



# SUSTAINABILITY REPORT 2018

NON FINANCIAL REPORT

**IVIRMA**)  
Global



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01

Our  
commitment





## Our commitment at IVIRMA is to long-term Sustainability, understood as a way of creating value for our stakeholders.

In fact, we are not only 'what' we do, but also 'how' we do it. For us, this maxim has essential importance for the mission we have chosen as a business in society. An overarching commitment to our patients, our professionals, society at large, the scientific community and the environment.

Our fundamental goal as a company is to bring reproductive medicine to any part of the world, so that all people are able to fulfill their dream of having a child. In fact, our patients' satisfaction and joy are the driving force behind our daily activity. Any action undertaken in the company is designed for the sake of our patients: their safety and well-being is always at the forefront. This commitment stems from our values and extends to all divisions of the company. Our Patient Experience project, launched in 2018, is a sign that the patient is at the heart of everything we do in IVIRMA.

The excellence in the care of our patients, the generation of knowledge that allows us to contribute to advancement and improvement of treatments for our patients will remain our priorities. Our commitment to innovation will remain unwavering in all our projects. In fact, we will continue working to spearhead international scientific research and global technological development in one of the most cutting-edge fields of medicine: assisted reproduction.

Achieving this goal would prove impossible without our professionals: the true architects of our success as a company. Over the next few years we will continue to focus heavily on policies of diversity, conciliation and team culture that allow us to continue growing day by day as a business thanks to our workforce of more than 2,000





people worldwide. In addition, we will continue to face challenges together to promote health initiatives and Social Responsibility among our employees.

All these actions stem from our environmental commitment. We want our children, and those of our patients, to be happy and to live in the healthiest environment possible. Accordingly, in IVIRMA we pledge ourselves to the future: the environment is a crucial area for our operations both now and tomorrow.

Lastly, we cannot overlook our social commitment. We will continue to support social projects of a local nature to generate an authentic impact in the communities where we operate. Health and women will continue to be our strategic priorities.

These represent our commitments and our realities. Society is facing a situation marked by a series of challenges that require us to look forward from a standpoint of commitment and responsibility. A requirement that IVIRMA adopts transversally to continue to create value through our dedication to a sustainable and responsible business model.

IVIRMA Board of Directors







02

About this  
report





This is the first year that we at IVIRMA have compiled the Sustainability Report, displaying information on the activities performed, the results obtained and the organization's fulfilment in a range of areas, including sustainability, in 2018.

Although we have published Social Responsibility Reports since 2014, focused on the Social Action part, this year we have taken a step forward with the publication of this report in line with our corporate policy of Social Responsibility and Sustainability.

The content of this **Sustainability Report** or **Non-financial Information Status Report** has been drawn up in compliance and in line with the requirements set out in **Law 11/2018, of December 28, on non-financial information and diversity** approved on December 13, 2018 by the Congress of Deputies, amending the Commercial Code, the consolidated text of the Corporate Enterprises Act approved through Royal Legislative Decree 1/2010, of July 2, and Law 22/2015, of July 20, on accounts auditing, in the matter of non-financial information and diversity.

Within this framework, the Sustainability Report of IVIRMA includes the challenges and results concerning environ-

mental, social and personnel issues, human rights, on the fight against corruption and bribery and on the impacts on society that are relevant to the organization in the performance of our activity, during the period from January 1 to December 31, 2018. It sets out the objectives, efforts and resources targeted at advancing the integration of Sustainability into operational strategy and management.

Henceforth, the Report will be prepared following an annual cycle.

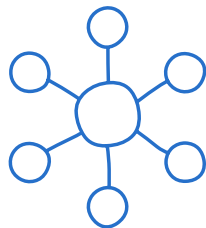
This Report accompanies the financial statements and the consolidated directors' report for 2018.

The perimeter at the corporate level includes all Group companies. The same scope has been considered both in the Sustainability Report, or Non-Financial Information Status Report, and in the consolidated annual accounts.

With regard to the economic information considered in this Report, this corresponds to the information included in the consolidated annual accounts of the IVIRMA Group.

In drawing up this Report, we have considered the guidelines and requirements set out in the Global Reporting Initiative (GRI), in compliance with the principles to determine the content and quality of the information

**To determine the content, the basic criteria established by the GRI have been taken into account:**



**Stakeholder engagement**

The interests and expectations of stakeholders have been considered and integrated throughout the process in order to prepare a Social Responsibility Report that responds to the needs shown by the different stakeholders with which we interact in IVIRMA.



**Sustainability context**

This Report aims to reflect IVIRMA’s relationship with the environment in a general context of sustainability and considering the impacts arising from the activity of our organization.



**Materiality**

Based on the Materiality Analysis, it was possible to determine the economic, social and environmental aspects that were material for IVIRMA. This meant the study was able to conclude that these were the topics with a greater degree of importance for the organization and its stakeholders.



**Completeness**

The information set out in this report has been developed in a reasoned and appropriate manner, giving a response to and covering all the material topics.



By the same token, the GRI principles have been taken into account to determine the quality of the information contemplated in the Sustainability Report:

<p><b>Balance</b></p> <p>This Report presents a balance between the positive and negative aspects arising from the company’s activity</p>	<p><b>Timeliness</b></p> <p>The information provided corresponds to 2018, in this case specifying the period covered by the Report</p>	<p><b>Accuracy</b></p> <p>The information presented in this Sustainability Report is accurate and detailed.</p>
<p><b>Clarity</b></p> <p>The wording of the content of the Sustainability Report has been carried out in order to be properly understood.</p>	<p><b>Comparability</b></p> <p>The information presented follows a calculation methodology and works in a standardized way to foster comparability with other organizations, as well as to be able to assess the company’s performance in forthcoming years.</p>	<p><b>Reliability</b></p> <p>IVIRMA has different audited and certified management systems that support the transparency, accuracy and reliability of the information provided and the figures given in this Report.</p>

Furthermore, for those aspects required by law and for which the GRI standard does not consider a specific indicator, other indicators have been created that can respond to these requirements, following the GRI principles.

The breakdown with the index of contents referring to Law 11/2018 and the GRI standard can be found in the final section of this Report.

For any doubts or questions regarding this Sustainability Report and its content, queries can be processed through: [RSC@ivirma.com](mailto:RSC@ivirma.com)





03

IVIRMA  
About us





## Organizational structure

IVIRMA Global is a Spanish limited liability company that acts as the parent company on which all IVIRMA Group clinics depend.

In IVIRMA we have two main offices that function as headquarters. One in Valencia (Spain) and one in Basking Ridge (New Jersey, United States). We offer a reproductive medicine service through our network of clinics spread across 11 countries: Spain, Portugal, Italy, United Kingdom, United States, UAE, Oman, Panama, Argentina, Brazil and Chile.

The Board of Directors, comprising five directors, is the governing body of IVIRMA Global. This is a body responsible for making the strategic decisions of the organization and which meets several times a year.

In addition, there are specialized cross-cutting committees where decisions are made regarding specific areas of the company and which assist in development of the Board of Directors' management.

### The existing Committees are:

**Steering Committee:** a global body that integrates the managing members of each area of the organization and which meets once a fortnight.

**Openings Committee:** in Spain, this is the committee in charge of regulating new openings and in which the different areas of the company are involved.

**International Committee:** in Spain, this is the committee in charge of managing international growth and focusing on the international patient (patients who come to Spain from other countries to undergo assisted reproduction treatments).

**Patient Experience Committee:** a transversal body whose aim is to work with a focus on patient satisfaction.

**CSR Committee:** in Spain, this is the committee that transversely manages the company's sustainability and social action.

**Center Management Committee (CMC):** in Spain, this committee comprises the Director and Managers or Coordinators of each area of the clinic whose objective is to share and transmit relevant information at corporate and clinical level

**Procurement Committee:** in Spain, the body that ensures that purchases are made efficiently and responsibly.



These committees may require attendance at their meetings by members of the management team or other staff for specific matters.

Our core objective is to offer the finest techniques of assisted reproduction using the most efficient management model and strengthening returns to ensure our patients choose us every time.



PIPELINES AND FUNCTIONAL AREAS

Over the last two years, we have readjusted the organization chart to adapt it to the company’s corporate strategy and market needs, giving rise to **four pipelines (main areas) and six functional areas (support):**

1

**Medical Affairs**  
creating value for patients and the medical community

Our goal is to be excellent in the care of our patients. This requires us to achieve the best gestation rates globally and incorporate the most cutting-edge technologies at the service of IVIRMA Global.

2

**Global Education**  
creating value in the medical/scientific community/society

Our commitment in IVI Global Education is to place students at the center of our activity to furnish them with the finest training in the field of assisted human reproduction.

3

**Innovation**  
creating value in the medical/scientific/society community

We seek to spearhead scientific research and promote technological development in reproductive medicine to improve the care of our patients

4

**Operations (our clinics):**  
creating value for patients, society and the environment

The key objective of the Operations area is to enhance retention rates and patient experience, setting the appropriate guidelines and working together with the management of all the group’s clinics.



In addition to these four areas, there are six large global functions that support the four pipelines:

### Marketing

creating value in patients through marketing and communication actions, both online and offline, generating brand positioning in the market.

### IT

creating value in patients and employees, designing and implementing improvement actions in the field of information systems and technologies that help the organization to achieve its objectives.

### Human Resources

creating value in employees. We work on retaining in-house talent and being perceived abroad as one of the best places to develop professionally, and where all our professionals feel proud to belong to IVIRMA.

### Business Controlling

the business is analyzed from all perspectives, helping to articulate the strategy and supporting decision-making with reliable information.

### Audit, Compliance & Legal

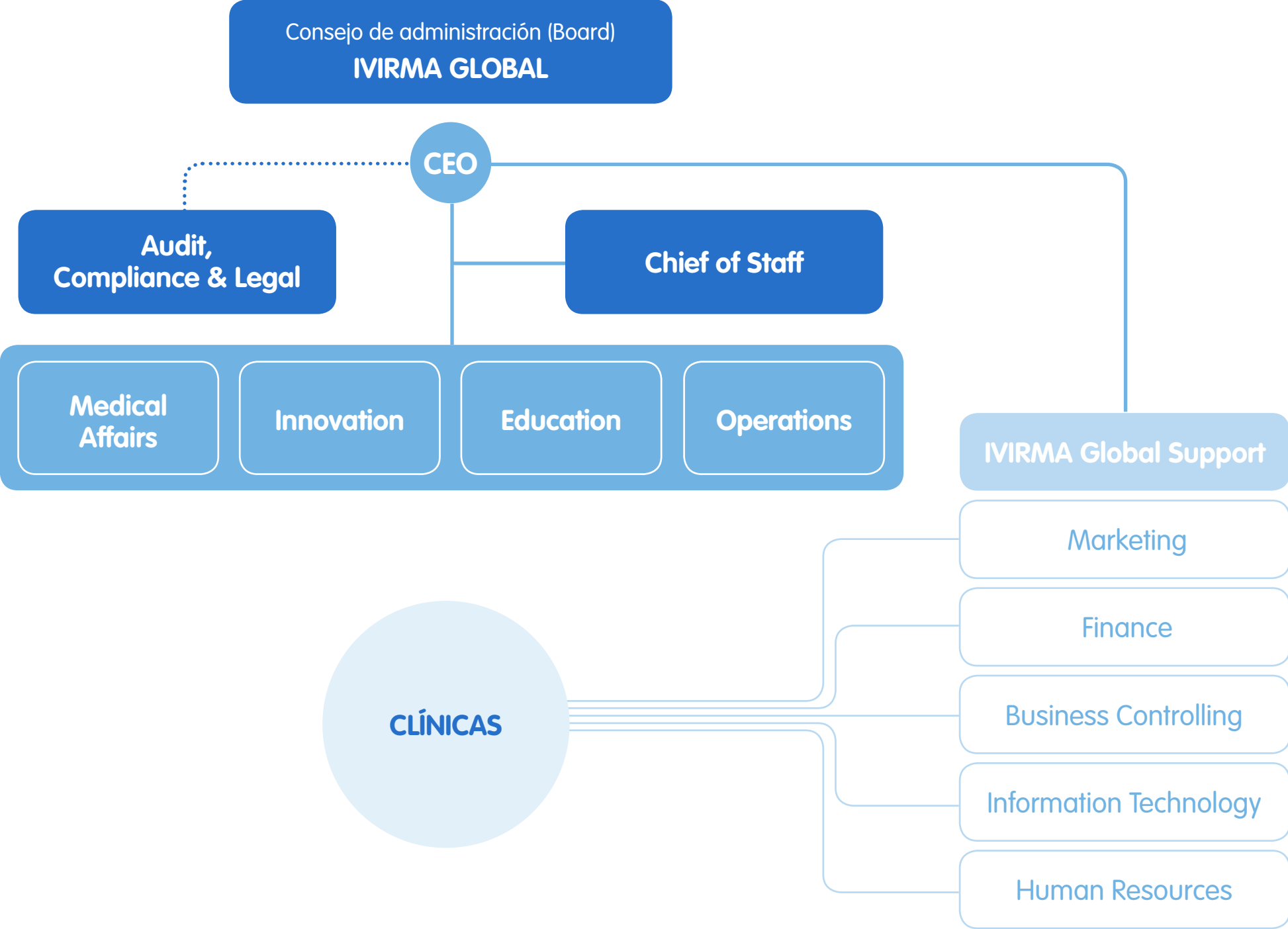
The best legal, legislative and best practice support is provided in those matters related to the organization's activity.

### Finance

the necessary financial resources are managed and controlled to facilitate the company's business under the best conditions of cost, liquidity, profitability and security.







Our clinics are the lifeblood of our activity. The key objective of the day-to-day work performed in **the clinic is to place patients at the core of our business, offering them the finest patient experience**, as a priority for all IVIRMA professionals.

**SIGNIFICANT CHANGES IN THE ORGANIZATION**

As part of our goal to bring reproductive medicine to anywhere in the world, in 2018 we opened new centers in: Spain (IVI Vitoria and IVI Ibiza), Italy (IVI Milan) and USA (RMAPHL Philadelphia and RMA of Southern California) and inaugurated the IVI Tenerife, IVI Alzira, IVI Gandía and Central Madrid.

In IVIRMA, a corporate strategy of sustained and sustainable growth has been introduced, based on the progressive and gradual achievement of the strategic goals, and the achievement of excellent results. This sustainable growth has been based on the identification and ongoing and constant satisfaction of the needs and expectations of our different stakeholders.



## Our activity

### OUR LEITMOTIV IS FULFILLING THE DREAM OF OUR PATIENTS

IVI was launched in 1990 as the first medical institution in Spain specialized entirely in human reproduction. Since then, we have assisted in the birth of more than 160,000 children, thanks to the application of the latest technologies in assisted reproduction.

At the beginning of 2017, IVI reached the United States through RMANJ. The merger, which gives rise to IVIRMA Global, consolidates us as the largest assisted reproduction group in the world. This synergy also makes it possible to strengthen one of the Group's cornerstones: research, thanks to which the leading success rates are achieved through the most innovative techniques. With this new milestone, we continue with the international expansion plan, which from thereon also includes North America. In addition, the merger process has been key to remaining committed to social responsibility as a responsible way to understand and grow our business in a sustainable manner.

The main focus of the organization and driving force of our activity are always the patients, women and couples who place their trust with IVIRMA in their desire to become parents, as well as those patients who preserve their fertility for medical or social reasons, in a preventive way, to ensure further possibilities of becoming parents in the future using their own gametes.

In 2018 more than 50,000 people visited our centers for an initial diagnosis. In addition, around 52,000 assisted reproduction procedures were performed, including all available techniques and treatments.

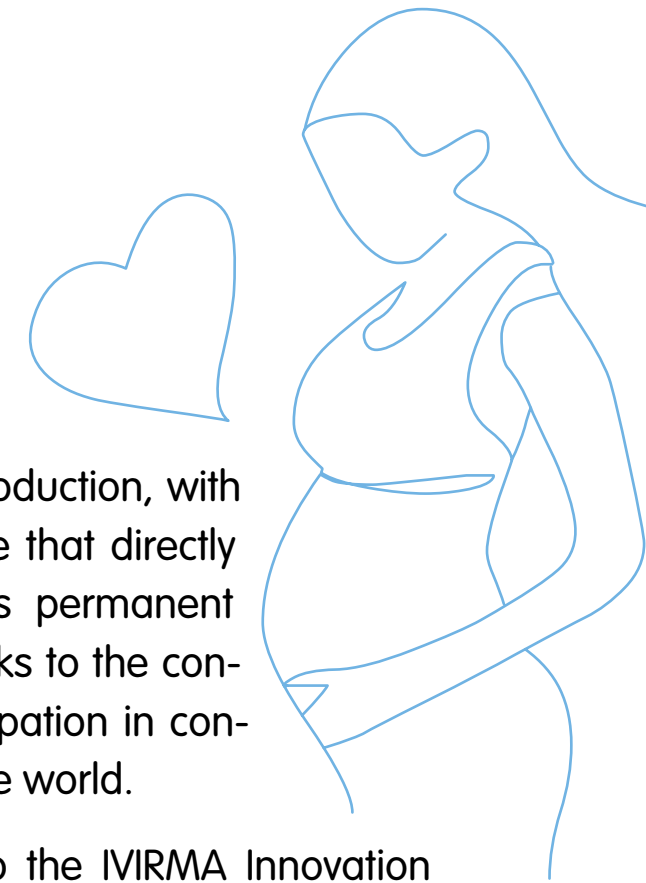
In the different IVIRMA centers, we perform treatments such as artificial insemination, in vitro fertilization (IVF), oocyte donation, intracytoplasmic sperm injection (ICSI), pre-implantation diagnosis and oocyte vitrification.

In IVIRMA we have recognized the need to invest in R & D from the outset; for this reason the IVI Foundation was cre-

ated for the study of human reproduction, with a research and teaching purpose that directly benefits patients, since it allows permanent training of our professionals thanks to the continuous work of study and participation in conferences and meetings around the world.

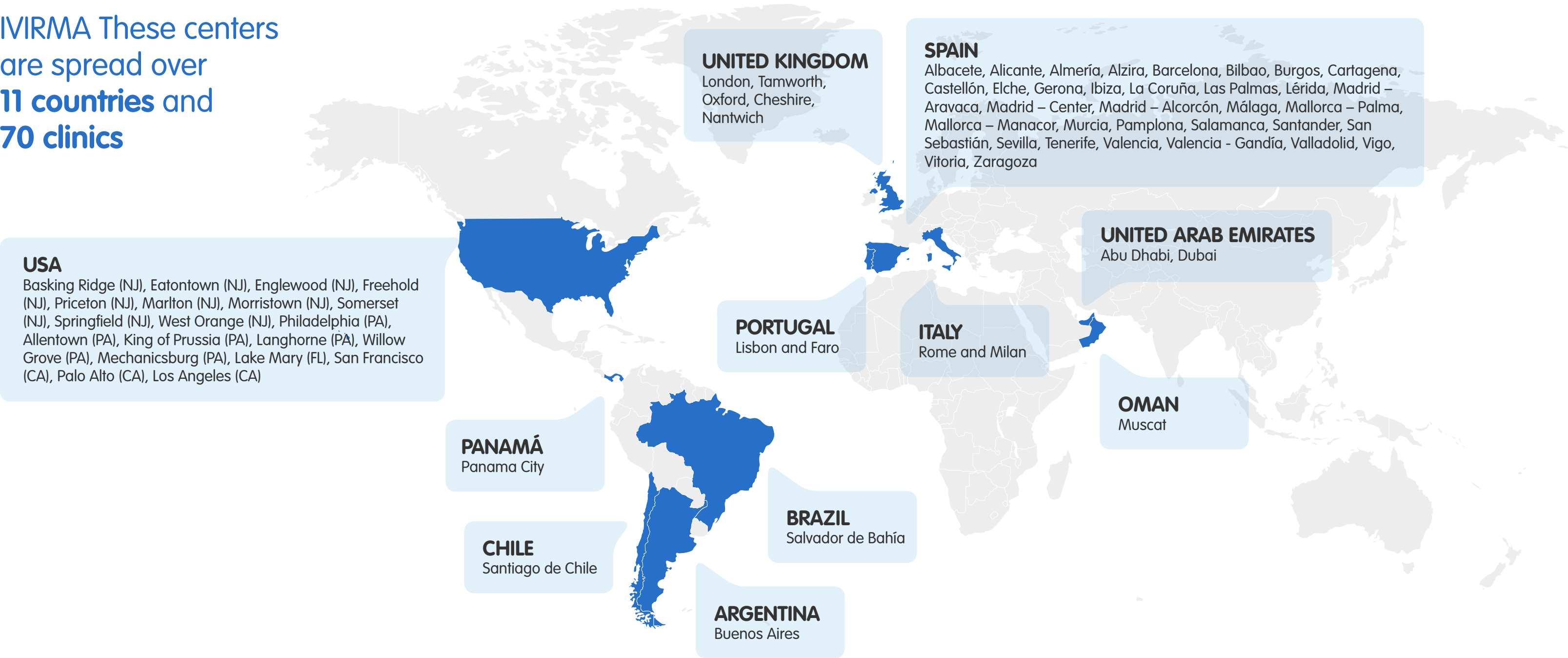
Each of the clinics that make up the IVIRMA Innovation world network are likely to follow one -or more- of the 15 lines of research currently open in the group.

However, there are several locations strategically located to ensure that the research source of IVIRMA Innovation follows an organized, effective and tremendously productive course. Basking Ridge, Madrid and Valencia are the designated centers for clinical research. Similarly, Basking Ridge, Madrid, Oxford and the IVI Foundation are responsible for basic research and, finally, there is a support unit for research management (UAGI).



We perform all existing reproductive techniques and treatments, always in accordance with the prevailing legislation in each country.

IVIRMA These centers  
are spread over  
**11 countries** and  
**70 clinics**





## Mission, vision and values

### OUR VALUES SUPPORT OUR STRATEGY AND OUR RAISON D’ÊTRE

IVIRMA is a medical institution whose **mission** is to develop reproductive medicine at the highest level, promoting research, teaching and dissemination of knowledge and professional excellence. All this based on the development of people and team spirit as essential pillars of the project.

Our **vision** is to be a leading team worldwide in the field of reproductive medicine, becoming the group with the most prolific presence and with the best clinical results. We aim to be an international benchmark in quality care, research and teaching. We will promote the development of people and team spirit as the very foundations of our project.

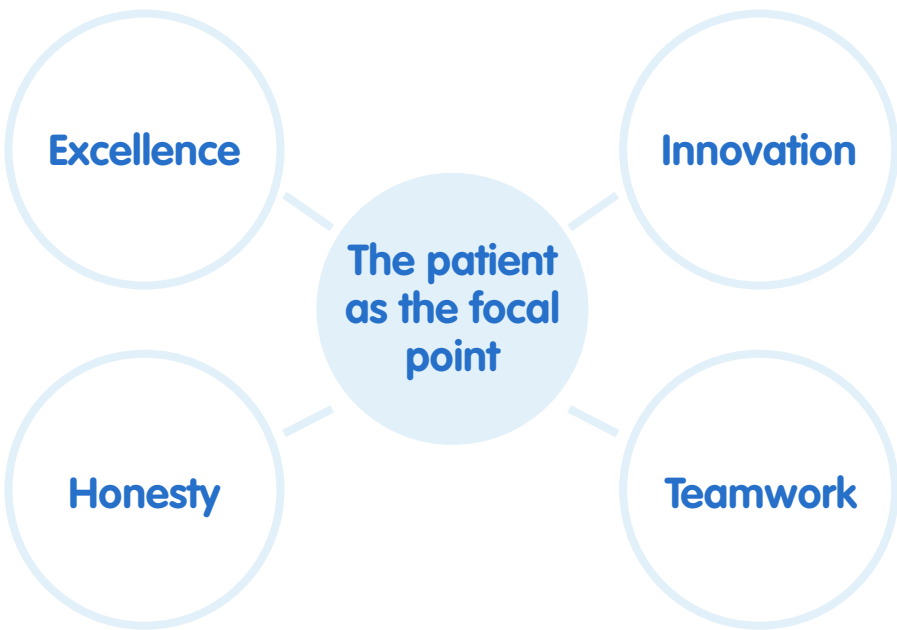
Since the merger between IVI and RM in 2017, we have been working tirelessly to unify each and every one of our procedures and processes to adopt the best of each group, turning ourselves into IVIRMA Global, a world benchmark organization in reproductive medicine.

In this endeavor, unifying our **values and principles** has been fundamental. The values have always been present

in the life of IVI and RMA during their years apart. Following the merger, we have become stronger and have laid down our values, which define who we are and where we are going as a group.

This unification of values was easy, since both groups shared the same essence and common objective. In the process of defining these mutual values, we had the participation of our professionals, the most valuable asset of IVIRMA. Taking advantage of the launch of the biennial climate survey, we included a question on the parameters that provided us with information on the behaviors and practices that the company chooses whether or not to showcase. Having analyzed these findings, we created a group formed by leaders of some of the main areas of the organization to take the final decision of what the values of the IVIRMA Global group would be.

Finally, these values are:



The values of IVIRMA are the frame of reference to act correctly and to make decisions based on professional ethics to achieve our main objective: satisfying the patient. These values are present in our Code of Conduct, which lays down the principles of ethics, integrity, legality and transparency that should guide the behavior of all people.

## At IVIRMA we understand Sustainability as a way of creating value for our stakeholders

### Stakeholders

The engagement of stakeholders shows that as an organization we have accepted our responsibility over those in which we generate an impact and those that have an impact on the Group. We refer therefore to stakeholder engagement in the development and achievement of a responsible and strategic response towards sustainability.

In 2013, in IVIRMA we made an initial identification of our stakeholders with whom we have dealings, distinguishing between main and secondary stakeholders. This process helped us to:

- » Describe those stakeholders to whom we consider ourselves responsible.
- » Identify the content of the report based on the results of the processes of inclusion and engagement of stakeholders used by the organization in our ongoing activities, as required by the institutional and legal framework in which we operate.
- » Identify the content of the report based on the results of the processes of inclusion and engagement of stakeholders that have been undertaken specifically for the report.
- » Define processes of inclusion and engagement of stakeholders that provide information on the decisions concerning the report, consistent with the focus and coverage of the report.



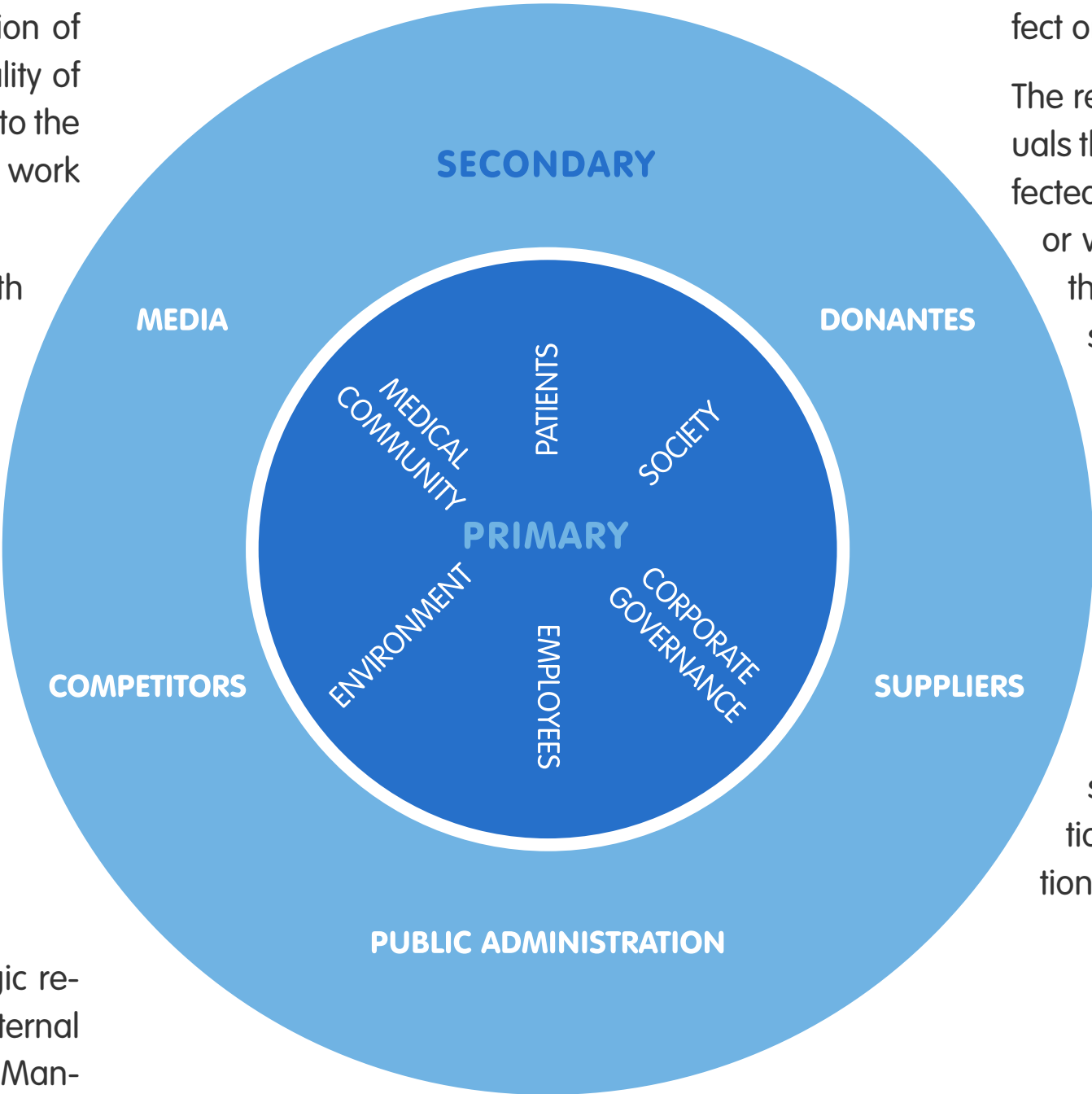


Using this study as a basis, in 2018 we went back to work on identifying the stakeholders during the preparation of the Sustainability Plan to adapt them to the new reality of the company. The stakeholders identified are related to the pipelines and global functions of the company, who work day by day to create value in each one of them.

The identification and selection criteria of IVIRMA with respect to its stakeholders have been fundamentally:

- » Stakeholders with a direct impact on the achievement of the company’s strategy.
- » Stakeholders with a direct impact on the provision of the service that the company renders.
- » Stakeholders with a direct impact on the establishment of strategic relations.
- » Stakeholders interested in finding out more about the company’s performance with regard to the economic, social and environmental impacts of the company.

Elsewhere, at the beginning of each cycle of strategic reflection, as part of the analysis of the internal and external context within the framework of the QA system, the Man-



agement of IVIRMA identifies the potential groups that affect or are affected by the organization and its activities.

The relevant stakeholders include those groups or individuals that can reasonably be expected to be significantly affected by the activities and/or services of the organization; or whose actions can reasonably be expected to affect the organization’s ability to successfully implement its strategies and achieve its objectives.

The people responsible for each department introduce, analyze and/or review the communication processes with stakeholders and the necessary mechanisms. In addition, the needs, expectations and requirements of these stakeholders are integrated to ensure that the processes are able to respond to them. Below are the communication channels that IVIRMA has open with the different stakeholders, the frequency with which communication is established, and the main needs and expectations gathered through these channels.

Stakeholder

1. Patients	Communications channel	Frequency	Interest/expectations
	» Website	» Always available	
	» Marketing actions	» Multiple each year	
	» Telephone	» Always available	
	» Consultation	» At least two in each treatment	
	» Social networks	» Always available	
	» APP	» Always available	
	» Suggestions box.	» Always available in clinic	
	» Satisfaction surveys	» End of the treatment, although they are being implemented in other contact moments.	
2. Employees	Communications channel	Frequency	Interest/expectations
	» Internal Meetings	» In the majority of Business Units, fortnightly	
	» Work climate surveys	» Biennial	
	» Employee portal	» Always available	
	» Notifications	» Daily / Weekly	
	» CC (Center Committee)	» Monthly	



Stakeholder

3. Society	Communications channel	Frequency	Interest/expectations
	» Communication media	» Daily	
	» Marketing actions	» Multiple each year	
	» Networking of patients	» Ongoing	
	» Periodic contact with non-profit organizations with whom we collaborate	» Frequency not established	
4. Corporate Governance	» Meetings with Patient Associations	» Frequency not established	1. Social content (quality of care, research, innovation, etc.) of the IVI activity, must be transmitted 2. Interest on the part of the NGOs and associations in establishing enduring links, both in the field of social action and the defense of their associates.
	Communications channel	Frequency	
	» Meetings of Governance bodies	» Several times over the year	
	» Corporate Information Systems, reports	» Always available	1. Need for information to make strategic decisions regarding the business.

