

THE BEST PLACE TO BE BORN

2019 Sustainability Report

Non financial Report

IVIRMA)
Global



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helping people fulfil
their dream: to start
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THE BEST PLACE TO BE BORN

This 2020 we are turning 30, an corporate age that excites us and fills us with pride. Looking back we see a long road, the result of the effort and dedication of our professionals and thanks to the trust of patients. In this report, we have compiled all our actions and results in the social, economic and environmental spheres that have taken place during 2019. A three-way vision that would have been impossible to achieve without all these years of learning, ongoing improvement and responsibility.

To speak of IVIRMA is to speak of:

Experience. We are pioneers in assisted reproduction, thanks to which more than 200,000 children have been born to date worldwide. This has been possible thanks to the dedication of our medical team that is always at the cutting-edge of reproductive medicine. During these 30 years, we have published more than 1,900 scientific articles and have been rewarded with many of the prestigious awards at the world's largest congresses, endorsing our scientific and professional track record.

Teaching and training. In achieving excellence we have an obligation to train future professionals, to share our knowledge and to be in constant learning and training. We have been doing this since the foundation of our Education area in which more than 14,000 students have studied one of our 8 university master's degree and have participated in over 150 courses organized each year.

Leadership in research. Research is one of our fundamental pillars, with the focus firmly on perfecting our treatments and techniques to maximize the chances of success in the treatments of our patients. Furthermore, we are aware that the only way to continue improving our clinical results is to focus on innovation. We currently have more than 400 projects underway and have multiple research centers in places like Valencia, New Jersey, Oxford and Madrid.

Audited success rates. In our company, 9 out of 10 patients who start a treatment get pregnant. Our success rates are audited every year by an independent third party and are only possible due to our commitment to research, ongoing improvement and quality.



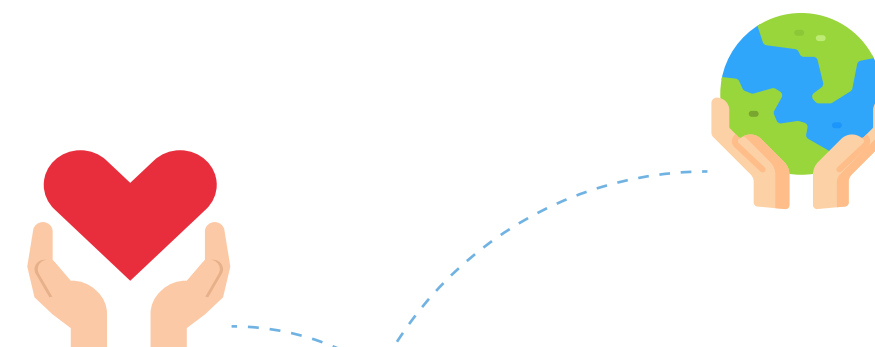


To talk about IVIRMA is to talk about a commitment to society, which has contributed to our being world leaders in reproductive medicine. However, it is also to talk about a philosophy of teamwork that has led us to remain in constant growth and the quest for values.

**In short, to talk about IVIRMA is to talk about values,
the Patients first, Innovation, Excellence, Honesty and
Teamwork:**

the best place to be born

IVIRMA Board of Directors



02

About
this
report





For the second year in a row, at IVIRMA we have worked to ensure a year of transparency and to report results of our activity within the framework of sustainability.

This report rigorously summarizes our ethical, social, environmental and corporate governance performance in those countries where we operate from January 1 to December 31, 2019. Likewise, with this document we maintain our efforts to provide transparent information from the previous report, published in June 2018, as a result of the commitment acquired with the different stakeholders.

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**.

This report, which is available on our corporate website, **accompanies the financial statements and the consolidated directors' report for 2019** and is prepared on an annual publication cycle.

The scope at corporate level includes all Group companies, following the same scope as the consolidated Directors' Report, except for the figures on our activity in the Middle East, where the Group made a divestment in 2019. The annual accounts include the activity in the Middle East on a discontinued basis, while it has not been possible to obtain the results for this country in this report. Furthermore, even though we will include IVI Foundation in this non-financial report for its relevance in both social and environmental matters in our company, such center is not included in the annual consolidated statements.

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.



PRINCIPLES OF CONTENT AND QUALITY OF INFORMATION

The requirements and guidelines set out in the **Global Reporting Initiative's** GRI Standards (2016 and 2018) have been taken into account in the drafting of this Report. In addition, a GRI index has been included to facilitate the location of the contents specified by these standards.

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



Stakeholder engagement

The interests and expectations of stakeholders have been integrated throughout the process to respond to the needs shown by the different stakeholders with which we interact.



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.

In addition, the following principles have been considered to determine the quality of the information contemplated in this Sustainability Report:



Balance. This Report presents a balance between the positive and negative aspects arising from the company's activity.



Timeliness. The information provided corresponds to 2019, in this case specifying the period covered by the Report.



Comparability. 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.



Clarity. The wording of the content has been carried out in order to be properly understood.



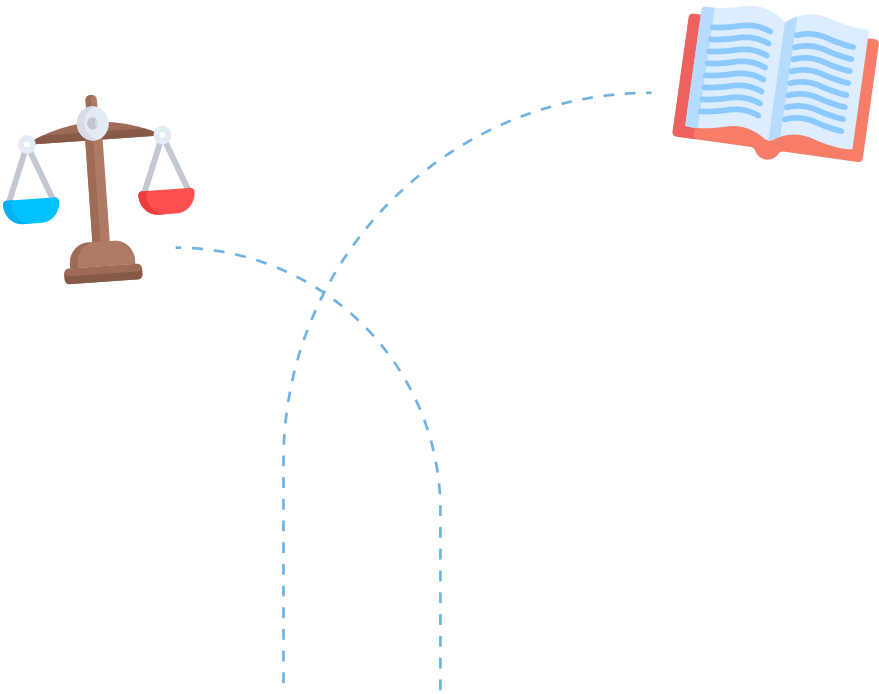
Accuracy. The information presented is accurate and detailed.



Reliability. IVIRMA has different audited and certified management systems that support the transparency, accuracy and reliability of the information provided in this Report.

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 report and its content, queries can be processed through: RSC@ivirma.com



03

About us

IVIRMA, the
best place to
be born



ORGANIZATIONAL STRUCTURE

The **IVIRMA Group** comprises a network of clinics offering a comprehensive reproductive medicine service. Our clinics depend on the parent company **IVIRMA Global**, which operates in the legal form of a Spanish limited liability company.

The IVIRMA Group's **network of clinics** is distributed in 9 countries: Spain, Portugal, Italy, United Kingdom, USA, Panama, Argentina, Brazil and Chile. In addition, we have two headquarters: one in Valencia (Spain) and one in Basking Ridge (New Jersey, United States).

The **board of directors** is the governing body of IVIRMA Global and is responsible for making strategic decisions in the organization. This governing body is made up of five directors and meets several times each year.

IVIRMA Group Committees:

Openings Committee: in Spain, this is the committee in charge of regulating new openings and closings of different clinics and in which the different areas of the company are involved. It meets at least every month or whenever the situation requires it, upon a call by the Director of Operations.

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

Decisions relating to specific areas of the company are taken by specialized cross-sector committees that assist the management of the Board of Directors.

Strategic decisions are then shared with the Steering Committee, which comprises directors of each area and the CEO. Its meetings are held on a weekly basis.

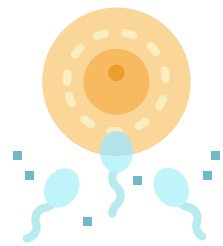
Below are the other committees that currently exist in IVIRMA. For specific issues, these committees may require the attendance of members of the management team or other staff at their meetings.



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

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.

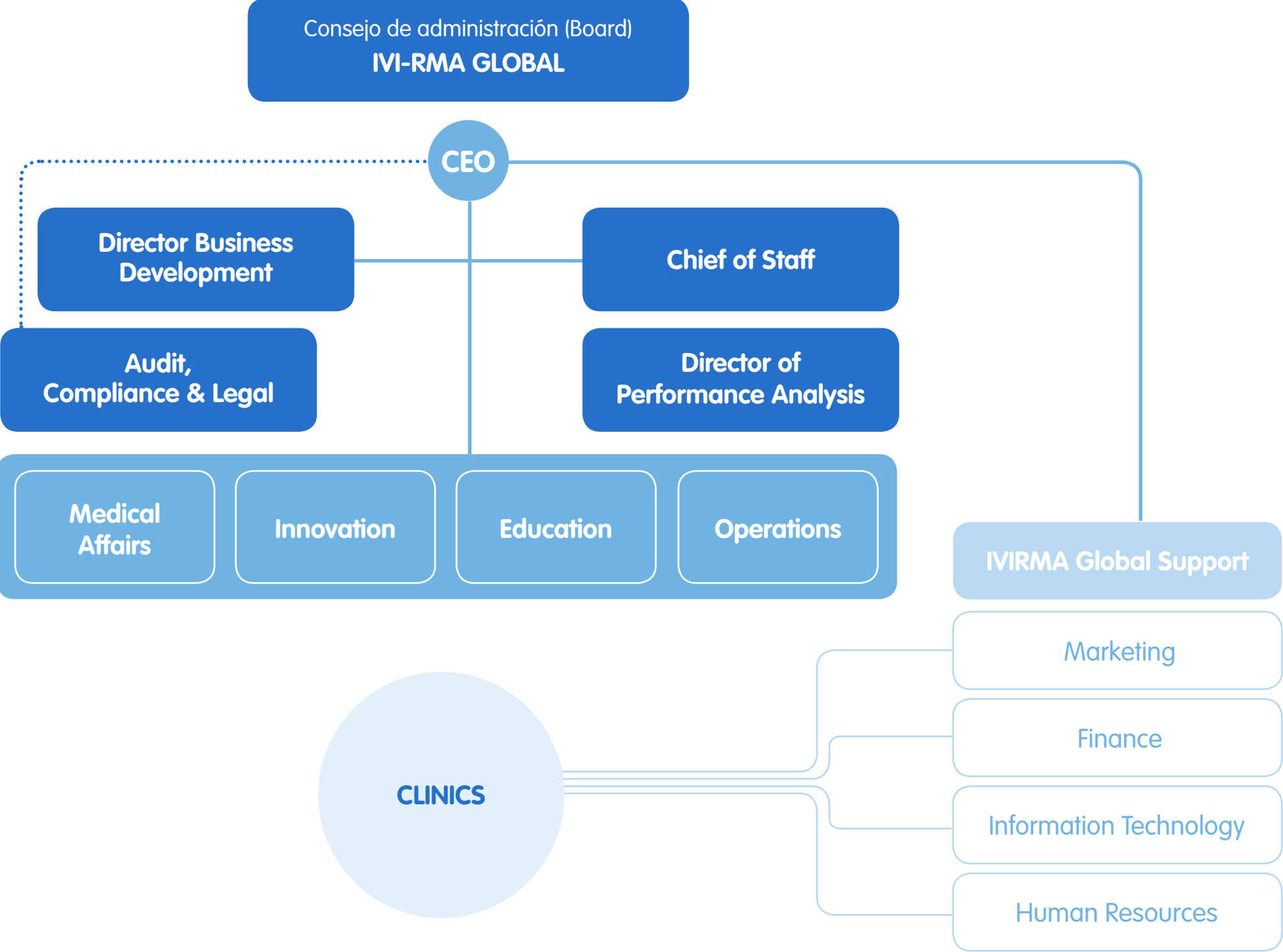
Research Ethics Committee (REC) IVI Valencia: in Spain, specifically in the Community of Valencia. It is a Committee expressly accredited by the Directorate General for Research, Innovation, Technology and Quality of the *Regional Ministry of Universal Healthcare and Public Health*. Its main aim is to assess and follow up on the Clinical Research Projects that are presented to it. Its territorial scope of action covers all IVIRMA centers in the Community of Valencia, but extends to projects that go beyond this geographical boundary, provided that an IVIRMA center located in this area is involved.



Our core objective is to offer the finest techniques of assisted reproduction using the most efficient management model and committed to excellence so that our patients choose us every day.



Our areas



Our **organization chart** is structured to be able to respond to market demands and stakeholder needs, especially our patients. This structure also allows us to advance and continue working on a high level of reproductive medicine.

The **organizational structure of** our company is made up of **4** pipelines (Medical Affairs, Innovation, Education and Operations) that develop their work focused on the advancement and management of the company, and **4 functional areas** (Marketing, Finance, Information Technology and Human Resources) that have direct contact with our network of clinics, the heart of our activity.

The key to our great project are the clinics that make up IVIRMA, as they allow us to provide the best patient experience and continue to be the best place to be born.

Thanks to the clinics and the daily work that all the professionals of this company perform at their respective centers, we continue to fulfil the dreams of hundreds of women and couples to be parents. At IVIRMA we work to be the best place to be born, offering the best experience to the patient and always placing them at the forefront of everything we do.

The patient's experience is a maxim for us, so we work hard to offer each of them a path to motherhood/fatherhood in the best conditions, placing continuous improvement as the core focus of our daily work.

Patients are and will be the focus of our activity. They're the ones who give meaning to everything we do. IVIRMA would not be what it is without the trust that each woman and each couple places in the people who will help them fulfil their desire.

Significant changes in the organization

Bringing assisted reproduction to any place in the world where there is a need continues to be our maxim; that is why in 2019 we opened new centers in Spain (IVI Logroño) and inaugurated the centers of IVI Málaga and IVI Ibiza. In the US, operations began in San Francisco and Los Angeles. This year also saw the disinvestment of the three Middle East centers, the centralization of all UK centres in London and the closure of the Albacete centre and branches in Gandía, Alzira and Elche.

IVIRMA's corporate strategy has been implemented to promote sustained and sustainable growth based on strategic objectives whose progressive achievement will lead to excellent results. Responding to the expectations of our stakeholders, as well as the continuous satisfaction of their needs, are the basis of this sustainable growth of the company.



OUR ACTIVITY

A city with children is a city with more life

IVI was founded in 1990 by Professors Remohí and Pellicer as the first clinic entirely dedicated to assisted reproduction, which meant that it became highly specialized in an emerging area of medicine. Since then, it **has helped more than 200,000 babies to be born** by applying the latest technologies in reproductive medicine. This has been possible thanks to the work of a multidisciplinary team of more than 2,000 highly specialized professionals in Gynecology, Obstetrics, Genetics, Biology, Andrology, Surgery, Maternal-Fetal Medicine, Anesthesia, etc.

At the beginning of 2017, IVI merged with RMANJ, becoming the **largest assisted reproduction group in the world**. As of December 2019, it has 59 clinics in 9 countries and receives patients from over 180 countries in its extensive network of clinics, which is currently the largest in the world. All this makes IVIRMA a leader in reproductive medicine. This merger process has been fundamental to remaining committed to social responsibility as a responsible way to understand and grow our business in a sustainable way.

Since its inception and right up until today, **patients have been and are the engine of our work**, so that the personalization of treatments and the experience of women and couples who place their trust in us represents a cornerstone in the daily life of our activity, thus allowing us to achieve the best results in the shortest time.

In 2019 **more than 50,000 people visited our centers** for an initial diagnosis. In addition, around **72,000 assisted reproduction procedures were performed**, including all available techniques and treatments.

At IVIRMA we are constantly working to improve our clinical results, which are audited by the independent company SGS. The certified figures for 2018 support this:



Using own eggs, in the initial attempt there is a 71.3% chance of achieving pregnancy (using all the embryos, in different transfers), a figure that reaches 95.2% in the third attempt.



Regarding ovidonation treatment, the first attempt achieves 79.6%, with the possibility of achieving a 99.2% cumulative pregnancy rate in the third attempt.

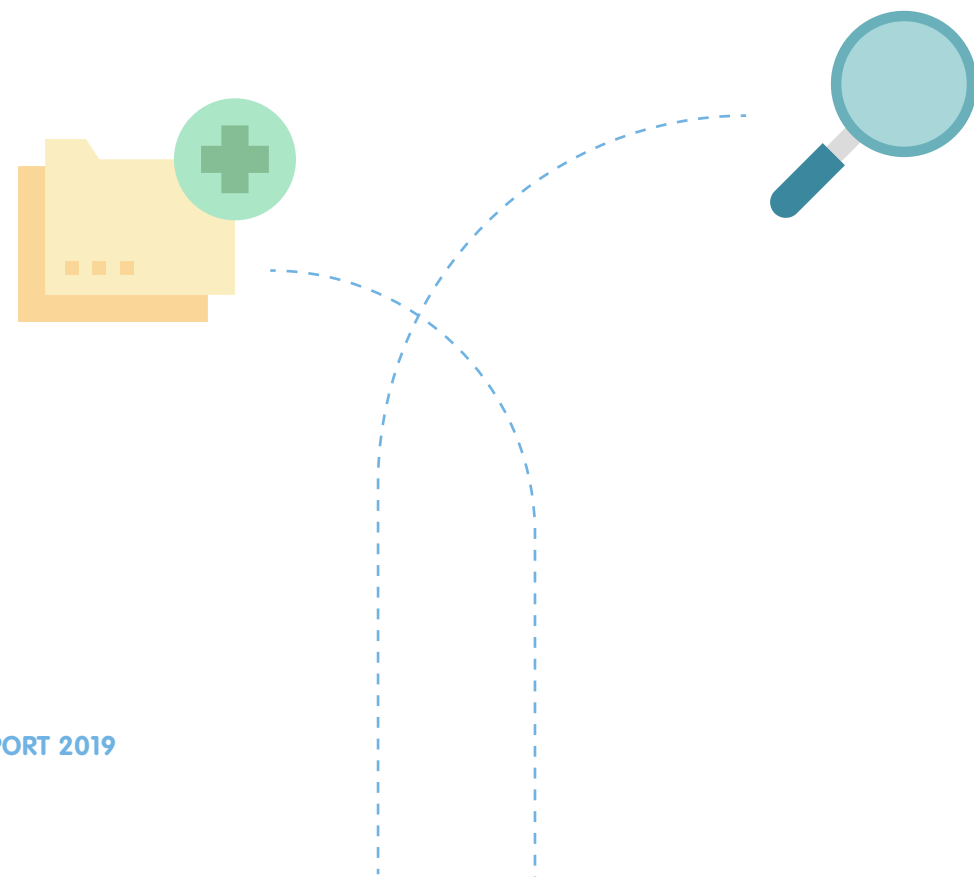
The 2019 figures will be collected in the 2020 Report via the auditing processes themselves as it is not verified until mid-2020, ensuring the necessary time in line with the treatment and pregnancy times.

At IVIRMA we have a wide range of scientific production, which has earned us some of the most important **awards** in our specialty, such as those granted by the *American Society for Reproductive Medicine*, the *Society for Gynecological Investigation*, the *Fundación Salud 2000* or the *Sociedad Española de Fertilidad*.

This recognition has its origin in the need to invest in **Research and Development** something that we have always had in mind at IVIRMA, which is why the IVI FOUNDATION was created. The research and teaching purpose of the foundation 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.

In the **network of clinics** that make up IVIRMA we carry out all the treatments and techniques available in reproductive medicine, making use of the most advanced technology and offering the most advanced tests in the reproductive sector, always in accordance with the prevailing legislation in each country.



IVIRMA has 59 clinics in 9 countries and receives patients from over 180 countries

The annual report includes data for 2019 only. Therefore, the clinics concerned are those that were active as of December, 2019.



MISSION, VISION AND VALUES

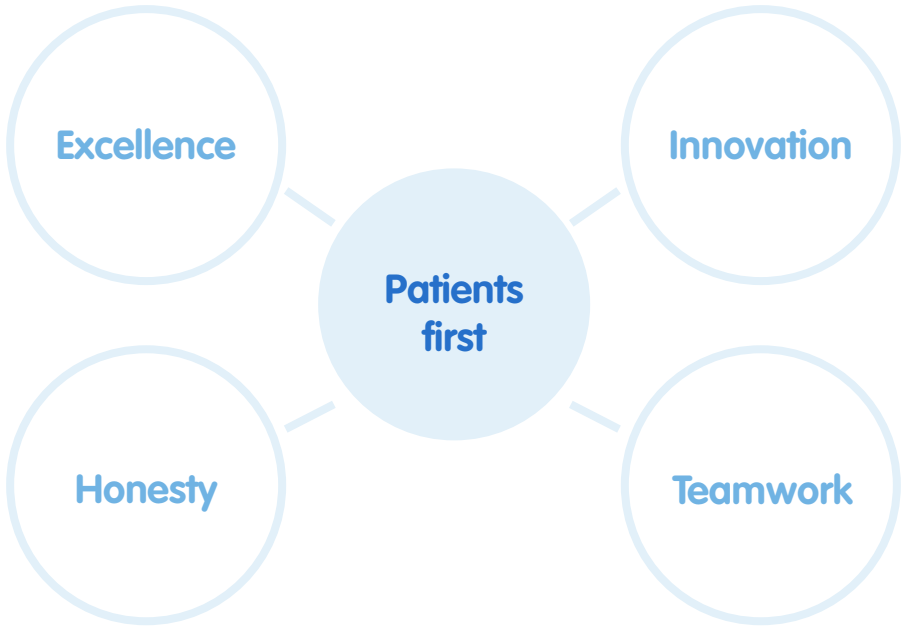
The direction and the reason for our company’s existence

The mission, vision and values of IVIRMA arose from a participatory process following the merger between IVI and RMA, which allowed us to establish the values and define as a group **who we are** and **where we are going**.

IVIRMA’s **mission** is to develop reproductive medicine at the highest level, promoting research, teaching and dissemination of knowledge and professional excellence.

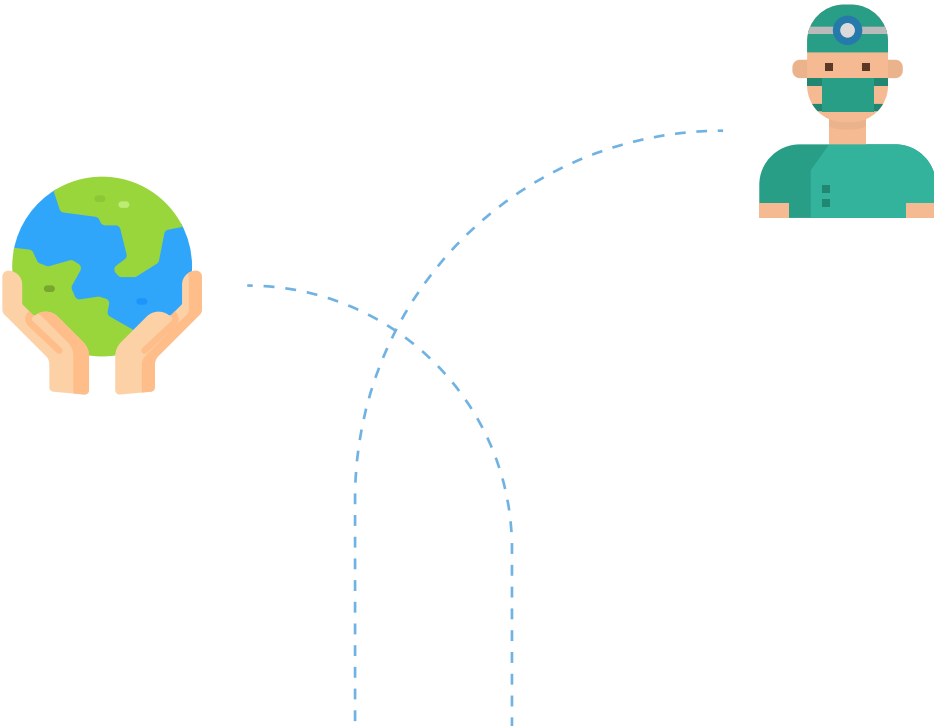
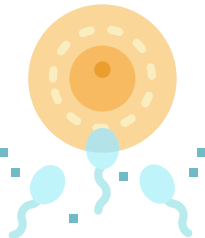
Our **vision** is to be a leading team worldwide in the field of reproductive medicine, becoming the group with the most prolific presence and with the best clinical results. We aim to be an international benchmark in quality care, research and teaching.

