to promote greater environmental responsibility.</p> <p><b>Principle 9:</b> Businesses should support encourage the development and diffusion of environmentally friendly technologies.</p>
302-4 Reduction of energy consumption	73		
<b>EMISSIONS</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1 Explanation of the material aspect and its boundary	30, 72, 75		
103-2 Management approach and its components	30, 72, 81		
103-3 Evaluation of the management approach	72, 75		
<b>GRI 305 EMISSIONS 2016</b>			
305-1 Direct (Scope 1) GHG emissions	15, 76-79		<p><b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.</p> <p><b>Principle 8:</b> Businesses should support undertake initiatives to promote greater environmental responsibility.</p> <p><b>Principle 9:</b> Businesses should support encourage the development and diffusion of environmentally friendly technologies.</p>
305-2 Energy indirect (Scope 2) GHG emissions	15, 76-79		
<b>EFFLUENTS AND WASTE</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1 Explanation of the material aspect and its boundary	30, 72		
103-2 Management approach and its components	30, 72, 81		
103-3 Evaluation of the management approach	72		



Indicator and description	Pages	Omissions	Global Compact Principles
<b>GRI 306 EFFLUENTS AND WASTE</b>			
306-2 Waste by type and disposal method	80		<p><b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.</p> <p><b>Principle 8:</b> Businesses should support undertake initiatives to promote greater environmental responsibility.</p> <p><b>Principle 9:</b> Businesses should support encourage the development and diffusion of environmentally friendly technologies.</p>

**GRI 400: SOCIAL**

**EMPLOYMENT**

**GRI 103 MANAGEMENT APPROACH 2016**

103-1 Explanation of the material aspect and its boundary	30, 42		
103-2 Management approach and its components	30, 42		
103-3 Evaluation of the management approach	42-43		

**GRI 401 EMPLOYMENT 2016**

401-1 New employee hires and employee turnover	14, 43-44	Employee turnover is not available	<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.
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**LABOR/MANAGEMENT RELATIONS**

**GRI 103 MANAGEMENT APPROACH 2016**

103-1 Explanation of the material aspect and its boundary	30, 44		
103-2 Management approach and its components	30, 44		
103-3 Evaluation of the management approach	45-46		

**GRI 402 LABOR/MANAGEMENT RELATIONS 2016**

402-1 Minimum notice periods regarding operational changes	The minimum notice period regarding significant operational changes is 30 days according to our Workers' Statutes, although, in practice the communication period is shorter.		<p><b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p><b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.</p>
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Indicator and description	Pages	Omissions	Global Compact Principles
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	30, 47	
103-2	Management approach and its components	30, 47	
103-3	Evaluation of the management approach	47	
<b>GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2016</b>			
403-1	Workers representation in formal joint management-worker health and safety committees	14, 27	<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	14, 47 – 50, 52	
<b>TRAINING AND EDUCATION</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	53	
103-2	Management approach and its components	53	
103-3	Evaluation of the management approach	53-54	
<b>GRI 404 TRAINING AND EDUCATION 2016</b>			
404-1	Average hours of training per year per employee	54-55	<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.
404-2	Programs for upgrading employee skills and transition assistance programs	56	
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	30, 58	
103-2	Management approach and its components	30, 57	
103-3	Evaluation of the management approach	58	

Indicator and description	Pages	Omissions	Global Compact Principles
<b>GRI 405 DIVERSITY AND EQUAL OPPORTUNITY 2016</b>			
405-1 Diversity of governance bodies and employees	14, 58-59		<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.
405-2 Ratio of basic salary and remuneration of women to men	59		
<b>NON-DISCRIMINATION</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1 Explanation of the material aspect and its boundary	30		
103-2 Management approach and its components	30		
103-3 Evaluation of the management approach	59		
<b>GRI 406 NON-DISCRIMINATION 2016</b>			
406-1 Incidents of discrimination and corrective actions taken	59		<p><b>Principio 1:</b> Las empresas deben apoyar y respetar la protección de los derechos humanos fundamentales, reconocidos internacionalmente, dentro de su ámbito de influencia</p> <p><b>Principio 2:</b> Las empresas deben asegurarse de que sus empresas no son cómplices en la vulneración de los derechos humanos</p> <p><b>Principio 6:</b> Las empresas deben apoyar la abolición de las prácticas de discriminación en el empleo y la ocupación</p>
<b>CUSTOMER HEALTH AND SAFETY</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1 Explanation of the material aspect and its boundary	60		
103-2 Management approach and its components	60		
103-3 Evaluation of the management approach	60, 64		
<b>GRI 416 CUSTOMER HEALTH AND SAFETY 2016</b>			
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	67		



Indicator and description	Pages	Omissions	Global Compact Principles
<b>CUSTOMER PRIVACY</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	67	
103-2	Management approach and its components	67	
103-3	Evaluation of the management approach	67	
<b>GRI 418 CUSTOMER PRIVACY 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	67 No complaints concerning breaches of customer privacy and losses of customer data have been registered.	
<b>SOCIOECONOMIC COMPLIANCE</b>			
<b>GRI 103 MANAGEMENT APPROACH 2016</b>			
103-1	Explanation of the material aspect and its boundary	67	
103-2	Management approach and its components	67	
103-3	Evaluation of the management approach	67	
<b>GRI 419 SOCIOECONOMIC COMPLIANCE 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	We have not received any fines for non-compliance with laws and regulations.	
<b>NON-GRI ASPECTS</b>			
Customer satisfaction		61-66	