Stakeholder

5. Medical Community	Communications channel	Frequency	Interest/expectations  1. Update on IVI medical procedures necessary for praxis 2. Quest for synergies in business and scientific production.
	» Conferences	» Depending on the Conferences	
	» Ongoing training through Global Education	» Always available	
	» Visits to doctors through our Field Marketing program.	» Weekly	
	» Scientific collaborations. Joint development works	» Permanent: Depending on the scientific-type objective/goal	
6. The Environment	Communications channel	Frequency	Interest/expectations  1. Information on carbon footprint generated. 2. Corporate information on supported environmental projects.
	» CSR actions	» Frequency not established	
	» Internal audits	» Multiple each year	
	» Sustainability reports	» Annual	



And with the secondary stakeholders:

7. Donors	Communications channel	Frecuency	Interest/expectations
	» Website	» Always available	
	» Marketing actions	» Multiple each year	
	» Medical consultation	» At least two in each treatment	
	» Social networks	» Always available	
	» APP	» Always available	
8. Suppliers	Communications channel	Frecuency	Interest/expectations
	» Decisions of the Procurement Committee based on the evaluation of suppliers.	» Annual evaluation of the Procurement Department	
	» Public corporate information	» Always available	
	» Exhibitions, conferences	» Periodically	

Stakeholder:

9. Public administration	<b>Communications channel</b> <ul style="list-style-type: none"><li>» Public control mechanisms</li><li>» National Commission of Assisted Reproduction (CNRA)</li></ul>	<b>Frecuency</b> <ul style="list-style-type: none"><li>» Ongoing in different areas</li><li>» Depending on the cases</li></ul>	<b>Interest/expectations</b> <ul style="list-style-type: none"><li>1. Necessary supervision of medical activities, issuance of licenses and authorizations.</li></ul>
10. Competitors	<b>Communications channel</b> <ul style="list-style-type: none"><li>» Exhibitions, conferences</li><li>» Business associations</li></ul>	<b>Frecuency</b> <ul style="list-style-type: none"><li>» Ongoing</li></ul>	<b>Interest/expectations</b> <ul style="list-style-type: none"><li>1. Spirit of collaboration in the field of assisted reproduction, non-aggressive competition</li></ul>
11. Mass media	<b>Communications channel</b> <ul style="list-style-type: none"><li>» Press releases</li><li>» Interviews</li><li>» Press conferences</li></ul>	<b>Frecuency</b> <ul style="list-style-type: none"><li>» Practically daily</li></ul>	<b>Interest/expectations</b> <ul style="list-style-type: none"><li>1. Assisted reproduction as a current topic</li><li>2. Search for a permanent contact with technical reputation.</li></ul>



04

Strategic  
planning  
and risk management





## Commitment to sustainability

In IVIRMA we are firmly committed to sustainability and responsible management that reverts positively on all our stakeholders.

Our goal is for the road to motherhood to be a sustainable journey, involving all our stakeholders and applying innovation from the heart to help anyone achieve their dream of having a child.

As a result of the merger of IVI with RMA, during 2018 the Group's social responsibility strategy has been redefined, with a commitment towards sustainability with the assignment of a reference person in this area, answering to the Human Resources department, but with crosscutting duties so that sustainability permeates all areas of the organization.

From here, the company's **sustainability plan** was designed to address sustainability from a long-term strategic approach with the aim of creating value at stakeholders at a global level and preparation of an annual plan in line with the priorities of the organization.

Our sustainable business model focuses on caring for the patient in a comprehensive way, respecting the environ-

ment in all our processes and being responsible with the society in which we are present. Achieving this goal would prove impossible without our professionals: the true architects of our success, making their welfare and happiness our priority.

**Patients, human resources, the environment and society** are, therefore, the four key areas of our sustainability strategy.

In addition, in 2019 we plan to conduct an environmental diagnosis of our clinics in order to set the starting point in terms of performance in environmental sustainability, and also explore potential improvements and aspects that are considered priorities. This will be done in a way that allows us to begin developing a management system focused on improving aspects such as zero impact of activities on the environment, carbon neutrality and encouraging the circular economy related to activities.





## Strategy and risk management

### STRATEGIC PLANNING

In IVIRMA the organization's strategy is articulated through three-year **strategic plans** that are reviewed annually. During 2017 and 2018, the fundamental objective has been to work on the integration process following the merger process.

In 2019 and 2020 we will work on a **new strategic plan at a global level**, where the patient will remain at the center of our activity, given that patient satisfaction remains our key objective.

Within the process of strategic reflection, the Group conducts an **internal and external SWOT analysis**. This analysis was carried out for the last time in the 2015-2018 period and the Board of Directors and the Steering Committee were involved.

Among other aspects, the following conclusions were drawn:

- » Weaknesses: In some countries, the perception of quality by the patient is not consolidated.
- » Threats: The evolution of the demographic pyramid as a potential decrease in the target audience.
- » Strengths: Technological and scientific leadership.
- » Opportunities: Growing infertility problems in the population.

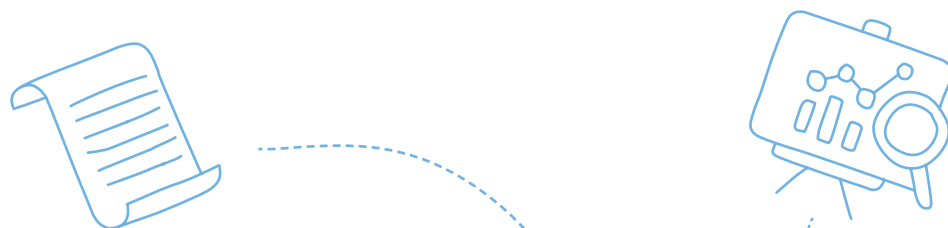
In addition, **annual plans are prepared for specific areas** throughout the company. The plans establish area targets, which are approved by management, and periodic monitoring is carried out to verify compliance.

When a new clinic is opened or a new business is started in IVIRMA, an analysis of profitability, feasibility and potential risks is carried out with a five-year business plan. The

aim is to ensure that resources are allocated to projects of maximum return for long-term sustainability. In addition, the business is monitored to identify areas for improvement and potential risks.

For each clinic, different departments of the organization collaborate in the annual ad hoc action plans that are prepared. Monthly activity and economic indicators are monitored, along with benchmarking at clinic level, to analyze their evolution and establish actions for improvement. This analysis is carried out globally in each country where IVIRMA has clinics.

Some of the factors that can influence our company's evolution are: changes in legislation, the demographic pyramid, changes in public health policies in terms of assisted reproduction, or increased competition in the reproductive sector.



## QUALITY MANAGEMENT SYSTEMS

EA IVIRMA we have introduced a quality management system pursuant to the requirements of the UNE-EN-ISO 9001, the UNE 179007 for the quality management of laboratories, as well as the requirements of the UNE 179003 standard for management of patient safety. This System was last revised in October 2018.

The scope of the system includes the provision of reproductive medicine, gynecology, obstetrics and andrology services.

The Quality management system and the different standards around which it is instrumented are certified at the following facilities:

- » **ISO9001: Clinics in Spain, Lisbon, Panama, Chile and Argentina**
- » **UNE 179007: Clinics in Spain**
- » **UNE 179003: Clinics in Spain**



In addition, the clinics in Spain possess the QH (Quality Healthcare) seal of the Institute for the Development and Integration of Health.

Based on this management system, we develop a strategic planning process on a cyclical basis and through which:

- » **We determine and analyze external issues relevant to the purpose and strategic management of the organization.**
- » **We review the mission, vision and values.**
- » **We establish strategic lines and objectives.**

When planning the management system, the organization considers the information of both the internal and external context, as well as the requirements of stakeholders. This is to determine the risks and opportunities (market, economic-financial, quality, for patient safety, processing of personal data, environmental, etc.) that need to be addressed. The information generated in this process represents one of the input elements for the management system.

We have a **process map**, reviewed in June 2018, which contains 39 documented QA processes. By the same token, there are multiple standardized work procedures in all areas (Laboratories, Consultation, Operating Room, Patient Care, etc.) that serve to standardize how the work is to be performed. Pertinent information on germane internal and external issues is systematically updated through these processes and sub-processes that make up the system.

To ensure success in clinics, quality management and patient safety are priorities. We have introduced this management, where it forms part of the care and non-care practices, as well as the processes of the organization. The general medical management of IVIRMA has established a frame of reference that allows us to focus all personnel towards the goal of obtaining risk-free healthcare.





The planning of actions to address risks and opportunities is performed in order to meet the requirements of the quality management system and patient risks, and ensure this is maintained whenever changes occur, identifying and controlling the healthcare processes of the organization, including:

- » **The availability of skilled staff.**
- » **The availability of information, procedures and instructions.**
- » **The use of equipment and materials.**
- » **Availability of monitoring and measuring equipment.**

Using a control procedure, the management system guarantees that any non-compliance or incident detected by IVIRMA staff during the performance of their activity or in the system (whenever it affects or could affect the quality of service or safety of the patient), is recorded and the appropriate treatment is established for the anomaly detected. Furthermore, if non-conformities have been detected in the internal audit process of the system, corrective actions are put forward and implemented to remove the cause of said non-conformities

Within the framework of this System, an **analysis** has been made of the **risks** to which the patient may be subjected in the areas of Patient Care, Consultations, Operating Room and Laboratories, which includes both the patient and their samples.

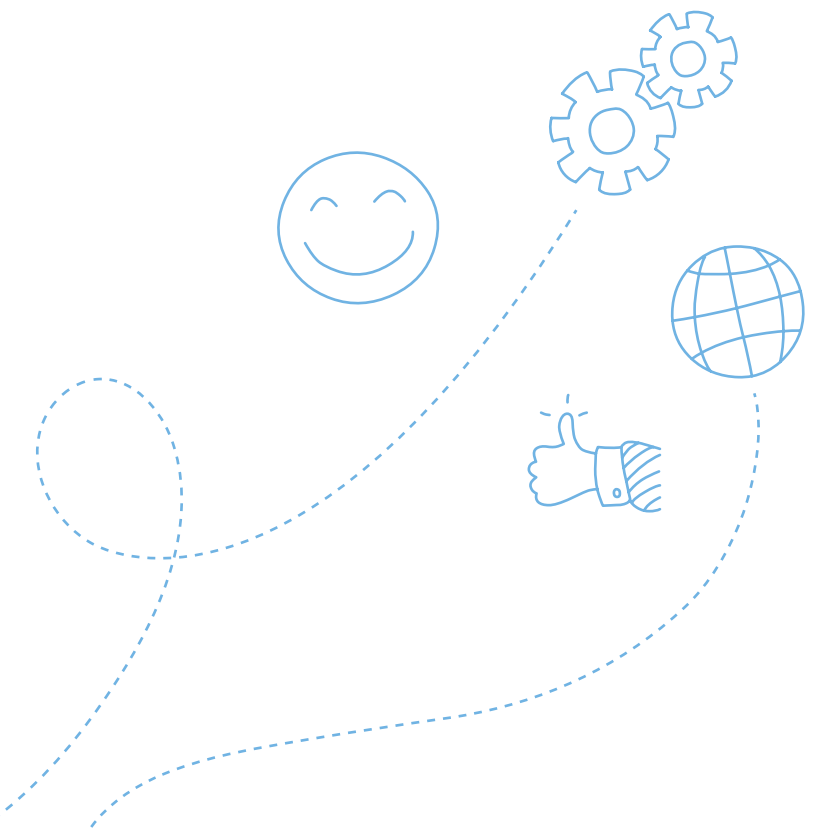
The risks identified by the organization within the framework of the quality system are based on each of the steps taken with the patient, from when they first access our facilities, through all areas and circuits and until the action is completed and they leave the center.

This analysis has been specified in a **risk map**. For each risk, the severity of the risk, the detection capability and the frequency of occurrence have been assessed in order to obtain a risk index that has enabled us to classify the risks detected as: acceptable, moderate, severe and extreme. The most serious risks are those that can seriously affect the health and safety of the patient.

Based on this classification, we have defined risk **treatment plans** for moderate and severe risks (no extreme risks have been detected), identifying measures targeted at reducing the severity of the effects of the failure, improving the detection capability and reducing the frequency with which such risks appear.

The risk treatment plans are reviewed and their implementation is followed up with the professionals involved and the affected departments. Every year there is a review of the status and effectiveness of the actions taken, and the results are used to re-assess the plans.

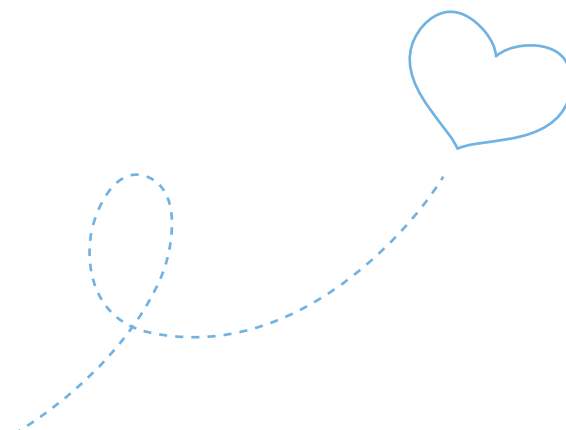
In IVIRMA we also have a **quality management system policy**, the last review of which was in November 2017 and which remains in force until there is any change that requires its review and update.



This policy covers the different ISO and UNE standards with which the Group's clinics are certified. The services provided at the clinics are focused on offering patients a wide range of services in the field of assisted reproduction. These services are of the highest quality and safety possible, which is why some basic guidelines have been established for their quality assurance and risk management policy, in line with the Group's strategic management, which all personnel are aware of and must respect and accept:



- » **Growth** focused on the most advanced techniques.
- » **Scientific-technical leadership:** The people who work at IVIRMA maintain a high level of training and recycling so that the scientific content of their activity is as high as possible and always appropriate to patients' needs.
- » To be a **benchmark in quality healthcare** focusing on the identification, analysis and elimination of any risk; for us the patient comes first. The shared medical decision, as well as the creation of a safe environment and process for the patient, implementing the necessary controls, indicators and reviews to notify, prevent and mitigate the risks identified, form part of the essence of a service of the utmost quality.
- » **IVIRMA regularly reviews the management system** and is committed to ongoing improvement and the incorporation of the KAIZEN culture throughout the organization.
- » To offer **personalized and highly specialized care** in order to exceed the expectations of patients and, consequently, secure their optimal satisfaction.
- » To improve the **skills, motivation, safety culture and employee satisfaction** that, in turn, will lead to enhanced patient satisfaction.
- » To guarantee **service quality** through compliance with legislation, regulations and national and international recommendations.





The policy applies to all clinics in Spain, Italy, Portugal and LATAM.

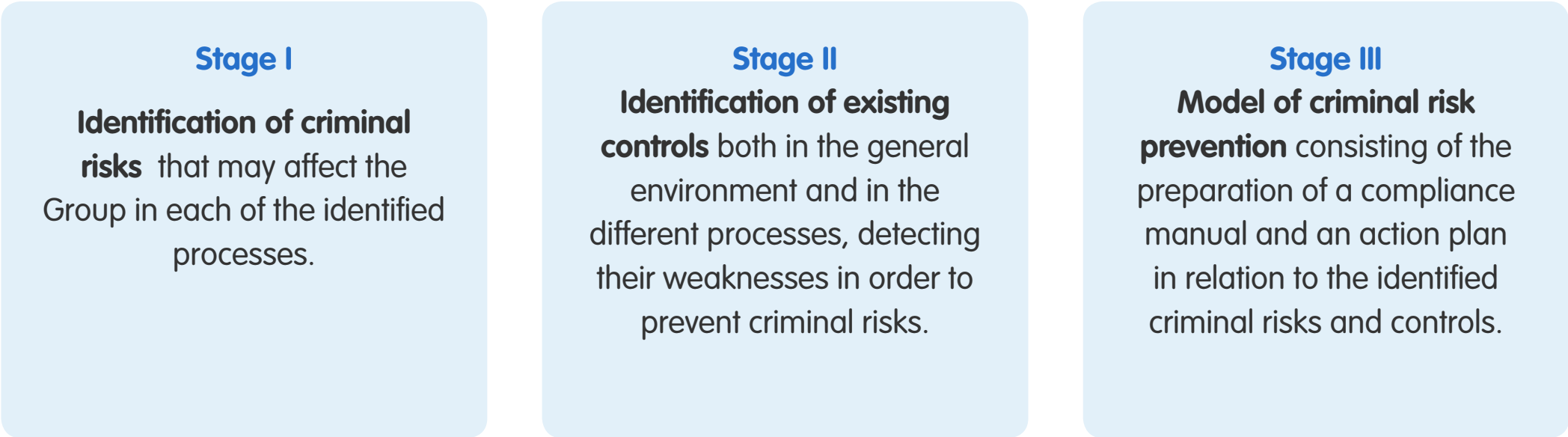
During 2018 the quality systems of all clinics have been unified and any clinic that will be incorporated into the certification system will adopt this same policy. In the near future, this system will be implemented in the United Kingdom, and the possibility of introducing this system in the US and the Middle East will be considered so that it has a global reach.

Furthermore, a **quality assurance manual** has been prepared that IVIRMA Management places at the disposal of both workers and patients, to demonstrate the commitment that IVIRMA has to the development and implementation of the Quality Management System, as well as continuous improvement of its effectiveness.



CRIMINAL RISK COMPLIANCE AND PREVENTION MODEL

Following the entry into force of Organic Law 1/2015, of March 30, by means of which the Criminal Code is amended and there is the introduction of a new exemption to the criminal liability of legal entities, providing that a program of prevention of criminal risks with certain budgets has been previously implemented, at IVIRMA we developed and introduced a **criminal risks compliance and prevention model**. Following a detailed study and analysis, this model was introduced in three stages:



The compliance manual establishes the Criminal Risks Compliance and Prevention Model and contains a list of the criminal impact risks that affect the Group, the existing controls to mitigate these and the general principles of action (within the framework of the Action Plan), to respond to them.

In IVIRMA we also have a **code of conduct and ethics**, which contains the conduct guidelines that professionals and employees must follow, so that they are aware of the implications, privileges and responsibilities involved in being part of IVIRMA. In particular, this code contains the conduct guidelines that direct and govern the behavior and daily work of staff.

This criminal risk compliance and prevention model aims to ensure that it is the workers themselves who are able to identify the criminal risks that could hypothetically incur as a result of their professional performance and regardless of the position or professional category that they hold. In addition, it includes the guidelines on how to act and who to contact in the event of detecting signs of perpetration of a crime or violation of the general principles of conduct. Accordingly, IVIRMA has developed a **compliance channel**, a mechanism through which the workforce, clients, suppliers and subcontractors can report any irregularities that could jeopardize the company.

The compliance committee was created to guarantee the independence, efficiency and functioning of this model. This committee is unrelated to the administration body and is responsible for overseeing compliance. Its main function is to supervise compliance with the code of ethics and conduct and apply the disciplinary procedure to employees of IVIRMA, if necessary.

The compliance committee comprises:

- » **Chief Medical Officer.**
- » **Global Head of Human Resources.**
- » **Legal Director.**
- » **Corporate Finance Director.**

These figures are responsible for studying and dealing with any complaint that arrives through the channel, investigating the causes and proposing potential corrective measures to avoid similar situations in the future.

In the case of staff, any situation involving a conflict of interest or critical issue must be reported in writing to the immediate superior and/or compliance body of IVIRMA, through the compliance channel.

Following the company's commitment to compliance policies, in 2018 a Global Head of Audit, Compliance & Legal was appointed with the aim of continuing to work globally in this area. Combining these three functions into a single area allows us to assess any action in a cross-cutting way, taking into account the law, applying compliance policies and auditing internally to ensure that the company works properly. In addition, the Global Head of Audit, Compliance & Legal reports directly to the Board, which ensures that the compliance function is present at the highest levels of the Group.

At a board session, the supreme governing body of the company agreed the approval and implementation of this model, and the same happened for all the governing bodies of the investee companies.





In the process of identifying criminal risks, the following risks inherent to the type of activity performed by IVIRMA were found:

- » Against personal and family privacy.
- » Fraud.
- » Fraudulent bankruptcy / Attempted.
- » Against intellectual and industrial property.
- » Computer attacks.
- » Business secrecy.
- » Misleading advertising.
- » Corruption between individuals.
- » Money laundering / Terrorist financing.
- » Against the Public Treasury / Social Security / Subsidy Fraud / Fraud against the General Budgets of the EU.
- » Non-compliance with accounting obligations.
- » Urban planning.
- » Against natural resources and the environment.
- » Bribery / Influence peddling.
- » Exposure to ionizing radiation.
- » Against the rights of workers / Foreign citizens.
- » Trafficking of organs.
- » Against public health.
- » Smuggling.

These risks have also been classified according to the area or department of the organization they may affect.

Since the implementation of the criminal risk compliance and prevention model, no case that could be considered a crime has been notified to the compliance committee.





## IDENTIFICATION AND ASSESSMENT OF ENVIRONMENTAL ASPECTS

The IVIRMA clinic in Mallorca has an **environmental management system** based on the ISO 14001:2015 standard.

In this context, an identification of the environmental aspects is carried out, preparing an inventory of all those elements, whether inputs or outputs, which could affect the environment, using the life-cycle perspective.

This assessment is performed on an annual basis, taking into account consumption, non-hazardous waste, hazardous waste, discharges and emissions; and evaluating the degree of potential contamination, the quantity or volume, the current capability of the clinic to act, and the complaints received.

Within the framework of this identification and evaluation of

environmental aspects, the following risks associated with situations of environmental emergency have been identified.

- » **Lubricant oils.**
- » **Hazardous waste.**
- » **Gaseous emissions of the generator set.**
- » **Consumption of fossil fuels from the generator set and landscaping.**
- » **Noise.**

## DATA PROTECTION

On the other hand, for compliance with the data protection regulation in Europe, between 2017 and 2018 a risk analysis was carried out by a specialized consultant to identify the circumstances in which the organization could be exposed.

Based on the findings obtained, corrective measures were taken and the figure of the Data Protection Officer (DPO) was incorporated into the organization and an action plan was defined.





RISKS ASSOCIATED WITH THE MANAGEMENT OF SUPPLIER COMPANIES

Within the framework of the quality management system, there is a system to evaluate the IVIRMA suppliers every year, taking into account the following aspects:

- » **Quality of the product, service or work.**
- » **Compliance with delivery, contract or work conditions.**
- » **Attitude of the supplier company.**
- » **Administrative management.**

The supplier companies are classified into 14 types and their risk is evaluated according to whether it is high, moderate or low. The result of this classification and evaluation can be seen in the following table:

Risks of supplier companies	
High risk	Professional medical services
	Maintenance: AHR equipment and facilities
	Medical devices
	Laboratory analysis
	Health maintenance supplies
Moderate risk	General maintenance supplies
	Transport services.
Low risk	Maintenance: common equipment and facilities
	Marketing
	Non-medical devices
	Basic utilities (water, electricity, etc.)
	Other professional services (legal services, consultants, etc.)
	Travel, events, conferences
	Other services



## ASSESSMENT OF ECONOMIC, ENVIRONMENTAL AND SOCIAL ISSUES BY THE SUPREME GOVERNING BODY

The IVIRMA Board, the Group's supreme governing body, within the framework of the management system, defines the IVIRMA clinical scorecard. This reveals the evolution of the core management indicators of the organization and evaluates the economic, environmental and social factors and their impacts, risks and opportunities every quarter. If there are economic, environmental and social issues of interest, they are included in the agenda to be dealt with and the pertinent decisions are taken according to the needs of the business and stakeholders.

The scorecard is reviewed continuously through the follow-up meetings and can be modified at the discretion of Management, adding or removing indicators, taking into account the strategic plan of the organization. A results report is drawn up on the basis of this scorecard and management reviews the performance of the different clinics and the strategy pursued based on the resulting data.

Internal audits and annual reviews are carried out by Management within the framework of the management system implemented.

The risk map and improvement actions (risk treatment plans) are reviewed every year by management or whenever there is a significant change in the activities of the centers.

During the first three months of the year, each Management Department, together with the QA coordinator, carries out a review of the system of its clinic, which leads to objectives, indicators and action plans to improve the system. These are reviewed by IVIRMA Management, which approves or modifies them as it deems appropriate.

At IVIRMA we conduct **satisfaction surveys for patients and donors**. The survey is currently conducted at the end of the treatment, so that we are aware of the origin clinic and the doctor in charge. In addition, surveys are carried out via the website through a short questionnaire that is sent after the patient's call requesting an appointment to the contact center and following the initial visit. The objective is to replace the end of treatment survey with shorter web surveys associated with specific moments.

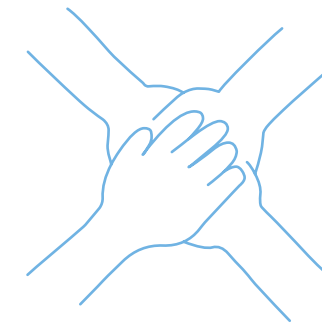
This entire protocol is shared with clinic Management and the Operations area, who are in charge of forwarding this information to the highest body of governance, if deemed necessary, through the relevant meetings or the existing communication processes.



## EXTERNAL INITIATIVES AND AFFILIATION TO ASSOCIATIONS

At IVIRMA we actively participate in major national and international conferences, spaces designed to share knowledge with other sector professionals and constantly move forward to offer the best solutions to patients. In 2018 we took part in the following conferences:

- » **European Society of Human Reproduction and Embryology (ESHRE)**
- » **American Society for Reproductive Medicine (ASRM)**
- » **Kinderwunsch Tage Berlin**
- » **Bühling Mallorca**
- » **Reprofacts Frankfurt**
- » **Ovarian Cancer Dr Halmani Berlín**
- » **Niedersächsischer Gynäkologentag Hannover**
- » **Kinderwunsch Tage Köln**
- » **Österr. Jahrestagung IVF AUSTRIA**
- » **Symposium Dr Halmani Berlín**
- » **Fertility Show London**
- » **DGGG Berlin Kongress**
- » **XXXII Jahrestreffen der Deutschen IVF-Gruppen Dusseldorf**

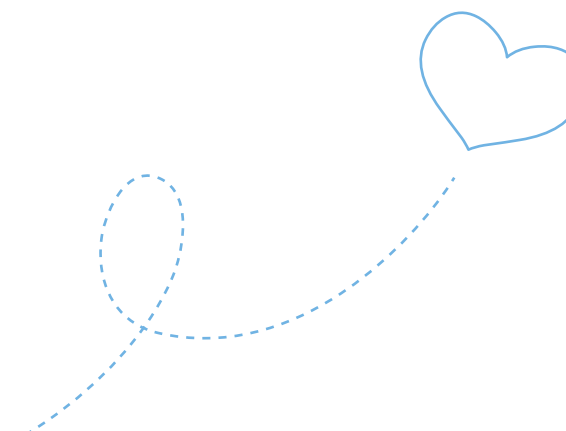


In addition, IVIRMA is affiliated to and follows the recommendations and best practices of the following entities: Sociedad Española de Ginecología y Obstetricia (SEGO), Sociedad Española de Fertilidad (SEF), European Society of Human Reproduction and Embryology (ESHRE), American Society for Reproductive Medicine (ASRM), Society for Reproductive Investigation (SRI), Asociación para el Estudio de la Biología de la Reproducción (ASEBIR), Alpha y Asociación Española de Andrología, Medicina Sexual y Reproductiva (ASESA).

In addition, and in the field of business associations, since 2016 we have been members of the Leading Brands Club (Club de las Primeras Marcas) a benchmark group that allows us to take part in actions that generate knowledge and recognition of the organization, and we also take part in meetings with other organizations to establish synergies and partnerships.

Since 2017 we have formed part of the Responsible and Sustainable Businesses Club (CE+RS) of the Valencian Community, along with 26 other businesses, to promote social and business responsibility in the region.

In addition, we are part of the University-Business Foundation of the Universitat de València (ADEIT); the Spanish Association of Procurement, Contracting and Procurement Professionals (AERCE), the Valencian Business Association (AVE), the Association for the Progress of Management (APD) and the Family Business Institute.





05

Materiality  
analysis





Within the framework of compiling this Report, at IVIRMA we have carried out a process of participation with different stakeholders of the organization, to define report content through the preparation of the materiality study.

**The Materiality Study** is a requirement contemplated by the Global Reporting Initiative (GRI) standard so that the information included in the Report is reliable, complete and balanced.

This process has been carried out to enable the Report to

collate the most significant economic, social and environmental aspects of the organization, so that they respond to the interest and expectations of stakeholders with regard to sustainability.

The methodological process employed for this identification of material issues and their coverage included the Management Team and stakeholders, and followed these steps:

IDENTIFICATION

Firstly, a list of sustainability-related issues was prepared, considering potential aspects and issues relevant to the organization following **Law 11/2018 on non-financial and diversity reporting** and the GRI standard.

PRIORITIZATION

To determine the prioritization of the relevant issues for the Report, an assessment of the relevant aspects and issues was carried out, taking into account both the assessment of the organization itself and the main stakeholders, based on the following participatory processes:

- » Work session with the management team
- » Focus group with stakeholders
- » Personnel / Patients / Supplier companies /Social enterprises / Partners



The result of this participatory process was the preparation of the **Materiality matrix** and the definition of the boundaries to identify the most relevant topics for the organization and the stakeholders.

The Materiality matrix resulting from the **Materiality Analysis** is shown below, which reflects the degree of importance of the topics considered during the study, based on:

- » Their importance with regard to the economic, social and environmental effects for the organization.
- » Their importance in the assessments and decisions of stakeholders.

● Environmental issues

● Staff-related and social issues

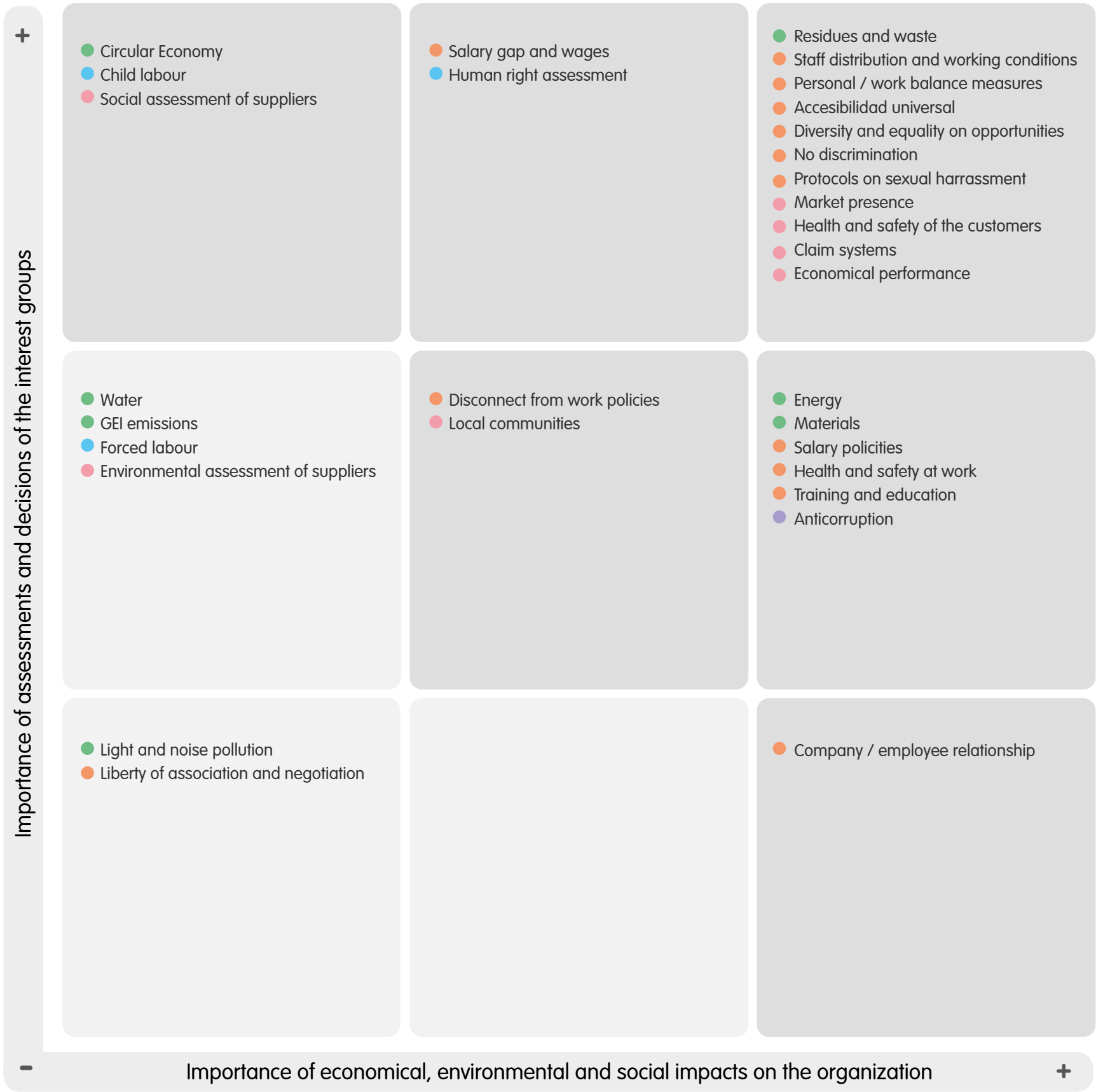
● Respect to Human Rights

● Fight against corruption and bribery

● Information about the company

■ Material issues

■ Non material issues





VALIDATION

The material topics were presented to Management for validation. In drawing up the Report we made sure that treatment of these aspects and their scope covers the significant economic, environmental and social impacts and that it meets the expectations of stakeholders.

MATERIAL ASPECTS BY SCOPE

Environmental issues

- » Circular economy
- » Effluents and waste
- » Materials
- » Energy

Fight against corruption and bribery

- » Anticorruption

Information about the company

- » Market presence
- » Local communities
- » Social evaluation of suppliers
- » Client health and safety
- » Grievance procedures
- » Economic performance

Social and personnel issues

- » Distribution of the workforce and working conditions
- » Remuneration policies
- » Pay gap and remunerations
- » Labor disconnection policies
- » Reconciliation measures
- » Occupational health and safety
- » Company/workers relationship
- » Training and teaching
- » Universal accessibility
- » Diversity and equal opportunities
- » Nondiscrimination
- » Protocols against sexual or gender-based harassment

Respect for human rights

- » Assessment of human rights
- » Child labor

The **aspects identified as material** have been considered in determining the content of this Report<sup>1</sup>.

In addition, and within the framework of application of **Law 11/2018 on non-financial information and diversity**, the IVIRMA Sustainability Report considers other environmental and social issues, respect for human rights and the fight against corruption and bribery, as well as regarding personnel, established in this regulation.