All this based on the development of people and team spirit as essential pillars of the project and fostering the following **values**:



During 2019, IVIRMA’s values have been extended to all processes through a project to disseminate them undertaken by the organization’s Human Resources division, with the aim of informing all professionals of the new values established. This seeks to internalize and strengthen these values in each and every company member.

The company’s action principles are enshrined in IVIRMA’s **Code of Conduct** with the aim of ensuring responsible behavior in accordance with our values.



STAKEHOLDERS

At IVIRMA we encourage an attitude of active listening with our stakeholders

Through the identification of our **stakeholders** and through our listening system, we are aware of the perceptions, risks and opportunities that allow us to hone our strategies to improve their satisfaction.

The company’s stakeholders include parties interested in and/ or affected by the performance of IVIRMA’s activities, as well as those who may directly or indirectly influence the organization’s ability to successfully implement its strategies and achieve its objectives.

We carried out the initial identification of our stakeholders in 2013 and revised it in 2018 to adapt it to the company’s new reality. During 2019, it has also been adapted to the Quality Management System.

The review process carried out during 2019 has been coordinated with the different areas involved in order to finish validating the existing communication channels with the stakeholders and their possible information needs:



Patients



Employees



Corporate Governance



Medical Community



Company



Donors



Public Administration/
Regulators



Suppliers



Media

Stakeholders

1. Patients	Communications channel	Frequency	Interest/expectations
	» Website	» Always available	<ol style="list-style-type: none">1. Ongoing search for information to choose IVIRMA2. Search for medical and corporate type information3. To be listened to and taken into account in decisions to improve4. Fulfil their desire to be parents in the shortest time and with the best guarantees
	» 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	» Throughout the patients' process	
2. Employees	Communications channel	Frequency	Interest/expectations
	» Internal Meetings	» In the majority of Business Units, fortnightly	<ol style="list-style-type: none">1. Joint work for the success of the organization2. Alignment of personal interests with corporate interests3. Reliable and plentiful information
	» Work climate surveys	» Biannual	
	» Employee portal	» Always available	
	» Notifications	» Daily / Weekly	
	» CC (Center Committee)	» Monthly	
	» "We are IVIRMA" portal	» Always available	

Stakeholders

3. Corporate Governance	Communications channel	Frequency	Interest/expectations
	» Meetings of Governance bodies	» Several times over the year	1. Need for information to make strategic decisions regarding the business
4. Medical Community	» Corporate Information Systems, reports	» Always available	
	Communications channel	Frequency	Interest/expectations
	» Conferences	» Depending on the Conferences	1. Update on IVIRMA medical procedures necessary for praxis 2. Quest for synergies in business and scientific production
	» 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	

Stakeholders

5. Society	Communications channel	Frequency	Interest/expectations
	» Communication media	» Daily	<ol style="list-style-type: none">1. Social content (quality of care, research, innovation, etc.) of the IVIRMA activity, must be transmitted2. 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
	» Marketing actions	» Multiple each year	
	» Networking of patients	» Ongoing	
	» Periodic contact with non-profit organizations with whom we collaborate	» Frequency not established	
	» Meetings with Patient Associations	» Frequency not established	
6. Donors	Communications channel	Frequency	Interest/expectations
	» Website	» Always available	<ol style="list-style-type: none">1. Medical information about the donation process2. Financial information on the payments by donation3. Non-disclosure
	» Marketing actions	» Multiple each year	
	» Medical consultation	» At least two in each treatment	
	» Social networks	» Always available	
	» APP	» Always available	

Stakeholders

7. Public administration	Communications channel	Frequency	Interest/expectations
	» Public control mechanisms » National Commission of Assisted Reproduction (CNRA)	» Ongoing in different areas » Depending on the cases	1. Necessary supervision of medical activities, issuance of licenses and authorizations
8. Suppliers	Communications channel	Frequency	Interest/expectations
	» Decisions of the Procurement Committee based on the evaluation of suppliers » Public corporate information » Exhibitions, conferences	» Annual evaluation of the Procurement Department » Always available » Periodically	1. Search for information for performance of commercial activities
9. Mass media	Communications channel	Frequency	Interest/expectations
	» Press releases » Interviews » Press conferences » IVIRMA Awards	» Practically daily » Periodically » Depending on the information » Every two years	1. Assisted reproduction as a current topic 2. Search for a permanent contact with a reputation, a benchmark in the sector

Key stakeholder engagement

At IVIRMA we encourage communications to create value for our stakeholders. In this regard, during 2019 we have continued working to reach all of them through the multiple communications in our different corporate channels.

PATIENTS

Chats and events for same-sex couples:



AUDIO-VISUAL PRODUCTION



MEDIA



SOCIAL NETWORKS (Total number of followers)



The showcasing of stakeholders is reflected in our **biennial awards**, held within the framework of our 8th International IVIRMA Congress, which recognize the scientific and journalistic work of great professionals who have marked the evolution of reproductive medicine in these specialties:

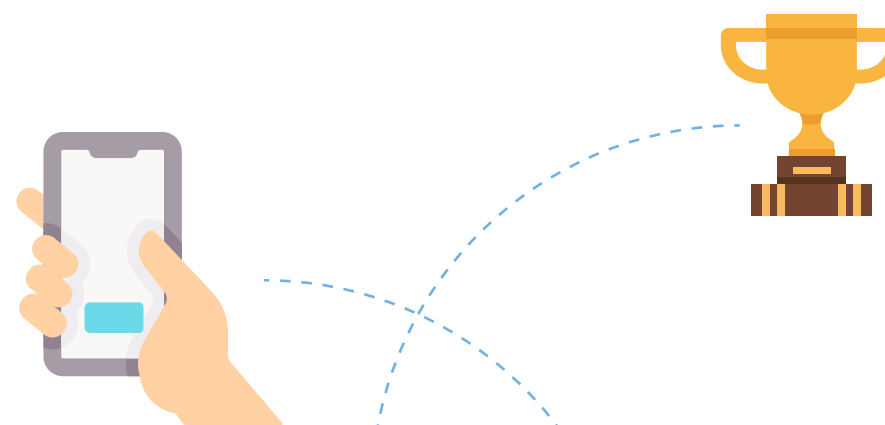
8th International IVIRMA Awards (aimed at the Medical Community)

The scientific prize we award consists of two categories: basic research and clinical research in reproductive medicine. The recognition, valued at 50,000 euros, is based on highlighting the importance of the scientific contribution to assisted reproduction, recognizing the researchers and their teams for the dedicated help in broadening scientific and clinical horizons to improve the treatments and techniques used in the reproductive sector in the future. The award is also a recognition of the professional career of the doctors and their contribution to research.

In this context, Professor Ashley Moffett received the award for the best clinical research trajectory of excellence in reproductive medicine, while Professors Nuno Costa-Borges and Manuel Tena-Sempere have received the award for the best basic scientific research trajectory of excellence in reproductive medicine.

IVIRMA Media Awards (aimed at the Media)

Endowed with an economic amount of 3,000 euros and an award consisting of a statuette representing the Venus of Willendorf as a symbol of fertility, the journalistic excellence of Sonsoles Echavarren, editor of the Diario de Navarra, and Pilar Arraiz, of Yo Dona, in the dissemination of information on reproductive medicine, has been recognized.



Acknowledgments

Acknowledgment of our work

All the work of the people who are carrying out the IVIRMA project has been recognized throughout 2019 by experts in the sector in different settings, including the world's most important congresses.

These recognitions and milestones allow us to verify that we are moving in the right direction to continually offer the best reproductive medicine and experience to our patients.

Acknowledgement as a responsible company

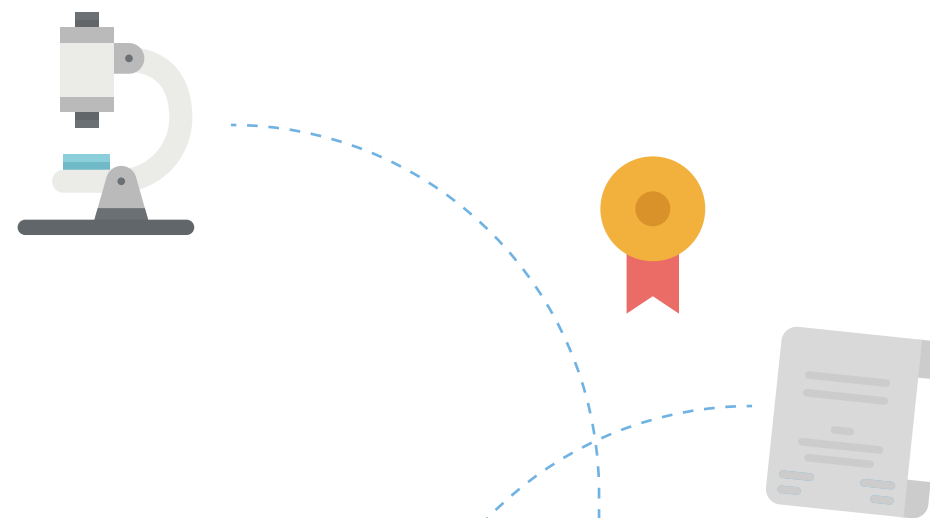
- » *Stronger Together* was the winning CSR project at the **Mediterranean Marketing Night Awards**. This action involved all IVIRMA employees, who travelled 10,000 km through the atlasGO platform which was transformed into USD 10,000 to help build a therapeutic garden for children admitted to the Virgen del Rocío Hospital in Seville.
- » *Award to the socially committed company* of the **Valencia Chamber of Commerce 2019** in the Night of the Valencian Economy.

Recognitions in the field of research

- » Recognition in the *Science, Technology and Research category* of the **Ateneo Mercantil de Valencia awards. Civil Society** in which companies and personalities that export the Valencia brand around the world are recognized.
- » *IVI's pioneering vitrification study*, among the best 25 in the history of the **American Society for Reproductive Medicine**, one of the most important in the world. This study, spearheaded by Dr. Ana Cobo - director of IVI Valencia's Cryobiology Unit - is a pioneering work at world level in terms of the clinical application of the method.
- » Recognized with *three awards* at the **75th Congress of the American Society for Assisted Reproduction (ASRM)** that reward the constant and extensive research work of IVIRMA.
- » *Four IVI studies awarded* for their innovative contributions to reproductive medicine at the **66th Annual Congress of the Society for Reproductive Research (SRI)**. The most outstanding was the work on a new progesterone recipient who won the most prestigious award given by SRI: the President's Plenary Award, from which only four researchers benefit each year.

Important milestone

During 2019, IVI Seville has made it possible for the birth of a baby who has helped cure his sister's illness. This birth was the first case in the world of HLA-compatible pre-embryonic biopsy at the blastocyst stage to cure Blackfan-Diamond anemia.



04

Commitment to
sustainability



COMMITMENT TO SUSTAINABILITY

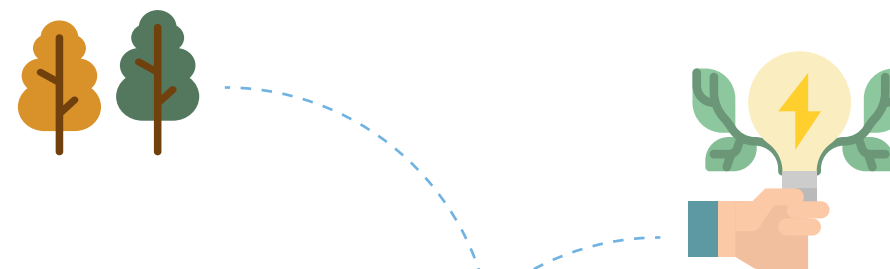
At IVIRMA we are committed to the present and the future

We create life every day and we want to do it responsibly. That is why we created the **CSR and Sustainability Committee** more than 15 years ago and, since its inception, we have not ceased to promote innovative initiatives to generate value for society. We accompany our patients towards motherhood or fatherhood, and we want this path to be as sustainable and responsible to the environment, to people and to society as possible.

In lockstep with this commitment to sustainability, we have been helping to create families for 30 years and helping to make **#the best place to be born** possible. A path that we have built every day with our social and environmental commitment. In fact, at IVIRMA we work to make the path to motherhood a sustainable one, a path that begins even before a patient enters our centers, through our internal processes and our commitment to our professionals, placing each patient at the core of our activity.



And this path goes on, it travels beyond. Once our patients leave our clinics, we continue to create a legacy through our commitment to social projects that help solve the problems that concern us as a society. Our very commitments stem from that path. At IVIRMA we are both concerned by and committed to the present and the future



STRATEGY AND RISK MANAGEMENT

Strategic planning

IVIRMA’s strategy is articulated through strategic plans that translate into action plans in the company’s different areas. The purpose of this management is to be able to respond to the company’s strategic goals.

In this regard, we have a **strategic plan** with defined objectives based on three fundamental pillars that make up our **IVIRMA virtuous circle**: the talent of our professionals; clinical results, and research and innovation.



The strategic goals that guide IVIRMA’s actions based on these three pillars are as follows:

- » Increase our conversion rates.
- » Increase growth to take reproductive medicine anywhere.
- » The clinical excellence and efficiency of our operations.

During 2015-2018 the IVIRMA group carried out an **internal and external analysis**, involving the Board of Directors and the Steering Committee, with the aim of finding strengths and weaknesses, as well as opportunities and threats. The main conclusions drawn from this analysis, which remain valid today, were the following:

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.

Based on the strategic plan, the different specific areas of IVIRMA draw up management-approved **annual plans**, which set out the goals for each area. These plans are regularly monitored to verify their compliance.

At IVIRMA we always ensure we allocate resources to economically sustainable projects when we open a new clinic or start a new business. We do this by carrying out a **profitability, feasibility and potential risk analysis**, with a 5-year business plan. In addition, the business is monitored to identify areas for improvement and potential risks.

We **monitor** all **IVIRMA clinics** on a monthly basis. This analysis, which is conducted at a global level, allows us to know the evolution of the clinics and to introduce actions for improvement.

Likewise, in our strategic approach we take into account the key factors and trends that may affect the future performance of the company and the determining factors that could affect the evolution of our activity, such as legislative changes, fluctuations in the population pyramid, variations in policies that affect public health and more specifically the field of assisted reproduction, or the increase in competition in the reproductive sector.

Management system policy

At IVIRMA we have defined the **Management System Policy**, which dovetails with our mission, vision, values and strategic management.

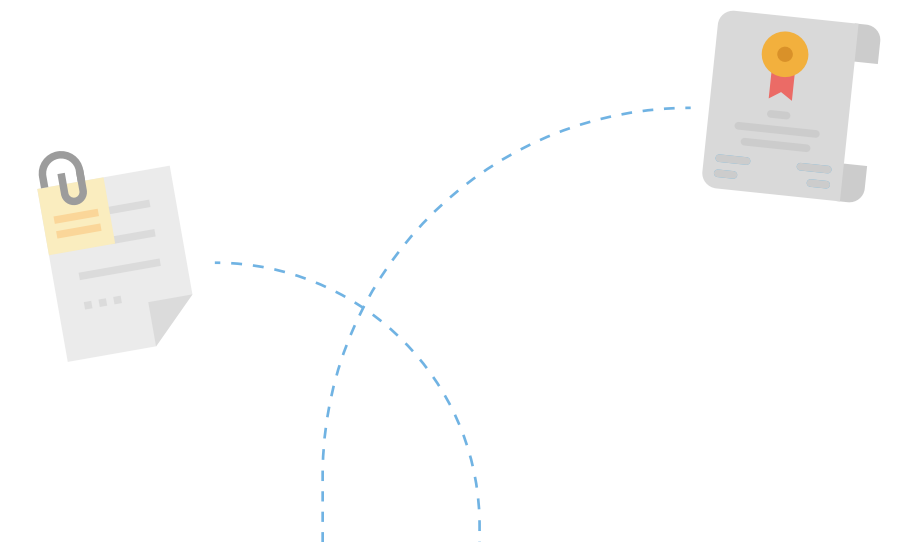
The policy establishes the basic lines of quality management and risk management and sustainability, which all staff know and must respect and accept:

- » CSustained and sustainable **growth** based on excellence and innovation.
- » **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.
- » To offer **personalized and highly specialized care** in order to exceed the expectations of patients and, consequently, secure their satisfaction.
- » IVIRMA regularly reviews the Management System and is

committed to **ongoing improvement** and the incorporation of the KAIZEN culture throughout the organization.

- » To improve the **skills, motivation, safety culture and satisfaction** of our professionals that, in turn, will lead to enhanced patient satisfaction.
- » To actively contribute to the **protection of the environment and the prevention of pollution**, adopting all necessary measures to avoid or minimize the environmental impacts from the consumption of natural resources and the generation of waste in our activities.
- » To **guarantee service quality** through compliance with legislation, regulations and national and international recommendations.

The policy applies to all clinics in Spain, Italy, Portugal, United Kingdom and LATAM. The last review of this Policy was in November 2017 and a further review is planned during 2020.



Quality and risk management system

Our **Quality and Risk Management System** has been developed in accordance with the requirements established in the UNE-EN-ISO 9001, UNE 179007 standards for laboratory quality management and the UNE 179003 standard for patient safety management.

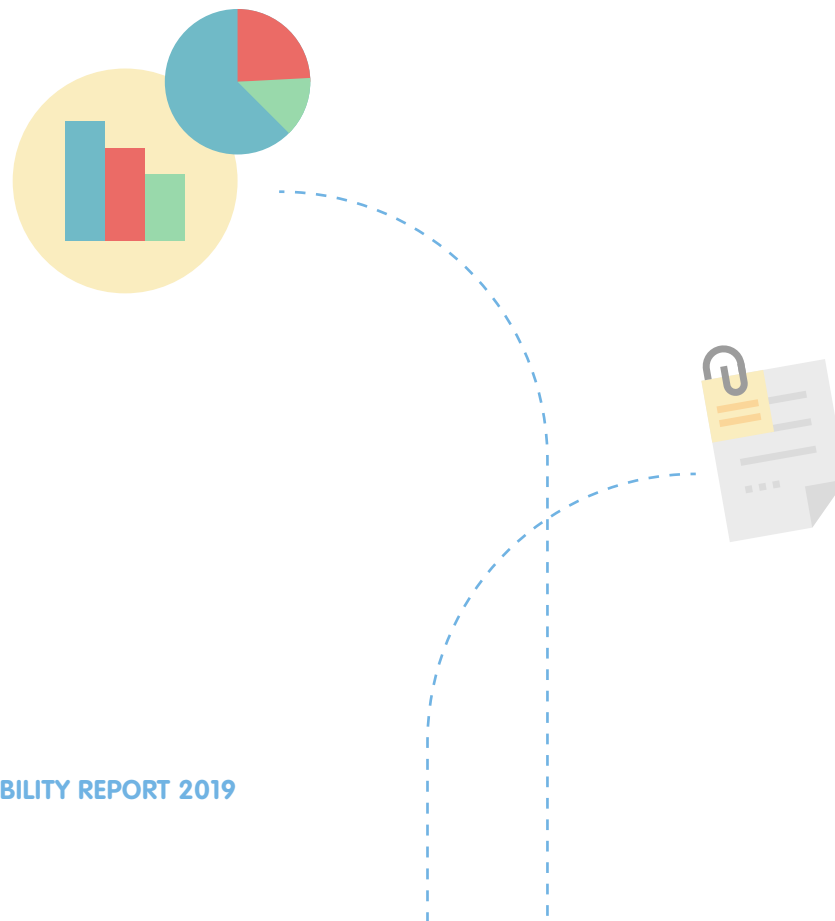
The Quality and Risk Management System is reviewed and audited every year (internally and externally). The **scope** of the system includes the provision of reproductive medicine, gynecology, obstetrics and andrology services.

Below are the IVIRMA centers that are certified with the Quality and Risk Management System by an independent certification body. The standards on which these certifications are based are also specified:

- » ISO 9001: Headquarters and clinics in Spain*, Lisbon, Panama and Chile
- » UNE 179007: Headquarters and clinics in Spain*
- » UNE 179003: Headquarters and clinics in Spain*

* Due to their recent incorporation into the group, in 2019 the new clinics of IVI Vitoria, IVI Ibiza, IVI Madrid-Centro and IVI A Coruña were excluded from the scope of the Quality and Risk Management System certification. They are expected to be incorporated into the 2020 certification.

The services provided by IVIRMA are focused on offering patients an extensive range, with the utmost quality and safety within the field of assisted reproduction.



In 2019 the organization renewed the ISO 9001 certification of the centers in Spain. In addition, in 2019 the clinics in Spain renewed the QH (Quality Healthcare) seal of the Institute for the Development and Integration of Health.

Within this framework, we have developed a strategic planning process through which an analysis of the internal and external context is carried out and objectives and lines of improvement are established.

IVIRMA's **process map**, reviewed in April 2019, includes 39 quality processes divided and classified according to their type: strategic processes, key processes and support processes. Pertinent information on germane internal and external issues is systematically updated through these processes and sub-processes that make up the Quality Management System.

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.

Quality management and patient safety in our clinics are two key lines to guarantee their success. The general medical management of IVIRMA has established a frame of reference to focus towards the goal of obtaining risk-free healthcare.

To comply with the requirements of the patient's Quality and Risk Management System and to continue to guarantee its maintenance when changes are made to the system itself, at IVIRMA we plan actions to deal with risks and opportunities. By controlling the care processes listed below, we guarantee maintenance of the system every time changes are made:

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

Through a control procedure, the Quality and Risk Management System deals with any non-conformity or incident detected by IVIRMA staff that affects or could affect the quality of service or safety of the patient. This is recorded, establishing the appropriate treatment, and proposing and implementing corrective actions to eliminate the cause of such non-conformities. In addition, this process is subject to internal and external audits to ensure continuous improvement.

Within the framework of this system, a **risk analysis** has been carried out in which those risks to which the patient may be subject have been identified and specified in a **risk map**, carried out according to FMEA methodology (Failure Mode and Effect Analysis). For each risk, the severity of the risk, the detection capability and the frequency of occurrence have been assessed to obtain a risk index that has enabled us to classify the risks detected as: acceptable, moderate, severe and extreme. The risks with the highest priority are those that can seriously affect the patient's health and safety.

Based on the classification of risks, **treatment plans** have been defined for moderate and severe risks. These plans are reviewed each year and their implementation is monitored.

Moreover, we are currently working on the possibility of implementing a new **system for corporate risk management** (CRM), which will allow us to identify the main risks and controls of the company, assess them, evaluate them and create response strategies that maximize our capacity to generate value and allow us to improve our corporate processes.

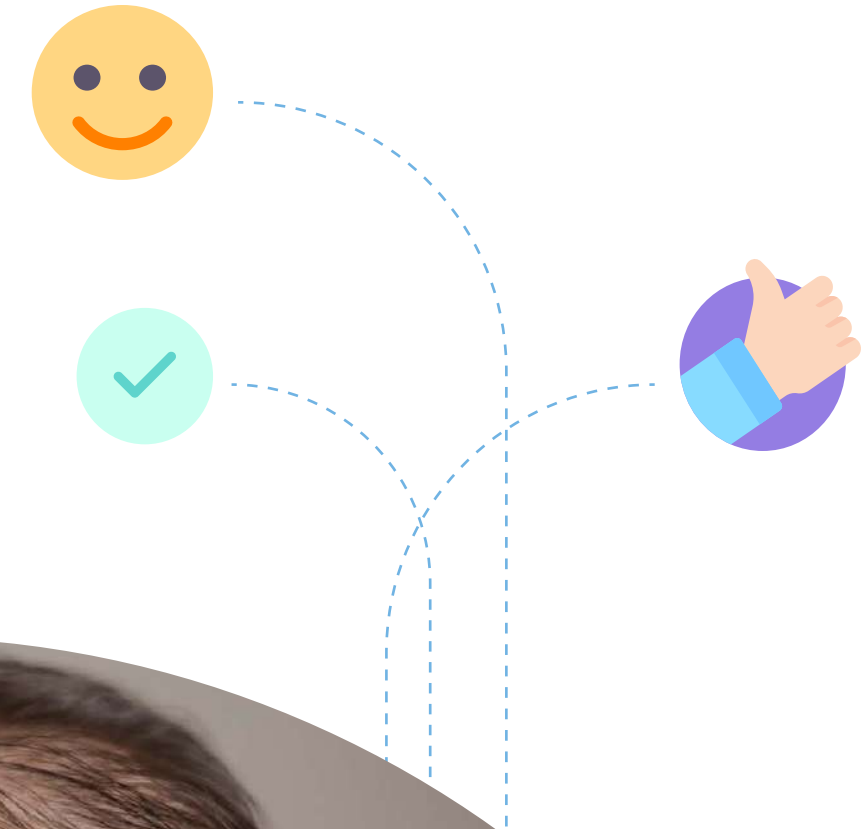
Evaluation of our patients' satisfaction

At IVIRMA we conduct **surveys** to find out the level of satisfaction of patients and donors with the service provided, as detailed in chapter 6 of this report. Surveys are usually carried out at the end of the treatment, and web-based surveys are also carried out using a short questionnaire that is sent after the patient calls for an appointment at the contact center and following the initial visit.

Moreover, the protocol and the results of the evaluation of patient and donor satisfaction are shared with the Clinical Management and the Operations area, who are responsible for forwarding this information to the highest governing body, if deemed necessary, through the relevant meetings or existing communication processes.

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.

At IVIRMA, patient satisfaction is a key issue for the company, that's why their opinion always matters to us



Criminal risk compliance and prevention model

Following the entry into force of Organic Law 1/2015, of March 30, at IVIRMA we developed and introduced a **criminal risks compliance and prevention model**. 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.

IVIRMA's compliance and criminal risk prevention model has been implemented in three phases: the first related to identification of criminal risks that could affect the group, the second in which existing controls were identified and the third in which a compliance manual and an action plan were prepared in relation to the criminal risks and controls identified in the first and second phases.

The **compliance manual**, prepared in the third phase, sets out the model of compliance and prevention of criminal risks, and contains:

- » The list of criminal impact risks affecting the group.
- » The controls in place to mitigate these risks.
- » The general action principles (within the framework of the action plan), to respond to them.

The compliance and criminal risk prevention model is currently being applied in Spain and we are working to extend it to the other countries where the company operates.

At IVIRMA we also have a **Code of Ethics and Conduct**, which sets out the company's values, as well as guidelines for the behavior to be followed by professionals and employees. In particular, this code contains the conduct guidelines that direct and govern the behavior and daily work of staff. More information about our Code of Ethics and Conduct is provided in Chapter 10 of this report.

The main objectives of this compliance and criminal risk prevention model are:

- » that it be 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.
- » facilitate 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.

To respond to these goals, we have developed a **compliance channel**, a mechanism through which the workforce, clients, suppliers and subcontractors can report any irregularities that could jeopardize the company.

At IVIRMA we have a **Compliance Committee**, which is separate from the administrative body and was created to guarantee the independence, effectiveness and operation of the compliance and criminal risk prevention model. One of its functions is to supervise compliance with the Code of Ethics and Conduct.

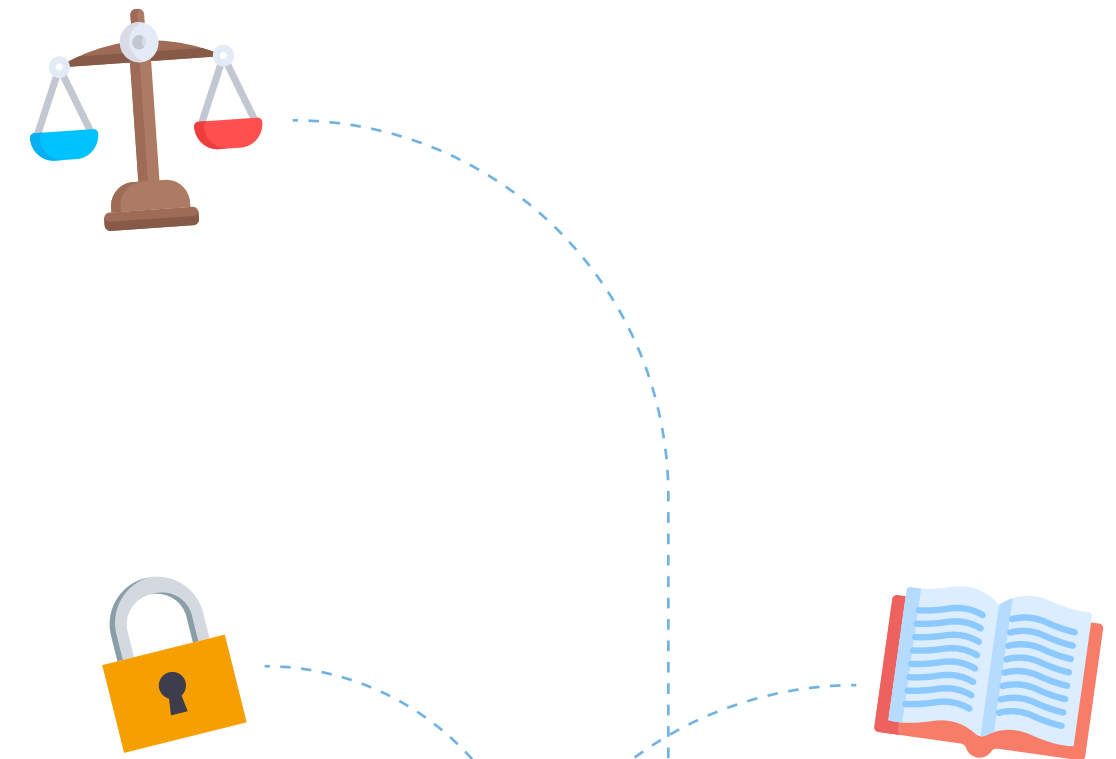
In line with the guidelines taken by the group, an Internal Audit and Compliance team was formed in 2018 with the aim of continuing to work globally in this area. In addition, the Global Head of Audit, Compliance & Legal reports directly to the Board, which ensures that the compliance function is present at the highest levels of the Group.

Identification of criminal risks

In the process of identifying **criminal risks**, the following risks inherent to the type of activity carried out by IVIRMA were found, which have been classified according to the area or department of the organization that may be affected:

- » 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.

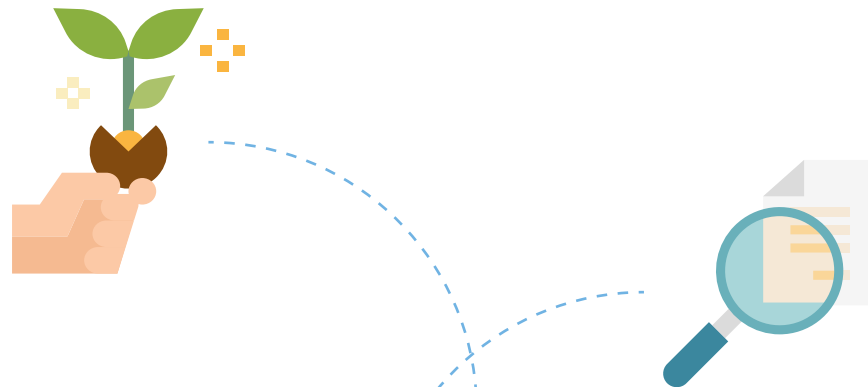
The compliance committee has not been notified of any cases that could be considered crimes since the implementation of the compliance and criminal risk prevention model.



Identification and assessment of environmental aspects

The IVIRMA clinic in Mallorca has an **Environmental Management System** based on the ISO 14001:2015 standard. Based on the requirements of this standard, the environmental aspects that, from a life cycle perspective, could affect our surroundings and the environment have been identified and assessed.

This assessment is performed every year, taking into account resource consumption, waste generation (hazardous and non-hazardous), discharges, atmospheric emissions and noise; and assessing the degree of potential pollution, the quantity or volume, the clinic's actual capacity for action, and the grievances or complaints received.



In the **identification and assessment of environmental aspects** carried out in 2019, the following have been determined as significant environmental aspects:

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

In addition to the Environmental Management System, during the first half of 2019 an environmental **diagnosis** was carried out to help establish a reference model against which to measure the environmental development of each clinic and of the company as a whole. The environmental diagnosis undertaken at our clinics during 2019 is detailed in chapter 8 of this report.

Data protection

In IVIRMA we have the figure of the Data Protection Officer (DPO) and an action plan has been defined in relation to data protection. During 2019 the figure of the DPO has been introduced in the rest of the European countries.

These measures have been taken in response to the data protection regulation in Europe, which was managed on the basis of a risk analysis and the implementation of corrective measures.



Risks associated with management of supplier companies

IVIRMA's suppliers are also assessed annually within the framework of the Quality Management System. This assessment is carried out on the basis of the following aspects:

- » Compliance with the quality criteria of the product, service or work.
- » Compliance with the delivery terms.
- » Attitude of the supplier company.
- » Administrative management.

Suppliers are classified into 14 categories, depending on the product or service they provide, and they are assessed on the basis of their risk (high, medium or low). The risk classification of suppliers according to the product and/or service supplied has not changed with respect to the previous year. This classification is shown in the table below.

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.
	Maintenance: common equipment and facilities
Low risk	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 **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. In addition, Management carries out internal audits and reviews of the management system on an annual basis.

During the first three months of the year, each management department, together with the QA coordinator, carries out a system review of its clinic. This review results in the improvement of the system based on new targets, indicators and action plans that are in turn reviewed by IVIRMA management, which approves or modifies them as it sees fit.



External initiatives and affiliation to associations

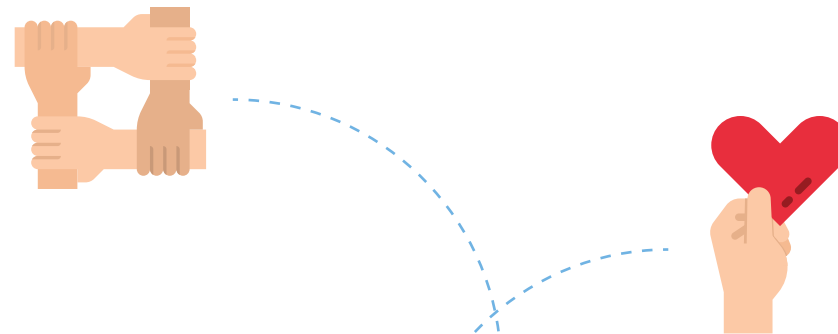
The presence of IVIRMA at meetings, courses, conferences and congresses around the world is a very common practice among our professionals, since it is in these forums where we exchange knowledge and experience with fellow colleagues in the profession and shape the future of assisted reproduction. This allows us to constantly move forward and offer the best fertility solutions to our patients. In this regard, in 2019 we have attended the following congresses:

We share experience and knowledge in order to offer the best solutions to our patients

- » **European Society of Human Reproduction and Embryology (ESHRE)**
- » **American Society for Reproductive Medicine (ASRM)**
- » **Kinderwunsch Tage Berlin**
- » **CME Akademos Bühling Kongress Mallorca**
- » **Reprofacts Frankfurt**
- » **Desire d'Enfant (Paris)**
- » **Fertility Show London**
- » **MSD Fortbildung (ART) Berlin**
- » **FertiForum (Theramex) Mainz**
- » **FertiProtekt Berlin**
- » **Leap into Life Symposium (Theramex) Berlin**

In addition, IVIRMA in the USA is affiliated to the following programs:

- » **Ovatures egg donation program**
- » **NexCCS**
- » **Be Well**
- » **Attain® IVF**
- » **Advanced Reproductive Care (ARC Fertility)**
- » **American Society for Reproductive Medicine (ASRM)**
- » **Society for Assisted Reproductive Technology (SART)**
- » **Human Rights Campaign**
- » **The Foundation for Embryonic Competence**
- » **Family Equality**
- » **Babs Siperstein PROUD Center**



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 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 meetings with other organizations to establish synergies and partnerships and form part of actions that generate notoriety and recognition of the organization.

In addition, we are part of 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.

We believe in the role of the company as a source of wealth and social welfare and, accordingly, we consider the role of entrepreneurship as a factor in the development of society to be essential. In this sense, we are part of the University-Business Foundation of the Universitat de València (ADEIT) where, among other issues, we collaborate with the Chair of Business Culture in different actions for the development of the entrepreneurial spirit among young people and the support and mentoring of business projects. We also collaborate in the mentoring program of the Faculty of Economics of the University of Valencia.

Moreover, since 2017 we have formed part of the Responsible and Sustainable Businesses Club (CE+RS) of the Valencian Community, to promote social and business responsibility in the region.



05

Analysis of materiality

and integration
of sustainable
development
objectives

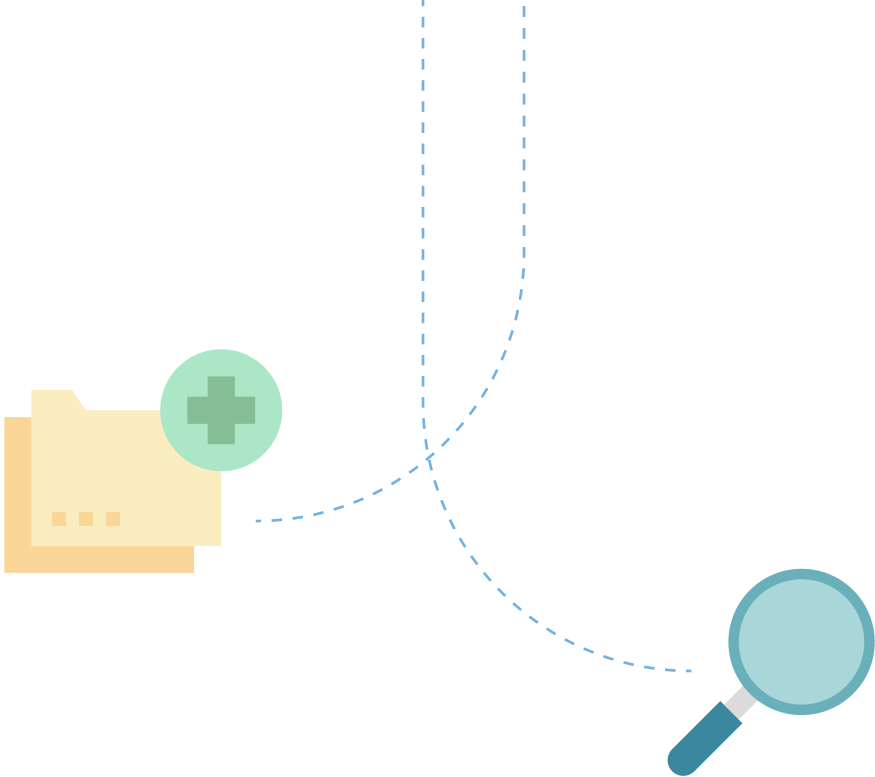


MATERIALITY ANALYSIS

The Global Reporting Initiative (GRI) establishes the bases for the elaboration of a **materiality study**, with the aim of ensuring that the information contained in the Sustainability Report is reliable, comprehensive and balanced. In this regard, in order to prepare our report and determine its content, we carried out a materiality study during 2019, featuring participation by the different stakeholders of the organization (referring physician, patients, employees, providers and a member of a Foundation). This study, which served as the basis for the preparation of the 2018 Sustainability Report, has been reviewed to verify its validity in the context of the preparation of this report.

The final aim of this process carried out in 2019 was to respond to the interests and expectations related to sustainability for our stakeholders through our report, gathering, in turn, the most relevant economic, social and environmental aspects for IVIRMA.

To identify these more relevant aspects or material issues, we use the following methodology:

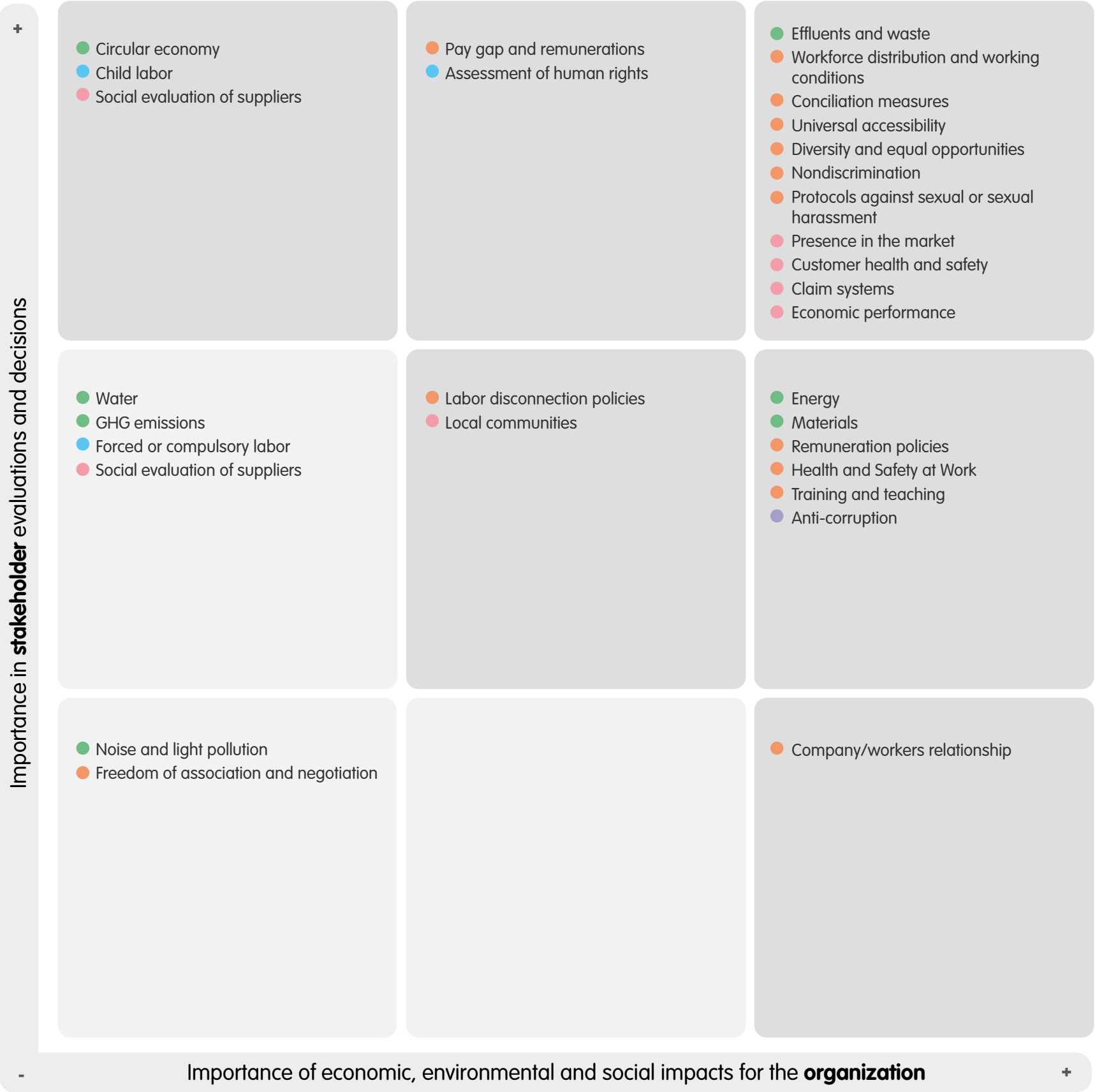


The result of this participatory process was the development of the **Materiality Matrix**, which reflects the degree of importance of the issues considered during the study in terms of:

- » 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
- Social and personnel issues
- Respect for human rights
- Fight against corruption and bribery
- Company information

- Material aspects
- Non-material aspects



The results obtained thanks to this matrix have been taken into account in the preparation of the Report, where we have ensured that the treatment of these aspects and their scope covers significant economic, environmental and social impacts and that it meets the expectations of stakeholders, also responding to the requirements of **Law 11/2018 on non-financial information and diversity**.

In addition, and within the framework of application of Law 11/2018, 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.

Materials 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

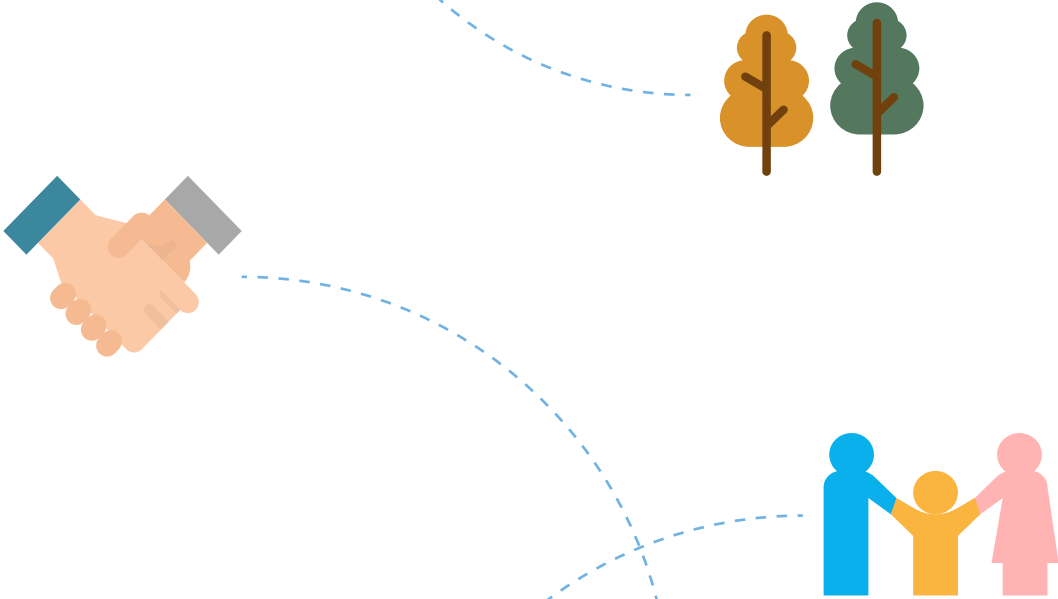
- » Distribution of the workforce and working conditions
- » Remuneration policies
- » Pay gap and remunerations
- » Labor disconnection policies
- » Reconciliation measures
- » Occupational health and safety
- » Company/workers relationship
- » Training and teaching
- » Universal accessibility
- » Diversity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

Respect for human rights

- » Assessment of human rights
- » Child labor

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	



Integration of sustainable development goals

During 2015, the United Nations General Assembly adopted the **Agenda 2030 for Sustainable Development**, an action plan in favor of people, the planet and prosperity, which also aims to strengthen universal peace and access to justice by promoting partnerships.

This action plan came into force in 2016 and is a call to action for states, citizens and businesses, considered key agents for development.

Agenda 2030 sets out **17 Sustainable Development Goals (SDGs)** covering the economic, social and environmental spheres and incorporating the global challenges we face as a society.

With the aim of being part of these key agents for development and aligning ourselves with Agenda 2030, we have identified the priority SDGs from their relationship with the material issues related to sustainability for IVIRMA.

As a result of aligning the SDGs with the material issues, we have identified the following priority objectives for IVIRMA that have been considered in establishing the content of this report:

SDG priorities for IVIRMA



Below is a breakdown of the material issues related to sustainability for IVIRMA, their relationship with the Sustainable Development Goals and how they are addressed throughout the contents of this report.



Material aspect	SDG	Report section
» Client health and safety » Occupational health and safety		Committed to our patients Committed to people Committed to risk management and safety


Material aspect	SDG	Report section
» Training and teaching		Committed to people Committed to society

Material aspect	SDG	Report section
» Diversity and equal opportunities » Protocols against sexual- or gender-based harassment » Pay gap and remunerations		Committed to people

Material aspect	SDG	Report section
» Energy		Committed to the planet

Material aspect	SDG	Report section
» Distribution of the workforce and working conditions » Reconciliation measures » Remuneration policies » Assessment of human rights » Labor disconnection policies » Company/workers relationship » Child labor		Committed to human rights Committed to people

Material aspect	SDG	Report section
» Universal accessibility » Nondiscrimination		Committed to people Committed to human rights

Material aspect	SDG	Report section
» Effluents and waste » Materials » Circular economy » Social evaluation of suppliers		Committed to the planet Committed to society
Material aspect	SDG	Report section
» Market presence » Economic performance » Anticorruption » Grievance procedures » Local communities		Committed to ethical management Committed to society Committed to human rights
Material aspect	SDG	Report section
» Local communities		Committed to risk management and safety Committed to ethical management Committed to society



06

Committed to
patients



COMMITTED TO PATIENTS

At IVIRMA we are clear that **the patient comes first**. Patients represent the heart of our project, which is why every new advance, every technique, every study and every new result that we work on at IVIRMA aims to offer the best experience to the people who place in us their desire to be parents. We share with them the love for life and we fight to make the world a healthier place and a hopeful future for the babies we help bring into the world, making IVIRMA **the best place to be born**.