<sup>1</sup> *Note on methodology:* In some cases, we have also reported on non-material issues for the organization, but for which information is available, with the aim of providing more thorough reporting.

Material aspects	Internal coverage	External coverage
ENVIRONMENTAL ISSUES		
Circular economy	x	x
Effluents and waste	x	x
Materials	x	x
Energy	x	x
SOCIAL AND PERSONNEL ISSUES		
Distribution of the workforce and working conditions	x	
Remuneration policies	x	
Pay gap and remunerations	x	
Labor disconnection policies	x	
Reconciliation measures	x	
Occupational health and safety	x	
Company/workers relationship	x	
Training and teaching	x	
Universal accessibility	x	x
Diversity and equal opportunities	x	x
Nondiscrimination	x	x
Protocols against sexual or gender-based harassment	x	

Material aspects	Internal coverage	External coverage
RESPECT FOR HUMAN RIGHTS		
Assessment of human rights	x	x
Child labor	x	x
FIGHT AGAINST CORRUPTION AND BRIBERY		
Anticorruption	x	
INFORMATION ABOUT THE COMPANY		
Market presence	x	x
Local communities		x
Social evaluation of suppliers	x	x
Client health and safety	x	x
Grievance procedures	x	x
Economic performance	x	





06

Patients  
always at the  
forefront



## Patients always at the forefront

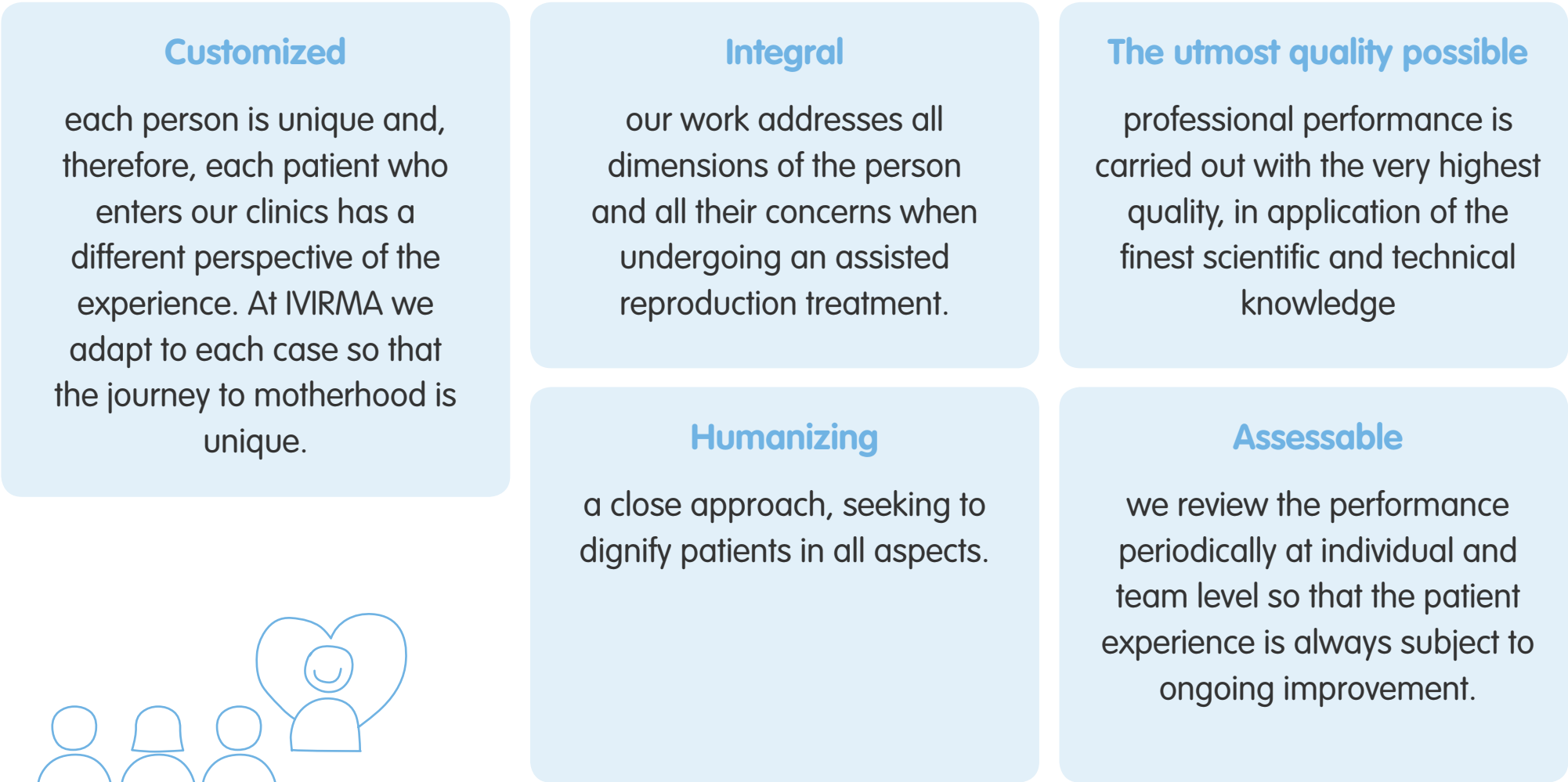
Everything we do at IVIRMA is focused on patient care. Our goal of building a healthier world and a better future requires us to guarantee this optimal care.

### PATIENT EXPERIENCE PROJECT

At IVIRMA the patient is always at the center of our activity. This philosophy stems from our values and extends to all our professionals. The safety and satisfaction of our patients is a core feature of our daily work and our goal is to continuously improve patient care.

This is the origin of **Patient Experience**, a strategic project of the company that has emerged following a process of analysis and reflection of the different areas to offer an optimal and all-encompassing patient experience that embodies their values and needs. All professionals play a fundamental role so that IVIRMA’s vision becomes reality: “To be leaders in patient experience”.

Although the patient has always been the focal point of everything we do, in 2018 we wanted to take a step further and establish it as a primary objective in our corporate policies, turning their satisfaction into our priority. The patient experience at IVIRMA is:





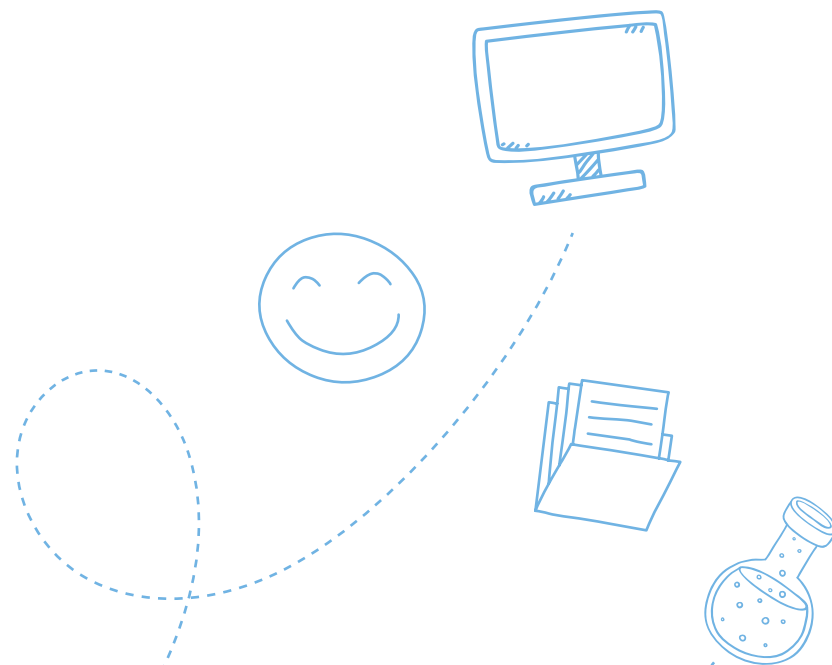
With this focus, during 2018 we have worked on introducing new communication systems, on optimization of agendas and waiting lists, through a series of cultural change trainings throughout the company, starting with Management, to reinforce this strategic objective. In addition, seven strategic areas have been developed with specific actions whose work begins even before the patient enters our centers.

## THE PATIENT PORTAL

To avoid printing documents, as well as ensuring the security and confidentiality of information shared with patients, at IVIRMA we have a patient portal where the most relevant information of the clinical records is shared.

This portal was introduced in 2017 and since then new features have been incorporated that have allowed the patient experience to improve digitally. It is a global project and work is underway to implement it in the USA too.

In 2018, the following documentation was incorporated to continue advancement in the digitalization of the process: first visit reports, budgets, consents, analytical results or reports from the andrology and/or IVF laboratories, and other direct communications with the medical team.



## OUR COMMITMENT TO PATIENTS

At IVIRMA we know that the quest for a baby can be a tough and sometimes lengthy experience. For this reason, we seek to offer our patients an additional guarantee, giving them extra security and peace of mind.

Therefore, if the patient is unable to have a baby through the IVI Baby program, the amount paid is reimbursed (except for other expenses arising from the treatment itself, such as surgeries or similar).

This is just one example of our commitment to patients, but in 2018 we have achieved other milestones that demonstrate it:

» **At IVIRMA we are committed to the different family models that exist in our society. Accordingly, in 2018 we have placed a particular focus on bringing our activity closer to women who have faced or have considered facing motherhood alone, as well as those female couples considering homomaternity. This strategy has been carried out with the collaboration of different associations of single mothers and lesbians and has been instrumented through four events for single mothers in Barcelona, Bilbao, Mallorca and Valencia; and three**

**events for lesbian couples considering homomaternity in Madrid, Mallorca and Seville.**

» **Throughout 2018, we have made it possible for women to find out their fertility level for free, by requesting a review of the ovarian reserve. The test to discover these values involves a simple blood test that determines the level of antimülleriana hormone (AMH), and it has been possible to undertake the test at any of the IVI centers in Spain.**

» **In Italy we conducted a Media Tutorial in December on preservation of fertility for oncological reasons, to enable patients affected by this disease to discover an option that hitherto was quite unknown in this country.**

» **In 2018, thanks to techniques such as PGT (Preimplantation Genetic Testing) we at IVIRMA helped welcome to the world a baby free from the disease that its parents carried, namely Citrullinemia. It is a pathology considered rare, since it currently affects 1 in every 60,000 births.**

It is not the first time that IVIRMA has contributed to the birth of a child free from a genetic disease, given that in almost 30 years dedicated to reproductive medicine it has achieved national and even global milestones in this regard.





## HEALTH AND SAFETY OF PATIENTS

All our treatments are individualized, because for us each patient is unique. Therefore, we adapt to the particular case of each person.

Our aim is to be a benchmark in quality healthcare, focusing on the identification, analysis and elimination of any risk. The shared medical decision, as well as the creation of a safe environment and process for the patient, implementing the necessary controls, indicators and reviews to notify, prevent and mitigate the risks identified, form part of the essence of our service in the quest for excellence and the utmost quality.

Services are provided to patients in accordance with the procedures of our Quality Management and Patient Safety system. In Spain, the system is certified according to the UNE 179003 standard for Patient Safety Management. Through the risk map, we have assessed the consultation processes, operating room, In Vitro Fertilization laboratory (IVF), general laboratory and andrology and patient care.

The System in place at IVIRMA ensures the quality and safety of the patient taking into account, inter alia, the following aspects:

- » **Qualification of the staff.**
- » **Ongoing training of our professionals.**
- » **Quality of equipment and facilities.**
- » **Standardization of tasks.**
- » **Use of a system of non-conformities through which staff can highlight any breach of work procedures to improve safety.**
- » **Risk assessment based on which an action plan is drawn up to address the most relevant risks, whether by frequency or severity.**
- » **Internal and external audits conducted.**

The objective of IVIRMA is to extend this certification to all the Group's clinics in the coming years.

## PROTECTION OF PERSONAL DATA

Within the framework of waste management and in compliance with the European regulatory framework for data protection, personnel are responsible for guaranteeing the protection of patient data before discarding any waste. To this end, at IVIRMA the destruction of reports, papers or labels bearing names of patients is performed with a paper shredder. In the case of materials other than paper, before disposing of them the patient's identifier is removed, unless it is disposed of in a container for hazardous medical waste, since the external treatment received by this type of waste guarantees the destruction of data.

## GRIEVANCES AND COMPLAINTS SYSTEMS AT IVIRMA

At IVIRMA we improve our processes by listening to our patients. Accordingly, within the framework of the management system in clinics that are certified with the ISO 9001 standard, we have **specific procedures to deal with grievances or complaints and to measure patient satisfaction**.

Based on the Management System, any grievances or complaints detected by IVIRMA staff during the performance of their activity or left by patients in the suggestions box is registered through a form enabled in the computerized patient management system for these purposes (SIVIS). The person designated to handle the grievance or complaint examines and decides on the most appropriate solution. This will be notified to the patient, if they have requested this, along with the result obtained. These suggestions are included in an analyzed report that is sent to Clinical Management and which is incorporated in the improvement plans.

During 2018 a total of 606 grievances or complaints were received in Spain, 32 in Portugal and 87 in LATAM (Argentina, Chile and Panama).<sup>2</sup>

In the case of **measuring the satisfaction** of our patients, as part of our commitment to ongoing improvement we complete satisfaction surveys, both for patients and donors. These are carried out on finalization of the treatment.

These surveys are carried out in digital format and generate a report that allows us to continue improving the satisfaction of our patients. In addition, work is being performed to implement micro-surveys associated with specific moments of the treatment. Currently this type of questionnaire is sent following the patient's call to the Contact Center requesting an appointment, and again after the first visit.

Once the survey has been completed and the responses have been downloaded, we obtain the Results Reports, with the frequency desired, taking into account the responses given and the analysis of these, for each of the group's clinics. If, as a consequence of the analysis, unfavorable results or areas for improvement are observed, management identifies the reasons for these and proposes improvement actions.

The findings are passed on to the clinics through informative meetings to help staff be more aware of the problems and issues that affect the patient, and which hinder patient satisfaction.

Moreover, through our **corporate channels**, we interact on a daily basis with our patients and those interested in our work. For us, these represent a channel of dissemination of contents related to our activity, as well as the key forum for gathering needs, demands and concerns of users, and for users to assess our actions and publications.

Social networks are a fast, effective and simple communication channel, essential to reach our patients, find out their concerns and resolve their doubts. They allow us to interact with them directly and immediately and strengthen our mutual relationship.

In these channels we register the complaints and comments received and these are then managed following the protocols established by the organization's QA Department

<sup>2</sup> These figures refer to grievances and complaints handled in 2018 through SIVIS, the patient management program. Only clinics certified to ISO 9001 have been considered.





07

Staff, our most  
precious asset

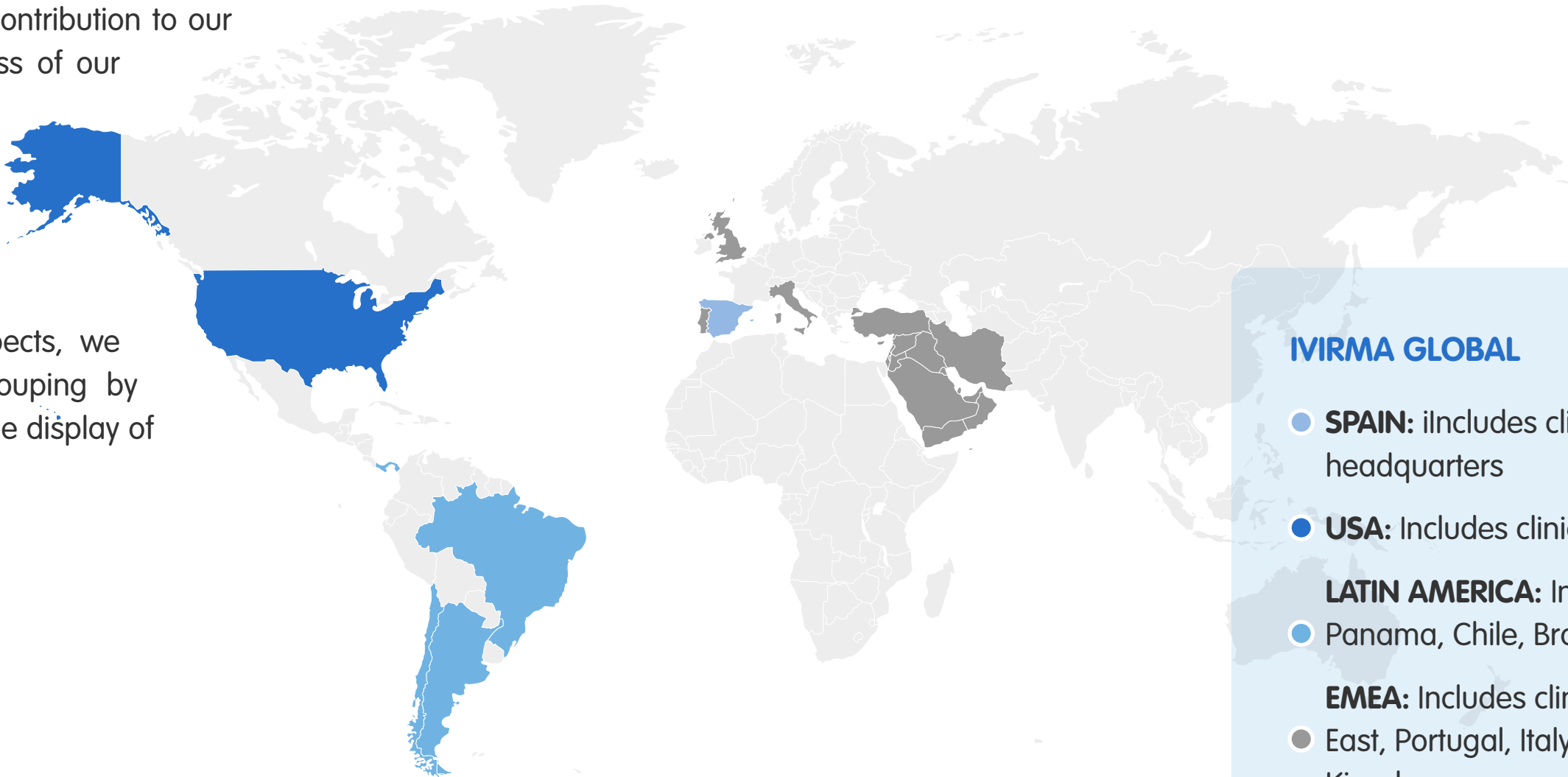
our asset more  
valued



IVIRMA is an organization focused on people and one that values its professionals irrespective of their background, origin, and status.

Each worker is unique and their contribution to our mission is essential to the success of our work. Accordingly, we manage our staff in a responsible way and foster social actions and projects where personnel are the key players.

To analyze the work-related aspects, we have compiled the following grouping by geographical zones, to facilitate the display of data



**IVIRMA GLOBAL**

- **SPAIN:** Includes clinics and headquarters
- **USA:** Includes clinics and headquarters
- **LATIN AMERICA:** Includes clinics in Panama, Chile, Brazil and Argentina
- **EMEA:** Includes clinics in the Middle East, Portugal, Italy and the United Kingdom



In order to define the professional category, the IVIRMA categories have been used, unified at a global level of the entire Group, thus allowing for comparison between the data of different countries:

### **Support functions (headquarters)**

includes all the functions of the headquarters and which are provided at the clinic. Marketing, HR, Finance and Operations, inter alia.

### **Clinical support**

includes all the functions in clinics that are not included in the nursing, medical, patient care, laboratory and/or management groups. For example: administrative staff, cleaning staff, etc.

### **Nursing**

includes nurses.

### **Patient care**

includes all the patient care, reception and switchboard assistants.

### **Doctors**

includes all doctors.

### **Laboratory**

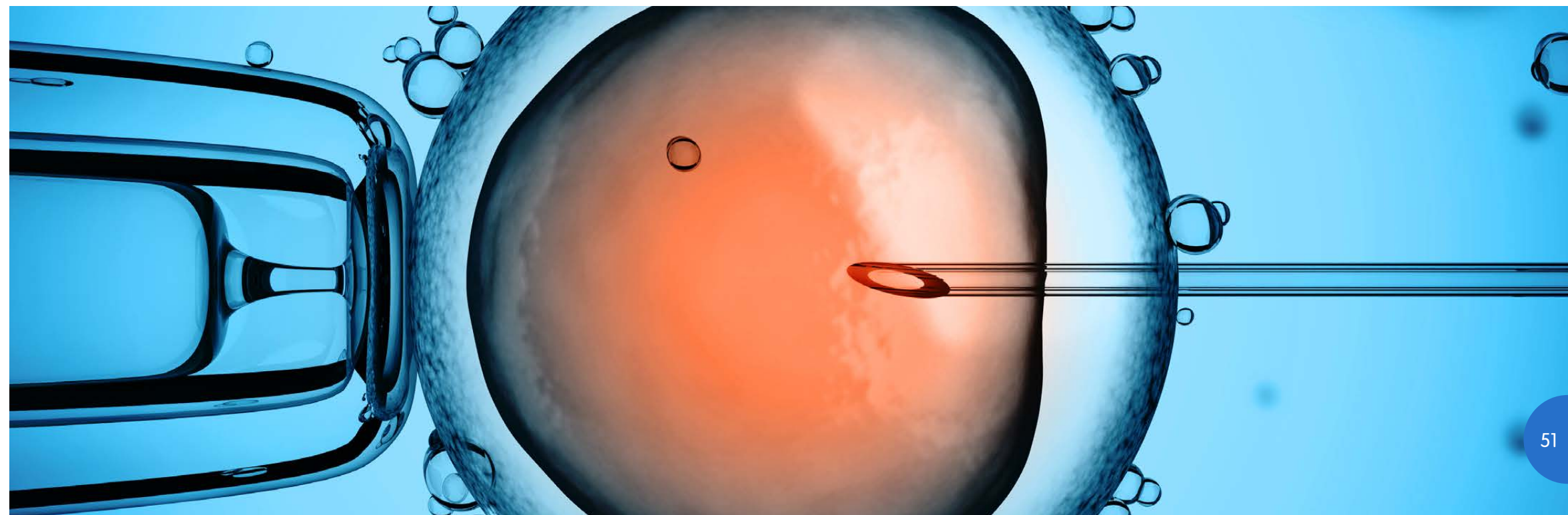
includes all laboratory personnel, IVF laboratory technicians (in vitro fertilization), andrology and general.

### **Management**

includes managers of the clinics and managers of the Headquarters.

In the case of Spain, the professional category according to the level of education has also been considered in some cases (indicated):

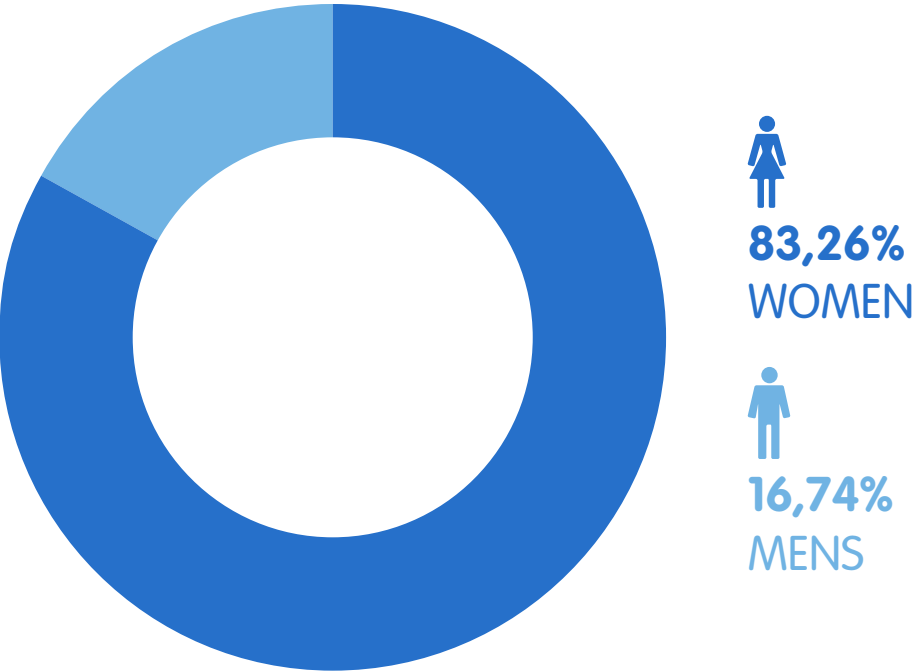
- » **Administrative assistant**
- » **Graduate from a longer degree course**
- » **Graduate from a shorter degree course**
- » **Vocational training**
- » **Management**
- » **Others (includes warden, warehouse, laundry, head of section and various trades)**



Our team

WORKFORCE STRUCTURE

The staff of IVIRMA totals 2,258 workers, of whom 1,880 are women (83.26%) and 378 men (16.74%).

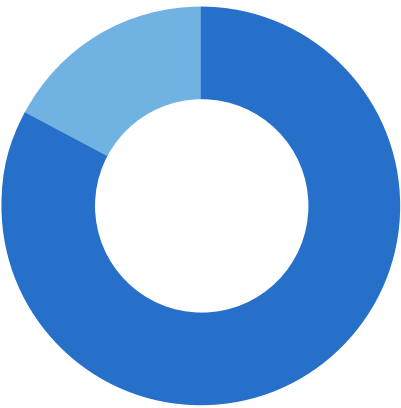


A workforce comprising mainly women.

If we break these 2,258 people into geographical areas:

Spain

1,272 workers, of whom 1,054 are women (82.86%) and 218 men (17.14%).

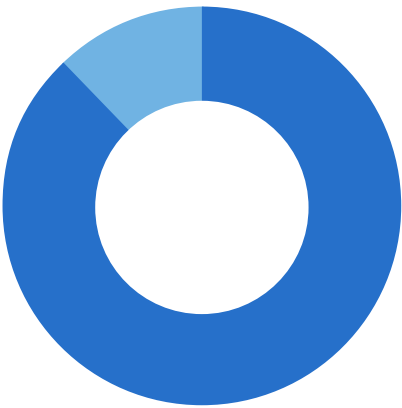


82,86%  
WOMEN

17,14%  
MENS

USA

546 workers, of whom 486 are women (88.85%) and 60 men (11.15%).

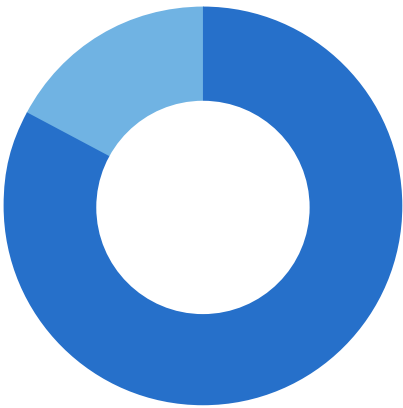


88,85%  
WOMEN

11,15%  
MENS

LATIN AMERICA

164 workers, of whom 138 are women (83.95%) and 26 men (16.05%).

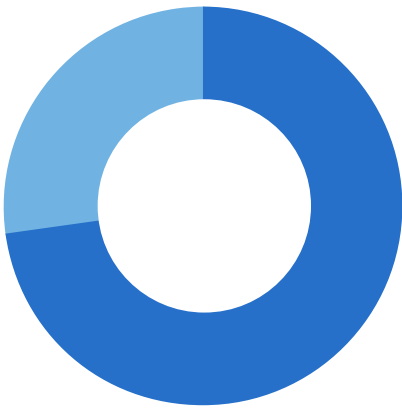


83,95%  
WOMEN

16,05%  
MENS

EMEA

276 workers, of whom 202 are women (73.19%) and 74 men (26.81%).



73,19%  
WOMEN

26,81%  
MENS

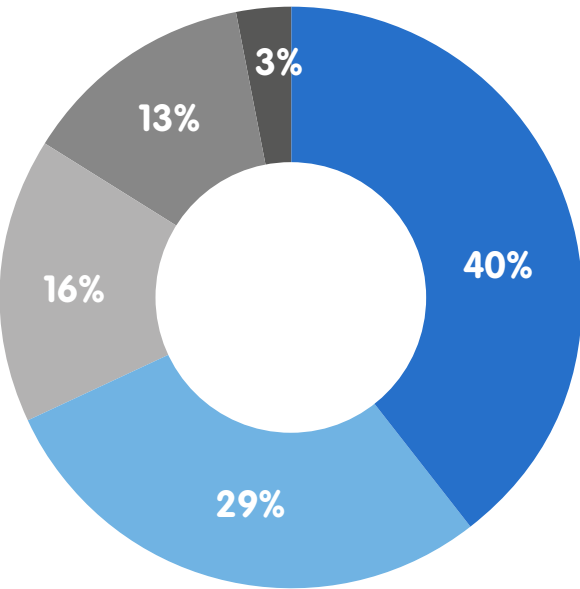


In terms of age, at a global level, a large part of the workforce is between 30 and 39 years of age, representing 40% of the overall workforce. The range from 40 to 49 years old represents 29%; from 21 to 29 years old 16%; from 50 to 60 years old 13% and, finally, 3% of working people over the age of 60.

If we analyze each geographical area, the range of 30 to 39 years old is also the one that represents the highest percentage in all countries, and the representation of the remaining ranges is similar in all cases.

Template by age:

- 16% 21 - 29 years
- 40% 30 - 39 years
- 29% 40 - 49 years
- 13% 50 - 60 years
- 3% +60 years

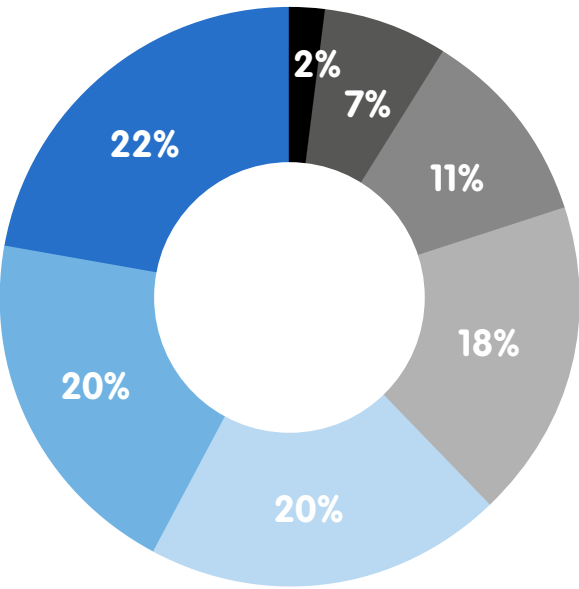


As regards **professional categories**, globally and with very similar percentages, the majority of the workforce is in nursing (22%), laboratory (20%) and clinical support (20%). Staff with support functions (headquarters) account for 11%, patient care 18%, doctors 7% and managers 2% of the total staff.

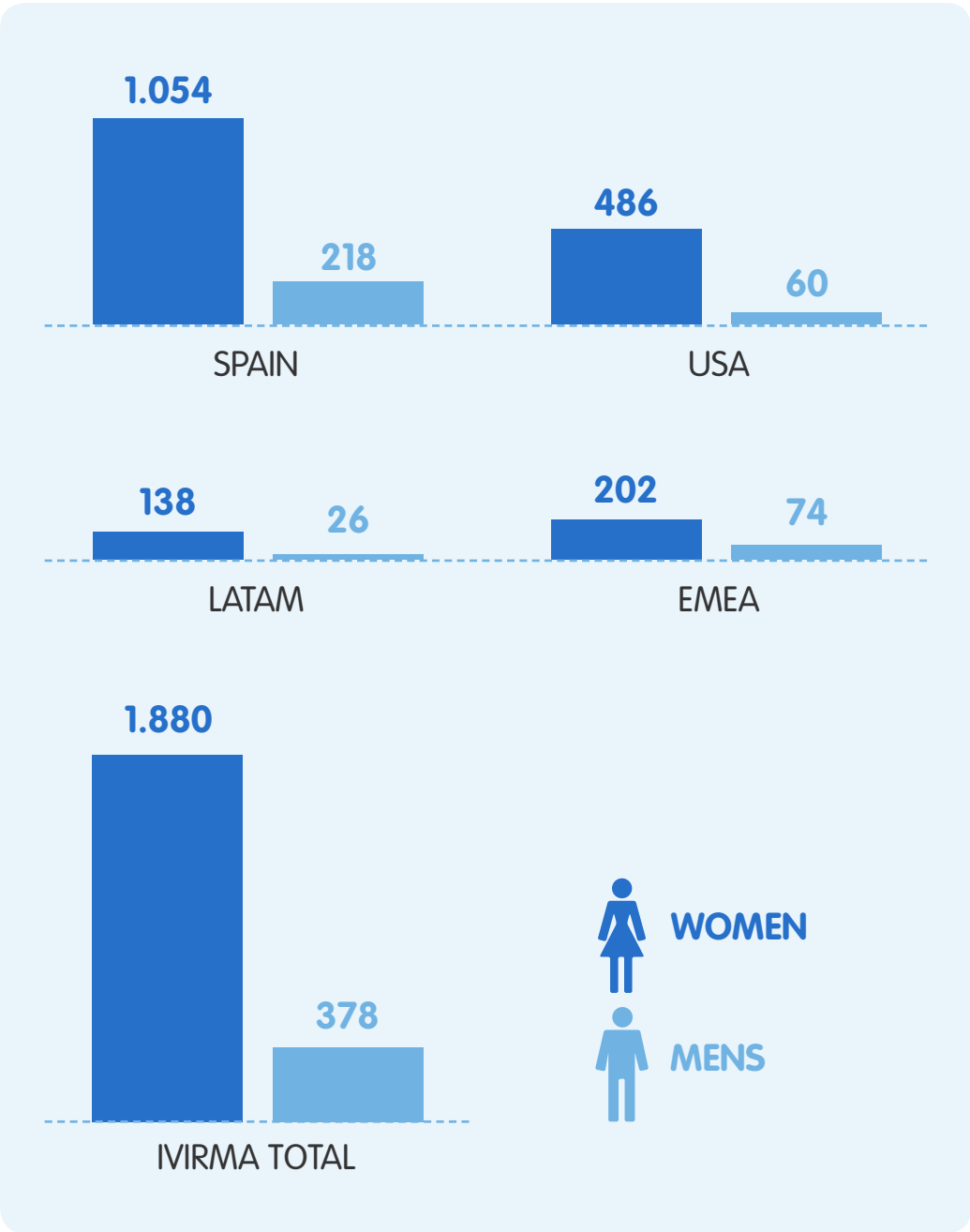
Professional category:

- 2% management
- 7% doctors
- 11% HQ\* support
- 18% Patient care
- 20% laboratory
- 20% Clinical support
- 22% Nursing

\*HQ referenced a headquarters (Headquarters)



Template according to gender:



All workers who are part of the company as of 12/31/2018 have been taken into account.

Breakdown of the workforce by gender, age<sup>3</sup>, and professional category:

IVIRMA Global		From 21 to 29		From 30 to 39		From to 40 to 49		From 50 to 60		over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	21	5	65	36	56	20	27	7	2	1	171	69
	Clinical support	48	12	90	50	110	24	72	13	18	6	338	105
	Doctors	3	0	41	18	50	16	17	12	2	8	113	55
	Laboratory	81	19	172	37	95	17	22	8	2	1	372	81
	Nursing	102	2	217	2	113	3	34	2	9	0	475	9
	Patient care	59	3	162	13	121	2	44	1	6	0	392	19
	Management	0	0	0	2	5	12	2	20	0	2	7	36
	TOTAL	314	41	747	158	550	94	218	63	39	18	1.868	374

All workers who are part of the company as of 12/31/2018 have been taken into account.  
<sup>3</sup>In all those tables in which the age variable is considered, workers over 21 years old have been included.



### Breakdown of the workforce by gender, age, and professional category:

SPAIN		From 21 to 29		From 30 to 39		From to 40 to 49		From 50 to 60		over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
IVIRMA Category	Support functions (headquarters)	7	5	44	25	42	16	18	3	0	1	111	50
	Clinical support	4	2	22	22	64	14	39	6	9	5	138	49
	Doctors	1	0	25	10	32	7	8	6	0	1	66	24
	Laboratory	35	8	112	22	79	14	11	3	1	0	238	47
	Nursing	46	1	117	0	78	3	9	2	1	0	251	6
	Patient care	19	1	102	9	90	1	30	1	2	0	243	12
	Management	0	0	0	1	3	9	1	17	0	2	4	29
	<b>TOTAL</b>	<b>112</b>	<b>17</b>	<b>422</b>	<b>89</b>	<b>388</b>	<b>64</b>	<b>116</b>	<b>38</b>	<b>13</b>	<b>9</b>	<b>1.051</b>	<b>217</b>
Professional category *	Administrative assistant	50	6	213	20	180	11	46	4	2	1	576	60
	Graduate from a longer degree course	14	4	83	32	98	32	25	16	3	2	249	92
	Graduate from a shorter degree course	32	0	60	5	56	4	19	0	1	0	195	15
	Vocational training (VT2)	16	7	62	30	40	8	4	3	0	1	136	55
	Management	0	0	0	1	3	7	1	12	0	2	4	24
	Others **	0	0	4	1	11	2	21	3	7	3	47	10
	<b>TOTAL</b>	<b>112</b>	<b>17</b>	<b>422</b>	<b>89</b>	<b>388</b>	<b>64</b>	<b>116</b>	<b>38</b>	<b>13</b>	<b>9</b>	<b>1.051</b>	<b>217</b>

All workers who are part of the company as of 12/31/2018 have been taken into account.

\* In the case of Spain, the professional category according to the workers' level of education has also been considered.

\*\* Others includes: ironer, warden, warehouse, laundry, head of section and various trades).

### Breakdown of the workforce by gender, age, and professional category:

USA		From 21 to 29		From 30 to 39		From to 40 to 49		From 50 to 60		over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	12	0	19	8	10	1	9	4	2	0	52	13
	Clinical support	37	2	52	4	35	3	21	4	8	1	153	14
	Doctors	0	0	5	4	4	4	8	3	1	4	18	15
	Laboratory	27	8	28	5	7	0	10	2	1	1	73	16
	Nursing	25	0	46	0	21	0	15	0	8	0	115	0
	Patient care	21	0	27	0	12	0	6	0	4	0	70	0
	Management	0	0	0	0	0	1	1	0	0	0	1	1
	<b>TOTAL</b>	<b>122</b>	<b>10</b>	<b>177</b>	<b>21</b>	<b>89</b>	<b>9</b>	<b>70</b>	<b>13</b>	<b>24</b>	<b>6</b>	<b>482</b>	<b>59</b>

LATAM		From 21 to 29		From 30 to 39		From to 40 to 49		From 50 to 60		over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	2	0	1	1	1	0	0	0	0	0	4	1
	Clinical support	4	3	9	7	5	2	7	1	1	0	26	13
	Doctors	1	0	7	2	2	1	0	0	0	0	10	3
	Laboratory	10	2	14	1	4	1	0	0	0	0	28	4
	Nursing	17	0	15	0	5	0	0	0	0	0	37	0
	Patient care	7	0	16	1	7	1	2	0	0	0	32	2
	Management	0	0	0	0	1	2	0	1	0	0	1	3
	<b>TOTAL</b>	<b>41</b>	<b>5</b>	<b>62</b>	<b>12</b>	<b>25</b>	<b>7</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>138</b>	<b>26</b>

All workers who are part of the company as of 12/31/2018 have been taken into account.

Breakdown of the workforce by gender, age, and professional category:

EMEA		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	0	0	1	2	3	4	0	0	0	0	4	6
	Clinical support	3	5	7	17	6	5	5	2	0	0	21	29
	Doctors	1	0	4	2	12	4	1	3	1	3	19	12
	Laboratory	9	1	18	9	5	1	1	3	0	0	33	14
	Nursing	14	1	39	2	9	0	10	0	0	0	72	3
	Patient care	12	2	17	3	12	0	6	0	0	0	47	5
	Management	0	0	0	1	1	0	0	2	0	0	1	3
	TOTAL	39	9	86	36	48	14	23	10	1	3	197	72

All workers who are part of the company as of 12/31/2018 have been taken into account.



At our company we are committed to stable employment, working to achieve the continuity and stability of workers

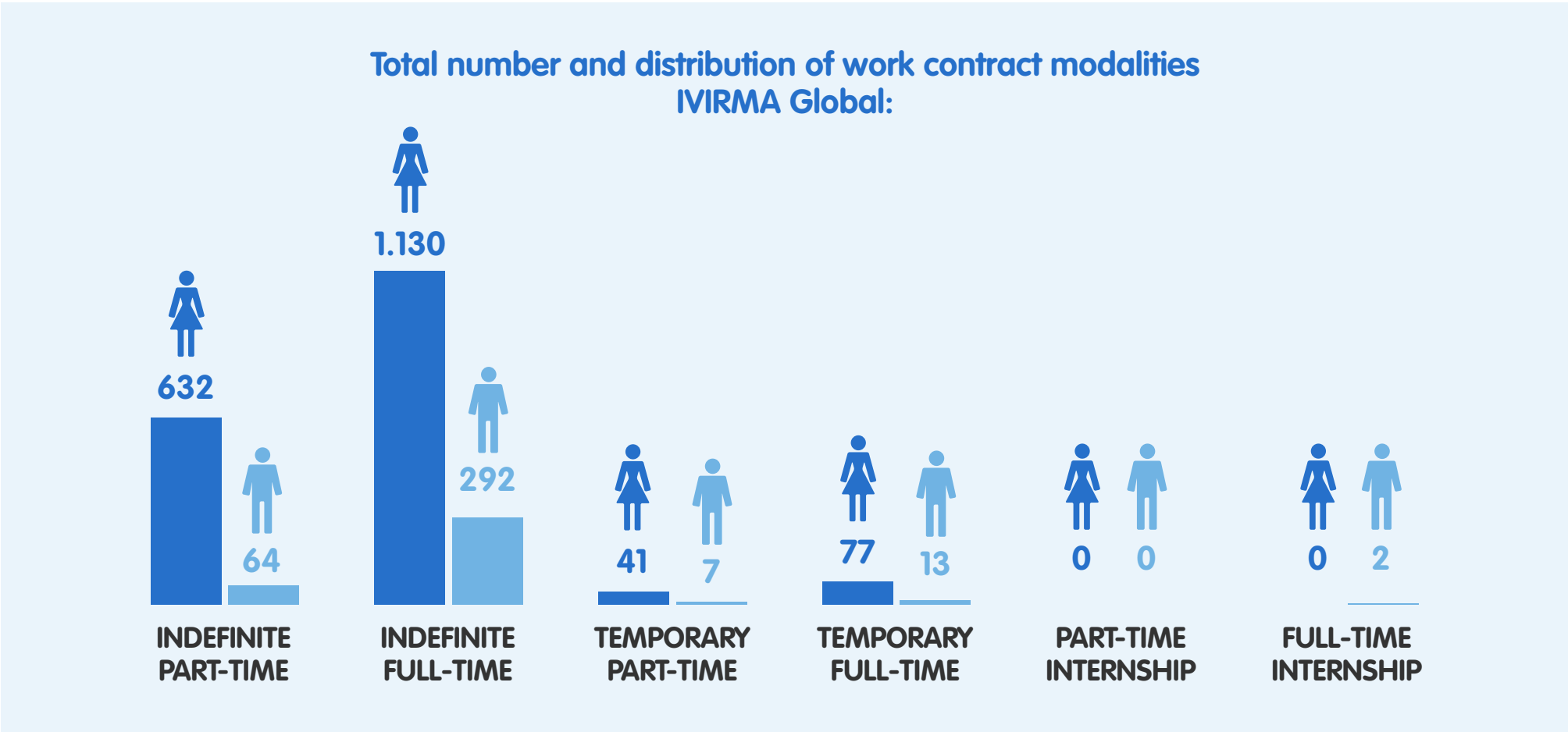
EMPLOYMENT STABILITY

Moreover, the high specialization inherent to our functions makes it appropriate to establish long-term labor relations, which is of mutual interest for the company and the worker.

In this regard, 85% of the workers who continue in the Group as of December 2018 have an indefinite contract. This percentage is very similar in each of the geographical areas where the company operates.

Temporary contracts represent about 10% of the overall contract types in 2018 and the full-time internship contract stands at 1%.

As regards **termination of the employment relationship**, in 2018 there have been a total of 63 persons leaving that have affected all categories. Of these, 18 have been Spain, 29 in the USA, 15 in LATAM and 1 in EMEA.



As regards termination of the employment relationship, in 2018 there have been a total of 63 persons leaving that have affected all categories. Of these, 18 have been Spain, 29 in the USA, 15 in LATAM and 1 in EMEA

### Breakdown of the workforce by contract type, gender, and professional category:

IVIRMA Global		Indefinite part-time		Indefinite full-time		Temporary part-time		Temporary full-time		Part-time internship		Full-time internship		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	27	5	141	71	0	1	20	4	0	0	2	0	190	81
	Clinical support	101	15	243	89	7	4	8	7	0	0	20	9	379	124
	Doctors	29	11	86	43	0	3	8	3	0	0	0	0	123	60
	Laboratory	123	20	238	59	17	3	23	4	0	0	0	0	401	86
	Nursing	198	6	264	3	23	2	38	2	0	0	0	0	523	13
	Patient care	173	7	203	13	29	0	38	2	0	0	0	0	443	22
	Management	1	6	6	33	0	0	0	0	0	0	0	0	7	39
	<b>TOTAL</b>	<b>652</b>	<b>70</b>	<b>1181</b>	<b>311</b>	<b>76</b>	<b>13</b>	<b>135</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>9</b>	<b>2.066</b>	<b>425</b>

### SPAIN

Category	Support functions (headquarters)	23	5	81	52	0	1	20	4	0	0	2	0	126	62
	Clinical support	46	8	95	38	7	4	4	7	0	0	20	8	172	65
	Doctors	18	5	50	20	0	0	5	1	0	0	0	0	73	26
	Laboratory	98	15	128	30	17	3	19	2	0	0	0	0	262	50
	Nursing	171	4	68	1	23	2	26	2	0	0	0	0	288	9
	Patient care	144	7	82	6	28	0	30	2	0	0	0	0	284	15
	Management	1	6	3	25	0	0	0	0	0	0	0	0	4	31
	<b>TOTAL</b>	<b>501</b>	<b>50</b>	<b>507</b>	<b>172</b>	<b>75</b>	<b>10</b>	<b>104</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>8</b>	<b>1.209</b>	<b>258</b>

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018.

Distribución de la plantilla por tipo de contrato, género y categoría profesional:

USA		Indefinite part-time		Indefinite full-time		Temporary part-time		Temporary full-time		Part-time internship		Full-time internship		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	4	1	54	13	0	0	0	0	0	0	0	0	58	14
	Soporte en clínica	55	7	112	8	0	0	0	0	0	0	0	0	167	15
	Médicos	5	1	13	14	0	0	0	0	0	0	0	0	18	15
	Laboratorio	22	3	54	13	0	0	0	0	0	0	0	0	76	16
	Enfermería	17	1	100	0	0	0	0	0	0	0	0	0	117	1
	Atención al paciente	17	0	59	0	0	0	0	0	0	0	0	0	76	0
	Directivos	0	0	1	1	0	0	0	0	0	0	0	0	1	1
	TOTAL	120	13	393	49	0	0	0	0	0	0	0	0	513	62

LATAM

Category	Funciones soporte (oficinas centrales)	0	0	8	1	0	0	0	0	0	0	0	0	8	1
	Soporte en clínica	0	0	28	14	0	0	0	0	0	0	0	1	28	15
	Médicos	1	0	10	1	0	3	0	0	0	0	0	0	11	4
	Laboratorio	0	0	30	4	0	0	0	0	0	0	0	0	30	4
	Enfermería	0	0	40	0	0	0	0	0	0	0	0	0	40	0
	Atención al paciente	0	0	37	2	0	0	0	0	0	0	0	0	37	2
	Directivos	0	0	1	4	0	0	0	0	0	0	0	0	1	4
	TOTAL	1	0	154	26	0	3	0	0	0	0	0	1	155	30

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018.



Breakdown of the workforce by contract type, gender, and professional category:

EMEA		Indefinite part-time		Indefinite full-time		Temporary part-time		Temporary full-time		Part-time internship		Full-time internship		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Category	Support functions (headquarters)	0	0	4	6	0	0	0	0	0	0	0	0	4	6
	Clinical support	0	0	21	30	0	0	4	0	0	0	0	0	25	30
	Doctors	5	5	13	8	0	0	3	2	0	0	0	0	21	15
	Laboratory	3	1	29	12	0	0	4	2	0	0	0	0	36	15
	Nursing	10	1	58	2	0	0	12	0	0	0	0	0	80	3
	Patient care	12	0	28	5	1	0	8	0	0	0	0	0	49	5
	Management	0	0	1	3	0	0	0	0	0	0	0	0	1	3
	TOTAL	30	7	154	66	1	0	31	4	0	0	0	0	216	77

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018.

### Breakdown of the workforce by contract type, gender, and professional category:

IVIRMA Global		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		Over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Type of contract	Indefinite part-time	58	8	269	17	227	19	80	18	14	5	628	62
	Indefinite full-time	227	30	458	142	326	78	137	46	28	14	1.125	291
	Temporary part-time	33	3	24	5	12	2	5	0	0	1	39	6
	Temporary full-time	49	6	60	7	24	7	1	2	0	0	76	13
	Part-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	Full-time internship	16	9	4	0	2	0	0	0	0	0	0	2
	<b>TOTAL</b>	<b>383</b>	<b>56</b>	<b>815</b>	<b>171</b>	<b>591</b>	<b>106</b>	<b>223</b>	<b>66</b>	<b>42</b>	<b>20</b>	<b>2.054</b>	<b>419</b>

### ESPAÑA

Type of contract	Indefinite part-time	28	5	223	15	186	17	57	10	7	3	501	50
	Indefinite full-time	57	11	179	76	203	49	60	29	8	7	507	172
	Temporary part-time	33	3	24	3	12	1	4	0	0	1	73	8
	Temporary full-time	34	5	48	5	21	6	0	2	0	0	103	18
	Part-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	Full-time internship	16	8	4	0	2	0	0	0	0	0	22	8
	<b>TOTAL</b>	<b>168</b>	<b>32</b>	<b>478</b>	<b>99</b>	<b>424</b>	<b>73</b>	<b>121</b>	<b>41</b>	<b>15</b>	<b>11</b>	<b>1.206</b>	<b>256</b>

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018..

### Breakdown of the workforce by contract type, gender, and professional category:

USA		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		Over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Type of contract	Indefinite part-time	28	3	37	1	27	2	18	5	6	1	116	12
	Indefinite full-time	94	7	140	20	62	7	52	8	18	5	366	47
	Temporary part-time	0	0	0	0	0	0	0	0	0	0	0	0
	Temporary full-time	0	0	0	0	0	0	0	0	0	0	0	0
	Part-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL</b>	<b>122</b>	<b>10</b>	<b>177</b>	<b>21</b>	<b>89</b>	<b>9</b>	<b>70</b>	<b>13</b>	<b>24</b>	<b>6</b>	<b>482</b>	<b>59</b>

This excludes 34 people from the USA whose age is not available.

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018.

### LATAM

Type of contract	Indefinite part-time	0	0	1	0	0	0	0	0	0	0	1	0
	Indefinite full-time	47	4	68	12	28	8	9	2	2	0	154	26
	Temporary part-time	0	0	0	2	0	1	0	0	0	0	0	3
	Temporary full-time	0	0	0	0	0	0	0	0	0	0	0	0
	Part-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	Full-time internship	0	1	0	0	0	0	0	0	0	0	0	1
	<b>TOTAL</b>	<b>47</b>	<b>5</b>	<b>69</b>	<b>14</b>	<b>28</b>	<b>9</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>155</b>	<b>30</b>

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018.



Breakdown of the workforce by contract type, gender, and professional category:

EMEA		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		Over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Type of contract	Indefinite part-time	2	0	8	1	14	0	5	3	1	1	30	5
	Indefinite full-time	29	8	71	34	33	14	16	7	0	2	149	65
	Temporary part-time	0	0	0	0	0	0	1	0	0	0	1	0
	Temporary full-time	15	1	12	2	3	1	1	0	0	0	31	4
	Part-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	46	9	91	37	50	15	23	10	1	3	211	74

Those people that left in the USA are not included in the table because we do not have the age of the 29 people.

Number of persons leaving by gender, age and professional category:

IVIRMA Global		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		Over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Type of contract	Support functions (headquarters)	3	0	1	1	0	0	0	0	1	1	5	2
	Clinical support	1	0	1	2	1	0	1	0	1	0	5	2
	Doctors	0	0	0	0	0	1	0	0	0	0	0	1
	Laboratory	2	0	1	1	1	0	0	0	0	0	4	1
	Nursing	2	0	1	0	3	0	0	0	0	0	6	0
	Patient care	1	0	2	0	2	1	0	0	0	0	5	1
	Management	0	0	0	0	0	1	0	1	0	0	0	2
	TOTAL	9	0	6	4	7	3	1	1	2	1	25	9

Those people that left in the USA are not included in the table because we do not have the age of the 29 people.

In 2018 a total of 486 people have been hired. Of these hires, close to 60% have been indefinite (indefinite part-time and full-time contracts).

### WE SEEK THE BEST PROFESSIONALS BY CREATING QUALITY JOBS

With the aim of incorporating the best professionals into our team, we manage our database based on the publication of professional offers on the corporate website, social networks, specialized employment portals, and a raft of other means. In addition, vacancies are posted in internal communication channels (corporate intranet and the Center Committee) to promote mobility between centers and internal promotion.

The CC (Center Committee) is a document that is disseminated internally and includes all relevant information that professionals should know at corporate level. Currently, it is only used in Spain, but the possibility of implementing it in all countries is being assessed.

For the groups of embryologists and gynecologists, we have a program of incorporation of specific talent, recruiting candidates through the Master in assisted human reproduction promoted by IVIRMA in its classroom and on-line format.

The process of recruitment and selection of personnel begins with the detection of personnel incorporation needs in each department of the organization. From here it goes through a series of stages in which a job profile diagram for the position to be covered is designed, the candidates are screened (who can sometimes be company personnel with the potential to cover the position), and a series of interviews to select the right person for the position.





Number of new hires by contract type, gender, and age:

IVIRMA Global		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		over 60		Total women	Total men
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Type of contract	Indefinite part-time	13	1	10	1	11	1	7	1	1	0	42	4
	Indefinite full-time	77	8	83	24	34	6	10	2	0	0	204	40
	Temporary part-time	26	1	19	3	8	1	2	0	0	0	55	5
	Temporary full-time	31	4	40	4	19	7	0	0	0	0	90	15
	Part-time internship	0	0	0	0	0	0	0	0	0	0	0	0
	Full-time internship	16	9	4	0	2	0	0	0	0	0	22	9
	TOTAL	163	23	156	32	74	15	19	3	1	0	413	73

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018.

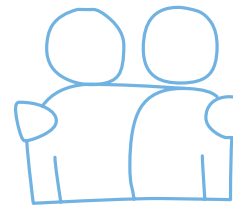
At IVIRMA we firmly believe in the importance of working to motivate our professionals.



### OUR HAPPINESS LIES IN THE HAPPINESS OF OUR EMPLOYEES

With the enormous challenge of integrating the different cultures that make up IVIRMA, internal communication and employer branding have become key tools to transmit our organization's objectives and values. For this reason, we employ a series of measures that seek to maintain and increase the sense of belonging and motivation of our people.

All the measures introduced are particularly focused on the digital world, within the commitment of the Human Resources Department for digital transformation and strategic innovation.



### Welcome plan

It is easier to drive motivation when the worker already feels admiration towards the organization and feels lucky to be part of it. Accordingly, at IVIRMA we believe in the importance of making a good first impression, to which end we have revamped our **welcome plan** in 2018 with a new format, where we changed the folder of hard-copy corporate documents for a dynamic and digital platform.

This platform allows the new hire to discover the different areas, policies and corporate material of the organization.



### IVI Advantages

IVI Advantages is a program that has a series of social benefits accessible by staff. From internal discounts of the organization to partnership agreements with other companies that offer more favorable conditions for being a professional of IVIRMA in Spain.

### Recognition plan

The recognition of a job well done and good practices is a fundamental part of our work team.

In IVIRMA we want to showcase the effort and dedication of those committed workers who give the best of themselves on a daily basis in our centers. To this end, we have designed a Recognition Plan, a new project that aims to promote initiatives aimed at recognizing the different skills of our professionals.

In 2018 the first step was taken; this involved launching a survey in each of our centers and clinics in which, anonymously, each worker chose the two best colleagues based on their skills and abilities in the professional sphere.

The three people that received the most votes at each clinic were given a diploma in recognition of their values, skills and abilities, plus an additional day's vacation.

### Performance evaluation system

One of the main objectives of the HR department is for our team of professionals to grow and develop professionally.

With this in mind, every year each person in the organization receives performance feedback from their manager.

We work with a standardized system that is applied in clinics of Spain, Portugal and LATAM, through which we evaluate eight skills and a maximum of four targets associated with the position occupied - on a scale of 1 to 5 in the case of skills and depending on the fulfillment of the same in the case of targets.

In addition, an informal meeting is held in July to assess the monitoring of the first semester. The results of the performance evaluation, together with the analysis of the salary bands associated with each position, lead to a matrix of annual salary increases that are applicable based on the economic performance of each work center.

These results are also used to design action plans targeted at improving the work of our professionals.





Biennial climate study

With the aim of building allegiance with all workers, maintaining and enhancing the feeling of belonging and obtaining feedback on all those areas in which we stand out positively or have room for improvement, we have a work climate process that we launch on a biennial basis using a survey platform that maintains anonymity and reports all the necessary information.

The survey includes 25 questions, which are mostly answered with numerical values from 1 to 4, with 1 representing strongly disagree and 4 very much in agreement. The questions are distributed in a series of areas that make it easier to capture the results and obtain accurate information on areas for improvement.

These areas are:

- » Global index (feeling of belonging)
- » Communication (corporate and operational)
- » Knowledge of the organization (culture)
- » Training
- » Material resources (environmental conditions)
- » Upward evaluation (leadership style)
- » Work planning (shifts and hours)
- » Work environment
- » Remuneration system

With all the information extracted, a personalized report is prepared for each of our centers and clinics.

In 2018 the study was conducted in the IVIRMA clinics in Spain, Portugal and LATAM. The findings, which have been shared with all workers, are the following:

Aspects	Average value of each aspect - IVIRMA Group*
Global Index	3,19
Remuneration system	2,37
Material resources	3,06
Work planning	3,01
Training	2,92
Upward evaluation	3,10
Knowledge of the organization	3,08
Communication	2,80
Work environment	3,23

\* The assessment of each aspect has been performed on a scale of 1 to 4. The USA, Middle East, United Kingdom and Italy have not been included in the climate study.

A retributive policy that seeks internal fairness.

Remuneration policy

At IVIRMA we work with a standard system of salary bands associated with each position. These bands comprise sections so that each person can evolve at a salary level within their band, depending on the performance evaluation. This enables us to guarantee internal fairness in the different groups, along with objectivity in the salary evolution of each professional.

In addition, the different groups have a variable annual remuneration percentage, associated with strategic targets set by the company and which are reviewed each year.

The management remuneration policy consists of scaling that takes into account the years of seniority in the position and the number of cycles performed by the clinic, so that there is a progression depending on the trajectory and evolution of the clinic’s activity.

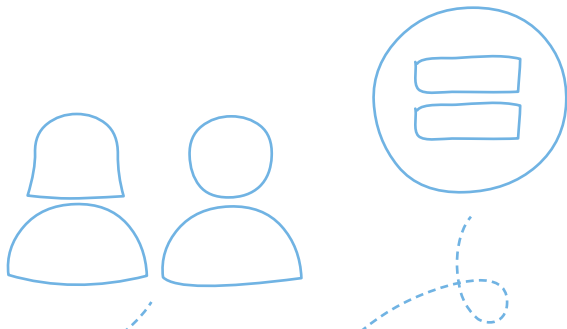
The Board of Directors comprises five Directors that exercise functions in the company as doctors and co-directors. The compensation established for Board members is 5,000 euros per year (gross), in addition to their corresponding salary as doctors and co-directors.

The following table shows the pay gap considering the average annual gross salary of the Group’s workers, for each category.

The differences shown in the pay gap may be due to the following reasons:

- » Existence of different professional profiles within the same category.
- » Parental leave.
- » Situations of TIW (Temporary inability to work).

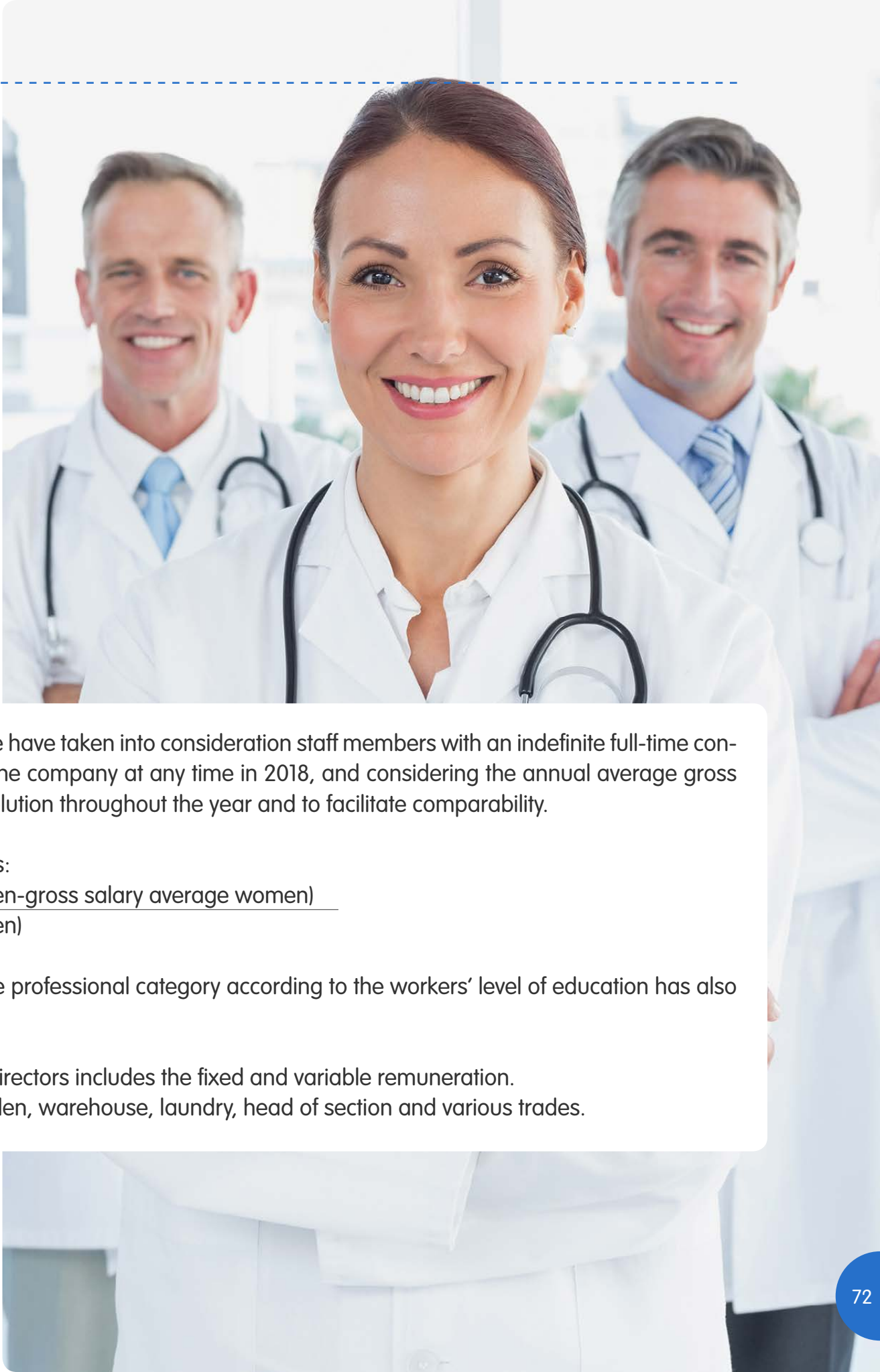
Globally, we have standardized categories that seek to bring together all the professionals of the company. Each IVIRMA category includes different profiles, such as, for example, in Support Functions there are middle managers, technical staff and clerical staff.



Pay gap by professional category:

SPAIN			
IVIRMA category	Male average	Female average	Pay gap (%)
Support functions (headquarters)	34.586 €	31.611 €	8,60%
Clinical support	27.676 €	30.416 €	-9,90%
Doctors	65.383 €	66.728 €	-2,06%
Laboratory	36.524 €	32.894 €	9,94%
Nursing	24.230 €	22.019 €	9,13%
Patient care	18.336 €	20.657 €	-12,65%
Directors**	174.225 €	149.671 €	14,09%

SPAIN	Male average	Female average	Pay gap (%)
Administrative assistant	23.852 €	22.104 €	7,33%
Graduate from a longer degree course	56.956 €	47.505 €	16,59%
Graduate from a shorter degree course	26.619 €	27.971 €	-5,08%
Vocational training (VT2)	24.523 €	24.682 €	-0,65%
Directors**	174.225 €	149.671 €	14,09%
Others ***	22.063 €	16.525 €	25,10%



In calculating the gap, we have taken into consideration staff members with an indefinite full-time contract who have been at the company at any time in 2018, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

The calculation formula is:  
$$\frac{(\text{average gross salary men} - \text{gross salary average women})}{(\text{average gross salary men})}$$

\* In the case of Spain, the professional category according to the workers’ level of education has also been considered.

\*\* The remuneration of Directors includes the fixed and variable remuneration.  
\*\*\* Others includes: warden, warehouse, laundry, head of section and various trades.