Patient Experience Project

The patient is always at the center of our activity. This philosophy pervades each of our values and governs the daily work of all our professionals, who seek to provide patients with the utmost safety and best guarantees, leaving patients satisfied. Continuous improvement is key to our activity, more than an obligation or a necessity it is already a habit, and it allows us to continue leading the field of reproductive medicine.

As part of this we have the Patient Experience project. This is an initiative that was born out of the need to optimize and continue improving processes, offering patients a **personalized, comprehensive experience adapted to their needs**. An overarching task, involving all areas of IVIRMA, with a clear and common vision: to **be leaders in patient experience**.

We work hard to ensure that this vision, mission and values guide our steps towards the common goal shared by all IVIRMA's workers: to **place our patients at the forefront of our activity and ensure that their satisfaction is our priority**.



WE CONTINUE TO MAKE PROGRESS IN DIGITIZATION

Back in 2017 we introduced the **patient portal**, to avoid printing documents and to guarantee the security and confidentiality of the data related to their clinical records. The portal allows us to share with our patients the most relevant information of their clinical records and we add new documentation each year. In addition, we work to optimize this tool to provide the patient with the finest experience on their way to motherhood or fatherhood, with personalized, expeditious and immediate services that respond to their needs.

To further advance digitization, documentation regarding first visit reports, quotations, consent, test results, reports and other direct communications with the medical team were added to the patient portal in 2018. During 2019 we have continued to expand the documentation available on the portal and have added the **satisfaction surveys** after the call for an appointment for the first visit and once this has taken place.

Also during 2019 we have introduced the integrated **video call** for the initial visits through the portal, which reduces the need for travel by patients.

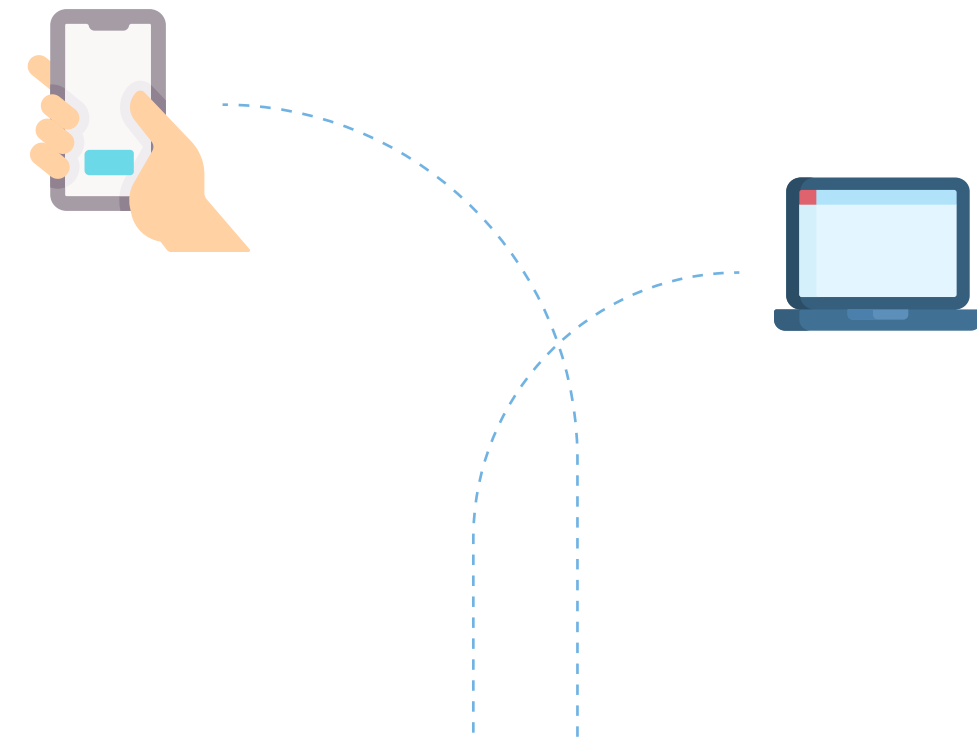
Another advance in digitization has been the pilot test of the first remote signature by SMS, a process that allows patients to complete the necessary questionnaires by email and sign them by SMS.

We are implementing new tools to continue to guarantee the safety, confidentiality and comfort of our patients

Our commitment to patients

Reproductive processes are delicate, sensitive, emotionally tough and sometimes longer than we expect. We know that we hold in our hands probably the most important desire of the women and couples who attend our clinics: the creation of a life, the arrival of that longed-for baby.

Therefore, we offer patients a portfolio of personalized services, adapted to each case, and we always seek to give them the best guarantees and safety for their peace of mind.



IVIRMA: A pro women organization

Women occupy a central place in that commitment to patients. We are a pro-women company and have been focusing on them for almost 3 decades. Women are the ones who give meaning to the work we perform; they are the undoubted driving force of our activity and the reason for our existence. Women's trust in IVIRMA's professionals to accompany them on their **journey towards motherhood** is key to the success of the business.

During 2019, we have reinforced this commitment through the following **milestones** that demonstrate it:

#IVIMujer round tables

Throughout 2019, we have organized 3 **#IVIMujer** round tables, in Valencia, Madrid and Barcelona, by 3 women's magazines (Marie Claire, Vogue and Telva, respectively). These round tables have outlined the different scenarios in which women find themselves today and the social, political, economic or cultural factors that influence their decisions.

Fertility Day Endometriosis

In November we organized a meeting in Spain to raise awareness of endometriosis, a disease that affects 1 in 10 women and currently has no cure.

Doctors Juan Antonio García-Velasco and Ana Cobo took part in the colloquium, along with the testimony of sisters Pombo, Lucía and Marta, who wanted to share their experience with attendees, showing the reality of the disease from the point of view of awareness, encouragement and overcoming.

Guide for single-parent families

Last November we launched **The best decision**. This guide was created so that any woman who decides to become a single mother can have a document to support and answer her most frequent concerns. This document was made public at a press breakfast, supported by Monica Cruz (a single mother by choice) and hosted by presenter Nuria Roca. They were joined by important figures in the field of single motherhood, who were able to share their opinion and point of view.

Women occupy a central place in IVIRMA, because they embody our company's work



Campaign for motherhood after cancer

In addition to breast cancer month, we wanted to publicize the technique of vitrification, which allows sustainable preservation of the fertility of cancer patients. For this reason, we have launched an awareness campaign through the brand's own channels, as well as in social networks and digital media.

Fertility Days

During 2019, we have held open days under the name of Fertility Day. This is an opportunity for patients at all our clinics to meet with a team of experts to talk, learn more about us, answer any of their questions and take a guided tour of the facilities of our centers.

"Essere Mamma Oggi" Event

During 2019, we organized an event called Being a mother today at the Majestic Hotel in Milan. We invited journalists from Italian women's magazines, newspapers and influencers, with the aim of deepening the understanding of what it means to be a mother today, from the differences with the motherhood of the past to the choice or obligation of women today to have children increasingly later, for social, work, economic or personal reasons.

IVI Chats

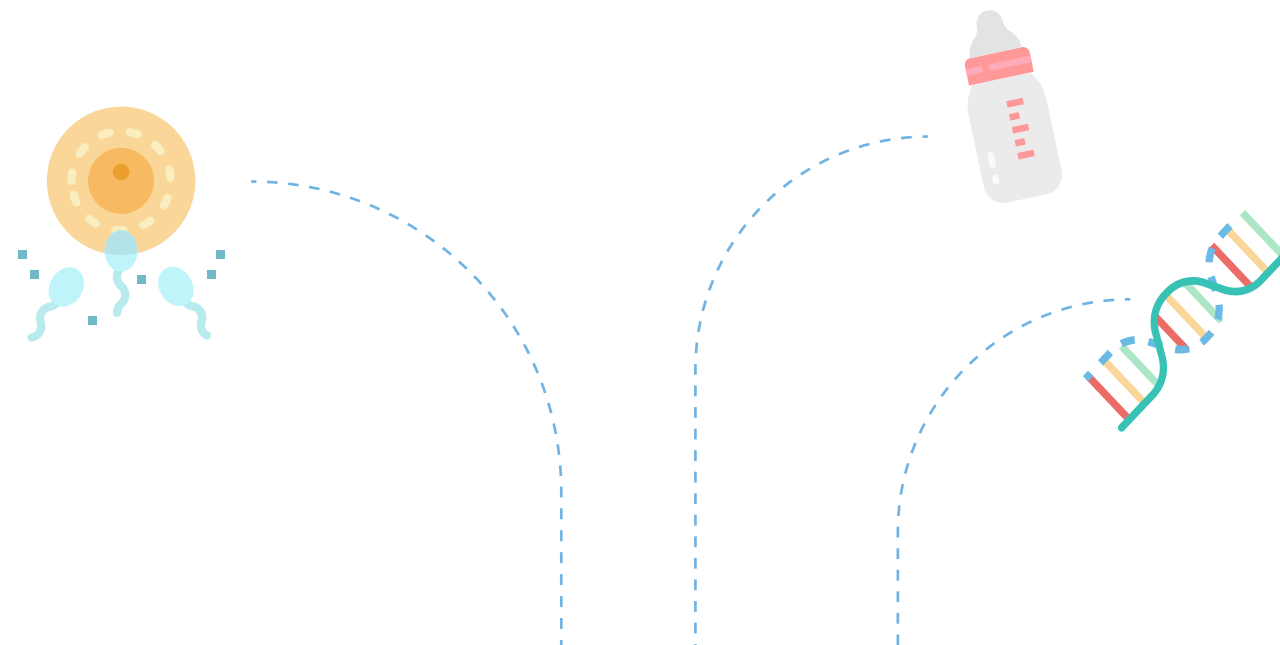
This initiative came about as a desire to bring science closer to life and to break down potential barriers between specialists and the general public in a complex area such as assisted reproduction. IVI Chats links IVIRMA professionals with patients and professionals from other sectors with the aim of speaking, listening and learning. In 2019, we had several specialists and patients who placed their experience at the service of others.

#Sharingexperience

A platform born to connect with people. It is a container of emotions, a space that seeks to show the closest and most human side of IVIRMA, bringing medical issues closer and explaining our processes to patients and potential patients in a simple way.

Infertility Meet up in Panama

In June, as part of Infertility Month, we organized a Meet Up (digital meeting) in Panama to talk about the importance of making this disease visible and providing psychological support. The possible reasons why it is still a taboo subject in Panama and the different social, political, economic or cultural factors that influence to keep nourishing this taboo and how to break them were analyzed.



US Campaign as part of the National Infertility Awareness Week

The campaign organized in the context of National Infertility Awareness Week focused on an emotional video of IVIRMA patients telling the camera how infertility made them feel. The visitors, people from all over the world, were asked to leave words of support for anyone struggling with infertility today. The goal is to help those struggling with infertility to feel supported and make them feel part of a community, to share with them that they are not alone and to empower them. The campaign received the award for the best promotional website of 2019 from WebAwards.

Fertil-a-Chat in the USA

Under the motto "Are you looking for additional support? Do you want to connect with others who receive support?" **Fertil-a-Chat** was launched, a space that helps answer popular questions and shares tips and tricks to make the fertility journey less stressful. There you can share conversations with others who are experiencing similar situations and get support from the women, men and couples who have conquered their journey. Fertil-a-Chat meets every month, either in person or online.

RMA support group for women with fertility problems in the USA

During 2019 we launched a project to support patients with infertility problems that takes place every third Wednesday of the month, under the slogan **Find Comfort When You Need It: The RMA Support Group for Women Coping with Infertility.**

IVI BEM-ESTAR - Os dilemas da Mulher Moderna

Also in 2019 we organized the event **How women's empowerment influences the decision to become a mother.** The conference was attended by 5 health professionals and dealt with issues such as professional life and late motherhood, and the preservation of fertility and the most appropriate time to do so, among others.



Health and safety of patients

At IVIRMA we know that each patient is unique, which is why we adapt to each person by offering them individualized treatment and work to facilitate the process and **guarantee their health and safety** during treatment.

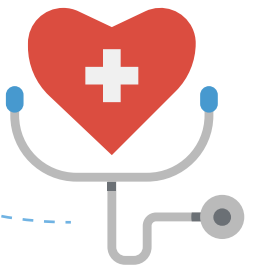
Risk removal, analysis and elimination allows us to offer the **highest quality and excellent service**, with the aim of being a benchmark in **quality care**. The shared medical decision, the creation of a safe environment and process for the patient, based on implementing the necessary controls, indicators and reviews to notify, prevent and mitigate the risks identified, form part of the essence of our and enable us to work towards achieving our goal.

The provision of services to patients is carried out in accordance with the procedures of our **Quality Management and Patient Safety** system, which is certified in Spain within the framework of the **UNE 179003** standard for **patient safety management** and where we are considering extending this certification to all the group's clinics in the coming years.

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..**



New service from IVIRMA: Perfect Match

During 2019 we unveiled our new **Perfect Match** service, which offers greater safety and peace of mind to our patients based on the phenotypic analysis, genetic and biometric scan of our donors.

This global project on patient safety aims to develop different kinds of plans and actions that can prevent adverse effects of any kind on patients, their samples and babies born thanks to the techniques used.

The service establishes how to **correctly identify patients** in the Matcher system so that traceability with their reproductive samples (whether in the operating room, transfer room or andrology labs) is complete and secure.

Creation of the genetic counseling service

During 2019, the Genetic Counseling service was created within the group, to provide **guidance and advice on genetic issues to our patients**, either to analyze the case and propose an approach (tests to be performed, family members to be included in the study, special permits from the Ministry of Health, etc.), as well as to explain the findings obtained and the risks and implications of the decisions.

In this genetic counseling service, we have handled 1,344 inter-professional consultations, that is, consultations by company professionals, whether they are clinics, contact centers or other departments regarding patients and cases. Furthermore, we have also handled 410 consultations directly from patients concerning their case, their cycle or their results.

Protection of personal data

At IVIRMA we process patient data with special **rigor**, complying with the European regulatory framework for data protection and the waste management framework.

We manage the **destruction** of reports and other patient documentation with a paper shredder and for other types of non-paper materials we remove the patient's ID before discarding them. If the waste is disposed of in a sanitary hazardous waste container, the same external treatment that this type of waste receives already guarantees the destruction of data.

The Spanish Data Protection Agency (AEPD) has drawn up a **decatalogue on how personal health data should be processed**. At IVIRMA we have applied this decatalogue in our organization and have shared it with our professionals, in order to disseminate best practices in relation to the processing of our patients' data.

We work to continuously improve our services, patient safety and peace of mind is our maxim

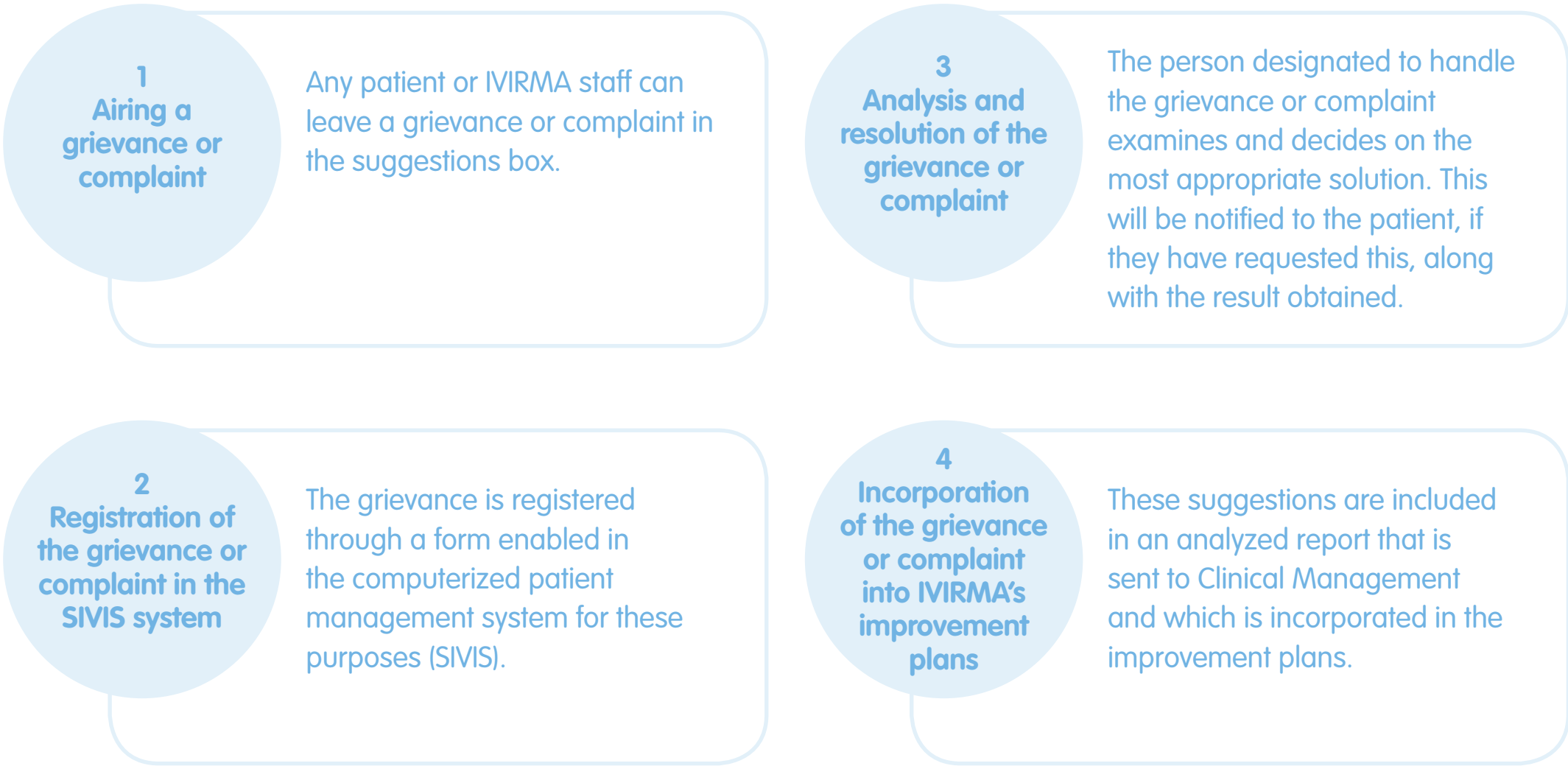


Grievances and complaints system

At IVIRMA we have a range of procedures in place to listen to the opinion of our patients and, based on this, to be able to continuously improve our processes.

Within the framework of the Quality Management and Patient Safety System, in the clinics that are certified with the ISO 9001 standard we have **specific procedures to measure patient satisfaction** and **deal with grievances or complaints**. The grievances or complaints process for these clinics is as follows:

Patient care and satisfaction is fundamental for IVIRMA



During 2019 a total of 544 grievances or complaints were received in Spain, 21 in Portugal and 58 in LATAM (Argentina, Chile and Panama). As of the date of the present report, in IVIRMA a total of 500 complaints have been solved (430 in Spain, 17 in Portugal and 53 in LATAM).

On the other hand, at IVIRMA we also measure **our patients'** satisfaction based on the satisfaction surveys we conduct on finalization of the treatment. These surveys involve both patients and donors and are conducted digitally.

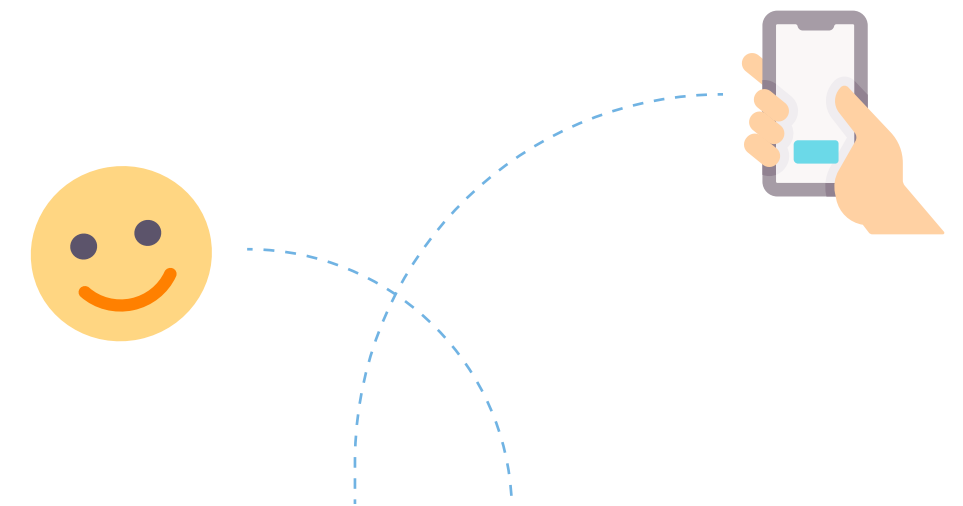
Work has been done to implement short **surveys related to specific moments** in the treatment. During 2019 we launched a pilot test, by sending the survey after the call to the Contact Center requesting an appointment and after the first visit. By 2020, satisfaction surveys associated with the entire treatment process are planned to be launched, in order to have information on patient satisfaction in each of the process phases. Likewise, the aim is to establish a channel for managing grievances from patients who currently do so through social networks, the Contact Center, the Cryomanagement Unit or directly at the Headquarters.

The results of the opinions of IVIRMA patients obtained in these surveys are compiled in a Results Report, with the desired frequency, for each of the Group's clinics. If, as a consequence of these analyses, unfavorable results or areas for improvement are observed, management identifies the reasons for these and proposes improvement actions. In addition, to contribute to the **continuous improvement of patient satisfaction**, the staff of each clinic is informed about the aspects included in the surveys that affect the patient.

Another channel where we register grievances and comments from our patients is the **corporate channels**. These channels are fundamental to be able to disseminate our contents and those related to our field, as well as to manage the needs, demands and concerns of the users. It also allows us to know first-hand their perceptions of our actions and initiatives, to be able to share them and to involve them in our activity.

Social networks are a fast, effective and simple communication tool, essential to communicate with and reach our patients, with whom we try to interact as much as possible in an immediate and direct way, thus reinforcing our mutual relationship.

All grievances and comments received through these channels are managed following the protocols established by the organization's QA Department.



¹ These figures refer to grievances and complaints handled in 2019 through SIVIS, the patient management program. Only clinics certified to ISO 9001 have been considered.

07

Committed to
people

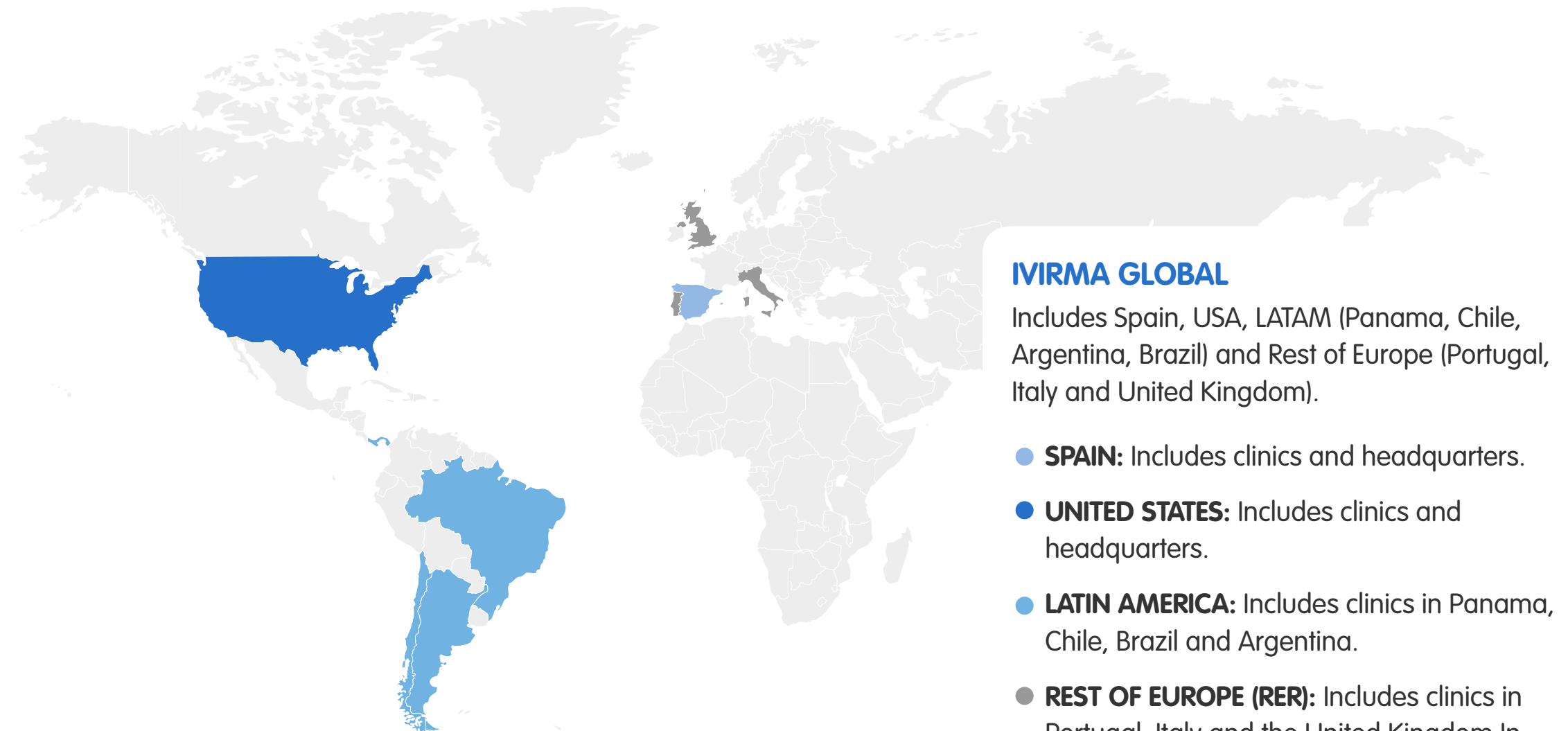


The responsible management of our team represents one of our priorities



Our professionals continue to be the driving force behind our company and are responsible for each of our achievements. We have a unique team, capable of driving excellence and innovation in any corner of our company. In this regard, staff management is a key strategy at corporate level, and the happiness and well-being of each of our professionals represents IVIRMA's true success.

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



IVIRMA GLOBAL

Includes Spain, USA, LATAM (Panama, Chile, Argentina, Brazil) and Rest of Europe (Portugal, Italy and United Kingdom).

- **SPAIN:** Includes clinics and headquarters.
- **UNITED STATES:** Includes clinics and headquarters.
- **LATIN AMERICA:** Includes clinics in Panama, Chile, Brazil and Argentina.
- **REST OF EUROPE (RER):** Includes clinics in Portugal, Italy and the United Kingdom. In 2018 this group corresponded to EMEA, but due to the divestment during 2019 of the Middle East clinics, the name of this group has been changed to "Rest Of Europe".

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 to the clinics. Marketing, HR, Finance and Operations, inter alia.

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

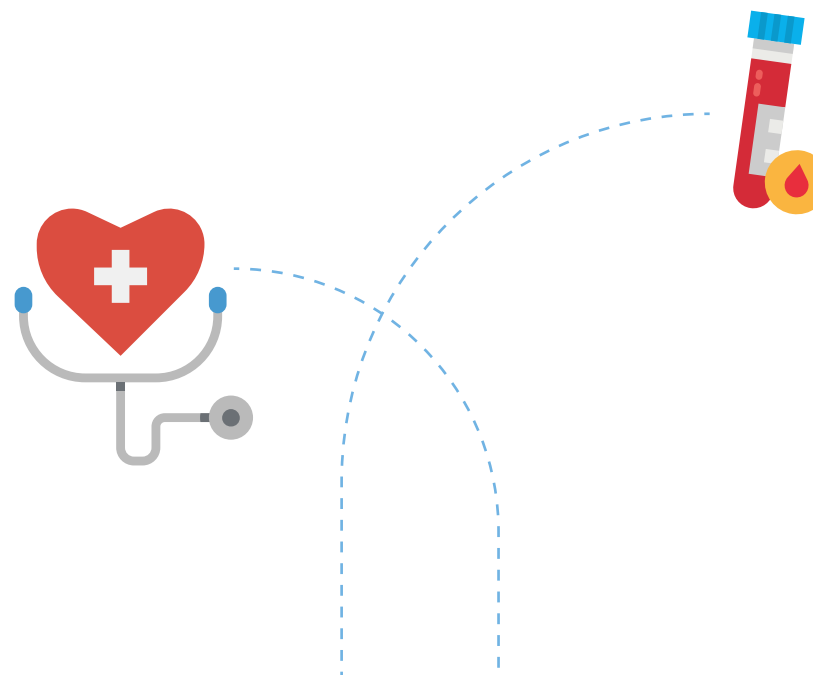
Nursing: Includes nursing staff.

Patient care: Includes all the patient care, reception and switchboard assistants.

Doctors: Includes medical personnel.

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.



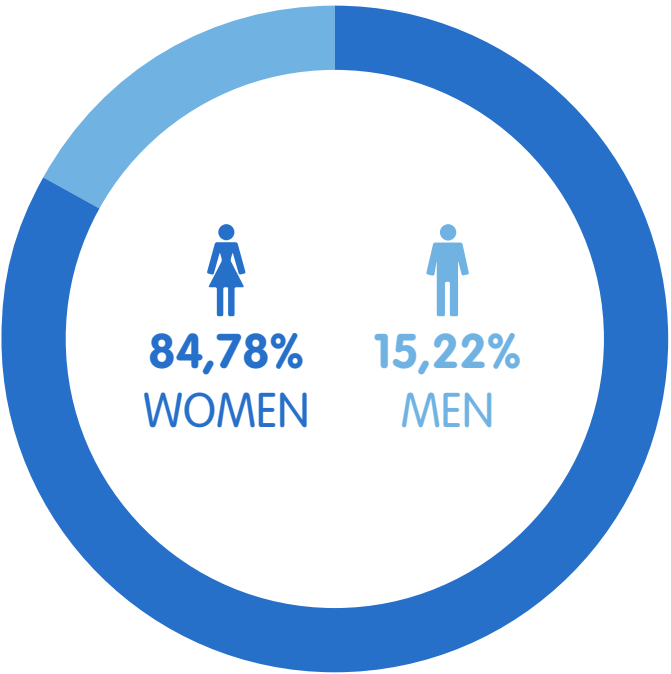
Our team

Workforce structure

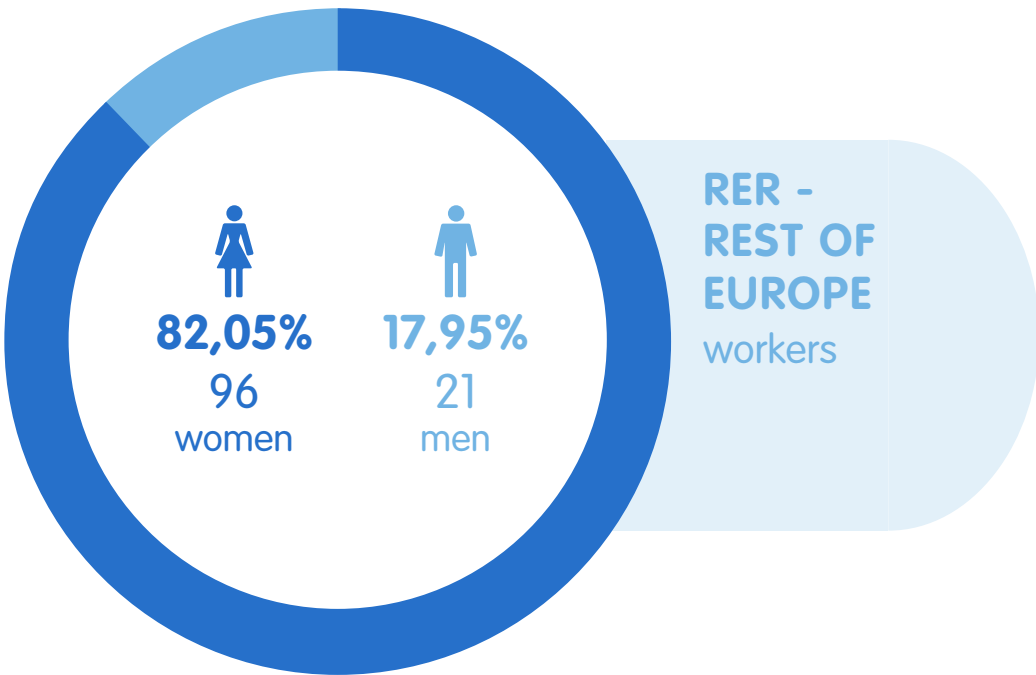
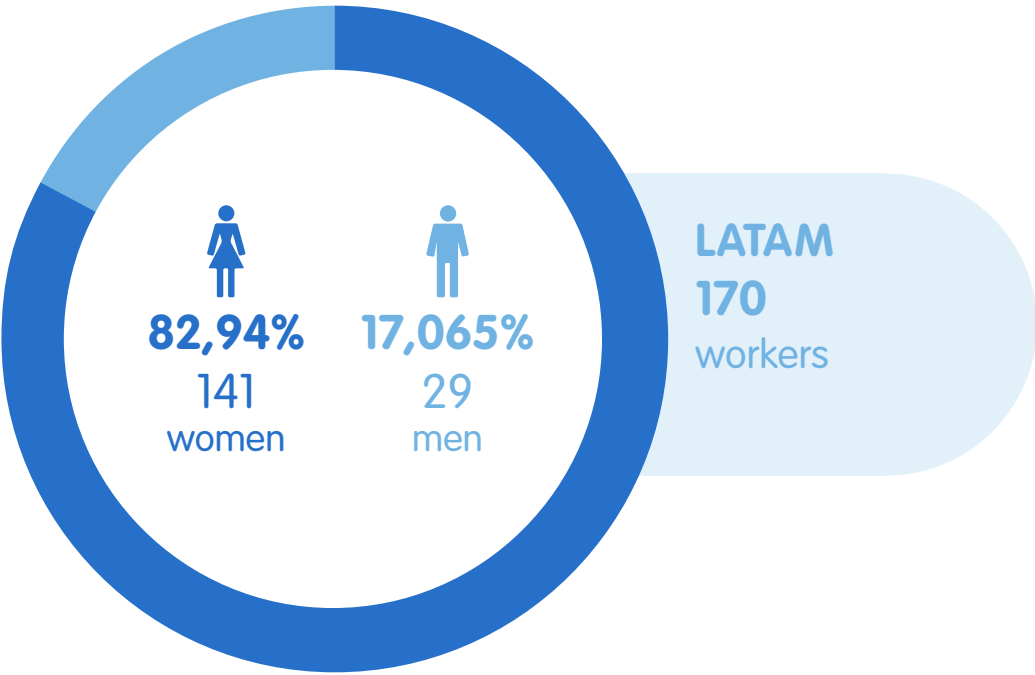
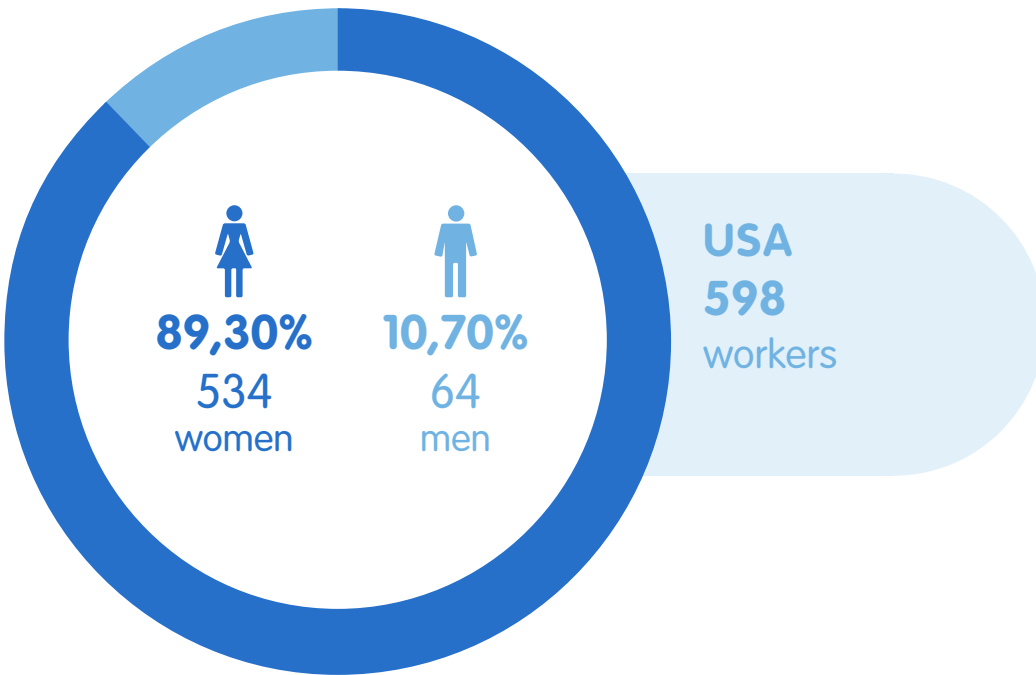
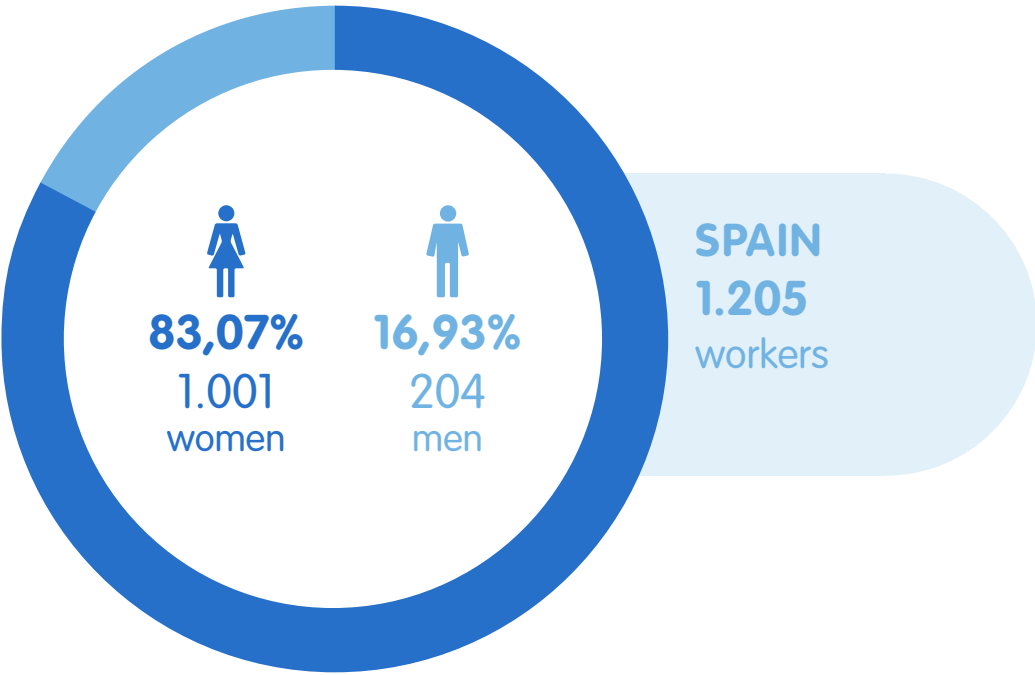
The staff of IVIRMA totals **2,090 workers²**, of whom 1,772 are women (84.78%) and 318 men (15.22%).

The percentage of women and men in the organization has remained fairly stable compared to figures for 2018, which amounted to 83.23% women and 16.74% men.

Women make up the majority of our staff



The distribution of these 2,090 people in the geographical areas where IVIRMA is present is as follows:

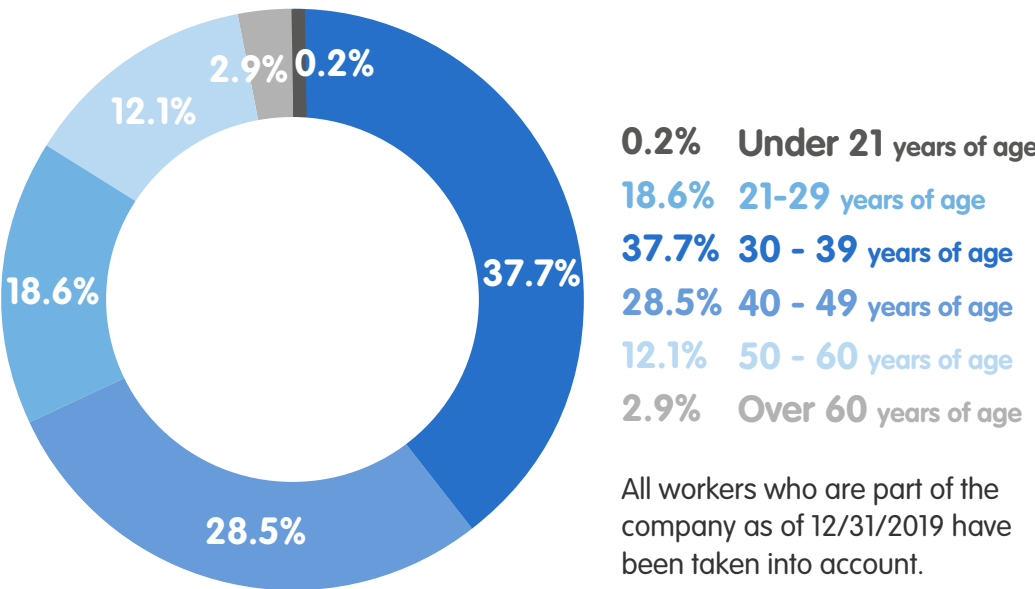


² All workers who form part of the company as of 12/31/2019 have been taken into account (workers who have left the company during the year are not taken into account).

If we analyze the distribution of the workforce in relation to **age**, we see that, at a global level, a large part of the workforce is concentrated in the 30-39 age range, representing 38% of the total, while people under 21 make up a very low percentage (0.2%). The range from 40 to 49 years old represents 29%; from 21 to 29 years old 19%; from 50 to 60 years old 12% and, finally, 3% of working people over the age of 60. These percentages are practically the same as in 2018.

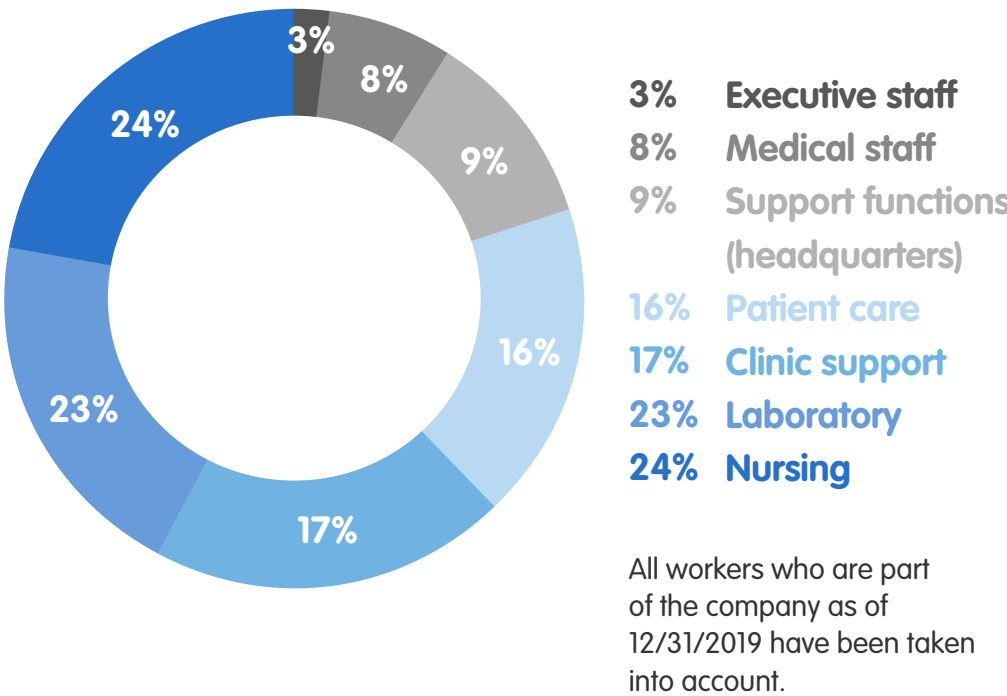
If we analyze each geographical area, the range of 30 to 39 years old is also the one that represents the highest percentage in all countries, and the presence of the remaining ranges is similar in all cases.

Workforce by age:

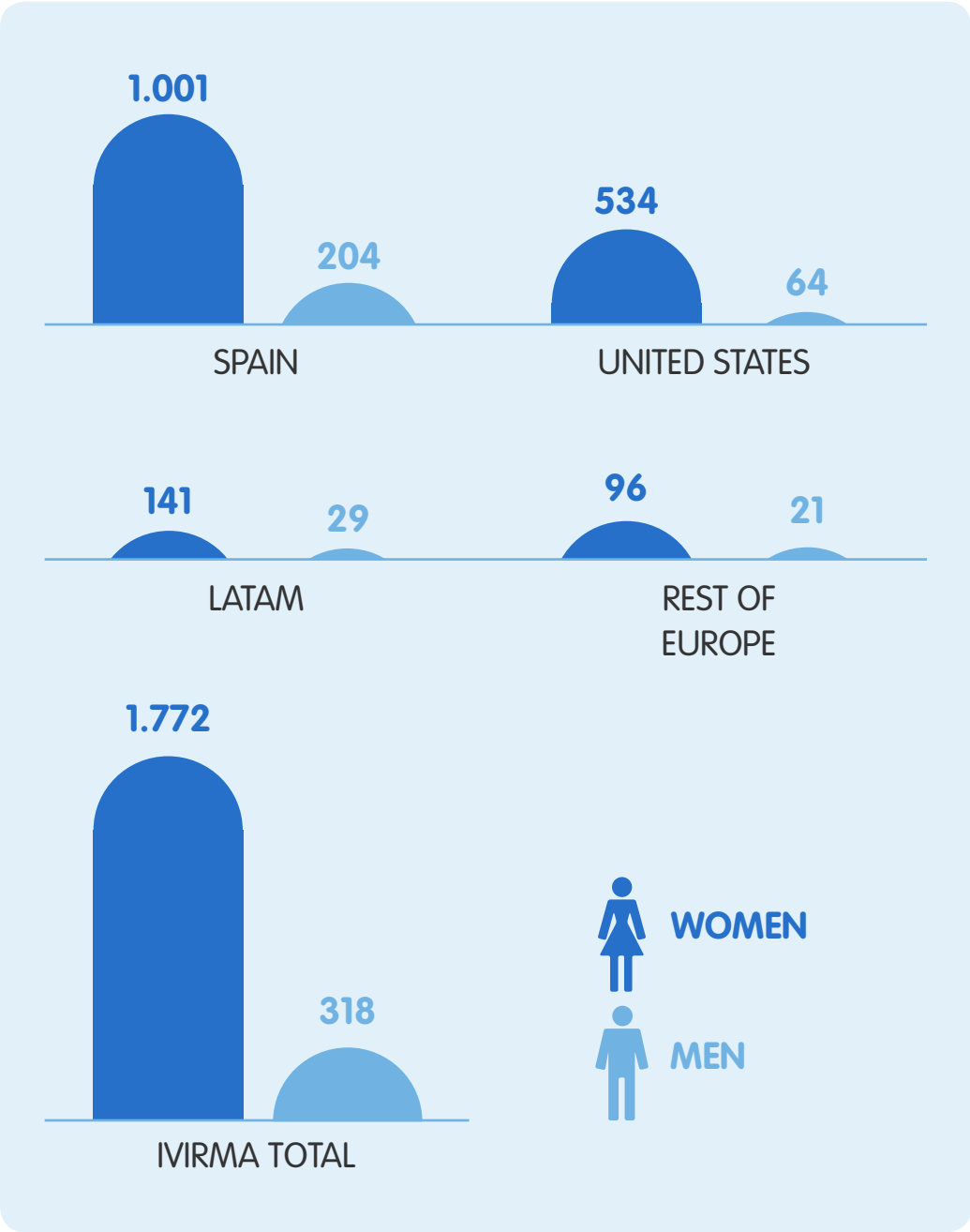


In relation to the **professional categories**, the percentages are very similar to those of 2018. The majority of our workforce is in nursing (24%), laboratory (23%) and clinic support (17%). Staff with patient care functions represent 16% of IVIRMA's total professionals, while those with support functions (headquarters) represent 9% of the staff, followed by medical staff (8%) and management staff (3%).

Professional category:



Workforce according to gender



All workers who are part of the company as of 12/31/2019 have been taken into account.