Pay gap by professional category:

USA			
IVIRMA category	Male average	Female average	Pay gap (%)
Support functions (HQ)	110.756 €	45.559 €	58,87%
Clinical support	40.522 €	38.046 €	6,11%
Doctors	128.245 €	203.379 €	-58,59%
Laboratory	69.702 €	60.818 €	12,75%
Nursing	-	62.800 €	-
Patient care	-	34.332 €	-
Directors**	201.682 €	257.642 €	-27,75%

LATAM			
IVIRMA category	Male average	Female average	Pay gap (%)
Support functions (HQ)	24.023 €	31.774 €	-24,40%
Clinical support	14.215 €	13.411 €	6,00%
Doctors	12.187 €	19.883 €	-38,71%
Laboratory	26.511 €	16.190 €	63,75%
Nursing	-	10.082 €	-
Patient care	10.725 €	9.338 €	14,85%
Directors**	153.845 €	132.881 €	15,78%

EMEA			
IVIRMA category	Male average	Female average	Pay gap (%)
Support functions (HQ)	97.411 €	46.351 €	52,42%
Clinical support	35.097 €	36.969 €	-5,33%
Doctors	141.652 €	156.993 €	-10,83%
Laboratory	61.131 €	54.138 €	11,44%
Nursing	25.706 €	27.830 €	-8,26%
Patient care	29.035 €	24.189 €	16,69%
Directors**	248.829 €	272.037 €	-9,33%

## Average remuneration broken down by gender, age and professional category:

SPAIN		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		over 60	
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
IVIRMA category	Support functions HQ	27.676,00 €	24.511,75 €	29.363,56 €	34.277,04 €	34.012,41 €	37.533,33 €	32.798,21 €	54.386,61 €	-	30.339,04 €
	Clinical support	19.357,65 €	24.671,90 €	24.854,46 €	24.879,96 €	31.686,33 €	34.787,64 €	32.417,86 €	24.823,19 €	32.016,47 €	20.828,77 €
	Doctors	-	-	60.996,23 €	58.026,54 €	69.085,36 €	68.705,77 €	74.636,23 €	71.991,55 €	-	81.935,34 €
	Laboratory	21.327,33 €	20.838,61 €	30.721,91 €	31.238,46 €	38.769,50 €	44.062,47 €	57.157,61 €	68.417,01 €	47.928,76 €	-
	Nursing	19.744,85 €	24.230,00 €	22.684,34 €	-	22.640,83 €	-	25.558,24 €	-	-	-
	Patient care	18.892,03 €	-	19.860,54 €	17.814,03 €	20.360,30 €	19.381,35 €	23.820,60 €	-	35.379,50 €	-
	Directors**	-	-	-	141.600,00 €	149.670,61 €	131.427,31 €	-	202.506,70 €	-	125.000,00 €
Professional category *	Administrative assistant	18.953,70 €	21.267,60 €	21.339,90 €	23.547,16 €	22.717,88 €	24.973,35 €	25.359,33 €	25.208,04 €	-	28.750,00 €
	Graduate from a longer degree course	25.860,43 €	29.876,93 €	42.636,64 €	44.527,66 €	52.450,41 €	55.038,52 €	57.700,63 €	95.754,66 €	46.015,72 €	56.931,71 €
	Graduate from a shorter degree course	21.717,18 €	24.230,00 €	27.010,12 €	29.700,50 €	29.262,27 €	18.571,00 €	37.273,59 €	-	35.379,50 €	-
	Vocational training (VT2)	16.953,77 €	19.852,35 €	23.636,08 €	24.557,97 €	28.213,18 €	27.684,02 €	39.574,14 €	24.877,43 €	-	-
	Management	-	-	-	141.600,00 €	149.670,61 €	131.427,31 €	-	202.506,70 €	-	125.000,00 €
	Others ***	-	-	14.366,17 €	19.331,85 €	15.082,57 €	22.766,79 €	17.095,17 €	24.576,54 €	18.654,89 €	20.828,77 €

The own categories used at IVIRMA simultaneously make reference to the type of job We have taken into consideration staff members with an indefinite full-time contract who have been at the company at any time, even if they did not form part of the workforce at 12/31/2018, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

\* In the case of Spain, the professional category according to the workers' level of education has also been considered. \*\* The remuneration of Directors includes the fixed and variable remuneration. \*\*\* Others includes: ironer, warden, warehouse, laundry, head of section and various trades)

### Average remuneration broken down by gender, age and professional category:

USA		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		over 60	
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Category	Support functions (headquarters)	34.510,92 €	-	58.865,85 €	87.319,87 €	45.540,74 €	179.912,66 €	64.202,57 €	187.117,90 €	52.730,27 €	-
	Clinical support	36.897,87 €	40.443,23 €	41.160,23 €	58.387,77 €	46.873,87 €	34.061,14 €	56.093,56 €	-	42.627,51 €	-
	Doctors	-	-	244.541,48 €	163.755,46 €	145.560,41 €	160.116,45 €	202.467,25 €	95.283,84 €	174.672,49 €	93.552,38 €
	Laboratory	43.441,53 €	39.283,84 €	55.577,48 €	64.104,80 €	108.296,94 €	-	106.504,43 €	117.903,93 €	50.960,70 €	153.375,55 €
	Nursing	52.036,28 €	-	62.217,71 €	-	75.343,51 €	-	67.780,51 €	-	79.976,25 €	-
	Patient care	31.183,50 €	-	35.589,04 €	-	37.594,42 €	-	41.439,39 €	-	49.542,84 €	-
	Directors**	-	-	-	-	-	201.682,10 €	257.641,92 €	-	-	-

### LATAM

Category	Support functions (headquarters)	15.693,31 €	-	16.631,63 €	24.022,96 €	77.939,55 €	-	-	-	80.218,97 €	-
	Clinical support	9.496,05 €	10.428,10 €	19.734,64 €	14.986,17 €	12.730,03 €	15.406,54 €	9.908,69 €	12.462,18 €	4.663,16 €	-
	Doctors	3.942,38 €	-	15.588,68 €	-	33.786,44 €	12.187,17 €	-	-	-	-
	Laboratory	11.128,61 €	25.316,57 €	20.264,02 €	26.000,00 €	12.544,18 €	29.410,13 €	-	-	-	-
	Nursing	9.965,80 €	-	8.982,98 €	-	14.039,16 €	-	-	-	-	-
	Patient care	7.090,32 €	-	8.909,62 €	9.043,81 €	12.236,49 €	12.405,44 €	10.805,48 €	-	-	-
	Directors**	-	-	-	-	132.880,72 €	153.047,82 €	-	156.237,18 €	-	-

The own categories used at IVIRMA simultaneously make reference to the type of job. We have taken into consideration staff members with an indefinite full-time contract who have been at the company at any time, even if they did not form part of the workforce at 12/31/2018, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

\* The remuneration of Executives includes the fixed and variable remuneration.



Average remuneration broken down by gender, age and professional category:

EMEA		from 21 to 29		from 30 to 39		from 40 to 49		from 50 to 60		over 60	
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Category	Support functions (headquarters)	-	-	38.000,00 €	99.111,53 €	49.134,28 €	96.561,14 €	-	-	-	-
	Clinical support	17.561,99 €	32.361,20 €	43.123,22 €	35.255,24 €	29.108,77 €	45.316,70 €	50.887,02 €	27.165,11 €	-	-
	Doctors	67.074,33 €	-	120.926,80 €	55.895,27 €	166.750,17 €	152.808,84 €	277.055,28 €	192.685,82 €	-	136.699,13 €
	Laboratory	30.230,30 €	-	61.521,23 €	68.839,90 €	69.143,90 €	48.188,02 €	67.236,43 €	32.910,02 €	-	-
	Nursing	19.320,20 €	14.281,20 €	25.301,21 €	37.131,12 €	31.959,39 €	-	40.339,36 €	-	-	-
	Patient care	22.991,13 €	37.131,12 €	25.349,77 €	23.638,07 €	22.011,60 €	-	26.370,48 €	-	-	-
	Directors*	-	-	-	304.476,37 €	272.037,00 €	-	-	221.005,52 €	-	-

The own categories used at IVIRMA simultaneously make reference to the type of job

We have taken into consideration staff members with an indefinite full-time contract who have been at the company at any time, even if they did not form part of the workforce at 12/31/2018, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

\* The remuneration of Executives includes the fixed and variable remuneration.

As a family-responsible company, at IVIRMA we favor the reconciliation of the personal and professional life of our workers, fostering shared responsibility, equal opportunities and diversity.

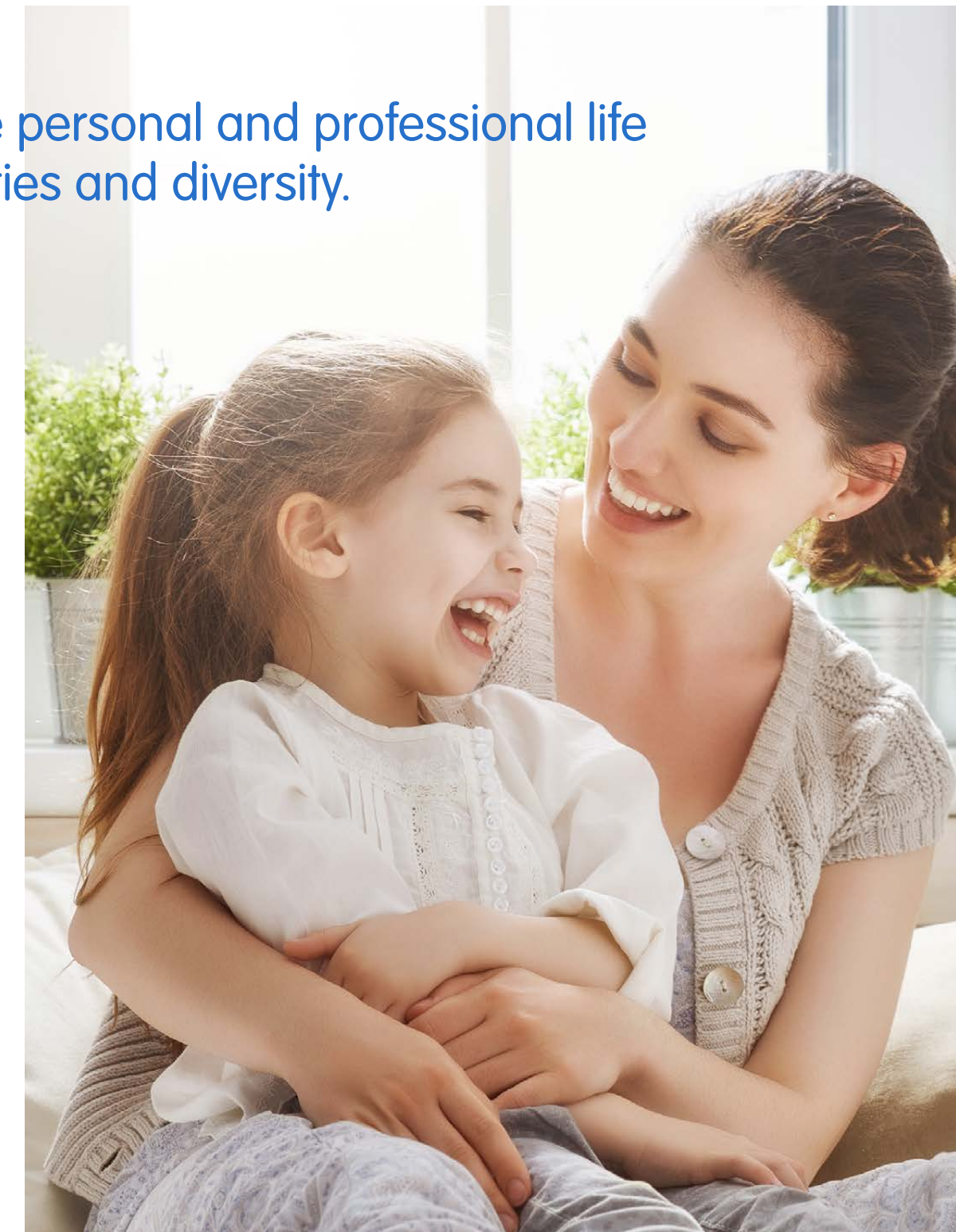
## Life and work balance and organization of work

All types of paid leave are granted, which reflect prevailing legislation of each country and according to the collective bargaining agreement: for marriage, birth of a child, death or illness of family members up to the second degree of kinship, moving home, inexcusable duty, preparation for childbirth, medical consultations and private matters, among others.

In addition, the offices promote **flexitime hours** so workers can arrive and leave in accordance with their needs, the possibility of flexible timetables in offices, adaptability of shifts and the generation of additional days off in exchange for weekends worked, among others.

The centers reduce their schedules at different times of the year to facilitate the enjoyment of vacations by persons of all the shifts and working hours.

Elsewhere, we care about each of our employees by offering a series of **social benefits** that adapt to their needs, including non-monetary benefits or special conditions for certain products and services: IVI Advantage Club, flexible remuneration, participation in scientific societies or attendance at conferences. We also offer discounts on our treatments for our workers and their families.







Persons that benefit from reconciliation measures.

Personas que disfrutan de medidas de conciliación		
Category	Women	Men
Reduction of working hours for legal guardianship for the care of a minor	65	
Reduction of working hours for legal guardianship for the care of a minor	2	
Reduction of working hours	1	
Change of working hours without shifts	1	
Breastfeeding permission	2	
Total de personas	72	0

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018, and for all kinds of contracts. All countries have been considered, with the exception of the USA where they do not apply the reconciliation measures because of their own system, and from the United Kingdom where this information is not available.

At IVIRMA we also organize open days so that the relatives of the workers can find out about the work we do.

The Family Day at the Valencia headquarters -in 2018 held on the International Day of Families- is an example of this type of action, in which we welcome family members of employees to discover the new facilities.

Although to date no policy of labor disconnection has been introduced in the organization, work is being done on adapting the schedules for greater reconciliation, such as, for example, the closing hours of the headquarters from 7:00 p.m. to 6:00 p.m.



PARENTAL LEAVE

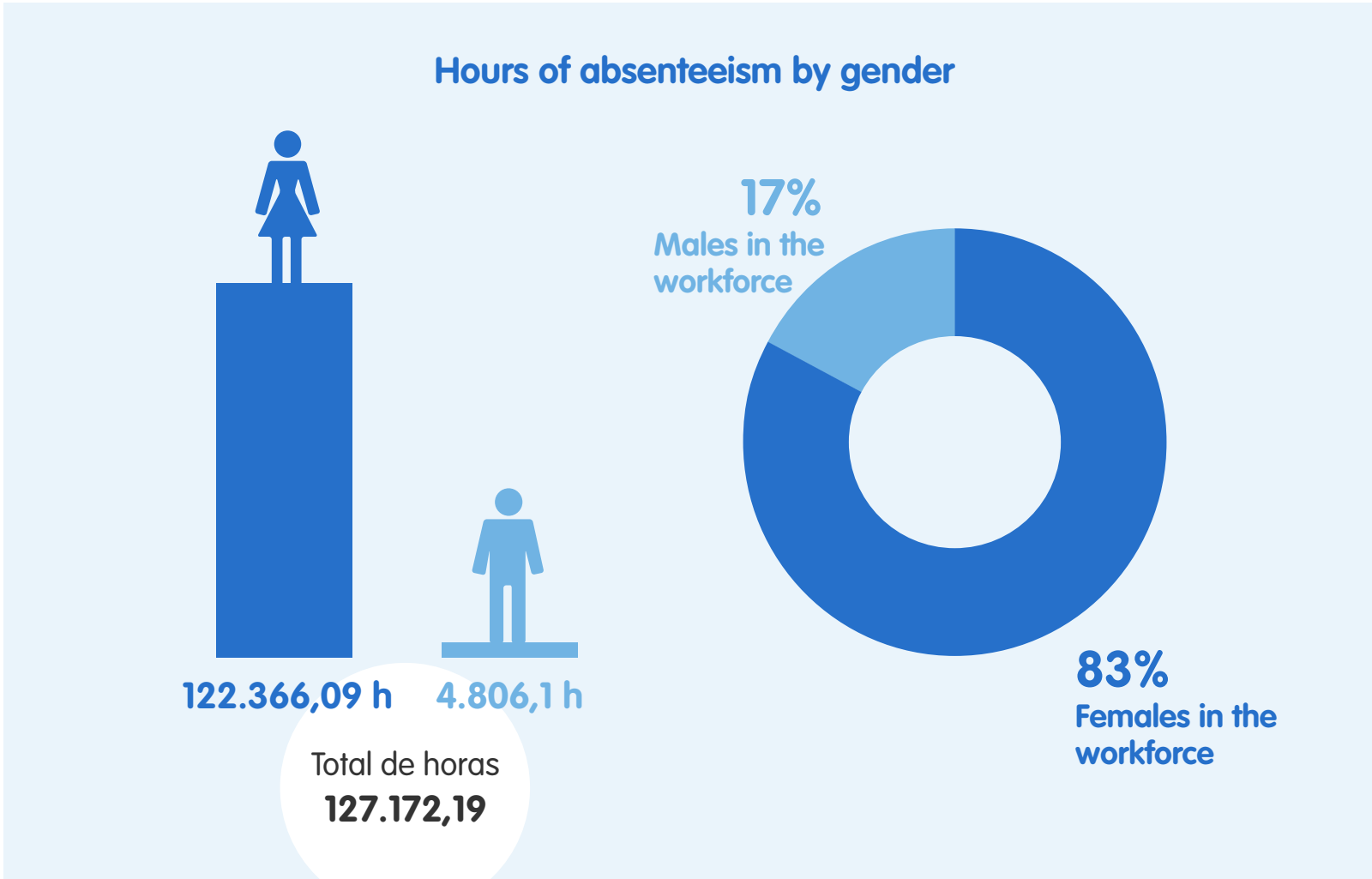
We work towards reconciliation and co-responsibility		
Category of the reconciliation measure	Women	Men
Total number of employees with the right to parental leave	40	15
Employees that took parental leave	40	15
Employees that returned to work after parental leave	40	15
Employees that returned to work after parental leave and that were still employed 12 months after their return to work	40	15
Return to work rate	100%	100%
Retention rate	100%	100%

All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2018, and for all kinds of contracts.

Spain, LATAM and EMEA (except for the United Kingdom and Middle East where the information could not be obtained) have been considered for the calculation. In the USA parental leave does not apply because of the casuistry of its own system.

ABSENTEEISM

The following table displays the absenteeism figures of the workforce. Women represent 96.2% of absenteeism



The number of hours not worked due to common illness as well as due to work-related accidents and non work-related accidents have been taken into account.

The figures reflect only the hours of Spain and Portugal, as there is no information available on the remaining countries. We will work on collecting this information to include it in the 2019 Report.

## The safety of our professionals always at the forefront

### Occupational health and safety

At IVIRMA we are committed to the safety of our professionals. Accordingly, in Spain we carry out customized prevention programs for each of our clinics in partnership with the external prevention service in Spain, with which we have a technical person associated with each of our centers to offer the best health and safety conditions to those persons that form part of IVIRMA.

The figure of the person responsible for occupational risks is fundamental for the integration of prevention in our company and this person is responsible for managing the work-related risks and for developing the pertinent preventive and emergency policies at local level, together with the Human Resources area of hub services.

In addition, at IVIRMA we apply risk prevention policies that are broader than those specified by law. Proof of this is the Bonus Prevention that we opt for due to our best practices, the training courses conducted, the ergonomic reports (in

the case of biologists for repetitive movements) and the performance of psychosocial studies when we believe that there is a conflict in some department and we want to know the reason or in order to resolve it.

From the time a person becomes part of IVIRMA, the documentation on prevention is one of the first aspects that is provided, even before their first day in our centers. In fact, all the documentation corresponding to the prevention of occupational risks is included in the digital welcome plan that was launched in 2018 and which aims to inform and train the worker before they join.

All issues related to accidents at work and occupational diseases are worked on in Spain from the Human Resources Department, together with the mutual insurance company for work-related accidents and the prevention service, to manage it in a quicker, more efficient way that always prioritizes the worker's welfare

In addition to these preventive training actions, awareness-raising actions are encouraged to promote health and safety. In Spain, coinciding with the European Week of Sustainable Mobility, an internal communiqué was issued with an action guide to raise awareness about the use of more sustainable transport, as well as to inform about the main risks involved in each of the different modes of transport and the key measures of preventive action.

As for the remaining countries where IVIRMA is present, we work with a prevention services company whose service is very similar to that offered in Spain.

Prevention guides our actions.

WORK-RELATED ACCIDENTS AND WORK-RELATED ILL HEALTH

In Spain annual reports are compiled on work-related injuries and work-related ill-health that occur in IVIRMA, with the aim of reviewing the evolution of accident indicators. The analysis of the causes allows us to introduce preventive policies targeted at reducing the accident rate of the organization.

The risks are determined through a risk assessment performed by the outsourced prevention service during visits to the clinics. This assessment estimates and assesses the occupational health and safety risk that exists at the company and which could not be avoided, and proposes the control measures required to remove or reduce such risks.

These follow-ups allow effective measures to be introduced to prevent potential incidents of health and safety and work-related injuries or ill health. In our company we work to minimize, to the extent possible, the causes of all the occupational hazards.

There were no serious accidents in any of the clinics and offices in Spain during 2018.

Occupational accidents by gender		
Type	Women	Men
Fatalities due to work-related injuries	0	0
Rate of fatalities due to work-related injuries	0	0
Victims of serious work-related injuries	0	0
Rate of serious work-related injuries	0	0
No. of registered work-related injuries	40	5
Rate of registered work-related injuries	22.471,91	2.808,98
Main types of work-related injuries	Injuries and poisoning Osteomyoarticular disease	

The staff working in the clinics and offices in Spain have been taken into account. No information is available regarding the remaining countries. We will work on collecting this information to include it in the 2019 Sustainability Report.

To calculate the rate of work-related injuries recorded, the following formula has been followed: (number of accidents)/(number of hours worked) x 1,000,000



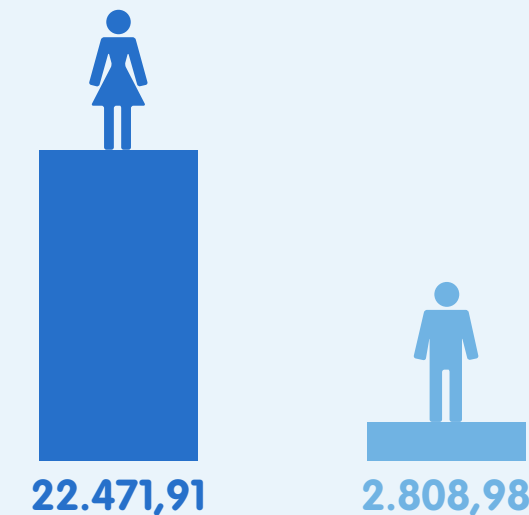
In 2018, 11 of our clinics in Spain received the Prevention Bonus for their contribution to the reduction of occupational accidents and for effective actions in the prevention of work-related injuries and work-related ill health. This means that the accident rates are below the limits established by law

To delve further into the effort and commitment of the clinics to reduce occupational accidents every year, the Human Resources Department sends a communication acknowledging those clinics that have reached the target over the year.

To minimize and/or eliminate other occupational risks, in IVIRMA we have the following resources:

- » **The provision of information to and training of workers.**
- » **Accident investigation.**
- » **Periodic checks.**
- » **Control and use of PPE (Personal Protection Equipment).**
- » **Action measures in emergencies.**
- » **Coordination of business activities.**

#### Accident frequency by gender



To calculate the rate of accident frequency, the following formula has been followed: (number of accidents)/(number of hours worked) x 1,000,000

In Spain, all IVIRMA workers are registered in the Social Security system as employed persons and, therefore, are covered by the public health system.

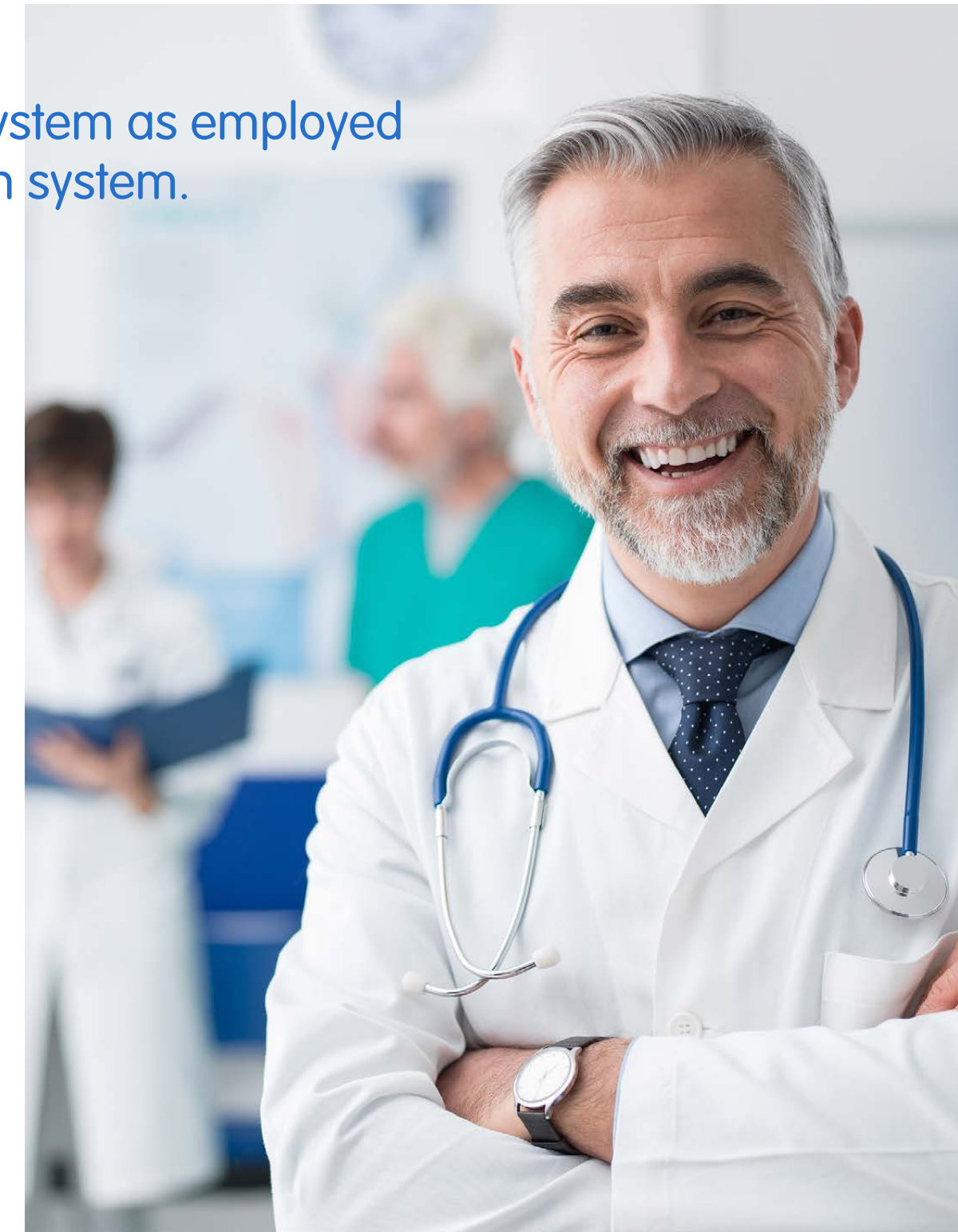
### OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The workers are covered for any illness or work contingency by the entity collaborating with the social security department and the mutual insurance company. At the same time, all clinics have at their disposal the outsourced prevention service that is in charge of taking all necessary measures to minimize the risks of the clinic and those attached to the position.

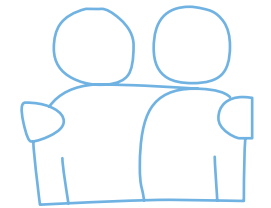
The third-party prevention service is responsible for carrying out the prevention plan for each of the IVIRMA centers, which includes risk assessment (evaluation of potential risks in the clinic and of the posts in particular), the plan for emergency and corrective measures, investigation into any accidents that may occur, etc. These documents detail the potential risks, the measures to prevent them and dates of corrective actions.

In accident investigation there is collaboration with witnesses and the prevention service to check why the event has occurred and to avoid a repetition to the extent possible.

The risks detected in the company are associated to the different profiles within the company, both profiles of the health area as well as management. Among the profiles are: administration, clinical administration, warehouse, biologists, nurses, laundry, maintenance, doctors, x-ray technicians, lab technician and telephone operators.



## In IVIRMA we guarantee the right of workers to associate and to benefit from collective agreements.



Each center has a person in charge of managing all the documentation and potential incidents related to the prevention of occupational risks, who channels all the actions in this area and who serves as a point of contact with the workers so that they can report any situation. In addition, we have the figure of the Human Resources Business Partner for clinics, who also channels any complaints that may arise.

Company management declares its firm interest in promoting the prevention of occupational risks and the ongoing improvement of occupational health and safety, in its desire to avoid not only occupational accidents but also those that occur during trips to and from the workplace ("in itinere"). In addition, IVIRMA is committed to providing adequate resources for the implementation of such a prevention plan, to disseminate it to all personnel and to promote compliance.

100% of the people employed are covered by the global health and safety management system of IVIRMA. Furthermore, although we have our own system of internal and external audits through the Quality Assurance department, in this case, the health and safety management system is not audited internally or externally.

### Social relations

The relevant organizational changes are made known in the regular sessions attended by the company's middle managers, who are responsible for disseminating these to the rest of the workforce. In addition, internal communication plays an essential role in this field as a communication vehicle for any issue relevant to professionals

As the workforce has the right to elect unions at the centers, the Group's commitment is to facilitate the right of association. To this end it provides communal spaces to convene the meetings deemed necessary, and also places the necessary means at the union's disposal to allow it to reach the largest possible number of workers, thus guaranteeing the success of the call, and therefore promoting social dialogue at IVIRMA.

No operation or supplier with whom IVIRMA collaborates has been detected in which the rights of the workers to exercise freedom of association and collective bargaining could be violated.

At IVIRMA Spain there is a Business Committee in one of our centers, IVI Valencia (9 members).





At IVI Valencia the committee was constituted in 2015 and, since then, the main objective of IVIRMA, in light of all the issues raised in the matter of labor relations, has been the prior communication and reporting to the works committee, always seeking social dialogue and the commitment by both parties in the agreements reached. Accordingly, the Head of Labor Relations -part of the Human Resources Department- assumes the mission of ensuring dialogue with the legal representation of the workforce, respecting the framework of prevailing legislation in each topic, as well as providing the necessary means so that communication and reporting is transparent, truthful and objective.

At centers without union representation, social dialogue is promoted through direct agreements with the groups involved in each area. Our main commitment and responsibility is to guarantee adequate information in a timely manner on the implementation of new policies at IVIRMA.

At corporate level, the compliance channel is articulated as the formal grievance mechanism, accessible to all workers in Spain through the IVI intranet.

In Brazil and Chile, a works committee has also been established.

In addition, the minimum notice period granted to professionals is managed according to the measures to be adopted and the scope thereof. The minimum communication deadlines are included in the corporate policies; however, within the framework of collective bargaining, the Group prioritizes the deadlines agreed with the workers' representatives, always respecting the legally established minimums.

In any case, and given the geographical divergence of work centers, in the event of significant changes and depending on the scope of these, the minimum term is usually between three-four weeks, to ensure correct disclosure and implementation of the measures to be adopted.

At IVIRMA Spain, 100% of the professionals are covered by the private health agreement that applies to each region, thus guaranteeing compliance with prevailing legislation in economic matters, recruitment, professional classification and working hours. This means applying 22 different agreements, carrying out a follow-up of their validity to ensure we always maintain the salary tables and updated content.

As for the remaining countries in the group, 100% of the professionals are subject to other specific legal figures depending on the country, such as the Labor Code of Panama, Labor Law of the United Kingdom, among others.

In occupational health & safety, most agreements do not have any additional regulation in this regard.



At IVIRMA we are committed to training and professional development.

## Training and professional development

We understand training as a key factor for the organization's success and for the personal and professional satisfaction of our employees. Within our pursuit of excellence, we introduce an innovative training policy that allows us to attract, retain and develop the finest talent.

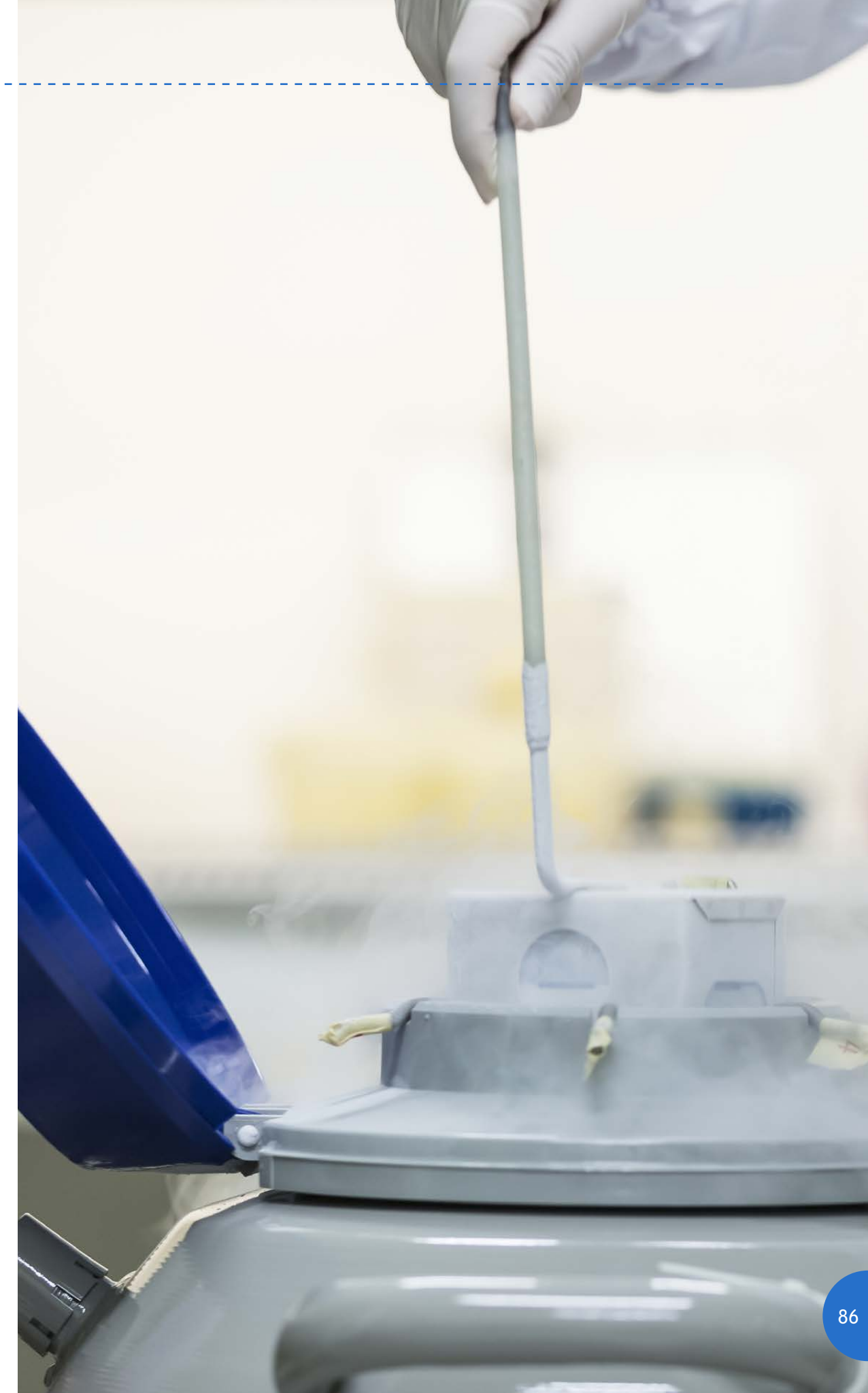
Accordingly, we promote a range of innovative learning initiatives, with training itineraries and tailored development plans. The training needs derive from the strategic plan and the aspects detected by the people responsible for the different groups present in the organization.

At IVIRMA the training plan is integrated within the Human Resources policy, and applies to Spain, Lisbon, Panama, Chile and Argentina - countries (and cities) where the ISO 9001 certification is available. In the remaining countries, work will be carried out next year to introduce and extend the training procedure globally.

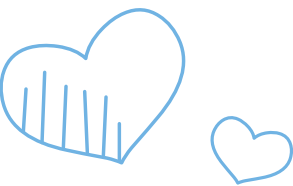
There are two different training plans available.

The first is targeted at the IVIRMA Team (at headquarters) that is part of 7 development areas: Compliance & Legal, Operations, Finance, Human Resources, Marketing, IT and Medical Affairs. This training plan distinguishes four thematic areas: skills, languages, computer science and other courses (which includes training actions aimed at acquiring knowledge and improving and developing technical skills).

And a second plan targeted at the clinics and the different profiles that are there. In this case, the training actions are included in seven areas: skills, medicine and reproduction, laboratory, languages, computer science, RSMU (Research Support and Management Unit) and other courses.



Some of the training given in 2018 is highlighted below:



**Cardioprotected spaces**

A cardioprotected space is the place that has the necessary elements to assist a person in the first minutes of cardiac arrest. Therefore, it means being equipped with the necessary equipment and being staffed by people who have received specific training to act in these situations. This training was carried out in 2018 and included all the medical, nursing and operating room teams.



**Laboratory Transformation Program**

One of the innovative projects launched in 2018 has been this program, the purpose of which is to provide Oversight and Management of Teams based on transformative leadership. This program was launched in 2018 with the participation of the Laboratory Management and its projection is long term with the aim of transferring it to the rest of the groups and levels of the organization



**Learning for Excellence**

Since excellence is a cornerstone of the organization, in 2018 the Learning for Excellence project was launched with the aim of achieving the level of clinical excellence required within the organization through ongoing training, both external and internal. It is a points system to recognize excellence for those professional people who achieve the objectives established by the organization. In 2018 the first training was launched for Doctors in Spain, Italy, Portugal and the LATAM clinics. During 2019 it will address Laboratory and Nursing collectives. In the case of the USA, online courses will be launched in 2019.



To carry out all these training activities, we have a training center where we offer theoretical-practical training with the most cutting-edge learning solutions in the sector, where the space that recreates an IVF laboratory (in vitro fertilization) and where they train the assisted reproduction techniques is of particular note.

We also offer online training through our online campus, to facilitate access to training programs from anywhere in the world.

We at the company believe that our professionals are the vehicle for dissemination and standardization of the company’s know-how. Our commitment to talent lies in the trust we place in the Group’s professional people, who act as instructors to pass on their knowledge to the rest of the company. These internal trainers, who totaled 25 in 2018, have a salary that is commensurate with the hours of training given.

In order to assess the training actions and implement improvement actions, we launch a survey on training effectiveness every six months for those responsible for people who have taken part in any of the courses on offer. This enables us to assess how the participant has applied or incorporated everything learned in their job. In addition, a survey is conducted with participants once the training has been completed.

The satisfaction index of the training in 2018 is 4 out of 5, a very satisfactory result.

In 2018, a total of 18,366 hours of training were carried out in Spain.

Total training hours for staff		
	Total number of hours	
Category	Women	Men
Support functions (headquarters)	3.227	2.074
Clinical support	1.345	420
Doctors	1.792	836
Laboratory	3.040	571
Nursing	2.811	38
Patient care	2158	54
TOTAL	14.373	3.993

Only data from Spain are available. During 2019 we will work to collect global data that will be included in the following Report.

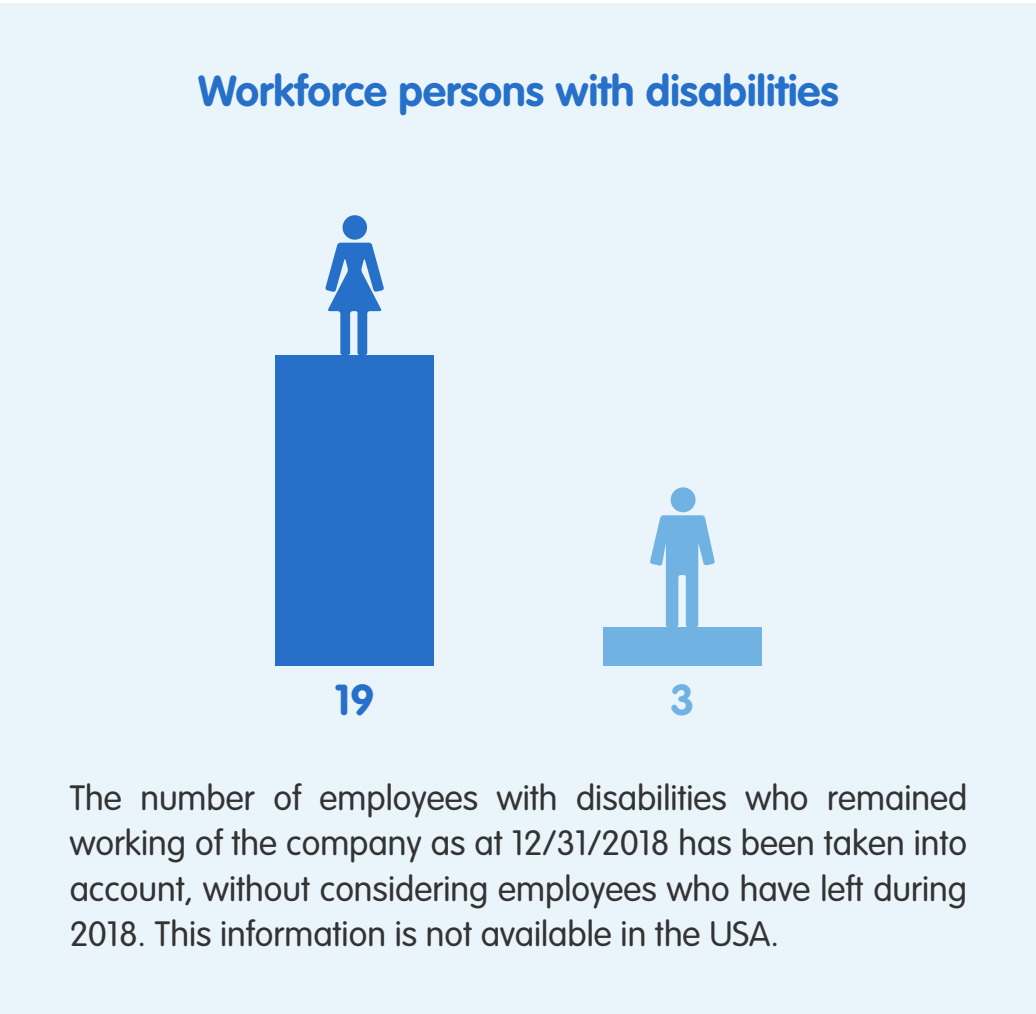
The ‘Directors’ category has not been included since this profile is included in ‘Doctors’ in this case.

At IVIRMA we understand diversity as a way of creating value.

Universal accessibility for people with disabilities

At IVIRMA we adapt and flexibilize the work of our personnel affected by a disability that prevents them from performing the job functions with normality, for example, with longer rest periods and shorter working times.

In 2018 there are a total of 22 workers with disabilities in the workforce. Of these, 21 work in Spain and the other one in EMEA. This represents 0.97% of the total staff.



In addition, in Spain we have a collaboration agreement with the Adecco Foundation aimed at disabled relatives of our workers, through which personalized and integrated support is offered to promote the socio-labor integration of the beneficiaries.

Moreover, at IVIRMA we work to remove physical barriers with the aim of guaranteeing that any patient can move around our centers with the greatest possible autonomy. To this end, we apply universal accessibility standards at all clinics, with the singularities of each autonomous community or each country, depending on where the clinic is located. This translates into adapted access and washrooms, signage, furniture, ramps, access platforms or elevators so that all the elements can be understandable and usable by all our patients.

At IVIRMA we believe that each person is unique and indispensable in achieving excellence in our work.

Equality and diversity

Under this perspective, taking care of our people means introducing policies that guarantee equal opportunities in all areas of the organization.

In the Code of Ethics and Conduct, IVIRMA’s commitment to fostering the professional and personal development of all workers is already established as a principle, ensuring equal opportunities through action policies. In addition to the commitment to provide the same opportunities in access to work and professional promotion, rejecting any discrimination based on race, nationality, social origin, gender or others.

At IVIRMA, there are more women than men in all business divisions. The female composition of the teams is particularly relevant in the USA, with percentages that approach 90%.

For the purpose of ensuring continuous improvement in the management of equal opportunities between women and men in the organization, IVIRMA considers the preparation and implementation of an equality plan as the objective.

In the following table you can see how in all the categories of the organization, except Management, there are more women than men. In addition, except in the case of Clinical and Medical Support, in the other categories there are people with some type of disability.





Diversity in the workforce and in the governing body:

Diversity in the workforce		under 30		between 30 and 50		over 50		disabled persons	
		Women	Men	Women	Men	Women	Men	Women	Men
Category	Support functions (headquarters)	23	6	126	56	22	7	3	1
	Clinical support	56	14	204	76	81	17	0	0
	Doctors	3	1	91	35	19	19	0	0
	Laboratory	88	19	263	56	21	7	6	0
	Nursing	118	3	326	6	37	1	3	0
	Patient care	64	3	289	15	42	1	7	1
	Management	0	0	5	17	2	19	0	1

All workers who are part of the company as of 12/31/2018 have been taken into account.

Diversity on the governing body *		under 30		between 30 and 50		over 50		disabled persons	
		Women	Men	Women	Men	Women	Men	Women	Men
	Board of Directors	-	-	-	-	-	5	-	-

\* The Board of Directors is understood as the governing body.

## Protocols against sexual or gender-based harassment

At IVIRMA we are aware of the difficulties sometimes faced (by those affected) to address and resolve certain interpersonal conflicts, generated within the organization, either through the entrenchment or appearance of the situation, or by the distribution of roles of those involved or by the person who feels attacked. We are also aware of the risk that, for the health of the people involved in a conflict situation, can be entailed through failure to resolve the conflict, its perpetuation over time and, ultimately, its aggravation.

For these reasons we have a procedure for the management of situations of workplace, sexual and gender-based harassment (or any other that involves an attack on the dignity or privacy of workers), which establishes the protocol to be followed in the event of situations of workplace, sexual and gender-based harassment and, in general, of an attack against the dignity or privacy and other cases of discrimination. This protocol is available to the entire staff through the employee portal, where it is hosted for consultation purposes.

This protocol applies to Spain, Portugal, LATAM and Italy. In the case of the USA, the employee's manual includes a specific section with a specific policy on measures to prevent harassment and manage possible cases.

At IVIRMA we also have a Committee for the monitoring of the working climate, a non-permanent body with a partially variable composition, which will be convened whenever a complaint or report of the situations mentioned above is received.

Furthermore, within the Human Resources department we have a person responsible for managing aspects related to equality and diversity. This is the Employee Relations & Compliance officer, who works directly to ensure that no discrimination of any kind occurs due to gender or any factor of diversity and, failing that, to give answers and manage it.

There has been no case of discrimination during 2018.







08

A planet in  
equilibrium

our commitment to  
the future





## Environmental management

IVIRMA's environmental strategy is based on achieving a planet in equilibrium through specific actions to reduce our environmental footprint.

Preservation and respect for the environment is one of the cornerstones of our action and which is embodied through our compliance with the best environmental practices in all activities carried out by IVIRMA, and is included in our code of ethics and conduct.

One specific example of this type of action is the IVIRMA Congress, our international congress that brings together the leading voices in reproductive medicine worldwide and which in 2017 featured a clear commitment to sustainability, through a plan focused on seven major areas: climate change, waste management, efficient use of water, accessibility, equality and inclusiveness, local production of food and beverages and reduction in the consumption of materials. The guidelines of this Congress also extend to the 2019 edition and all future editions.

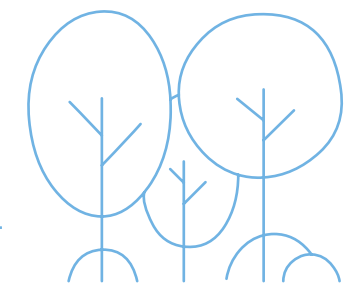
As a result of this commitment, since 2012 the IVIRMA clinic in Mallorca has integrated an environmental management system into all its activities, pursuant to the ISO 14001:2015, laying down environmental objectives and goals that implement the following commitments:

- » **Comply with the applicable requirements and regulations regarding environmental management.**
- » **Constantly review and improve the functioning of the environmental management system implemented.**
- » **Maintain its facilities with the best possible practices to prevent pollution.**
- » **Optimize the consumption of natural resources, energy and raw materials necessary for its processes.**
- » **Disseminate these commitments and environmental policy at all levels of the organization: customers, suppliers, stakeholders and the external environment**

Every year, this management system is audited internally and externally.

In 2019, work will be carried out on an environmental diagnosis of our clinics for the purpose of addressing the main environmental aspects associated with our activity.

This diagnosis will consist of an assessment of the activity and will be completed with an indicators plan referring to those aspects of environmental sustainability that stand out. A monitoring and measurement program will be developed to facilitate the establishment of performance targets in environmental matters



## Emissions

The type of activity and the processes carried out at IVIRMA do not generate contaminating emissions. However, there are two very specific points where these emissions can be produced: energy generators (generators) and cooling systems.

In general, our activity does not require energy generators, since the supply comes from the electricity grid, but in all the clinics we have these backup facilities in case there is a fault in the grid at some point.

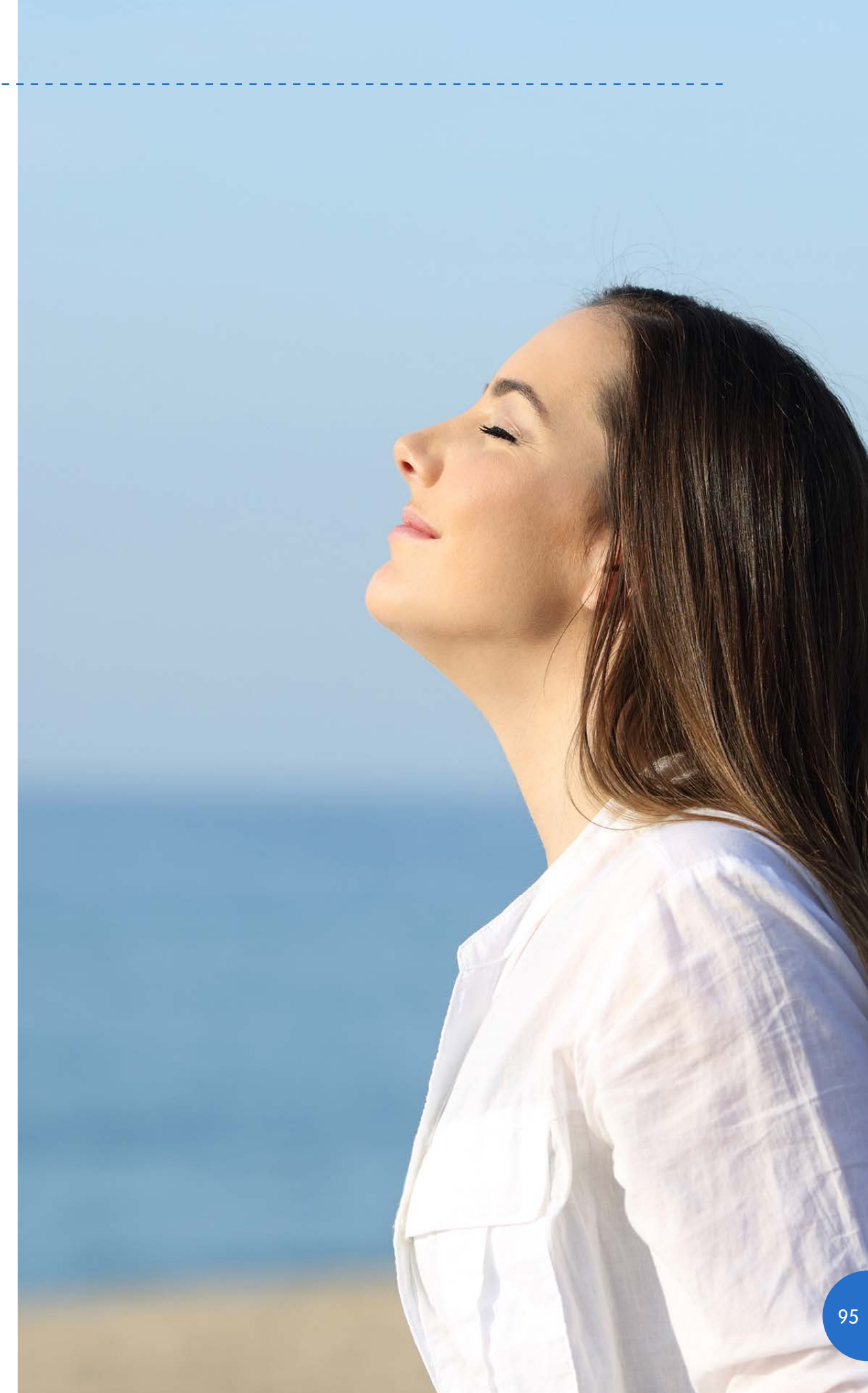
Both for the electricity generator and for the cooling system, internal verifications are carried out by the Maintenance Department and the legally established external verifications carried out to control the emissions generated.

As regards **noise pollution**, the activity carried out at IVIRMA is not capable of generating noise. Even so, the municipal bylaws define the limitations of mandatory compliance at the level of acoustic impact. To this end, the necessary corrective measures are taken so that the sources of noise -basically air conditioning equipment- satisfy all the requirements.

This circumstance is taken into consideration when installing this equipment, by performing preventive measures. Subsequently, once the equipment is working, and based on specific requirements of stakeholders or specific problems, actions are carried out in issues of noise prevention. In each center, the solutions are specific and appropriate to the needs, which may include, among other solutions, the encapsulation of machines, the placement of anti-vibration systems or the installation of acoustic panels.

At IVIRMA we also have a small fleet of vehicles for activities carried out in the field of Relationship Marketing.

We have not identified any activity of the organization that generates **light pollution**.



## Prevention and management of waste and the circular economy

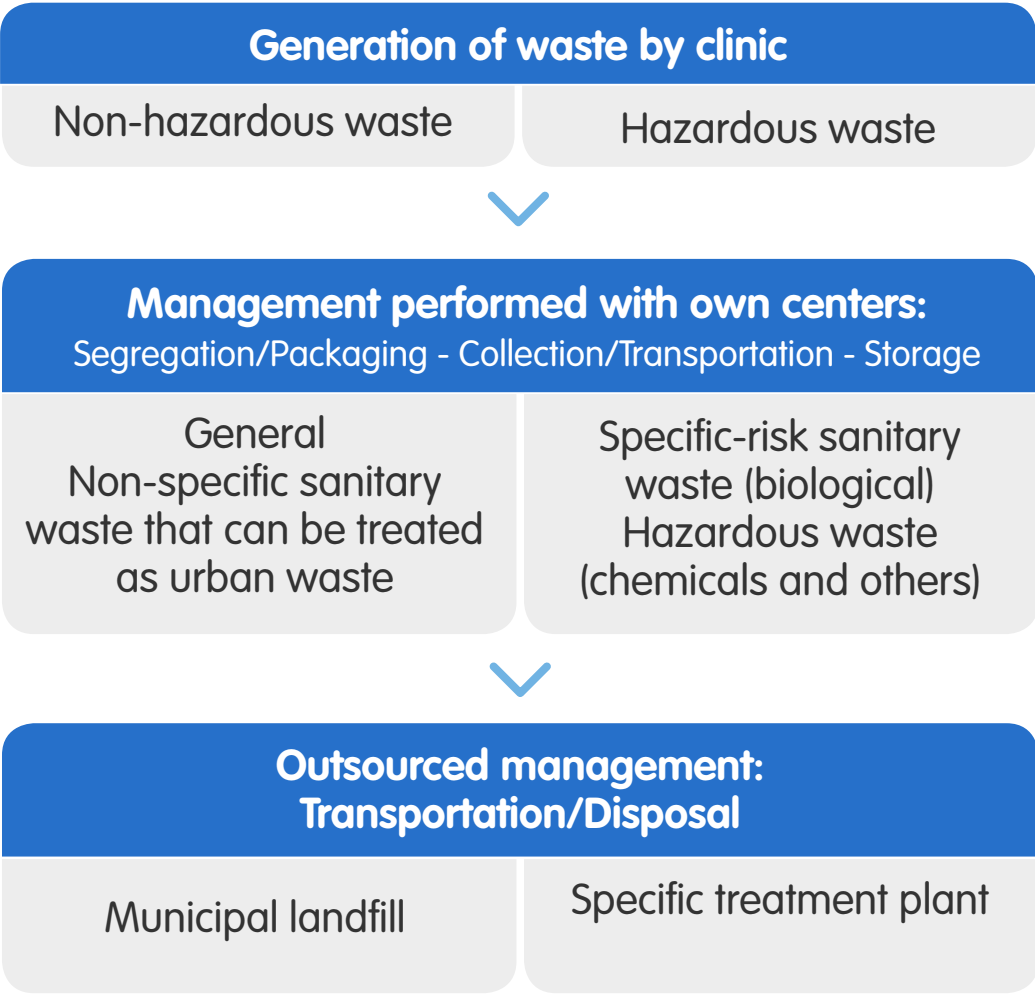
With regard to the environmental effects due to the generation of waste, at IVIRMA we have a **waste management procedure** that applies to Spain and Portugal. The aim of this procedure is to protect the health of patients, workers and people who handle waste, whilst minimizing the risks of the spread of infectious diseases or chemical contamination of the environment due to sanitary waste.

To this end, we have established a management system adapted to the medical activity, based on the actual risk of each type of sanitary waste.

As a result of the activity, the clinics generate different types of waste: general (or urban solid), biosanitary waste treated as urban waste, specific biosanitary waste and special waste. Urban waste is managed using municipal containers and with the recommendation of making prior segregation into paper, plastics and general waste. The waste that can be treated as urban waste is disposed of in the

general municipal container. Specific bio-sanitary products and special waste have a special treatment that is managed by an authorized operator that destroys this waste in a controlled manner.

The waste management procedure specifies the waste that must be disposed of in the containers which will be subsequently treated by the waste manager. Work is being done to improve the signage on the containers, to ensure the correct segregation of waste. The proper definition of the materials that should be disposed of in the waste manager's containers allow us to streamline the cost of this service and make better segregation of recyclable materials that hitherto were improperly disposed of.



In any case, waste management takes into account the legislation of each country in this regard, which applies to different clinics.



Waste by type of disposal method

Hazardous waste and treatment		
Hazardous waste	Treatment	Weight (Tn)
Lab equipment cleaning waste	Regeneration and Recycling	1,75
Chemical products waste	Regeneration	1,15
Biosanitary Group III	Incineration	64,44
Non hazardous Biosanitary	Recycling	0,54
Other	Regeneration, Recycling, Valuation, Waste Disposal	7,62
Total weight of hazardous waste		75,5

Spain clinics data. Rest of the facilities data not available. Actions will be taken to gather this information and include it in the 2019 Non Financial Report.

Non-hazardous waste and treatment		
Hazardous waste	Treatment	Weight (Tn)
Paper	Recycling	0,56
Plastic	Recycling	0,35
Organic	Landfill	0,26
Biosanitary waste that can be treated as urban waste	Landfill	2,88
Total weight of hazardous waste		4,05

In both cases the figures of the IVI Mallorca clinic are considered, since data from the remaining facilities are not available. We will work on collecting this information to include it in the 2019 Report.

Prevention, recycling and reuse measures

We at IVIRMA are performing actions targeted at reducing paper consumption, by introducing things such as the bio-metric signature and the patient portal.

The biometric signature will allow the patient to sign the documentation on a tablet generating an electronic file with the signature. This will make it unnecessary to print out the documentation (informed consents, quotations, etc.) to capture the signature. These files can be sent to the patient by email and can also be made available on the patient’s portal.

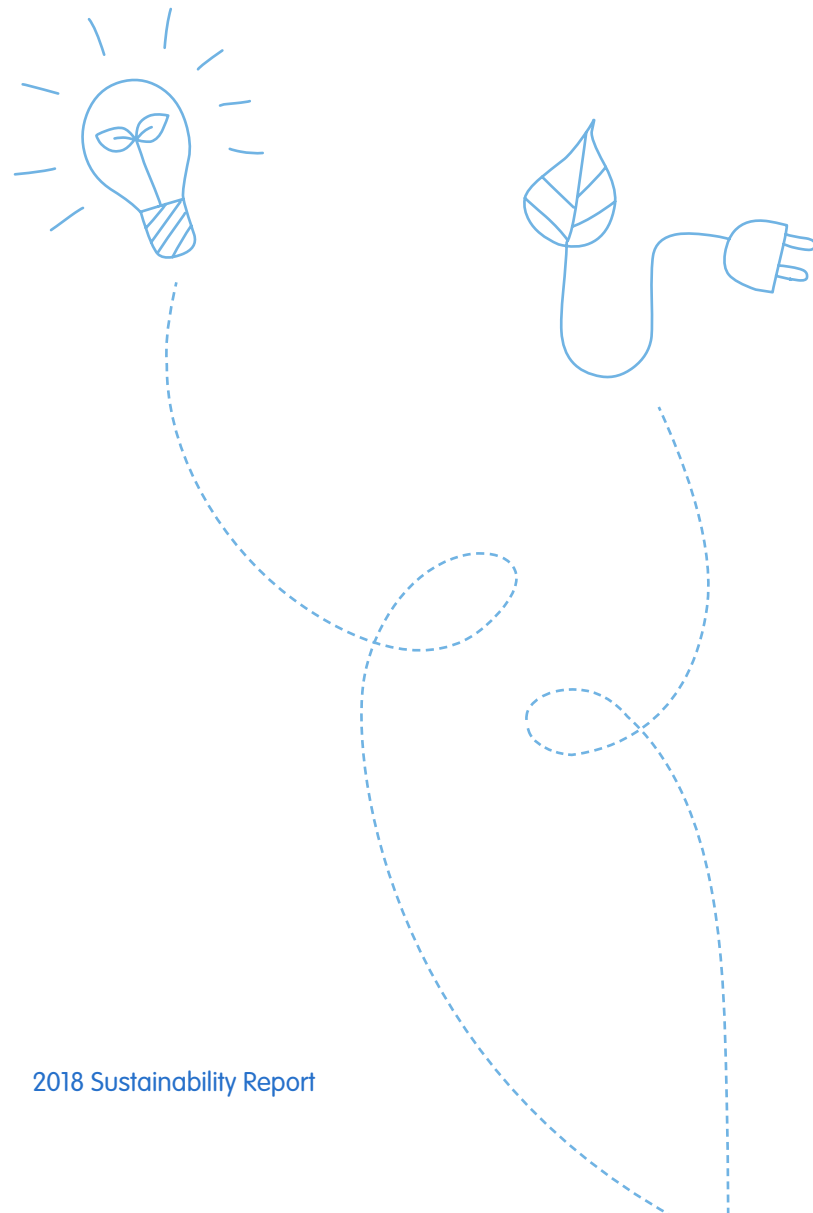
This portal is a platform to share information with the patient. Much of the documentation that is currently printed is expected to be made available through the portal, which will make it possible to reduce paper consumption.

As regards the circular economy, the environmental diagnosis that will be promoted in 2019 will include measures of reuse, recovery and use of recycled materials.

Due to the organization’s activity, the impact associated with food waste is not significant.

## Sustainable use of resources

At IVIRMA, we address the sustainable use of resources from the point of view of the economic impact of streamlining consumption, both of materials and water and energy.



### Energy consumption

In the case of energy, management focuses on making improvements to reduce consumption and improve the energy efficiency of the facilities. In fact, in 2016 all the clinics in Spain conducted an energy audit.

For the purpose of achieving energy savings, a series of measures have been established at some of the clinics in Spain, Italy, Portugal, United Kingdom and LATAM, which include:

- » **The installation of capacitor banks in all clinics to reduce the consumption of reactive energy.**
- » **Low consumption lights, gradually replacing incandescent, halogen and fluorescent lamps with energy-saving LED lamps.**
- » **Switches by presence sensors that allow lights to stay on only if the room is occupied.**
- » **Heat recovery systems that allow the thermal energy of the treated air to be used to condition the renewal air.**
- » **Sanitary Hot Water (SHW) generation systems. In those clinics in which we have the use of the roofs, we have assessed the feasibility of installing solar panels to generate sanitary hot water.**
- » **Centralized management system that allows us to optimize the operation of the installation.**

The consumption of non-renewable fuels throughout 2018 is related to the consumption of natural gas in the facilities, the diesel fuel of the Relational Marketing vehicles and the diesel consumption of the generators that are available to the clinics.



Consumption of non-renewable fuels in MJ	
Diesel*	423.943
Natural gas*	9.063.828
Vehicle diesel**	1.051.486

\* Fuel consumption has been obtained through invoices. The residual consumption corresponding to the start-up tests of the generators in Alicante, Madrid, Seville, Buenos Aires, Santiago de Chile and Salvador de Bahía is included. Work is being done to be able to report the information of the remaining countries in the 2019 Report. For the conversion of liters of diesel to MJ, the calculator of the Urban Ecology Agency of Barcelona has been used.

\*\* The consumption of natural gas only affects the clinic of Valencia (40%) that has chillers powered by natural gas, and the remainder corresponds to the US centers (60%). For natural gas, 11.7 kWh/m3 has been considered following the conversion factors of the Ministry of Industry.

\*\*\* The calculation has been made based on the Km performed by the Relational Marketing technicians of Spain, France and Italy. It has not been possible to obtain information regarding this aspect in Portugal. We have estimated consumption of seven liters of fuel per 100 Km traveled. For the conversion of liters of diesel to MJ, we have used the calculator of the Urban Ecology Agency of Barcelona.

No fuel from renewable sources is consumed.

Consumption of electricity, heating and cooling in MJ	
Electricity consumption	7.707.653

Electricity consumption has been obtained through invoices. All centers in Spain, Salvador de Bahía, Abu Dhabi and Santiago de Chile are included.

We have not been able to extract information from the remaining centers as these are premises without their own supply as they form part of a building (in the case of US centers) or else these figures have not yet been entered into the accounts (in the case of the remaining centers). Work is being done to be able to collect global data for the 2019 Report.

**Total energy consumption in 2018  
was 18.246.910 MJ**

Total energy consumption in MJ.	
Total energy consumption	18.246.910

The sum has taken into consideration consumption of diesel, natural gas, vehicle diesel and electricity.



Water consumption

All the water supply in Spain is from the water grid under a legal contract and all discharges made into the sewage network have the corresponding authorization.

Consumption of water and energy is measured every month at all of the Group’s clinics to detect any deviations.

Water consumption in MgL	
Water consumption	24.321

The figures have been obtained from the invoices and correspond to 43 IVIRMA centers nationwide (all centers except Albacete, Salamanca Valladolid, Burgos, San Sebastián, Gerona, Lérida, Seville and Pamplona) and internationally Salvador de Bahía, Abu Dhabi and the USA

We have not been able to extract information from the remaining centers as these are premises without their own supply as they form part of a building (in the case of Chile) or these figures have not yet been entered into the accounts (in the case of remaining centers). Work is being done to be able to collect global data for the 2019 Report.

Materials used

The main materials used at IVIRMA are medical and sanitary material (clinic consumables) and paper.

Work is underway to establish the bases to quantify the material used in the organization and break down these figures by type of material.

In addition, within the framework of the environmental study of all the clinics to be carried out in 2019, progress will be made in defining new measures that allow a more sustainable use of resources.

Regarding the use of paper, once it has been used on one side, it is kept for notes, thus giving it a second use.



## Climate change

### Direct (scope 1) GHG emissions

The direct emissions of scope 1 associated to IVIRMA’s activity are related to the consumption of natural gas at the facilities, the diesel fuel of the Relational Marketing vehicles and the refills of fluorinated gases.

Direct (scope 1) GHG emissions in tones of CO <sub>2</sub> eq	
Natural gas and diesel fuel vehicles	527,64 CO <sub>2</sub> eq
Fluorinated gas refills **	348,77 CO <sub>2</sub> eq

The diesel fuel from the Relational Marketing vehicles and the refills of fluorinated gases have been taken into account in calculating the natural gas of Valencia and the USA, using the calculation tool of the Ministry for the Ecological Transition. The minimum-volume diesel of the generator checks has not being considered because it is very low.

For calculation of the emissions derived from fuel consumption in vehicles, an emission factor of 120g/km has been established. We have calculated the emissions from this activity using the kilometers traveled by each vehicle annually.

\*\* Fluorinated gas refills represent consumption that depends on a refill due to maintenance or breakdown. During 2018, these gases have been refilled in the clinics of Bilbao, Almería, Santiago de Chile, Salvador de Bahía and Seville. The consolidation approach for emissions is operational.