Distribution of workforce by gender, age and professional category - IVIRMA Global

IVIRMA Global		under 21		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	Women	Men		
Categories	Support functions (headquarters)	0	1	18	6	65	31	36	14	20	4	2	2	141	58
	Clinic support	2	0	49	8	68	23	95	20	63	11	18	5	295	67
	Medical staff	0	0	2	2	48	17	48	10	14	9	1	6	113	44
	Laboratory	1	0	96	21	172	27	97	22	26	5	4	0	396	75
	Nursing	0	0	130	2	206	2	117	2	29	2	12	0	494	8
	Patient care	0	0	52	3	111	11	111	3	42	1	6	0	322	18
	Executive staff	0	0	0	0	1	6	5	16	5	21	0	5	11	48
TOTAL		3	1	347	42	671	117	509	87	199	53	43	18	1772	318

All workers who form part of the company as of 12/31/2019 have been taken into account.

Distribution of workforce by gender, age and professional category - Spain

SPAIN		under 21		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	Women	Men		
Categories	Support functions (headquarters)	0	0	12	5	49	23	29	13	18	3	0	1	108	45
	Clinic support	0	0	0	2	18	15	68	16	38	5	9	4	133	42
	Medical staff	0	0	0	2	26	6	35	5	10	6	0	2	71	21
	Laboratory	0	0	25	8	90	15	71	18	11	3	1	0	198	44
	Nursing	0	0	64	2	117	2	76	2	11	2	1	0	269	8
	Patient care	0	0	20	2	76	7	89	2	32	1	2	0	219	12
	Executive staff	0	0	0	0	0	3	3	9	0	17	0	3	3	32
TOTAL		0	0	121	21	376	71	371	65	120	37	13	10	1.001	204

All workers who form part of the company as of 12/31/2019 have been taken into account.

Distribution of workforce by gender, age and professional category - UNITED STATES

UNITED STATES		under 21		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	Women	Men		
Categories	Support functions (headquarters)	0	1	6	1	15	8	7	1	2	1	2	1	32	13
	Clinic support	2	0	43	0	32	1	15	1	16	3	8	0	116	5
	Medical staff	0	0	1	0	13	6	5	2	4	3	1	4	24	15
	Laboratory	1	0	60	11	59	6	18	1	15	2	3	0	156	20
	Nursing	0	0	35	0	54	0	32	0	17	0	11	0	149	0
	Patient care	0	0	21	0	15	0	8	0	3	0	4	0	51	0
	Executive staff	0	0	0	0	1	3	1	4	4	2	0	2	6	11
TOTAL		3	1	166	12	189	24	86	9	61	11	29	7	534	64

All workers who form part of the company as of 12/31/2019 have been taken into account.

Distribution of workforce by gender, age and professional category - Rest of Europe

RER		under 21		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	Women	Men		
Categories	Support functions (headquarters)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clinic support	0	0	4	1	9	2	6	2	4	1	0	0	23	6
	Medical staff	0	0	1	0	4	2	4	1	0	0	0	0	9	3
	Laboratory	0	0	2	1	8	4	4	2	0	0	0	0	14	7
	Nursing	0	0	13	0	14	0	4	0	1	0	0	0	32	0
	Patient care	0	0	4	1	4	2	5	0	4	0	0	0	17	3
	Executive staff	0	0	0	0	0	0	1	1	0	1	0	0	1	2
TOTAL		0	0	24	3	39	10	24	6	9	2	0	0	96	21

Se ha tenido en cuenta a todas las personas trabajadoras que han estado en algún momento en la compañía, aunque no formaran parte de la plantilla a 31/12/2019.

Distribution of workforce by gender, age and professional category - LATAM

LATAM		under 21		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	Women	Men		
Categories	Support functions (headquarters)	0	0	0	0	1	0	0	0	0	0	0	0	1	0
	Clinic support	0	0	2	5	9	5	6	1	5	2	1	1	23	14
	Medical staff	0	0	0	0	5	3	4	2	0	0	0	0	9	5
	Laboratory	0	0	9	1	15	2	4	1	0	0	0	0	28	4
	Nursing	0	0	18	0	21	0	5	0	0	0	0	0	44	0
	Patient care	0	0	7	0	16	2	9	1	3	0	0	0	35	3
	Executive staff	0	0	0	0	0	0	0	2	1	1	0	0	1	3
TOTAL		0	0	36	6	67	12	28	7	9	3	1	1	141	29

All workers who form part of the company as of 12/31/2019 have been taken into account.

Employment stability

At IVIRMA we are committed to a long-term relationship with our team, since, in addition to offering continuity and stability to all our workers, it is better for the organization, due to the high specialization of our jobs.

Our commitment to quality employment is evident in the overall rate of employees on permanent contracts, which reaches 90%. This percentage is very similar in each of the geographical areas where the company operates.

As regards termination of the employment relationship, in 2019 there have been a total of 153 persons leaving that have affected all categories. Of these, 60 have taken place in Spain, 77 in the USA, 11 in LATAM and 5 in Rest of Europe.

We create quality employment with a rate of permanent employees that reaches 90%

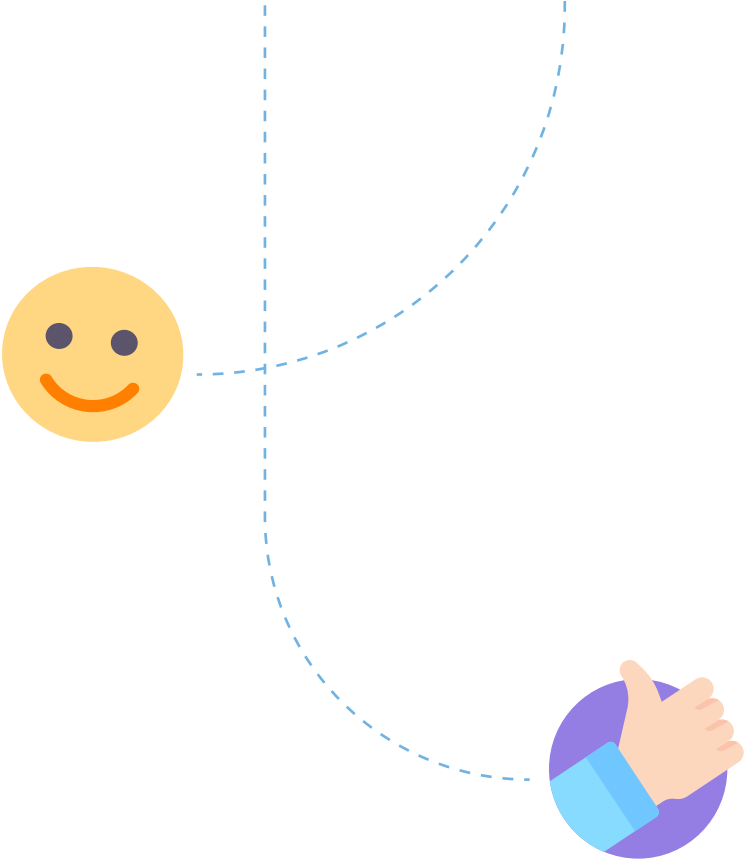
Total number and distribution of work contract modalities - IVIRMA Global:

	2019		2018	
	Women	Men	Women	Men
Indefinite part-time	564	49	632	64
Indefinite full-time	1100	248	1130	292
Temporary part-time	29	3	41	7
Temporary full-time	75	15	77	13
Part-time internship	0	0	0	0
Full-time internship	4	3	0	2

All workers who are part of the company as of 12/31/2019 have been taken into account.

	2019
% workers with a permanent contract*	94%
% workers with a temporary contract*	6%

*All workers who form part of the company as of 12/31/2019 have been taken into account. These figures have been rounded up taking into account that 0.3% of IVIRMA's staff are interns.



Breakdown of the workforce by contract type, gender, and professional category - IVIRMA Global

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		
Categories	Support functions (headquarters)	18	4	136	63	1	1	20	3	0	0	9	6	184	77
	Clinic support	81	12	281	57	7	4	6	5	0	0	0	2	375	80
	Medical staff	30	8	93	41	1	0	3	1	0	0	0	0	127	50
	Laboratory	139	22	318	58	8	0	21	5	0	0	0	0	486	85
	Nursing	243	2	281	4	24	2	42	4	0	0	3	0	593	12
	Patient care	147	7	213	11	21	1	34	0	0	0	0	0	415	19
	Executive staff	1	4	13	46	0	0	0	0	0	0	0	0	14	50
Total		659	59	1335	280	62	8	126	18	0	0	12	8	2194	373

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 12/31/2019.

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

SPAIN		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		
Categories	Support functions (headquarters)	11	1	97	47	1	1	20	3	0	0	9	5	138	57
	Clinic support	56	7	88	36	7	4	3	1	0	0	0	0	154	48
	Medical staff	18	4	54	19	1	0	2	1	0	0	0	0	75	24
	Laboratory	86	18	117	29	8	0	18	3	0	0	0	0	229	50
	Nursing	183	2	84	4	24	2	23	4	0	0	0	0	314	12
	Patient care	139	7	87	5	21	1	27	0	0	0	0	0	274	13
	Executive staff	0	4	3	28	0	0	0	0	0	0	0	0	3	32
Total		493	43	530	168	62	8	93	12	0	0	9	5	1187	236

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 12/31/2019.

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

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		
Categories	Support functions (headquarters)	7	3	37	16	0	0	0	0	0	0	0	1	44	20
	Clinic support	25	5	140	4	0	0	0	0	0	0	0	0	165	9
	Medical staff	8	4	23	14	0	0	0	0	0	0	0	0	31	18
	Laboratory	52	4	159	20	0	0	0	0	0	0	0	0	211	24
	Nursing	59	0	125	0	0	0	0	0	0	0	0	0	184	0
	Patient care	4	0	74	0	0	0	0	0	0	0	0	0	78	0
	Executive staff	1	0	8	13	0	0	0	0	0	0	0	0	9	13
Total		156	16	566	67	0	0	0	0	0	0	0	1	722	84

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 12/31/2019.

Breakdown of the workforce by contract type, gender, and professional category - Rest of Europe

RER		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		
Categories	Support functions (headquarters)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clinic support	0	0	28	4	0	0	3	4	0	0	0	0	31	8
	Medical staff	2	0	9	3	0	0	1	0	0	0	0	0	12	3
	Laboratory	1	0	13	5	0	0	3	2	0	0	0	0	17	7
	Nursing	0	0	22	0	0	0	19	0	0	0	0	0	41	0
	Patient care	3	0	10	3	0	0	7	0	0	0	0	0	20	3
	Executive staff	0	0	1	2	0	0	0	0	0	0	0	0	1	2
Total		6	0	83	17	0	0	33	6	0	0	0	0	122	23

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 12/31/2019.

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

LATAM		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		
Categories	Support functions (headquarters)	0	0	2	0	0	0	0	0	0	0	0	0	2	0
	Clinic support	0	0	25	13	0	0	0	0	0	0	0	2	25	15
	Medical staff	2	0	7	5	0	0	0	0	0	0	0	0	9	5
	Laboratory	0	0	29	4	0	0	0	0	0	0	0	0	29	4
	Nursing	1	0	50	0	0	0	0	0	0	0	3	0	54	0
	Patient care	1	0	42	3	0	0	0	0	0	0	0	0	43	3
	Executive staff	0	0	1	3	0	0	0	0	0	0	0	0	1	3
Total		4	0	156	28	0	0	0	0	0	0	3	2	163	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 12/31/2019.

Breakdown of the workforce by contract type, gender, and age - IVIRMA Global

IVIRMA Global	under 21		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	Women	Men		
Indefinite part-time														
Indefinite full-time	3	0	72	6	257	17	224	19	84	13	19	4	659	59
Temporary part-time	4	0	298	27	501	117	346	77	149	43	37	16	1335	280
Temporary full-time	1	1	29	5	18	1	10	0	4	0	0	1	62	8
Part-time internship	1	0	49	8	47	7	21	2	8	1	0	0	126	18
Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prácticas completo	0	1	12	6	0	1	0	0	0	0	0	0	12	8
TOTAL	9	2	460	52	823	143	601	98	245	57	56	21	2194	373

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 12/31/2019.

Breakdown of the workforce by contract type, gender, and age - Spain

SPAIN	under 21		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	Women	Men		
Indefinite part-time														
Indefinite full-time	0	0	32	4	205	14	187	15	61	7	8	3	493	43
Temporary part-time	1	0	56	7	187	67	211	54	64	31	11	9	530	168
Temporary full-time	1	1	29	5	18	1	10	0	4	0	0	1	62	8
Part-time internship	1	0	33	7	36	3	15	2	8	0	0	0	93	12
Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prácticas completo	0	0	9	4	0	1	0	0	0	0	0	0	9	5
TOTAL	3	1	159	27	446	86	423	71	137	38	19	13	1187	236

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 12/31/2019.

Breakdown of the workforce by contract type, gender, and age - USA

USA	under 21		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	Women	Men		
Indefinite part-time														
Indefinite full-time	3	0	40	2	48	3	32	4	22	6	11	1	156	16
Temporary part-time	3	0	184	14	205	31	86	8	64	8	24	6	566	67
Temporary full-time	0	0	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	0	0
Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prácticas completo	0	1	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL	6	1	224	16	253	34	118	12	86	14	35	7	722	84

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 12/31/2019.

Breakdown of the workforce by contract type, gender, and age – Rest of Europe

RER	under 21		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	Women	Men		
Indefinite part-time														
Indefinite full-time	0	0	0	0	1	0	4	0	1	0	0	0	6	0
Temporary part-time	0	0	15	2	39	6	18	8	11	1	0	0	83	17
Temporary full-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Part-time internship	0	0	16	1	11	4	6	0	0	1	0	0	33	6
Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prácticas completo	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	31	3	51	10	28	8	12	2	0	0	122	23

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 12/31/2019.

Breakdown of the workforce by contract type, gender, and age – LATAM

LATAM	under 21		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	Women	Men		
Indefinite part-time														
Indefinite full-time	0	0	0	0	3	0	1	0	0	0	0	0	4	0
Temporary part-time	0	0	43	4	70	13	31	7	10	3	2	1	156	28
Temporary full-time	0	0	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	0	0
Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prácticas completo	0	0	3	2	0	0	0	0	0	0	0	0	3	2
TOTAL	0	0	46	6	73	13	32	7	10	3	2	1	163	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 12/31/2019.

Number of persons leaving by gender, age and professional category – IVIRMA Global

IVIRMA Global		under 21		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	Women	Men		
Categories	Support functions (headquarters)	0	0	0	0	7	6	6	1	2	0	1	1	16	8
	Clinic support	0	0	5	0	7	2	4	1	8	1	2	0	26	4
	Medical staff	0	0	0	0	3	1	2	1	1	1	0	0	6	3
	Laboratory	1	0	4	0	9	2	6	1	2	0	0	0	22	3
	Nursing	0	0	6	0	7	0	15	0	3	0	1	0	32	0
	Patient care	0	0	3	0	16	0	4	0	5	0	1	0	29	0
	Executive staff	0	0	0	0	1	0	0	0	2	1	0	0	3	1
TOTAL		1	0	18	0	50	11	37	4	23	3	5	1	134	19

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 12/31/2019.

We retain and attract the best talent

We work on recruiting the best professionals, always looking for those who not only have the best technical skills, but who also share our values and corporate culture.

In 2019 a total of 497 people have been hired. Of these hires, close to 70% have been indefinite (indefinite part-time and full-time contracts). This has meant an increase of 9% in fixed-term recruitment compared to 2018.

	2019	2018
Total hiring	497	486
Indefinite hiring	69%	60%

The **recruitment and selection process** at IVIRMA begins by identifying the needs of each of our departments. Subsequently, the stages of designing the professioniogram for the position to be filled, publishing the vacancies, screening candidates and holding interviews, which allow the competent person to be selected for the position.

These offers are published on our corporate website, social networks and specialized employment portals. Convinced that our growth is closely linked to that of our people, we encourage internal promotion through the dissemination of vacancies on internal communication platforms such as the corporate intranet and the Center Committee (CC). The CC is a document that is used in Spain and includes all relevant information that professionals should know at corporate level.

One of the main resources we rely on to grow our internal talent are training programs. In this regard, for the groups of embryologists and gynecological professionals we have a program for the incorporation of specific talent through the Master’s Degree in Assisted Human Reproduction that we promote.

In 2019 we have increased the number of permanent contracts by 9% compared to 2018



Number of new hires by contract type, gender, and age – IVIRMA Global

IVIRMA Global	under 21		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	Women	Men		
Indefinite part-time														
Indefinite full-time	3	0	14	0	18	2	8	1	5	1	3	0	51	4
Temporary part-time	1	0	113	11	92	14	30	5	15	1	3	1	254	32
Temporary full-time	0	0	17	4	10	1	6	0	4	0	0	0	37	5
Part-time internship	1	0	34	7	31	3	13	0	7	1	0	0	86	11
Full-time internship	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Prácticas completo	0	0	11	5	0	1	0	0	0	0	0	0	11	6
TOTAL	5	0	189	27	151	21	57	6	31	3	6	1	439	58

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 12/31/2019.

At IVIRMA we work with and for people. We know that nothing would be possible without them and therefore we strive daily to be the best place to work

Our goal, the well-being of our professionals

One of the lines of action we follow to manage the talent of our people is to promote initiatives that generate a motivating environment.

For this reason, we put all our effort into making people feel **integrated, valued and important**. Accordingly, one of the fundamental points is communication: listening and transmitting. In this sense, every day we add and strengthen our initiatives focused on this area.

Key to this objective is We are IVIRMA, a tool that allows us to communicate constantly with professionals with greater immediacy thanks to its digital potential.

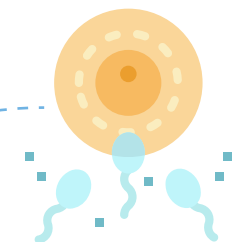
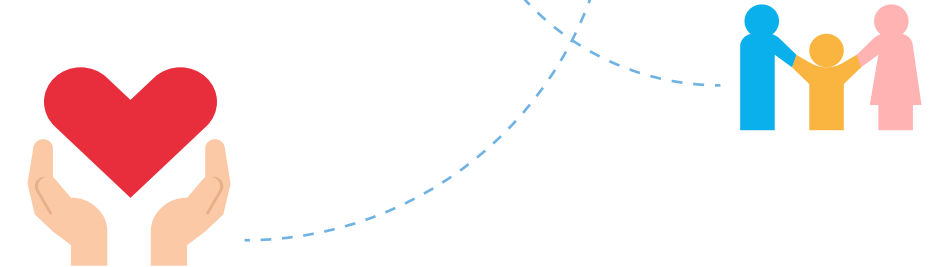
We are IVIRMA

We are IVIRMA has become the main internal communication channel. This corporate portal, which we launched during 2019, includes many of the functionalities of the Human Resources area and digitizes all the information to meet the needs of our users.

Through this portal, our professionals have access to personal and private documents, such as payroll or certificates. Our team can also apply for vacations and time management, learn about company protocols and standards, and access internal and external company social benefits and the performance evaluation system.

The content offered by We are IVIRMA makes it far more than an intranet and allows us to reach our entire staff all over the world and with very different work profiles. It also makes it easier for each professional to interact and express his or her feelings and opinions, thus generating horizontal dialog that allows us to listen to our professionals and give them space. In line with this vision, the “suggestions” channel was created, in which any ideas that arise can be expressed, to later study the feasibility of each of them and introduce them, if necessary.

This platform is available in web and mobile app format and is constantly evolving.



**Campaign to disseminate new corporate values:
“Drink our values” / “Take note of our values”
Excellence, Innovation, Honesty, Patients First,
Teamwork**

Our values, what we are and what we want to be, mark the course of our company and, for this reason, in 2019 we have made an effort to incorporate them into our daily work through a project to **disseminate values** at a global level.

This launch was promoted by the CEO, who sent a corporate email to the entire staff about the importance of these values and, subsequently, these have been disseminated individually, with each of them being linked to an identifying image. This digital dissemination has been accompanied by a corporate gift with the values printed onto a sustainable bottle with the slogan “Drink our Values” in the case of Europe and LATAM and a notebook in the case of the USA with the phrase “Take Note of Our Values”.

In addition, we have designed a vinyl cover with all the values that will be present on the wall of all IVIRMA centers throughout 2020.

IVI Advantages

We offer our professionals all the comforts and advantages that are within our reach. Through the IVI Advantages program our staff can access social benefits: from internal organization discounts to favorable conditions with other companies through being IVIRMA employees.

With the launch of the corporate portal *We are IVIRMA*, we have boosted the use of this tool, incorporating it into the platform so that workers have easier access to the benefits we offer.

During 2019, a total of 529 professionals have benefited from this platform, making 6,619 purchases and generating a total average saving of 13,195 euros.



Recognition plan

At the end of 2019 we launched the **Recognition Plan** in Spain, with the aim of continuing to value the effort and dedication of our staff in all IVIRMA centers.

The first step has been to carry out surveys, in which each worker has nominated two colleagues, highlighting their conduct and skills, associated with our corporate values.

On conclusion of these surveys we have shared the evaluations collected with each person involved, congratulating them from the Human Resources area by means of a personalized e-mail with a copy to their direct manager. To the most nominated people of each center we have also given a diploma that rewards them with an additional day's vacation.

We recognize the involvement, effort and dedication of all persons employed by IVIRMA



Performance evaluation system

In 2019 we launched a new performance evaluation system through our new corporate portal We are IVIRMA, through which **4 abilities** are assessed (**responsibility and commitment, innovation and growth, focus on people, communication and impact**) with a series of items that define them and which are assessed on a scale of four options: needs improvement, meets expectations, exceeds expectations, and exceptional case.

The results of the performance evaluation, together with the study 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.

The results obtained thanks to this performance evaluation system allow us to design **improvement plans for each professional**.

Working environment survey

Every two years, we launch the work climate evaluation process, in which our staff assess the different areas of IVIRMA through a survey platform. This process is anonymous and, besides obtaining feedback from the organization, it allows us to maintain and improve the feeling of belonging of all our workers.

This study was conducted in 2018 at IVIRMA clinics in Spain, Portugal and LATAM, and is expected to be conducted again in 2020.

We foster professional development and the continuous improvement of our staff



Remuneration policy

Objectivity and internal fairness are the fundamental criteria on which the Remuneration Policy is designed and implemented at IVIRMA. In this sense, the remuneration model takes into account the results and levels of a job classification system that objectively systematizes the contribution of all company employees.

IVIRMA's remuneration system has a structure around **salary bands** associated with each position, which are divided into tranches. This allows professionals to evolve at the salary level based on performance evaluation. In addition, we adapt to the characteristics of each of the working environments where we operate, always within the framework of our values and taking into account the identity of each geographical region of the Group.

Variable remuneration is one of the fundamental elements of our compensation policy and applies to employees in all areas of the Group's activity. In this regard, **strategic targets** are reviewed and set each year, in which the different groups of IVIRMA have a percentage of variable annual remuneration.

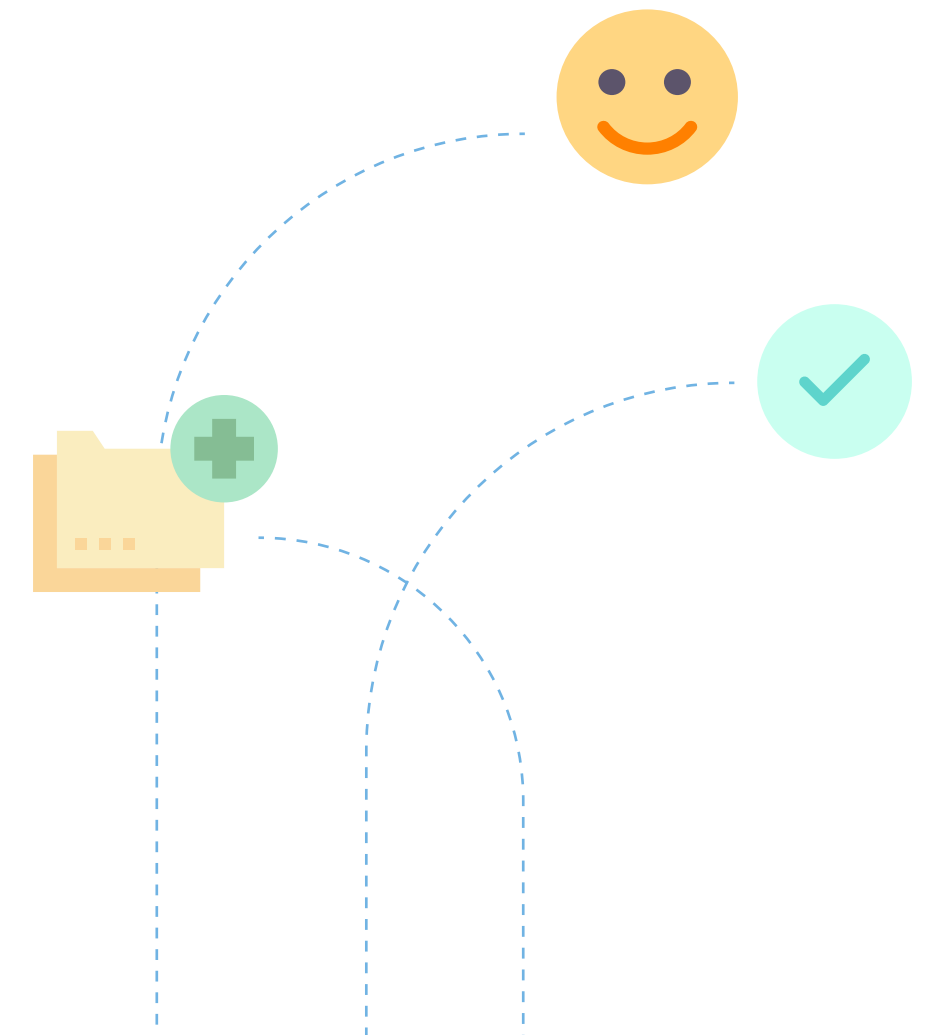
The **Management** Remuneration Policy is also progressive, depending on the trajectory and evolution of the clinic's activity.

The Board of Directors comprises 5 Directors, who 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.

Beyond the policies, and within the framework of the labor laws of each center, we have formulas adapted to the interests of the employees. One example of this is flexible remuneration, which covers the entire workforce in Spain and allows employees to choose products and services such as transport passes or childcare vouchers that lead to tax savings.

At the IVIRMA Global level, we have standardized categories, with the aim of grouping the company's professionals. Each IVIRMA category includes different profiles. For example: in Support functions there are middle managers, technical staff and clerical staff. These categories are specified in the following tables, which show average pay data disaggregated by gender, age and professional category.

We guarantee to treat our staff with objectivity and internal fairness by applying salary bands to our Remuneration Policy



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

SPAIN		under 21		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	Women	Men
Categories	Support functions (headquarters)	-	-	32.107,06 €	21.999,84 €	31.102,01 €	34.434,96 €	33.419,24 €	36.666,89 €	32.210,15 €	40.661,03 €	-	45.964,01 €
	Clinic support	-	-	-	-	22.544,75 €	24.639,72 €	31.423,88 €	26.934,70 €	33.777,05 €	23.751,60 €	27.731,41 €	22.311,85 €
	Medical staff	-	-	-	59.999,92 €	59.553,98 €	58.748,31 €	66.673,02 €	67.552,23 €	74.748,78 €	72.788,18 €	0,00 €	75.978,14 €
	Laboratory	-	-	22.537,85 €	19.345,45 €	30.659,42 €	31.783,47 €	39.731,22 €	42.596,38 €	57.027,48 €	50.172,82 €	48.264,76 €	-
	Nursing	-	13.999,86 €	20.108,55 €	-	23.029,89 €	21.186,00 €	24.916,19 €	25.583,42 €	28.291,20 €	25.599,87 €	0,00 €	-
	Patient care	-	-	18.853,73 €	-	19.339,94 €	18.797,15 €	20.330,64 €	20.600,34 €	24.632,90 €	-	35.495,42 €	-
	Executive staff*	-	-	-	-	-	149.269,97€	150.191,83 €	151.348,18€	-	221.545,32 €	-	227.773,29 €

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 12/31/2019, 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:

UNITED STATES		under 21		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	Women	Men
Categories	Support functions (headquarters)	-	-	45.288,16 €	39.464,00 €	53.831,04 €	80.434,20 €	58.998,37 €	169.744,00 €	66.811,20 €	229.154,40 €	49.266,94 €	-
	Clinic support	18.720,00 €	-	30.783,72 €	-	37.574,79 €	45.811,20 €	37.686,56 €	32.619,60 €	42.356,78 €	-	41.574,57 €	-
	Medical staff	-	-	56.136,00 €	-	144.916,46 €	179.034,00 €	226.666,67 €	200.000,00 €	175.600,00 €	101.840,00 €	-	171.387,96 €
	Laboratory	22.276,80 €	-	33.024,22 €	33.910,15 €	42.770,15 €	51.696,00 €	57.034,82 €	-	79.524,52 €	108.960,00 €	54.646,40 €	-
	Nursing	-	-	56.115,74 €	-	66.080,18 €	-	64.296,16 €	-	67.312,33 €	-	78.682,81 €	-
	Patient care	-	-	29.282,52 €	-	30.796,71 €	-	30.060,89 €	-	31.176,40 €	-	31.369,94 €	-
	Executive staff*	-	-	-	-	112.000,00 €	173.333,33 €	111.264,69 €	174.450,75 €	141.109,40 €	139.346,27 €	-	195.650,92 €

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 12/31/2019, 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:

REST OF EUROPE		under 21		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	Women	Men
Categories	Support functions (headquarters)	-	-	-	-	-	-	-	-	-	-	-	-
	Clinic support	-	-	30.587,80 €	-	34.493,32 €	-	40.148,04 €	48.088,08 €	29.208,27 €	-	-	-
	Medical staff	-	-	64.966,00 €	-	71.230,84 €	55.912,09 €	73.762,46 €	85.000,00 €	-	-	-	-
	Laboratory	-	-	25.334,85 €	28.192,18 €	40.352,15 €	24.696,19 €	39.735,83 €	57.497,90 €	-	-	-	-
	Nursing	-	-	25.805,46 €	-	27.457,90 €	-	25.213,06 €	-	61.164,82 €	-	-	-
	Patient care	-	-	22.860,19 €	12.887,15 €	22.226,79 €	17.987,81 €	21.044,06 €	-	18.727,61 €	-	-	-
	Executive staff*	-	-	-	-	-	-	283.760,00 €	295.300,00 €	-	279.853,00 €	-	-

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 12/31/2019, 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:

LATAM		under 21		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	Women	Men
Categories	Support functions (headquarters)	-	-	-	-	17.193,69 €	-	-	-	-	-	-	-
	Clinic support	-	-	7.825,42 €	11.347,84 €	15.569,57 €	15.531,18 €	31.627,33 €	34.711,01 €	10.516,15 €	18.498,20 €	-	-
	Medical staff	-	-	-	-	33.402,95 €	47.482,26 €	30.903,87 €	51.204,78 €	-	-	-	-
	Laboratory	-	-	11.013,23 €	42.870,51 €	20.861,74 €	16.019,83 €	17.450,13 €	27.796,70 €	-	-	-	-
	Nursing	-	-	9.914,54 €	-	9.029,29 €	0,00 €	11.902,46 €	-	-	-	-	-
	Patient care	-	-	7.802,19 €	-	7.751,53 €	7.519,66 €	9.955,55 €	13.610,36 €	10.860,88 €	-	-	-
	Executive staff*	-	-	-	-	-	-	-	282.565,38 €	138.282,55 €	116.964,28 €	-	-

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 12/31/2019, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

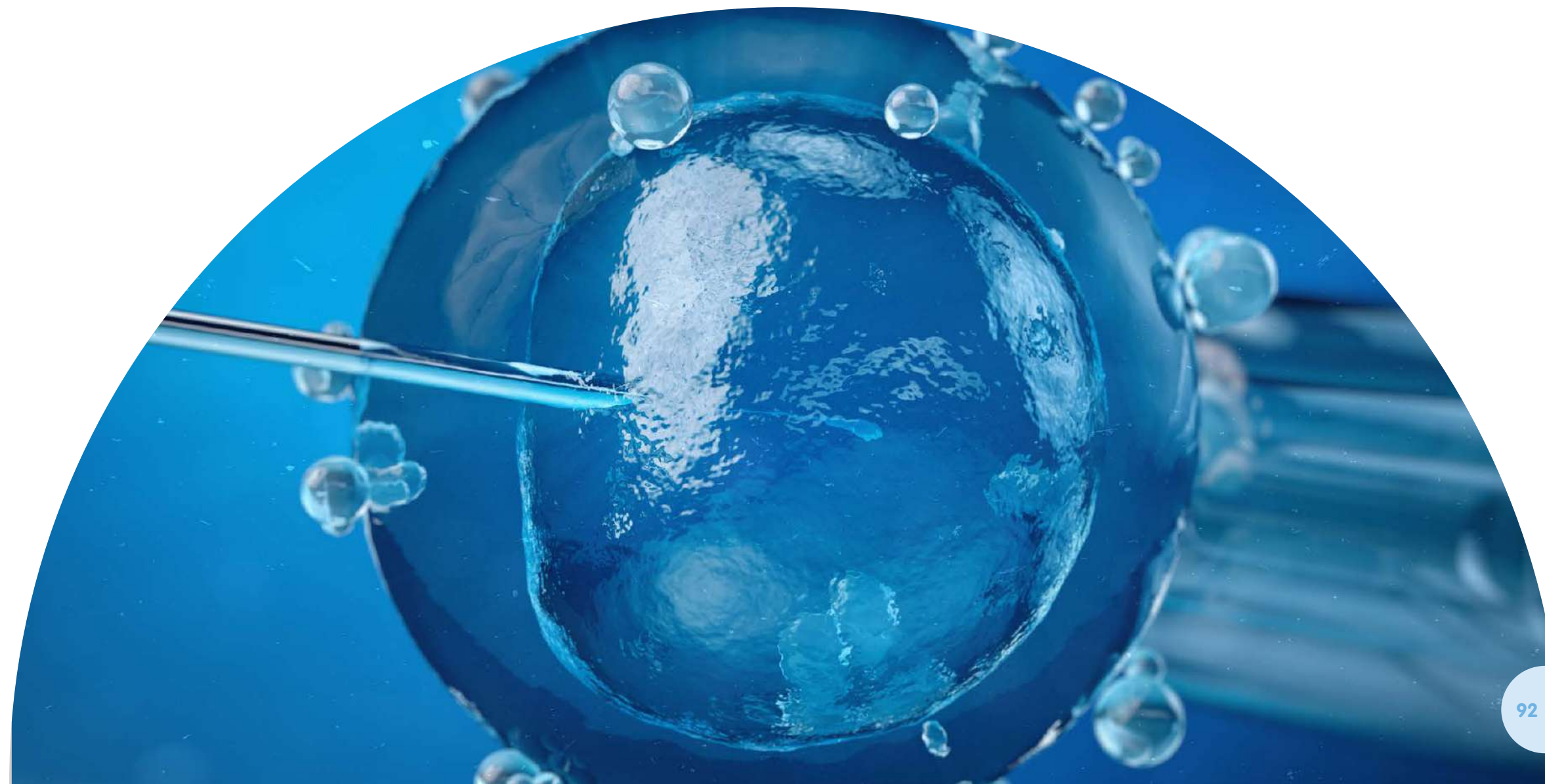
* The remuneration of Executives includes the fixed and variable remuneration.

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

As stated above, at IVIRMA we promote salary equity by establishing a salary band system, without making any distinction from a gender perspective. In this regard, 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).**

It should be borne in mind that, in order to standardize the categories globally, each category includes very diverse profiles with different responsibilities and, in addition, there are very different ranges of seniority.



Pay gap by professional category:

SPAIN			
Category	Female average	Male average	Pay gap (%)
Support functions (headquarters)	32.149€	35.723€	10,01%
Clinic support	30.323€	25.279€	-19,95%
Medical staff	64.802€	65.437€	0,97%
Laboratory	34.176€	34.636€	1,33%
Nursing	22.927€	24.488€	6,38%
Patient care	20.536€	19.158€	-7,19%
Executive staff	150.191€	196.771€	23,67%

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 2019, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

The calculation formula is:

$$(\text{average gross salary men} - \text{average gross salary women}) / (\text{average gross salary men})$$

* The remuneration of executives includes the fixed and variable remuneration.



USA			
Category	Male average	Female average	Pay gap (%)
Support functions (headquarters)	88.109€	54.788€	37,82%
Clinic support	42.513€	35.641€	16,17%
Medical staff	170.094€	157.608€	7,34%
Laboratory	47.640€	43.044€	9,65%
Nursing	-	64.106€	-
Patient care	-	30.250€	-
Executive staff*	169.353€	130.101€	23,18%

LATAM			
Category	Male average	Female average	Pay gap (%)
Support functions (headquarters)	-	15.050€	-
Clinic support	15.655€	17.099€	-9,23%
Medical staff	48.971€	32.332€	33,98%
Laboratory	25.677€	16.995€	33,81%
Nursing	-	9.764€	-
Patient care	9.550€	8.614€	9,80%
Executive staff*	227.365€	138.283€	39,18%

REST OF EUROPE			
Category	Male average	Female average	Pay gap (%)
Support functions (headquarters)	-	-	-
Clinic support	48.088€	33.722€	29,87%
Medical staff	65.608€	71.379€	-8,80%
Laboratory	38.516€	39.055€	-1,40%
Nursing	-	29.663€	-
Patient care	16.288€	20.654€	-26,81%
Executive staff*	287.577€	283.760€	1,33%

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 2019, and considering the annual average gross salary to observe the evolution throughout the year and to facilitate comparability.

The calculation formula is:

$$(\text{average gross salary men} - \text{average gross salary women}) / (\text{average gross salary men})$$

* The remuneration of executives includes the fixed and variable remuneration.

Life and work balance and organization of work

At IVIRMA, we believe that the professional and personal spheres must be balanced to guarantee optimum performance and fulfilment for our people. In this regard, we carry out measures to encourage the reconciliation of the personal and professional lives of our employees, with the aim of promoting shared responsibility, equal opportunities and diversity.

At IVIRMA we grant all **paid leaves of absence** that prevailing legislation of each country and the applicable collective agreement establishes, related to marriage, birth of a child, death or illness of relatives up to the second degree of kinship, moving home, inexcusable duty, preparation for childbirth, medical consultations and personal matters, among others.

IVIRMA has **flexible working hours** so that our staff can adapt their professional lives to their family needs. Our 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. In addition, during 2019 we have launched a pilot project for the incorporation of **teleworking** once a week at headquarters.

IVIRMA 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.

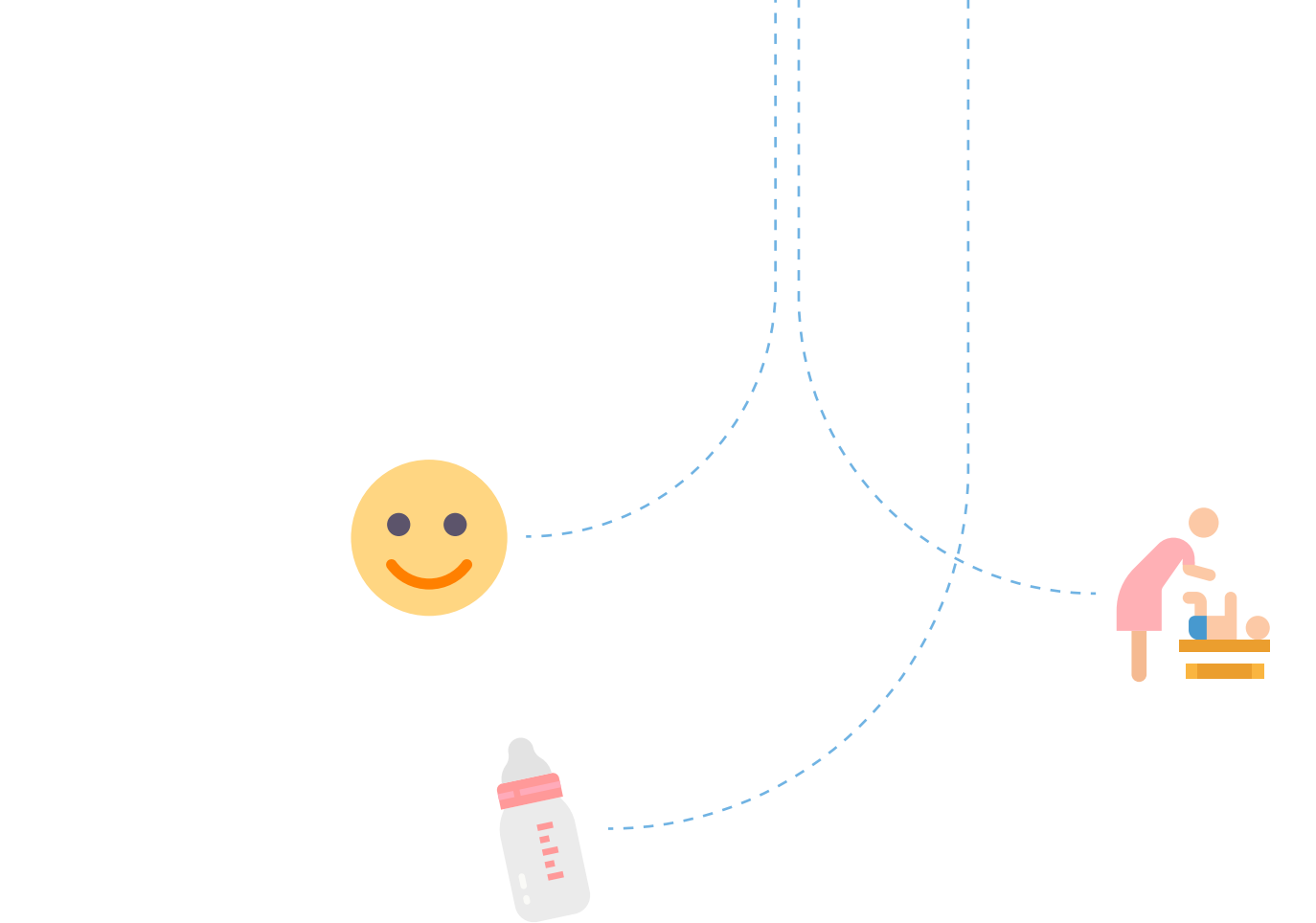
In 2019, 204 people in the organization enjoyed 218 reconciliation measures. The number of reconciliation measures is higher than the number of people who have enjoyed such measures due to the casuistry of taking maternity and nursing leave at the same time.

We encourage a balance between work, personal and family life, promoting co-responsibility



Reconciliation measures

Categories	Women	Men
Maternity	100	N/A
Paternity	N/A	13
Nursing leave	6	-
Risk during pregnancy	3	-
Reduced workday for child care	0	0
Reduced workday for family reasons	0	0
Reduction for being a legal guardian	82	0
Reduced workday for less severe illness	2	0
Other	10	2
Total	203	15



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 12/31/2019, and for all kinds of contracts.

All countries have been considered except the United Kingdom, as this information is not available, and only maternity and paternity data could be considered.

In the case of the USA, 25 women have taken maternity leave covered by the country’s own legislation, this figure being part of the total number of people taking maternity/paternity leave in the table.

At IVIRMA we guarantee respect for rest time, leave and vacations. In addition, in 2019 we have launched the Dasstime tool, which allows us to guarantee compliance with schedules and avoid excessive working hours. In any case, we have not yet specifically implemented measures in the area of digital switch-off, although we avoid making calls outside working hours.

Parental leave

Parental leave, rate of return and staying with the company, broken down by gender

Category of the reconciliation measure	Women	Men
Total number of employees with the right to parental leave	1391	276
Employees that took parental leave	106	13
Employees that returned to work after parental leave	96	11
Return to work rate	91%	85%
Retention rate	100%	100%

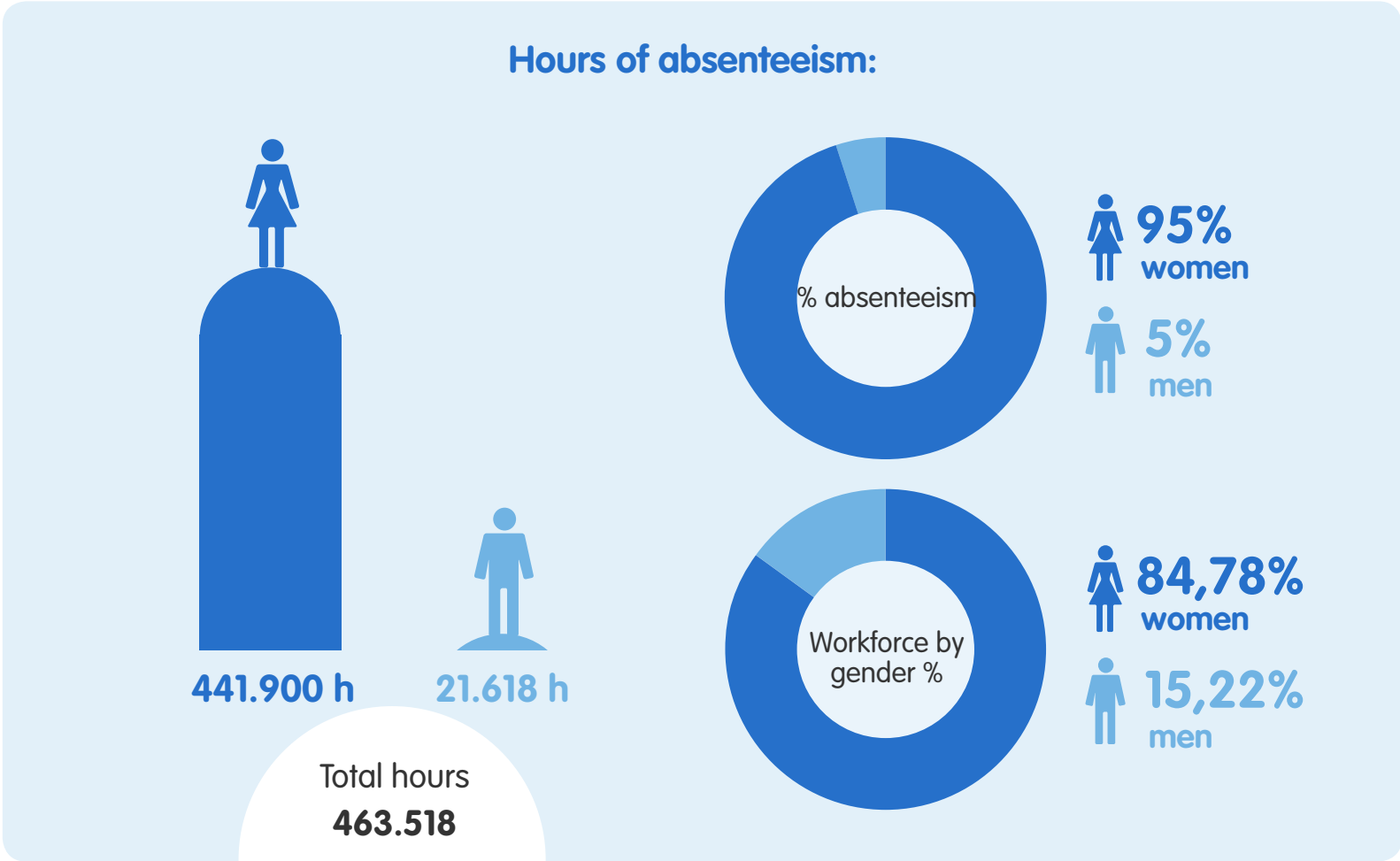
All workers who have at some time worked at the company have been taken into consideration, even if they do not form part of the workforce as of 12/31/2019, and for all kinds of contracts.

For the calculation, Spain, LATAM and Rest of Europe have been considered (except for the United Kingdom where only maternity and paternity data could be considered). In 2019, USA maternity and paternity leave is also included for those who have taken maternity/paternity leave under US law.

We do not have data on employees who have returned to work after parental leave and who are still IVIRMA professionals 12 months later during 2019.

Absenteeism

Absence data from IVIRMA is collected in the following graphs. Women have the highest percentage of absenteeism in the organization (95% of absenteeism), but they also represent a higher percentage of staff (85% of the total).



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. No information is available regarding the remaining countries. We will work on collecting this information to include it in the 2020 Report.

Occupational health and safety

We ensure a safe and healthy work environment

At IVIRMA we promote a prevention culture that guarantees the highest levels of **safety, well-being and health for our professionals**.

Health is one of our priorities, so we work to provide a respectful and healthy work environment at all corporate levels, integrating safety as a basic objective of our **Occupational Risk Prevention Management System** and carrying out personalized prevention programs for each of our clinics.

For this purpose, we have an outsourced prevention service and a person responsible for risk prevention in the clinic, who is in charge of managing the job-related risks and developing preventive policies at a local level, in partnership with the Human Resources area of central services.

Information on prevention is one of the first aspects provided to people who join IVIRMA's staff. In fact, all the documentation corresponding to the prevention of occupational risks is included in the Digital Welcome Plan.