### Indirect (scope 2) GHG emissions

The indirect (scope 2) GHG emissions are related to the clinics’ electricity consumption.

Indirect (scope 1) GHG emissions in tones of CO <sub>2</sub> eq	
Indirect GHG emissions	2.882,78 CO <sub>2</sub> eq

Indirect emissions from Spain, Salvador de Bahía, Abu Dhabi and Santiago de Chile are included.

We have not been able to extract information from the remaining centers as these are premises without their own supply as they form part of a building (in the case of US centers) or else these figures have not yet been entered into the accounts (in the case of the remaining centers). Work is being done to be able to collect global data for the 2019 Report.

The calculation tool of the Ministry for the Ecological Transition has been used as a source of the emission factors.



Other indirect (scope 3) GHG emissions

The following table shows the global emissions from work-related transport by train and plane by IVIRMA professionals in 2018.

Almost 7,000 trips, which represent 575 tonnes of equivalent CO2. Of these, despite the fact that the train accounts for around 40% of journeys, its contribution in emissions is less than 4%. Given that IVIRMA is an international organization that carries out a great many events, meetings and gatherings, such trips are difficult to avoid. Even so, we are working to promote the digitalization of these meetings and find ways to reduce our environmental footprint.

We also have a Lifesize platform, a corporate videoconferencing tool, which we use globally to remove physical barriers and avoid unnecessary trips. Skype for business is another of the platforms we use for meetings, sharing information on project progress and avoiding trips to clinics.

Other indirect (scope 3) GHG emissions in tonnes of CO <sub>2</sub> eq	
Air transport	556,75 CO <sub>2</sub> eq
Rail transport	21,14 CO <sub>2</sub> eq
Total	577,89 CO <sub>2</sub> eq

These data have been provided by the travel agency with which IVIRMA collaborates.

The calculation standards come from the Practical Guide for calculation of greenhouse gas (GHG) emissions published by the Ministry of Environment and Natural Resources, and the World Resources Institute. It is also based on the calculation methodology of ICAO - International Civil Aviation Organization.

The calculation of CO2 in flights is calculated based on the number of flight miles.

The formula used was: =IF(C2<1865;C2\*1,609344\*0.15;C2\*1.609344\*0.11) with c2 being the distance in miles of the segment 1.609344 the Kg of Co2 per mile and 0.15 or 0.11 the corrector factor.

In 2019 work will be carried out on the design of an Environmental Sustainability Plan to quantify emissions, introduce measures for their reduction and compensation and measures to adapt to the consequences of climate change.

In addition, for the celebration of the 2019 IVIRMA Conference -a benchmark event worldwide in Reproductive Medicine-, an environmental sustainability plan has been introduced with compensation actions for the carbon footprint generated.

Biodiversity protection

The IVIRMA centers and clinics are located in urban environments, so there is no significant negative impact on biodiversity.





09

## Human rights

First and foremost





## At IVIRMA we promote compliance with legislation and protection of human rights, especially the protection of life, public liberties, non-discrimination and the values of each culture.

Our code of ethics and conduct includes a specific point related to respect for human rights. It establishes publicly that all IVIRMA professionals must respect human rights and public liberties recognized in the Universal Declaration of Human Rights, a declaration that applies to the entire company.

Our commitment to children is embodied here; one of the key points being the rejection of child labor and forced or compulsory labor, as well as our undertaking to respect the freedom of association and collective bargaining and the rights of minorities (whether ethnic, class, religious, linguistic, gender or sexual, among others).

In addition, we will always respect the right of the human being to be the subject of research, and his/her interests must prevail over the interests of science, society and the company.

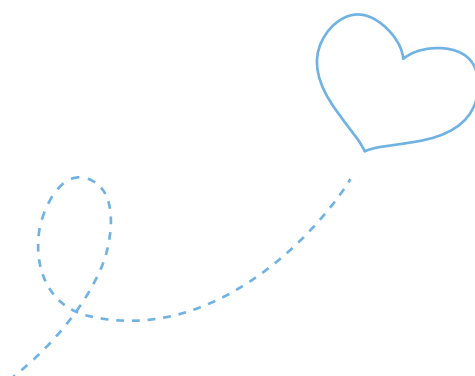
Although no specific training has been carried out in this regard and no operations have been identified that could be assessed in regard to human rights, the protection of human rights is included in our code of ethics and conduct that is available to all company professionals.

The compliance system has identified the risks in relation to human rights and, within the framework of the system, IVIRMA ensures the fulfillment of these rights in all cases. Any infringement of human rights can be reported and evaluated by the Compliance Committee before taking the appropriate corrective actions.

Our harassment protocol represents a procedure to prevent, mitigate, manage and rectify potential situations related to workplace harassment or mobbing, sexual harassment, gender-based harassment; cases of discrimination due to pregnancy, maternity or paternity; other cases of

discrimination by reason of gender, race, religion, opinion or any other condition or personal or social circumstance; cases of serious lack of respect or due consideration and demeaning or humiliating treatment. As well as any other situation that, because of its severity, could impair a healthy working environment, providing it entails injury or risk of injury to the dignity or privacy to one or more workers.

No case of discrimination has been detected during 2018 nor have complaints been received for cases of human rights violations. Furthermore, no operations or suppliers have been identified with significant risk of forced or compulsory labor or child labor.







10

Ethics  
Guide Us





The leadership position and reputation of IVIRMA is the result of many years of effort and work, and the inappropriate behavior of a worker, supplier or subcontractor can potentially damage our image and reputation in a very short space of time.

Accordingly, all employees, suppliers and subcontractors are required to carry out their activities at IVIRMA pursuant to prevailing legislation and regulations, codes of conduct and internal policies. In addition, cooperation in the detection of irregular or unlawful conduct that could jeopardize the Group is of the utmost importance.

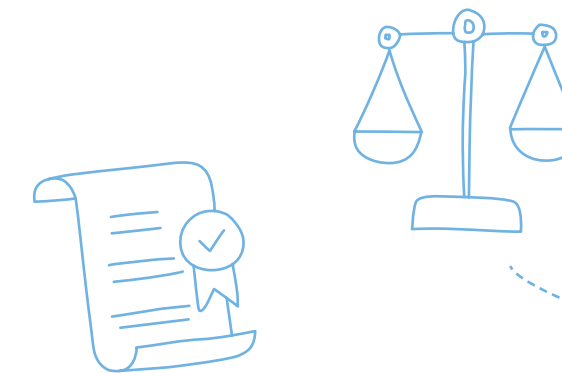
### Criminal Risk Compliance and Prevention Model

In 2018, the Audit, Compliance & Legal area was created, a new global and transversal area for the entire organization whose aim is to create a global compliance system.

At IVIRMA we have introduced a **criminal risk compliance and prevention model** where criminal risks related to the organization's activity are identified, as well as the existing controls in the company to avoid these and the action guidelines to be followed. The coverage of this model currently only extends to the business in Spain, and work is being done to deploy it in other countries where the Group has a presence.

The model considers circumstances such as corruption, bribery and money laundering as a risk inherent to IVIRMA's activity. This is the reason why, to prevent criminal risks related to these and other aspects, IVIRMA has general preventive controls and a series of specific controls, in addition to general principles of action to be considered by all Group personnel.

Moreover, in Spain, Law 10/2010, of 28 April, on the prevention of money laundering and terrorist financing, introduces mandatory measures for all companies, and IVIRMA complies with all of these. During the coverage period of this report, there has been no breach or identification of any case of corruption.



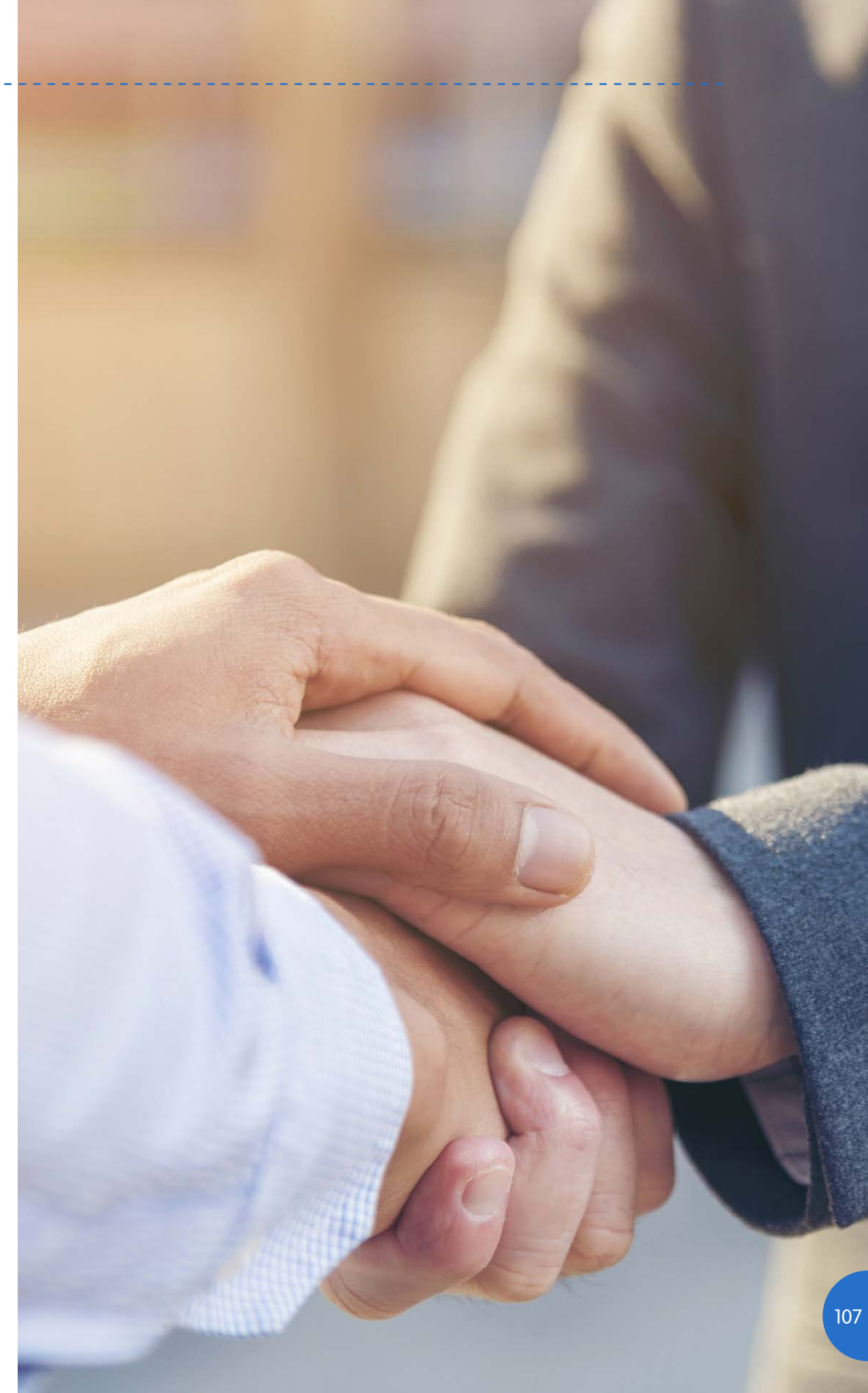
## Code of ethics and conduct

IVIRMA's **Code of ethics and conduct** represents the ethical framework within which the activities of the Group's workers are carried out in a respectful manner among themselves and with the different players, seeking to prioritize the general interest over the private interest, and the rules of which are stringent and mandatory.

As its baseline, IVIRMA takes the **vision, mission, principles, values and corporate policies** for the formulation of the ethical postulates that must guide the behavior of those who work at the organization, in their social work relations, both inside and outside the organization; in the interaction with their family, with the local institutions and the environment.

IVIRMA also promotes compliance with the standards included in the code of ethics and conduct among external collaborators in those operations carried out with IVIRMA. There is a series of requirements that IVIRMA requires of supplier companies when they become part of IVIRMA: inter alia aspects such as patient health and safety, and the attitude of the supplier company, are taken into account. For further information on supplier management, see section 11 of this Report.

The code is therefore designed as a set of own rules that define the corporate culture, the values and principles of IVIRMA, and which reinforce the conduct guidelines at the company, where it is necessary to lay down a set of rules and principles that govern the professional conduct of those who form part of IVIRMA.







The ethical commitment of IVIRMA is based on four basic tenets that are included in our code:



#### **1. Compliance with legality and contractual obligations**

IVIRMA professionals must strictly comply with prevailing legislation in the place where they perform their activity, in accordance with the spirit, purpose and literalness of the regulations.



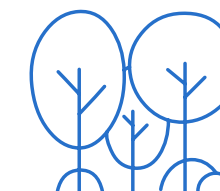
#### **2. Honesty and trust**

All persons must be honest and trustworthy in all work activities and negotiations carried out, ensuring at all times that they are not influenced by motivations, considerations or personal or third-party interests likely to cause a potential conflict of interest or illegal or inappropriate behavior.



#### **3. Independence and transparency**

Independence and transparency are inalienable values for our organization, whereby all persons will always act with impartiality, maintaining an independent criterion that is unconnected to any external pressure or private interest.



#### **4. Integrity and respect for the environment**

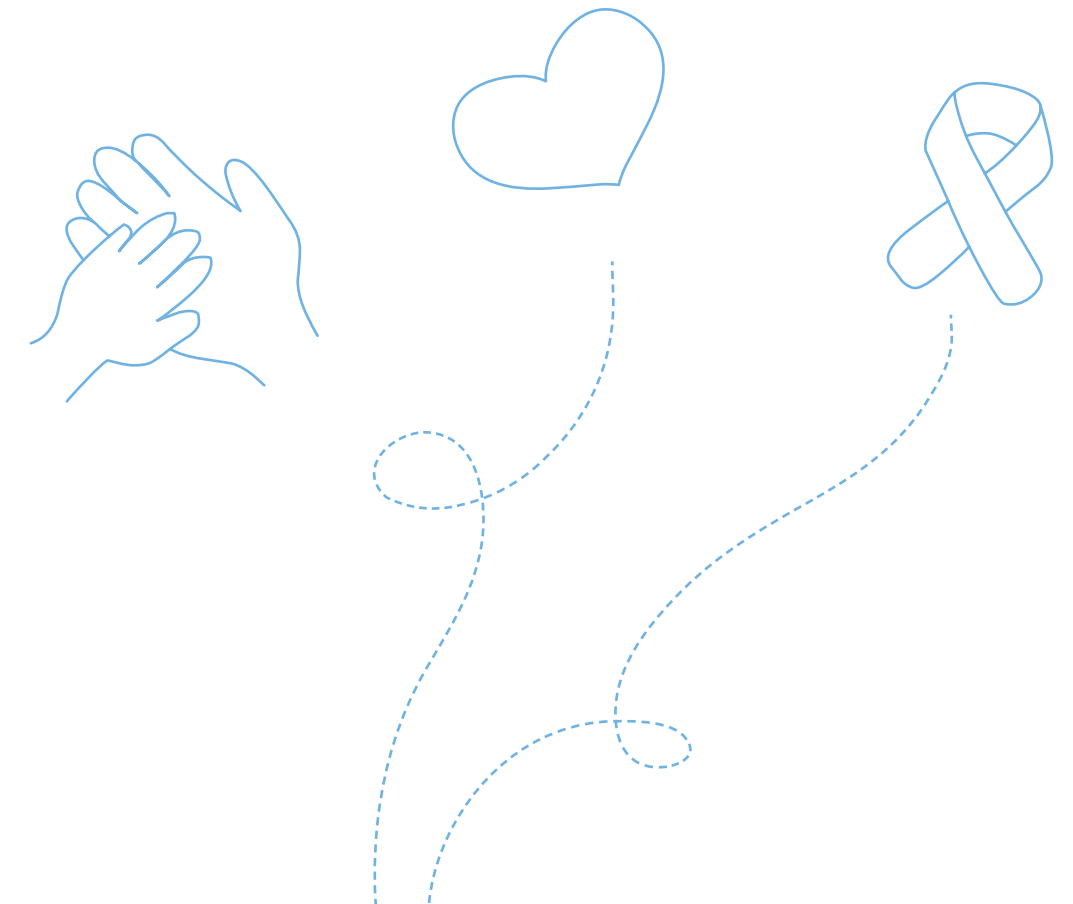
For IVIRMA, integrity, understood as honesty and good professional practice, is not an option but rather an unquestionable solid conviction.



The **general guidelines of conduct** to be followed by persons subject to the Code focus on the following aspects:

- » **Human rights and public freedoms.**
- » **Respect for the law and ethical values of IVIRMA.**
- » **Respect for the image and reputation of IVIRMA.**
- » **Respect for people and their privacy.**
- » **Nondiscrimination and equal opportunities.**
- » **Responsible use of resources.**
- » **Occupational Health & Safety.**
- » **Protection of the environment and sustainable development.**
- » **Allegiance to the Company, impartiality and conflicts of interest.**
- » **Dealings with the public authorities and administrations.**
- » **Corruption and bribery of members of public or private entities. Gifts and commissions.**
- » **Confidentiality of the information.**
- » **Tax obligations.**
- » **IT systems and information technologies.**
- » **Intellectual property and industrial property rights.**
- » **Prevention of money laundering.**
- » **Relationship with customers, suppliers, contractors and collaborators.**
- » **Proper urban-planning management.**

Although work is being done to unify all the Group's policies at global level -following the merger of IVI and RMA- in the USA it has its own Code that only applies to the centers in that territory. Its content follows the ethical principles established at IVIRMA and adds some aspects related to local legislation. Work is also being done to extend the Code of Ethics to the rest of the countries where the IVIRMA clinics are located.





Communication of anti-corruption policies and procedures

The anti-corruption policies and procedures established by IVIRMA have been communicated to all members of the governing body (Board of Directors). In addition, anti-corruption training has been given to all members of the governing body.

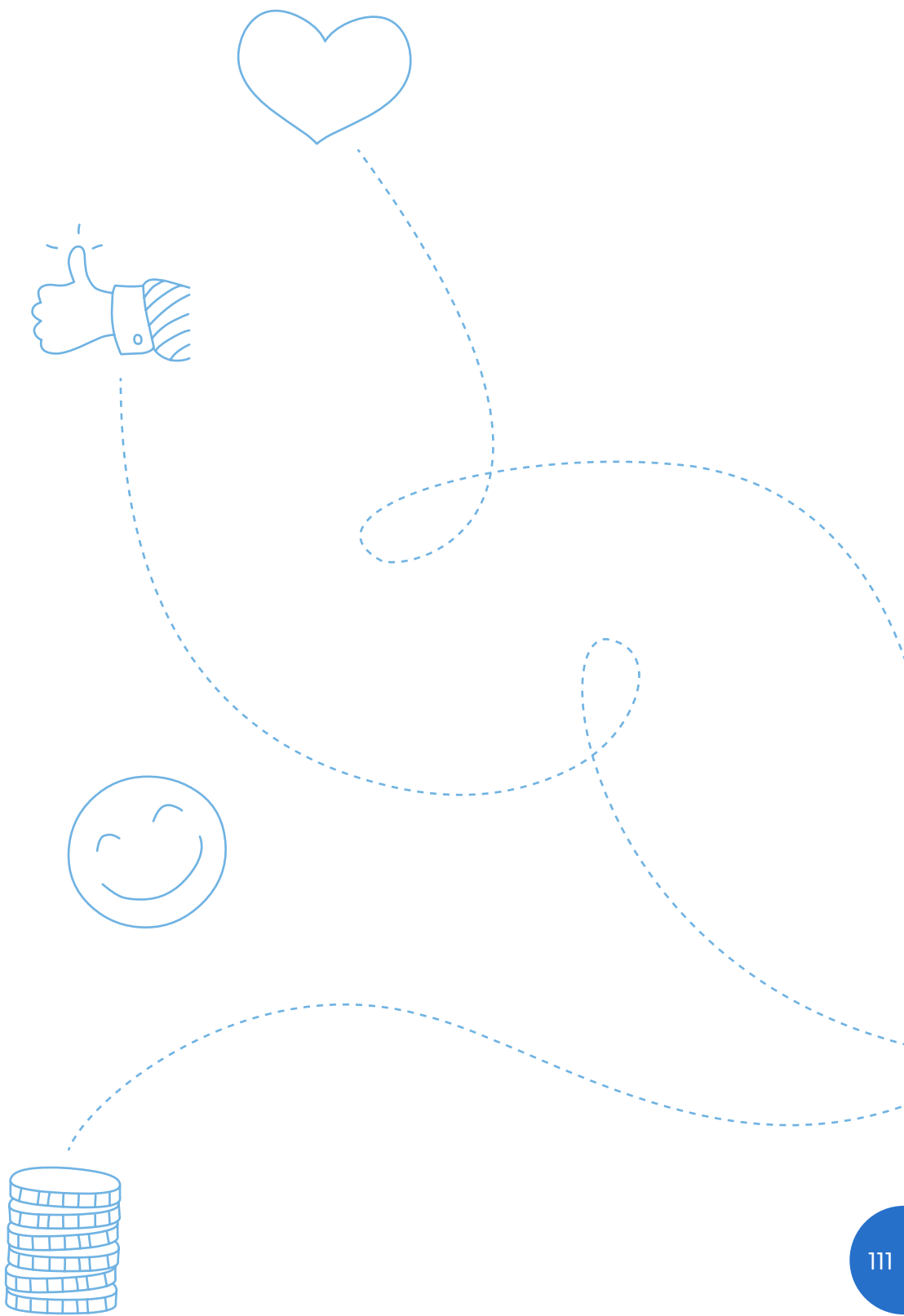
In the case of workers, the existence of this model has been notified to all professionals in Spain. All information is available on the corporate intranet, to which the entire IVIRMA team in Spain has access. Work is being done to apply it to the rest of the countries where we have centers.

The code of ethics has been communicated to all workers (with the exception of the United States, the United Kingdom and the Middle East). It has been sent to Spain, LATAM (Buenos Aires, Chile, Argentina and Brazil), Portugal and Italy.

Contributions to foundations and non profit-making enterprises

In 2018 a total of €47,024 was donated to different kinds of social projects (health, childhood and diversity) with which the organization collaborates. The following table displays the contributions broken down by initiative or project:

Contributions	
CERST	4.666 €
Lázarus	4.666 €
Fundación Sant Joan de Dèu	4.666 €
Fundación Hospital La Paz	6.000 €
La Azotea Azul	10.848,00 €
Make a Wish	4.690 €
Fundación Adecco	11.488,00 €
TOTAL	47.024 €







11

gIVING YOU

our commitment  
to society



## Social contribution

Society faces a great many global challenges, including economic and social instability. As leaders in reproductive medicine, we have the responsibility to help rid ourselves of social inequalities. At IVIRMA we are sensitive to the local characteristics and needs of those places where we operate, and we seek to create a fairer society with the same opportunities and rights.

The implementation of an IVIRMA center anywhere helps increase the birthrate in the area, with its concordant impact at socio-economic level.

No operations with negative impacts have been detected in the local communities in which IVIRMA is present.

## The IVI Foundation

Nowadays, advances in any field of medicine, and especially reproductive medicine, involve some basic research on the causes that trigger a certain disease or, in the case of reproduction, to find the reasons for reproductive failure, with the aim of promoting the development of new diagnostic or therapeutic techniques. This enables development and evolution for the benefit of our patients, generating a global awareness within society that helps to make this information available to all those persons who may benefit from these treatments.

Based on this philosophy, the **IVI Foundation** was created in 1997 and, since then, it has expanded its scope of action to develop the three fundamental pillars that support its current structure:

- » **Research (Innovation area)**
- » **Knowledge (Global Education area)**
- » **Social Action (Sustainability and CSR area)**

Management of IVIRMA is committed to this objective, which is why an annual percentage of the turnover is donated to the development of the Foundation's activities.

- “ **125 communications** sent to the three largest congresses of our specialty (ESHRE, ASRM and SRI).
- “ We have published **139 scientific articles** in impact journals.
- “ **108 new research projects** have started during the year .
- “ We have received **five awards** for our scientific activity.
- “ External aid worth almost **two million euros** to fund our research projects in competitive bidding procedures.

## Scientific innovation, cutting-edge and excellence

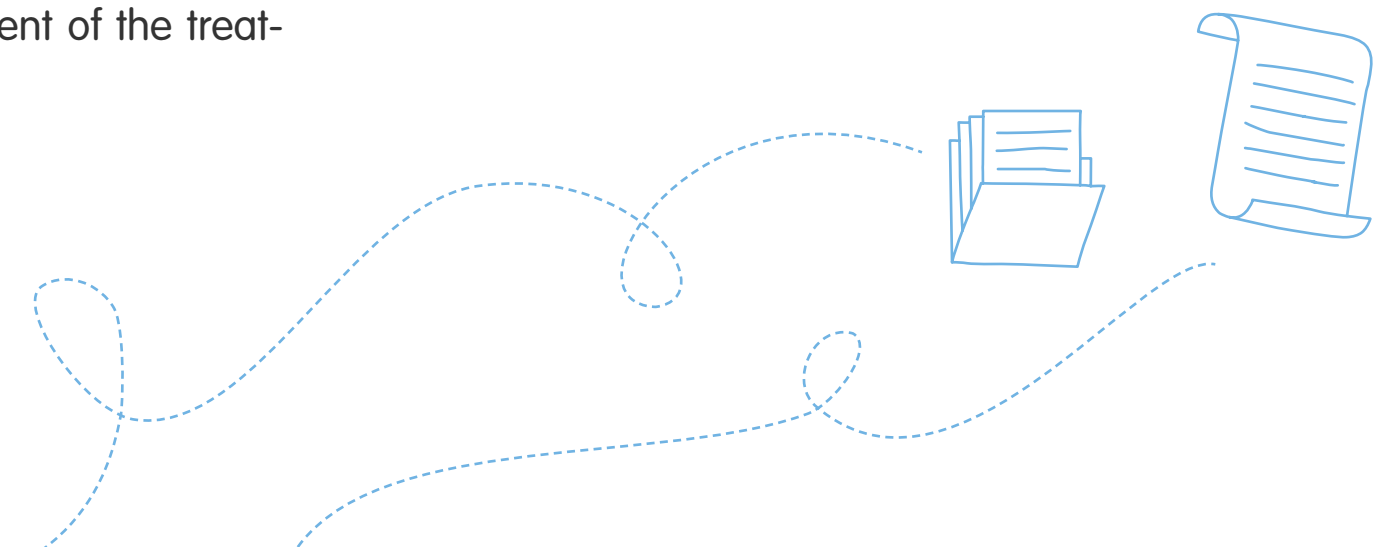
### Research at IVIRMA

IVI Innovation is one of the fundamental pillars of the organization. A reality that took shape in 2017 to spearhead international scientific research and global technological development in the most avant-garde field of medicine, assisted reproduction.

IVI Innovation is the union of the most pioneering tendencies of Europe and the USA, to gather and encourage the most experienced and talented researchers, share knowledge, improve techniques, mark the present and shape the future of assisted reproduction. Scientific innovation, technological development, research, and experience in the pursuit of the following aims: excellence in the care of our patients, the generation of knowledge that allows us to contribute to the progress and improvement of the treatments performed.

This area comprises a scientific committee of six world opinion leaders, three basic research centers, and as many clinical research centers as we have reproduction centers in the Group. More than 500 potential researchers, 15 different research lines and 400 active research projects in progress -from all areas that make up assisted human reproduction- and 1,900 publications in scientific journals to date.

2018 has been the most scientifically productive year in history for IVIRMA, and we have managed to advance knowledge for the benefit of our patients and society.





## Innovative minds, successful careers

### Education at IVIRMA

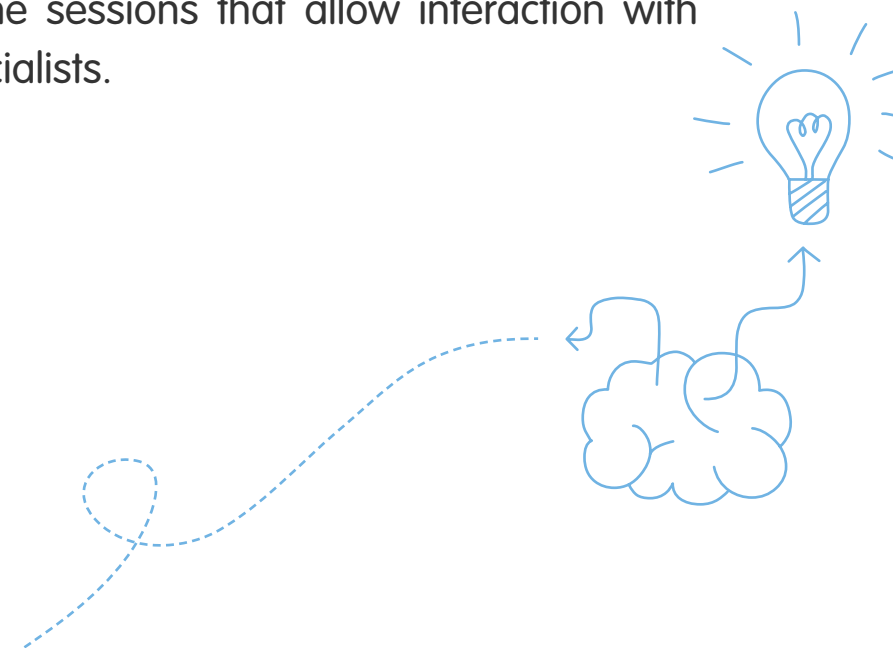
Since its creation, one of the fundamental pillars for IVIRMA has been our strong link with education and the founders' firm commitment to transfer knowledge to medical society. This will has been strengthened following the merger with RMA, creating an organizational structure that supports all education-related tasks within our company.

At IVIRMA we boast the IVI Global Education initiative, through which we offer an extensive range of master's degrees and specialized courses, for the purpose of training and recycling all professionals interested in this branch of knowledge. The educational system is characterized by the excellence of the training programs on offer, constantly updated and based on cutting-edge technology.

Our vision in IVI Global Education is to continue growing and become a benchmark educational institution in the field of assisted reproduction at international level, through our innovative, investigative and pedagogical spirit.

IVI Global Education is responsible for managing and providing continuity to the educational tradition of IVIRMA, further improving the methodology and implementing dynamic solutions based on online training.

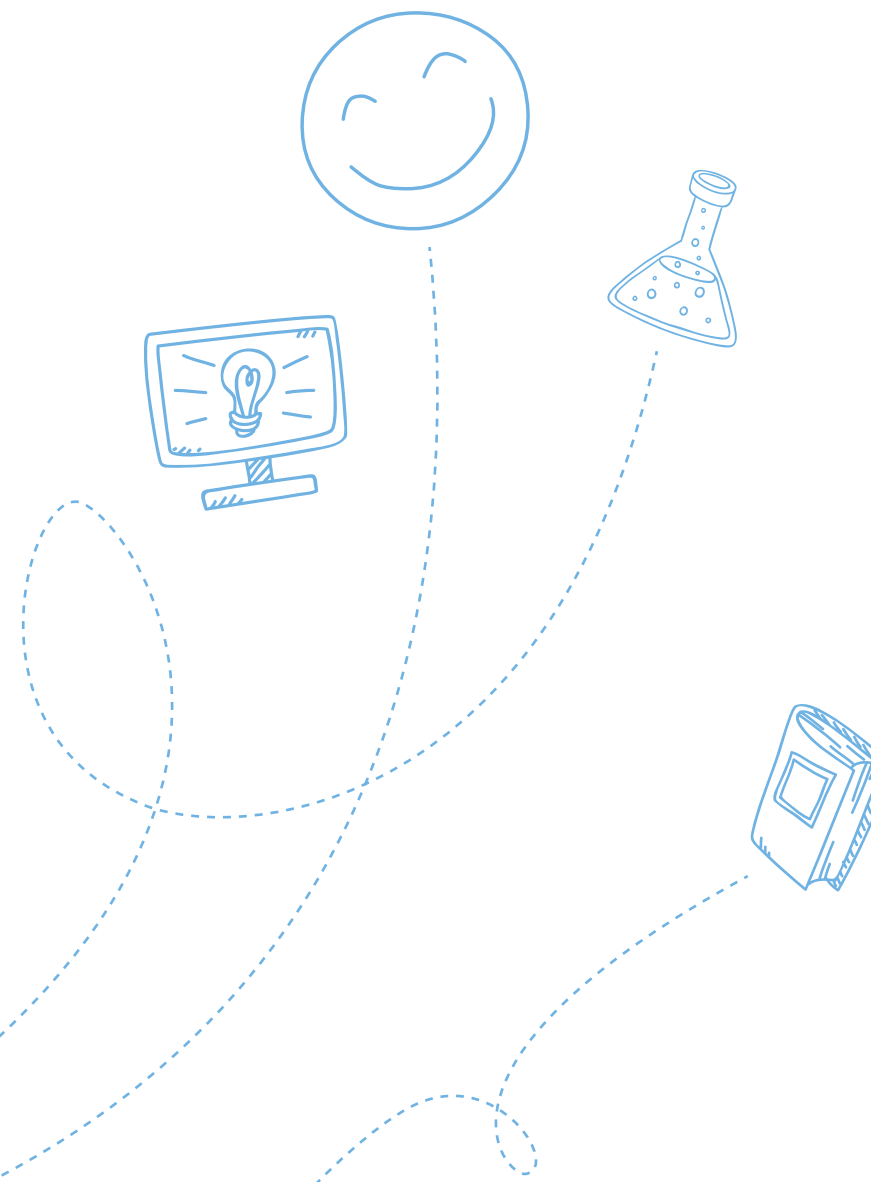
The dynamism in research related to reproduction and the review of medical protocols require the ongoing training of specialists in this field of medicine. There are a great many sources of information: conferences, symposiums, courses, etc. However, distance training that allows access to more dynamic contents is gaining a greater presence. The classroom-based courses are supplemented with online sessions that allow interaction with specialists.



Our purpose is to give a holistic view of reproduction, offering training that helps all persons involved in the sector to improve their knowledge and skills.

We offer online training through our online campus, to facilitate access to training programs from anywhere in the world. We have training programs in partnership with prestigious universities such as the University of Valencia, the European University of Madrid, or the Rey Juan Carlos University. In addition to formal training, we offer personalized training adapted to the specific needs of each of our patients. This ad hoc training is provided both in our own clinics as well as at others that request our services, and our professionals visit these clinics to transfer knowledge or perform audits and consultancies in the destination clinics and laboratories.

From IVI Global Education we coordinate the rotation of specialists in gynecology and obstetrics in our clinics, and we also organize the professional practices of our master's students. In addition, every year we train a fellow in the sub-specialty of reproductive medicine.



Some of the most outstanding figures in the field of education during 2018 are listed below:

- “ **31 consulting services** carried out (Training & Consulting)
- “ **15 countries** where clients have been provided with consultancy
- “ **258 students** registered for our master's courses from more than 25 countries
- “ **52 IVIRMA teachers** involved

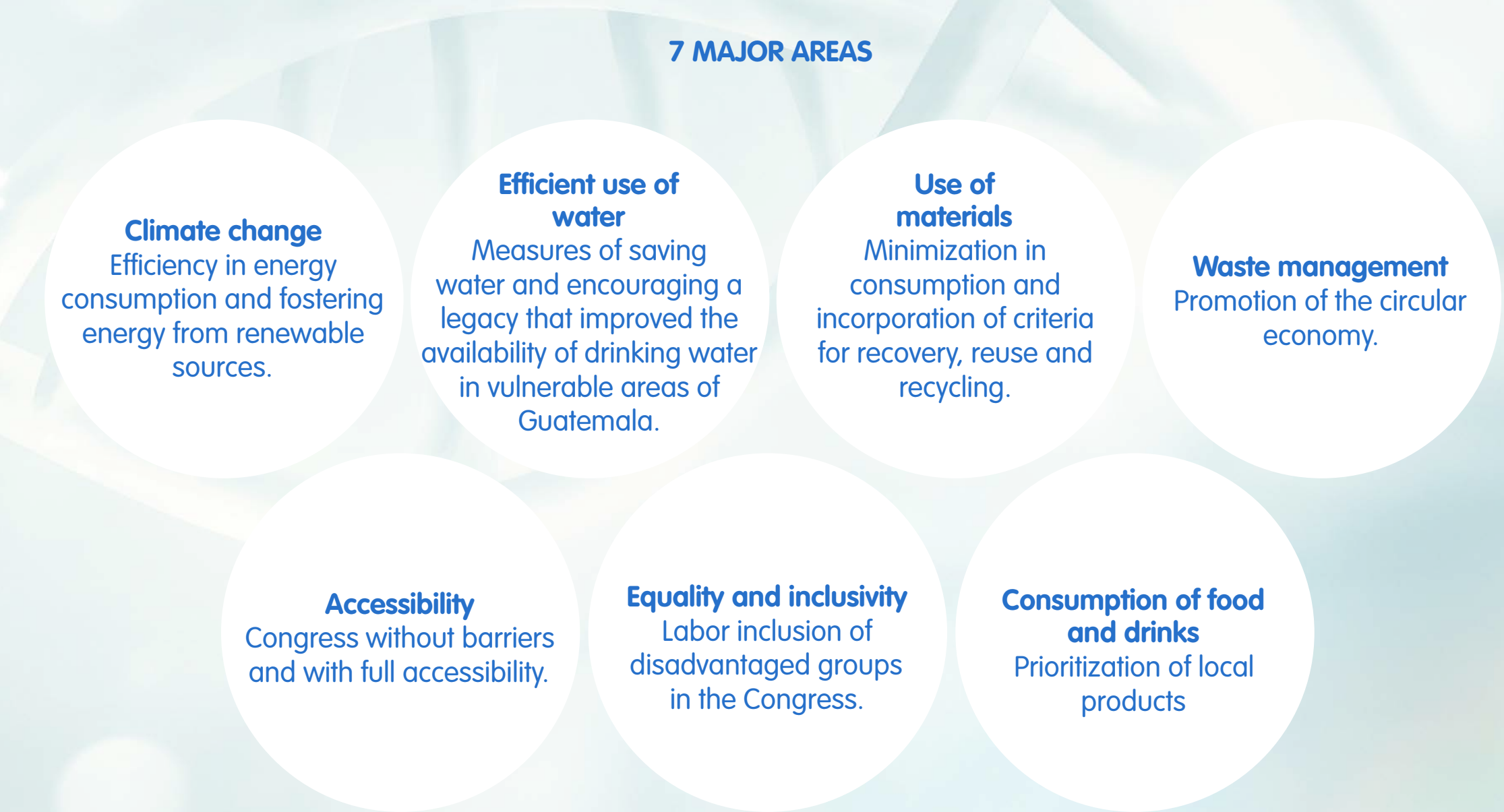
# Worldwide appointment with reproductive medicine

## International IVIRMA Congress

Every two years we hold the International IVIRMA Congress, the third most important scientific congress of reproductive medicine in the world. The event brings together specialists of renowned international prestige in this field of knowledge, and for three days they participate in presentations and symposia on the most innovative scientific advances and techniques in reproduction.

The eighth edition of the International IVIRMA Congress in Mallorca will be held in April 2019, with sustainability as the pivotal figure.

The last edition of this Congress was held in May 2017, in Bilbao, where more than 1,600 experts from five continents came together to discuss environmental and social sustainability around seven major areas:





## Becoming a parent after cancer is possible.

### Free program for the preservation of fertility for oncological reasons

In 2008, the free fertility preservation program for cancer patients was launched in Spain, Portugal and Italy. Since then, 25 babies have been born after their mothers and fathers won the battle against cancer, and four more are about to be born in 2019.

This program permits free of charge vitrification of oocytes, ovarian cortex or sperm of patients diagnosed with cancer so that, once their treatment has finalized, they can become parents if they wish.

IVIRMA places the technique of vitrification at the disposal of these patients, a pioneering technique that the group imported to Spain, targeting it at a social purpose such as offering them the option of becoming parents with their

own gametes once they have overcome their disease, encouraging them to fight hard in the hope of being able to achieve parenthood in the future.

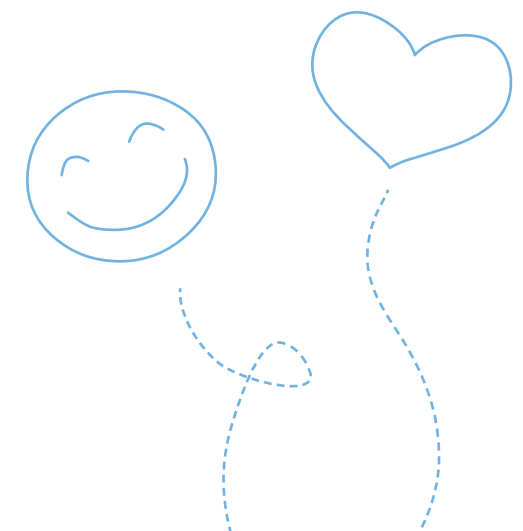
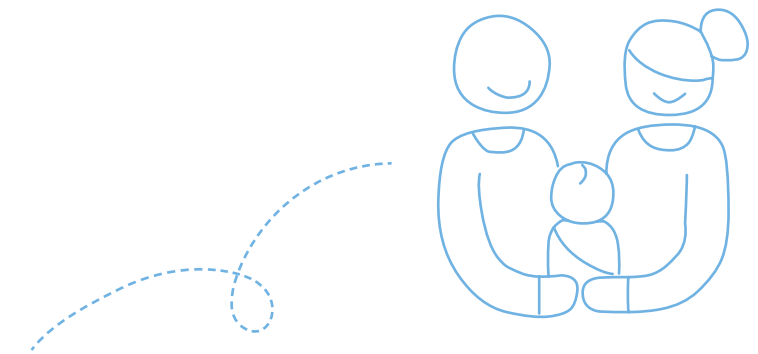
As a socially responsible company, free access to the preservation of fertility for cancer patients is a priority for IVIRMA, applying medical efficiency protocols based on the speed of action so as not to delay the medical treatment of their disease, and always in coordination with the oncologists of these patients.

IVIRMA's main objective has been and is to facilitate access to assisted reproduction for those who need it, and this group of patients is a key focus in our commitment to meet medical and social demands, providing the most ad-

vanced techniques to ensure the best results.

More than 1,200 women have preserved their fertility before undergoing chemotherapy or radiotherapy treatment, most of them diagnosed with breast cancer, the most frequent tumor among the female population requesting advice about vitrification of their oocytes.

During 2017, more than 160 women diagnosed with cancer vitrified their ovules, and in 2018 130 patients benefited.



## Our social commitment stems from our values

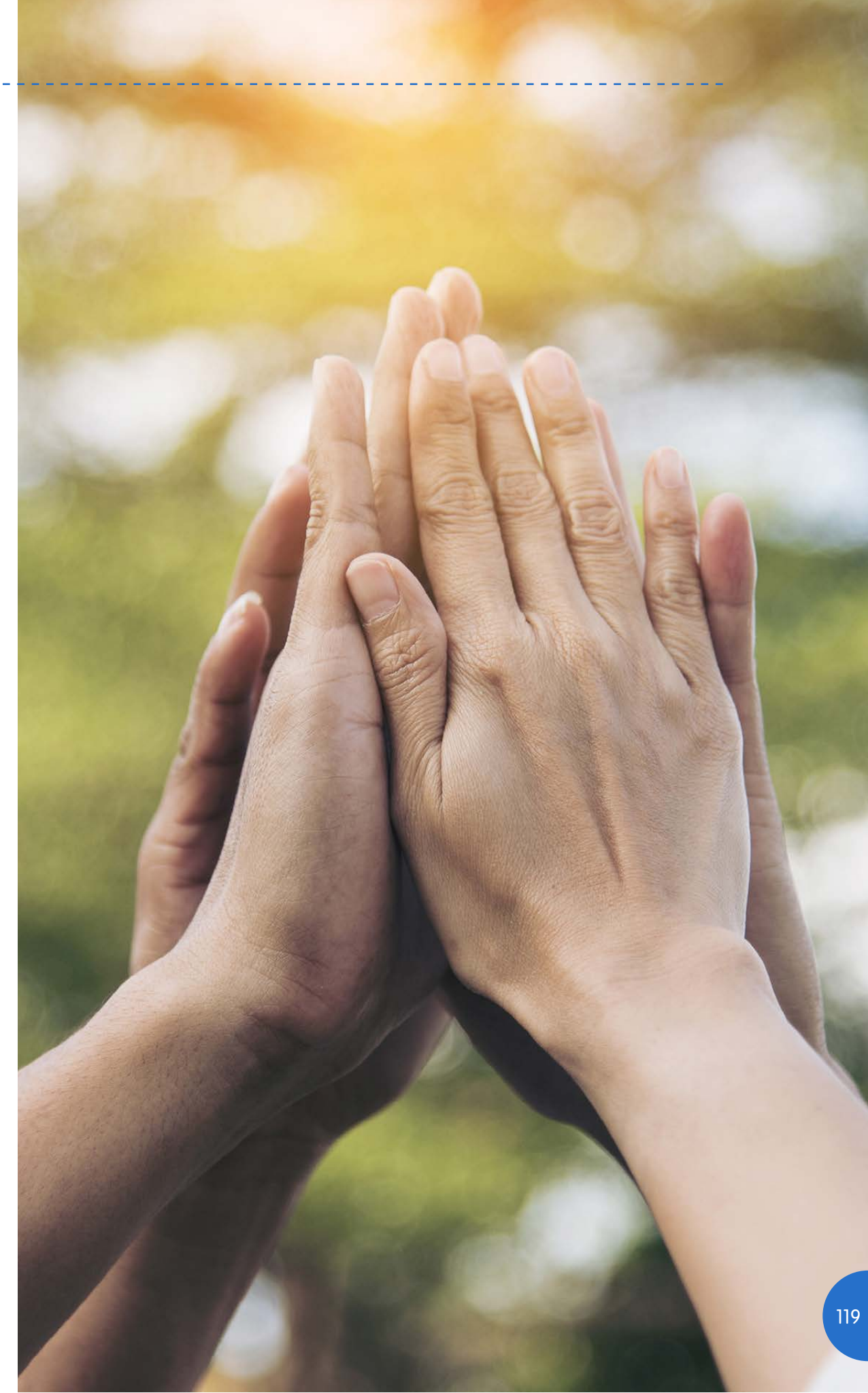
### Social projects in 2018

When it comes to social projects, the sectoral priorities with which we work at IVIRMA are mainly health, women and children, with an emphasis on the last two due to their vulnerability. We also prioritize local projects in the places where we have presence through our clinics. These geographical priorities are established under the focus of IVIRMA's commitment to the society in which we operate, which is why we consider it essential to promote sustainable development through collaboration with local NGOs and enterprises.

We seek long-term relationships with the key players of local communities, NGOs and enterprises, such as, for example, the Fundación Adecco, with which we have been working for more than four years. Our aim is to establish long-term collaborations that allow us to generate real changes, to discover the needs of these enterprises and to analyze the support that IVIRMA can provide. Any contact

with NGOs is handled by the CSR Committee, which studies all the proposals received according to the strategic lines on Sustainability. In addition, in 2019 it will work on a Call for Social Aid that will be launched during the second semester of 2019.

In addition, the workers represent one of the priority stakeholders in our community collaboration actions. In fact, many of the projects come about from the initiative of our professionals, such as the case of Teaming.



## Stronger Together

*Stronger Together* is a social initiative through which employees traveled 10,000 kilometers throughout October to benefit La Azotea Azul (the Blue Roof) social project. For each kilometer, 0.88 euros (\$1) was allocated to help build a therapeutic play garden for children admitted to the Virgen del Rocío Hospital in Seville. In addition to this campaign, other solidarity actions were carried out, such as the distribution of 2,200 solidarity bracelets to employees, and the amount collected was given to this initiative.

In just one week, more than 800 IVIRMA professionals around the world covered the 10,000 km proposed in the challenge to make *La Azotea Azul* a reality.

## Teaming

In 2018 IVIRMA and our professionals donated €14,000 to three social projects through the Teaming project, €7,000 raised from the voluntary donation of €1 from the monthly payroll of IVI workers and €7,000 given by the company, which each year matches the amount of funds raised by the workforce.

In addition to the collaboration of workers through their donations, both the presentation of projects and the selection of these were carried out by the same staff, allowing them to get actively involved in the program, and offering them the possibility of proposing and supporting causes which they feel particularly close to. This year, around 500 professionals have participated in choosing the Teaming projects, with three beneficiaries of the aid: The Sant Joan de Deu Hospital, the CERST organization in favor of refugees and the Lazarus Project for spinal cord injuries.

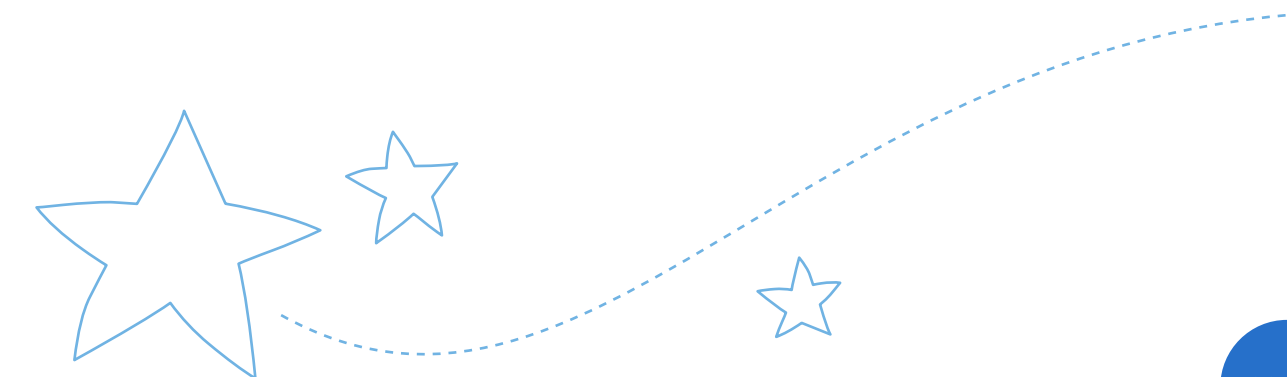
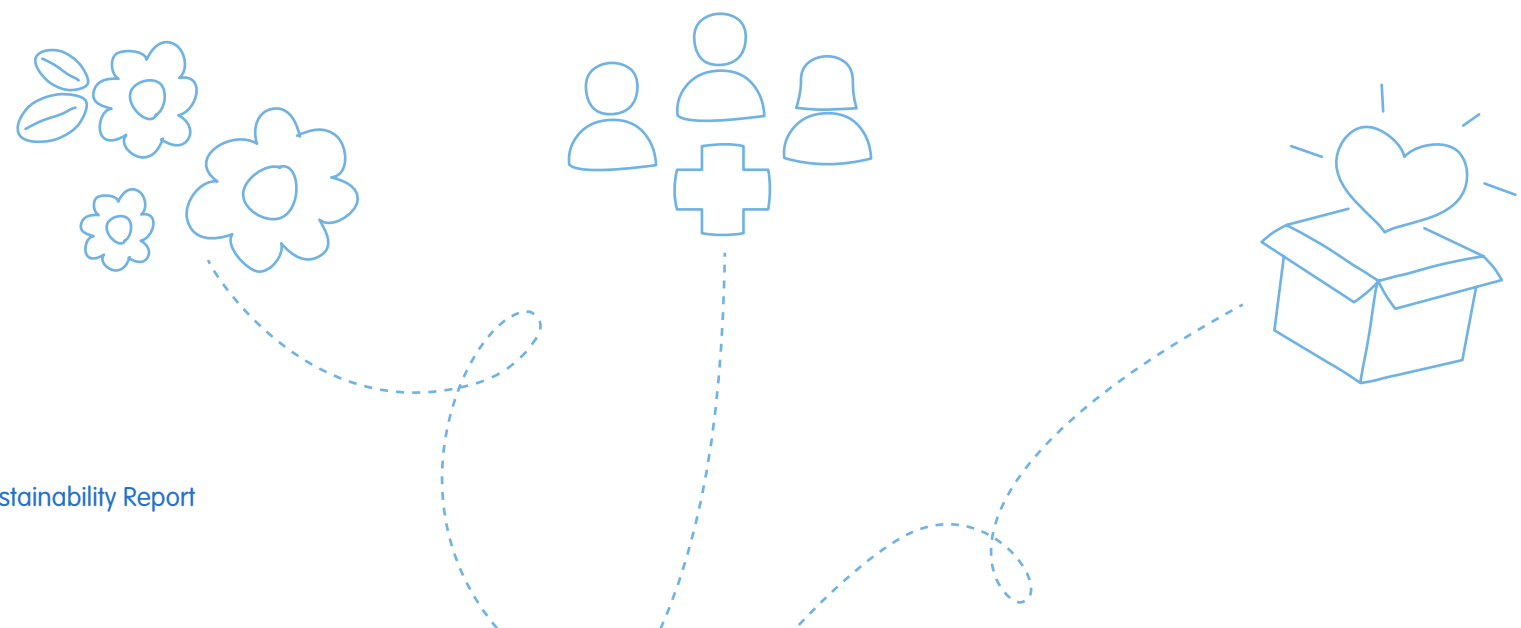
## Family plan of the Fundación Adecco

The Family Plan is a program aimed at family members with disabilities of IVIRMA employees in Spain, through which customized and comprehensive accompaniment is offered to promote the socio-labor integration of the beneficiaries.

The program was launched in 2015 and there have been three editions since then. In the last edition a total of €12,055 was allocated to three projects.

## Estrellas de la Ilusión (Stars of Dreams) Campaign

The 2018 Christmas season was once again illuminated by the Stars of Dreams, a campaign in collaboration with Make-A-Wish through which we helped fulfill the dream of Sergio, a four-year-old boy, cardiology patient, who fulfilled his dream of meeting Pluto at Disneyland Paris.





### Estropatada Bilbao (Walk-on project)

IVIRMA not only focuses on the cure of reproductive problems, but in recent years we have focused on prevention. In this regard, in 2018 IVI Bilbao took part in the Estropatada. It is a family event to raise awareness, the proceeds from which were used to research neurodegenerative diseases through the WOP Foundation.

For many years now, we at IVIRMA have also developed two of the most effective tests for the detection and prevention of genetic and chromosomal malformations. The Genetic Compatibility Test (GCT) that analyzes the parents and their genetic compatibility, and the Preimplantation Genetic Diagnosis (PGD), which discriminates the embryos with some chromosomal alteration.

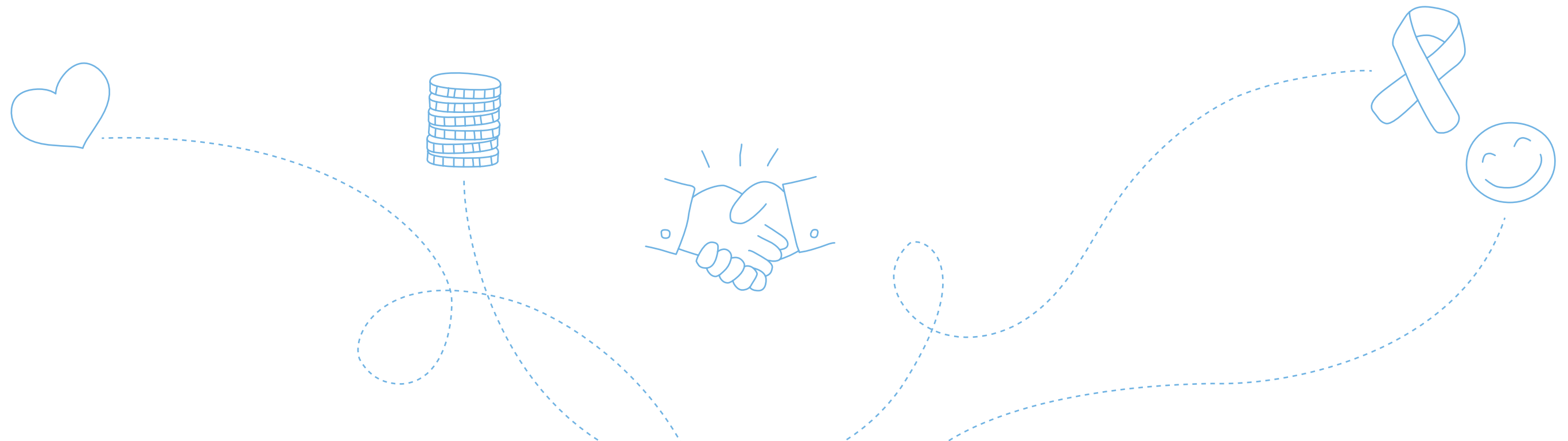
### Endodance Barcelona

Last October, IVI Barcelona sponsored the Endodance gala, as part of its commitment to the fight against Endometriosis. It is an annual dance show that aims to raise awareness and give visibility to one of the most unknown and painful diseases that affects about 15% of women of child-bearing age. IVI Barcelona, as one of the main sponsors of the event, donated €1,300 to support this cause.

In the remaining countries where IVIRMA is present, we also carried out actions with and for the community during 2018.

In Italy we sponsored the Race For The Cure on World Cancer Day. In Portugal we sponsor the Rainbow Awards, an event that highlights the work of personalities from the

world of journalism, TV or politics who have carried out actions in favor of the LGBTBI community. Also in Portugal, since 2014 IVI Lisbon has supported the Endomarch initiatives organized by the Portuguese Association of Women with Endometriosis. The initiative is worldwide and is carried out around the world with the aim of publicizing the disease, its symptoms and implications. One of the consequences is infertility, and for this reason IVIRMA sponsors the event.



‘Local’, as crystallized in our clinics, represents our hallmark

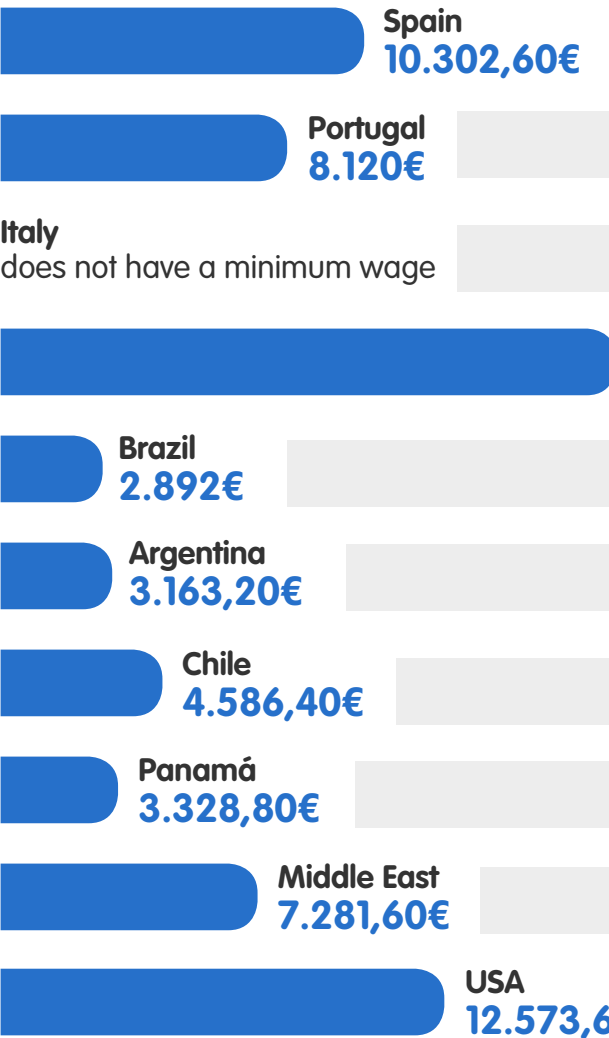




















Commitment to local economic development

The following table shows the ratio of the standard entry-level wage compared to the minimum wage of countries where IVIRMA operates. In all cases, the salary is above the minimum wage established in each country.

Next to this, ratio of the salary of the standard initial category by gender with regards to the local minimum salary.

Furthermore, at IVIRMA most of senior management are from the country where we have the headquarters, thus fostering local recruitment.

Ratio of the standard entry-level wage by gender compared to local minimum wage of the workers:

Minimum wage		Salary of the initial standard category in IVIRMA			
		Women		Men	
	Spain	10.302,60€			
	Portugal	8.120€			
	Italy	does not have a minimum wage			
	United Kingdom	17.440€			
	Brazil	2.892€			
	Argentina	3.163,20€			
	Chile	4.586,40€			
	Panamá	3.328,80€			
	Middle East	7.281,60€			
	USA	12.573,60€			
			12.520,00€ rate 1,22		13.999,98€ rate 1,36
			13.829,64€ rate 1,70		23.849,58€ rate 2,94
			22.967,43€		25.500€
			17.635,52€ rate 1,01		18.780,81€ rate 1,08
			2.952€ rate 1,02		2.977,30€ rate 1,03
			4.253,17€ rate 1,34		8.099,98€ rate 2,56
			8.359,46€ rate 1,82		12.462,18€ rate 2,72
			7.995€ rate 2,40		11.115€ rate 3,34
			11.424,96€ rate 1,57		10.853,71€ rate 1,49
			27.248,91€ rate 2,17		32.358,08€ rate 2,57

A good selection of suppliers is essential for IVIRMA because this has a direct impact on the services we provide to our patients.

Subcontracting and suppliers

Accordingly, we focus all our efforts on looking for the most suitable suppliers, always from a standpoint of transparency and mutual respect. The criteria of quality of service, compliance with delivery terms, ethical attitude of the supplier and administrative management are the focal points of the decision process when choosing a supplier. Among these elements, quality is fundamental, given that all our work focuses on offering the best techniques and treatments to our patients, so we work with suppliers that satisfy the very highest standards of service quality.

In addition, patient safety comes first, so we also analyze the impact of the product or service on the safety of our patients.

Most supplier companies with which we collaborate are from the health sector and cryobiology. In addition, we have service suppliers for the different corporate functions (Marketing, Finance, Legal, IT and CSR).

90% of suppliers with whom IVIRMA works are local in all clinics (understanding “local” as a company with its registered office in the country of origin of the clinics).

To reflect these figures in the Report, suppliers from Spain and the USA have been taken into consideration, as they are the main markets in which IVIRMA operates, with headquarters in both countries.

Overall, in Spain we have approximately 1,000 suppliers and, in the case of the USA, the number of suppliers is 778, mostly local.

Supplier invoicing	
Spain	60.217.911,64 €
USA	28.214.616,38 €
EMEA	18.277.664,47 €
LATAM	14.893.343,17 €
TOTAL	119.046.272,25 €

At the IVIRMA centers in Spain and Portugal, supplier procurement is managed through a **procurement management program**. In addition, within the framework of the IVIRMA QA System we have **specific procedures for procurement and clinic purchases**.

The future objective is to introduce the procurement management system at a global level, affecting all IVIRMA centers worldwide.



## At IVIRMA, supplier management is prioritized through the QA Management System to guarantee the patient's health and safety and to offer an optimal service.

### Supplier assessment

Any IVIRMA supplier, whose products or services affect the quality of our services, is subjected to an initial assessment. Therefore, based on the QA system implemented, we have a specific procedure for assessing suppliers.

The initial assessment is performed by the Procurement Department (or Procurement Manager of the clinic), General Medical Management, or the competent personnel of the center requesting supplier registration, depending on the type of product or service, and in accordance with the results and criteria defined in the product/service risk assessment table. This table includes 14 different types of suppliers, evaluating those classified as high or moderate risk, since their performance directly affects the quality of service and patient safety.

As part of this supplier assessment, the impact of the supplier company on compliance with labor relations is taken into account.

Those accepted suppliers become part of the IVIRMA supplier system.

This assessment is repeated every year at the certified clinics, evaluating those providers with whom we have worked in the last year.

In order for the procurement procedure to be as fair as possible and provide opportunities for all companies to be part of IVIRMA, a purchasing board studies the offers submitted by suppliers. Whenever a department identifies the need for a product or service to perform its activity, it must request authorization from Management to continue the procurement process, in this case, the department directly

requests at least three proposals that will be forwarded to the purchasing board.

This purchasing board has been fairly inactive during 2018, but work is under way to increase this in 2019, taking into consideration the company's new situation.





In addition, the Mallorca clinic, following the guidelines set by the ISO 14001 standard in the framework of certification, takes environmental criteria into account when managing its suppliers. To do this, it has the environmental undertaking that all suppliers have to sign, agreeing to adopt environmentally-friendly action guidelines in accordance with its environmental policy and the following criteria:

- » Be in possession of the authorization or administrative approval applicable to the activity carried out and in accordance with the regulatory provisions.
- » Have qualified personnel to carry out the required tasks and which, if applicable, are established by the applicable legal provisions.
- » In accordance with established legislation, take charge and appropriately manage all the environmental aspects they generate during the performance of their activities, the associated impacts, furnishing the corresponding supporting documentation.
- » The necessary preventive measures must be taken to reduce environmental risks. Any environmental incident or accident that occurs at the facilities must be reported to IVIRMA.
- » Provide copies of any certificates and/or official approvals in environmental and quality matters.
- » If their activity involves supplying hazardous substances, provide the corresponding safety sheets.

In addition, the clinic may perform audits and/or inspections to verify compliance with these agreements.





## Tax information

In tax matters, the taxes that have the greatest impact on the organization are Corporation Tax and VAT. Due to the group's structure with different Companies in the cities where services are provided, the approach is to pay the corresponding taxes in each jurisdiction, although in those places where it is possible, we opt for consolidation in tax matters of both VAT and Corporation Tax for existing companies in each country.

Health services are exempt from VAT in all countries in which we operate, except in Argentina, meaning that VAT on purchases is not deductible and represents a greater expense for the company.

In terms of Corporation tax, in Spain the group benefits from tax allowances in issues of R&D and IT to the extent possible. Our sector is very prone to R&D and with a large number of researchers among our workers, allowing us to remain at the forefront of treatments.

The part where a greater profit is obtained is thanks to the tax allowances for R&D and for IT, although this aid is only in force in Spain or if it applies in any other country it either does not apply to the organization or is insubstantial.

In terms of measurement, we use benchmarking among all our companies and the results obtained in previous years. There is a department which, although it forms part of the IVIRMA Foundation, manages and pools together all group projects, whether or not these involve tax allowances or aid. In this department, the UAGI (Research Support Unit) compares the number of projects carried out in each clinic, the amounts spent on them and the pertinent authorizations and controls in terms of approvals by the corresponding ethics committees. This allows us to standardize, or at least regulate, the research within the group so that we all comply with the same requirements.

The company does not take risks with the tax allowances and obtains justified reports issued by the Ministry of Economy and Competitiveness and which are binding for the Spanish Treasury. This is the reason why the deductions are estimated and deferred for one year, so in 2018 we take the tax allowances generated in 2017.



On the following tables you can see the profits obtained by country and the income tax paid by country.

Profits obtained country by country (€)	
SPAIN	19.754.602
USA	(14.139.249)
LATAM	
Argentina	(113.834)
Panamá	(411.534)
Brasil	714.161
Chile	1.533.396
EMEA	
Italy	(1.635.975)
Middle east	3.804.352
Portugal	2.134.035
United Kingdom	(13.238.514)

Corporation tax paid country by country (€)	
SPAIN	3.006.111
USA	4.107.397
LATAM	
Brasil	624.736
Chile	496.784
EMEA	
Portugal	424.724

The grants received in IVIRMA are mostly for R&D projects carried out at the clinics.

Financial aid received from the government	
Tax deductions and tax credits	1.678.028€
Grants for investments, subsidies for R&D and other types of relevant subsidies	376.097€





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