Once these workers have joined the company and have received initial information and training on the job-related risks, they can then, if considered necessary, undergo training in first

aid, cardiopulmonary resuscitation, blood extraction training, fire drills, informative talks on PPE (personal protective equipment), etc.

At IVIRMA we go beyond the preventive risk policies specified by law, applying processes and actions such as the prevention bonus, which we opt for thanks to our best practices, the training courses we have taken, the ergonomic reports (in the case of biologists, in relation to repetitive movements) and the performance of psychosocial studies when we believe there may be a conflict in some department and we want to know the reason or origin in order to resolve it.

The health and safety of our providers and patients is also a concern for IVIRMA. The chapter of this report entitled Committed to our Patients specifies the system introduced at IVIRMA to ensure the health and safety of our patients. It should be noted that in 2019 we published our Perfect Match service, which offers greater security and peace of mind to our patients.

In Spain, management of workplace accidents and work-related ill health is carried out jointly by Human Resources with the collaboration of the mutual accident insurance company. In addition, we have a Health and Safety Committee at our

centers in Bilbao, Barcelona and Valencia. In this regard, employees are involved in the Health and Safety System since they are considered as potential witnesses to work accidents, although a third party not linked to the company may also be.

As an organization, we go beyond the aspects of occupational health and safety, promoting the health of our staff at headquarters by encouraging healthy habits, such as the weekly distribution of fruit.

The management of occupational health and safety and risk prevention in other countries where IVIRMA is present is carried out by a prevention services company that manages these risks and offers a service very similar to the one performed in Spain.

Work-related accidents and work-related ill health

Ensuring the safety of our staff is fundamental to our organization. For this reason, and with the aim of reviewing the evolution of accident indicators, analyzing their causes and being able to apply preventive policies to reduce IVIRMA’s accident rate, in Spain we produce annual reports on work-related accidents and work-related ill health that have occurred in the company.

The outsourced prevention service, in its visit to the clinics, assesses and determines the risks. The evaluation allows us to assess and estimate the size of those risks that exist at the company for the health and safety of workers and, subsequently, to propose the necessary control measures to eliminate or reduce them.

This process enables us to prevent or reduce potential incidents of health and safety and work-related injuries or ill health. Through this prevention we reinforce a fundamental aspect for the company: to minimize, to the extent possible, the causes of all the hazards in the workplaces.

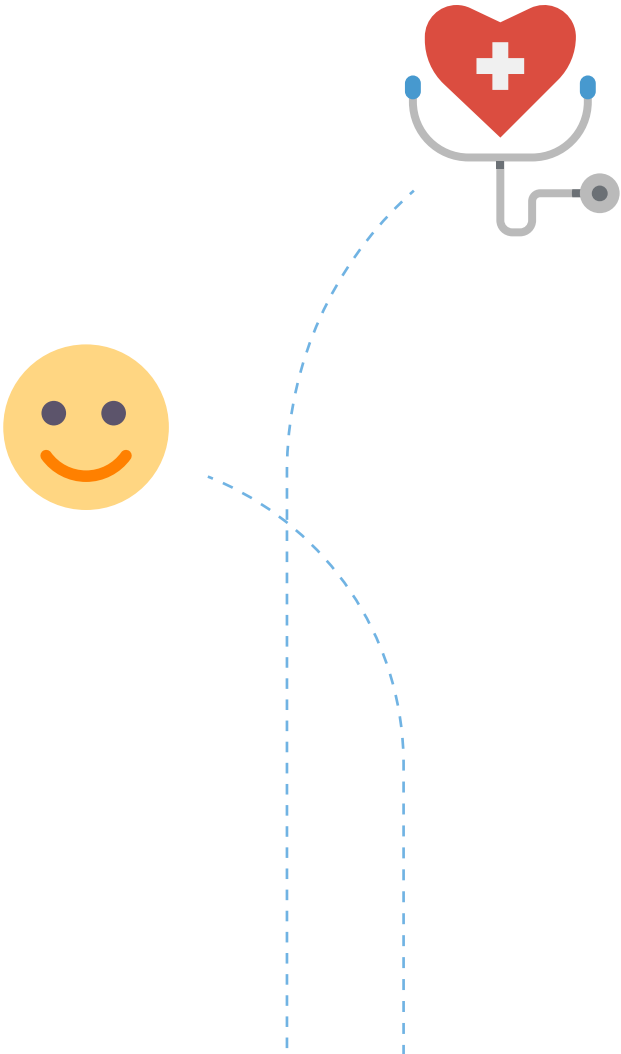
There were no serious accidents in any of the work centers in Spain during 2019.

2019		
Type	Women	Hombres
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	36	5
Rate of registered work-related injuries	20.224,71	2.808,98
Main types of work-related injuries	Superficial wounds and injuries	

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 2020 Sustainability Report.

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

Prevention is present in all IVIRMA processes



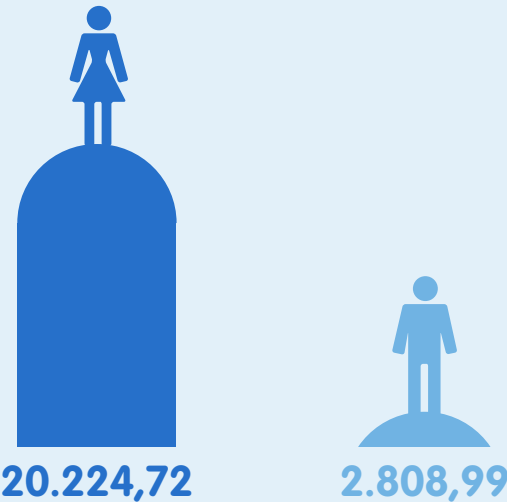
17 of our clinics in Spain have received the Prevention Bonus, in recognition of their contribution to reducing the number of work-related accidents

In 2019, a total of 17 IVIRMA clinics in Spain received the Prevention Bonus in recognition of their contribution to reducing the number of work-related accidents. This means that the work-related accident rates of these 17 clinics are below the limits established by law.

In order to make the efforts of our clinics in the area of workplace accidents visible, Human Resources sends out an annual communication to the entire group recognizing those clinics that have met the target set during the year. In this way, the work they have carried out in relation to effective actions in the prevention of work-related accidents and work-related ill health is highlighted. In 2019 we have recognized the effort of 6 more clinics than the previous year.

In addition, as we have already mentioned, we have different resources to minimize and/or eliminate other occupational risks, such as, for example, information and training of workers, accident investigation, regular controls, control and use of PPE (Personal Protection Equipment), among others.

Accident frequency by gender



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 2020 Sustainability Report. To calculate the rate of accident frequency, the following formula has been followed:

$$(\text{number of accidents}) / (\text{number of hours worked}) \times 1,000,000$$

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 job.

The Prevention Plan for all IVIRMA centers includes:

- » **Risk assessment**
- » **Emergency plan and corrective measures.**
- » **Investigation into accidents, if there are any.**

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.

The support of Management is fundamental to promote the management and ongoing improvement of the Prevention of Occupational Risks and Health and Safety conditions in the workplace. In addition, IVIRMA's Management is committed to providing the necessary resources for the implementation of such a prevention plan, to disseminate it to all personnel and

to promote compliance. Furthermore, it shows a concern to avoid not only workplace accidents, but also those that occur during journeys to and from the workplace ("in itinere").

The Health and Safety Management System at IVIRMA is always established in response to the regulatory framework applicable in the different territories where our clinics and offices are located. 100% of the people employed are covered by IVIRMA's own Health and Safety Management System at a global level, which is audited internally by our Quality Department.

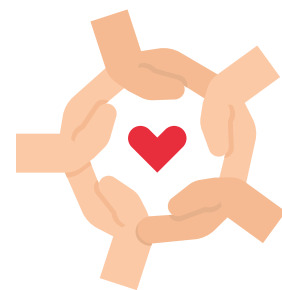


Social relations

We are firmly committed to respecting the labor rights of our employees around the world, and in particular their right to participate, as an essential element in the sustainable development of the business model.

The group is committed to facilitating the **right of association** by providing common spaces for convening any meetings deemed necessary, and making available the means that allow them to reach the greatest possible number of workers, ensuring the success of the call to meeting and thus promoting social dialog and respect for the right of staff on the promotion of union elections in the centers.

In this regard, no operation or suppliers with which the company cooperates have been identified where the rights of workers to exercise freedom of association and collective bargaining have been or are suspected of being infringed.



At IVIRMA we guarantee and facilitate the right of association

At IVIRMA Spain there is a **Business Committee** at three of our centers: IVI Valencia, IVI Barcelona and IVI Bilbao. The IVI Valencia committee, comprising 9 members, was set up in 2015 and has renewed its mandate during 2019. More union units have participated in these elections and there have been changes in some of the committee members. The committees of IVI Barcelona and IVI Bilbao have been set up during 2019 and comprise 9 and 5 members, respectively.

In those centers where there is no trade union representation, at IVIRMA we encourage **social dialog** 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 the organization.

In addition, at corporate level, we have the **compliance channel** grievance mechanism, which is accessible to all workers in Spain.



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 addition, the minimum notice period granted to professionals is managed according to the measures to be adopted and the scope these. In any case, and given the geographical breakdown of IVIRMA's work centers, the minimum period is usually between 3 and 4 weeks, to ensure optimum communication and implementation of the measures to be adopted.

At IVIRMA Spain, all 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 case study involves the application of 22 different agreements, and monitoring the validity of all of them with the aim of keeping the content and salary tables up to date. In addition, during 2019 the salary tables of collective agreements, such as those of Seville, Madrid and Barcelona, were updated, carrying out the corresponding standardization of the established salary items to comply with the regulations in force.

At a global level, all group professionals are covered by the legal figures belonging to each country, such as the Labor Code of Panama, Labor Act of the United Kingdom, among others.

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



Training and professional development

Training at IVIRMA is one of our fundamental levers for continuous improvement

For IVIRMA, training is an essential aspect, not only for the personal and professional satisfaction of our employees, but also to promote the continuous improvement of the organization. At IVIRMA we have a **training policy** designed to **attract, retain and, above all, develop the best talent**.

In order to adapt training to the training needs of our employees, we carry out innovative learning initiatives, **with training itineraries and tailor-made development plans**. Based on the strategic plan and the aspects detected by the people responsible for our groups, we carry out training to cover these needs.

The **Training Plan** is part of the Human Resources Policy, and applies to countries where ISO 9001 certification is available: Spain, Italy, Portugal (Lisbon), Panama, Chile and Argentina. In the remaining countries, work will be done over the next year to introduce and extend the training procedure progressively at global level. In any case, we have the Monthly Seminars, internal training courses that are aimed at the company's scientific and medical groups on a global level.

At IVIRMA we have two different training plans:

- » The first is targeted at the **IVIRMA Team** (at headquarters) and the **IVI Foundation** and is framed, respectively, within 7 and 2 development areas: Compliance & Legal, Operations, Finance, Human Resources, Marketing, IT and Medical Affairs for the IVIRMA Team and Innovation and Education for the IVI Foundation.
- » 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, targeted at the **clinics** and the different profiles that are there. In this plan, 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 2019 is highlighted below:

Patient Experience

During 2019, with the aim of increasing the loyalty of our patients and making their experience at IVIRMA unique, we have deployed specific training for groups that are in direct contact with the patient: gynecology, nursing and patient care. In addition, we have also involved the clinic's management, identified as the main drivers of this project, by providing specific training.

Laboratory Transformation Program

The Laboratory Transformation Program is one of the innovative projects launched in 2018 that has been completed during 2019. The purpose of this program is to provide oversight and management of teams based on transformative leadership.

This program featured participation of the Laboratory Managers and its projection is to transfer it to the rest of the groups and levels of the organization in the long term.

Learning for Excellence

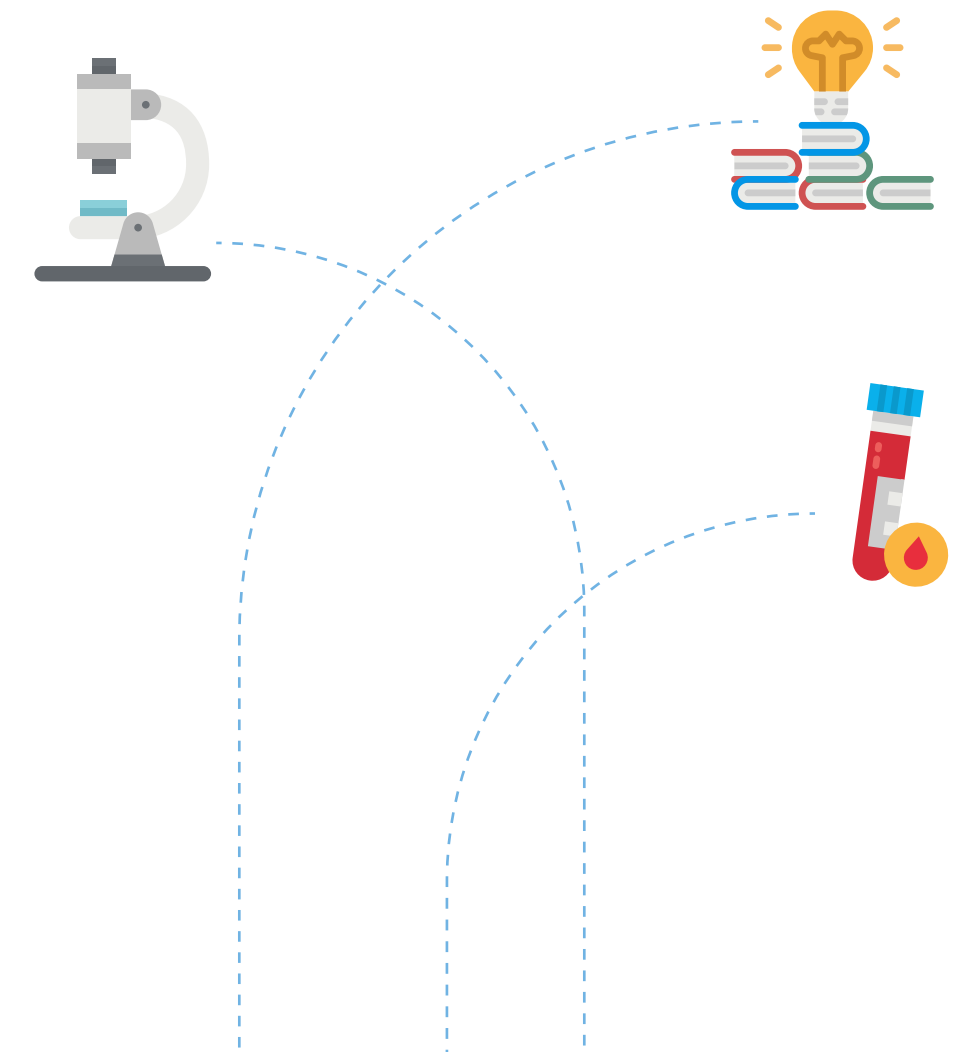
Learning for Excellence is a points system to recognize the excellence of those professionals who achieve the targets set by the organization. We launched this project in 2018 with the aim of achieving, through continuous training, the level of clinical excellence required within the organization, both externally and internally.

During 2019, this training has been implemented for the Laboratories group. The program for the Nursing and Psychology groups is scheduled to be launched in 2020.

All training is carried out in our **training center**, where we offer theoretical and practical training, and in the **virtual campus**, where online training takes place.

During 2019 the organization has made a great effort to create and initiate online training to share internal know-how and standardize knowledge and techniques in the centers. Examples of this are the online training courses Thyroid and Infertility and Genetics in Reproductive Medicine part 1, aimed at gynecological professionals in Europe and LATAM, and 360 Quality in IVF part 1 and 2, aimed at groups from all the laboratories in Europe and LATAM.

Furthermore, IVIRMA's policy in this area is clearly committed to an internal training model, for which it identifies and maintains a network of internal trainers, who pass on their knowledge to the rest of the company. These trainers, who in 2019 numbered 31, have remuneration associated with the hours of training given.



During 2019, a **total of 34,543.5 hours of staff training** were carried out in Spain, **16,000 hours more than the previous year**. Globally, 38,291 hours of training have been carried out. The increase in training hours in Spain during 2019 is due to the implementation of the Learning for Excellence Program for gynecological staff and laboratory personnel, and the provision of training to many of the groups that make up IVIRMA.

Total training hours for staff

Category	Total number of hours	
	Women	Men
Support functions (headquarters)	3.689,0	1.718,0
Clinic support	1.672,0	384,0
Medical staff	7.869,0	3.713,5
Laboratory	10.256,5	2.359,5
Nursing	3.064,0	26,0
Patient care	3.391,0	148,5
Total	29.941,5	8.349,5

Training data for all countries except the USA for which we have no data.



UNIVERSAL ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

All our centers are designed to allow accessibility and usability, as well as to promote the autonomy of disabled persons. In this regard, we adjust and make work more flexible with longer rest times and less time spent working, so that the organization’s workers with a disability can perform the job functions normally.

During 2019 we have incorporated SONIX into our work system. SONIX is a tool that allows us to subtitle audiovisual contents in a fast and automated way and thus contribute to our commitment to make these contents accessible to people with hearing disabilities.

As of December 2019, we have a total of 23 disabled workers on staff, 21 of whom work in Spain and the rest in RER (Rest of Europe). These 23 persons with a disability represent 1.1% of the total staff.



In Spain we have a collaboration agreement with the Adecco Foundation, through which we provide personalized and comprehensive support to the families of the organization’s workers with disabilities, promoting their social and occupational integration.

At IVRMA we also work to ensure that all our clinics respect universal accessibility standards, adapting to the regulations of the community or country where the clinic is located. The aim is to be able to guarantee the greatest autonomy for any IVRMA patient and we do this by eliminating physical barriers. This translates into the following practices: 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.

 **Diversity enriches us as an organization**

Equality and Diversity

In all of IVIRMA's business areas, the workforce mainly comprises women, who represent almost 85% of the total. Accordingly, at IVIRMA we are working to implement policies that guarantee equal **opportunities** in all areas of the organization.

The **Code of Ethics and Conduct** establishes different undertakings in relation to equal opportunities, such as the commitment related to the promotion of professional and personal development of all workers, ensuring equal opportunities through action policies and the undertaking to provide equal opportunities in access to work and professional promotion, rejecting any type of discrimination on the basis of race, nationality, social origin, gender or others.

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

To ensure 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. During 2019 we have started to develop the equality plans at the Madrid, Barcelona and Valencia centers, with the aim of approving them during 2020 and being able to implement them. In addition, work has been done on the Group's Equality Policy as a strategic framework for its commitment to diversity, which will be launched in 2020.

By introducing this, we aim to achieve several specific objectives, such as continuing to work on integration of the gender perspective in the organization, promoting a balanced participation of women and men in the company and the corresponding decision-making, and establishing measures to eradicate gender violence and sexual harassment on the basis of sex, gender or sexual identity.



Diversity in the workforce		under 30		from 30 to 50		over 50		disabled persons	
		Women	Men	Women	Men	Women	Men	Women	Men
Category	Support functions (headquarters)	18	7	101	45	22	6	2	1
	Clinic support	51	8	163	43	81	16	3	2
	Medical staff	2	2	96	27	15	15	0	0
	Laboratory	97	21	269	49	30	5	4	0
	Nursing	130	2	323	4	41	2	3	0
	Patient care	52	3	222	14	48	1	6	1
	Executive staff	0	0	6	22	5	26	0	1

Data from IVIRMA Global. Workers with all types of contracts as of 12/31/2019 have been taken into account.

Diversity on the governing body*		under 30		from 30 to 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 have a procedure for managing sexual and gender-based harassment in the workplace (or other situations that involve an attack on the dignity or privacy of workers), which establishes the protocol to be followed in the event that one or more of the aforementioned harassment situations occurs. This protocol is available to the entire staff through the employee portal.

As part of the process of drawing up the Equality Plans, during 2020 we intend to direct our efforts towards updating and improving this procedure. This work places special emphasis on the following measures: the introduction of clearer penalties, the inclusion of the definition of harassment on the grounds of sexual identity or gender expression, or the implementation of training actions in relation to the procedures for dealing with possible cases of harassment.

This protocol applies to IVIRMA centers in 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 Monitoring the Working Environment, a non-permanent body that is convened in the event of receiving a complaint concerning the above-mentioned situations.

Furthermore, in the Human Resources department we also have the Employee Relations & Compliance figure, which is the person responsible for managing the aspects related to equality and diversity. This person 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.

No cases of discrimination have been reported during 2019.

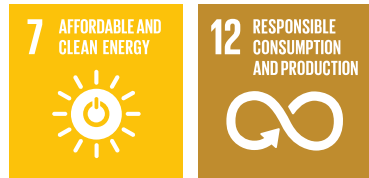


08

Committed to
the planet



At IVIRMA we are concerned with reducing the impact on our environment



ENVIRONMENTAL MANAGEMENT

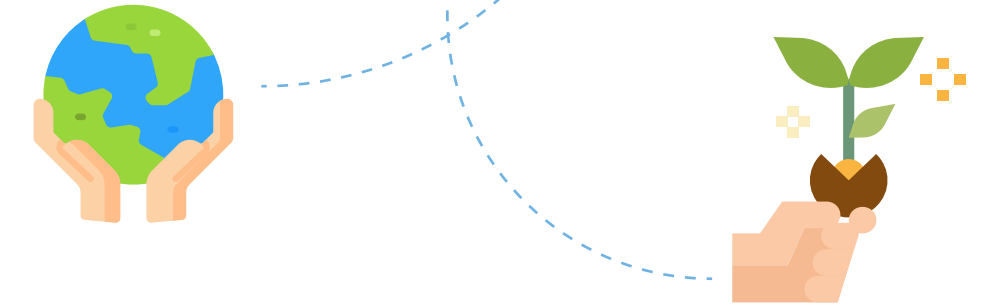
At IVIRMA we are committed to integrating environmental sustainability into our activities. Our Quality Management System Policy refers to aspects of environmental sustainability and, in addition, to continue implementing this commitment, we have worked during 2019 on our **Environmental Policy**, which we will continue to develop during 2020. This Environmental Policy is the result of an internal strategic reflection process and an environmental diagnosis of the clinics, conducted by an independent third party and which identifies the areas for improvement in this area.

The Environmental Policy responds to the four priority thematic axes linked to different Sustainable Development Goals (SDGs) on which Agenda 2030 is based:

- » **Circular Economy**, which addresses the circularity of our processes and our ability to reduce the waste generated
- » **Climate Change**, focusing on energy consumption and fuel use, taking into account both efficiency and origin.
- » **Resource Consumption**, which deals with the level of consumption of the most important resources by the company and where work is carried out to align the production and supply chain with the company's sustainability targets.
- » **People**, which incorporates a focus on social issues, mainly community relations, good neighborliness and participation.

Prior to the work carried out during 2019 related to the Environmental Policy, some of our clinics already had management models for the main environmental aspects, an example being the clinics in Madrid and Mallorca. The Madrid clinic has been awarded the Madrid Excelente Certification, which substantiates compliance with certain social and environmental criteria. Moreover, since 2012, the Mallorca clinic has integrated an environmental management system certified according to ISO 14001 into all its activities.

To extend this work, which had already been promoted at the centers in Mallorca and Madrid, an **environmental diagnosis** was conducted in 2019, which helped to establish a benchmark model against which to measure the development of each clinic and of the company as a whole.



POLLUTION

Of all the activity and processes that we carry out at IVIRMA, there are three very specific points where **pollutant emissions** can be produced: in the power generators (generator sets), in the cooling systems and in our small fleet of vehicles used for activities carried out in the field of Relationship Marketing.

In the case of power generators, their use is very occasional, as we only use them if there is a power failure.

To control the emissions produced by the electricity generator and the cooling system, the Maintenance Department carries out internal and external checks, and we also control the emissions of our vehicle fleet through frequent reviews.

On the other hand, and with regard to **noise pollution**, the effects of IVIRMA's activity in this area are not very significant. We respect the mandatory limitations established by municipal bylaws and implement the necessary corrective measures to ensure that the sources of noise, which are mainly the air conditioning equipment in the clinics, comply with all requirements and mitigate possible nuisances in the nearby residential areas. In this regard, during the installation and operation phases of the air conditioning equipment in IVIRMA's clinics, we have taken into account the necessary preventive measures in relation to noise pollution.

The environmental diagnosis carried out during 2019 has not identified any activity of the organization that generates **light pollution**.



PREVENTION AND MANAGEMENT OF WASTE AND THE CIRCULAR ECONOMY

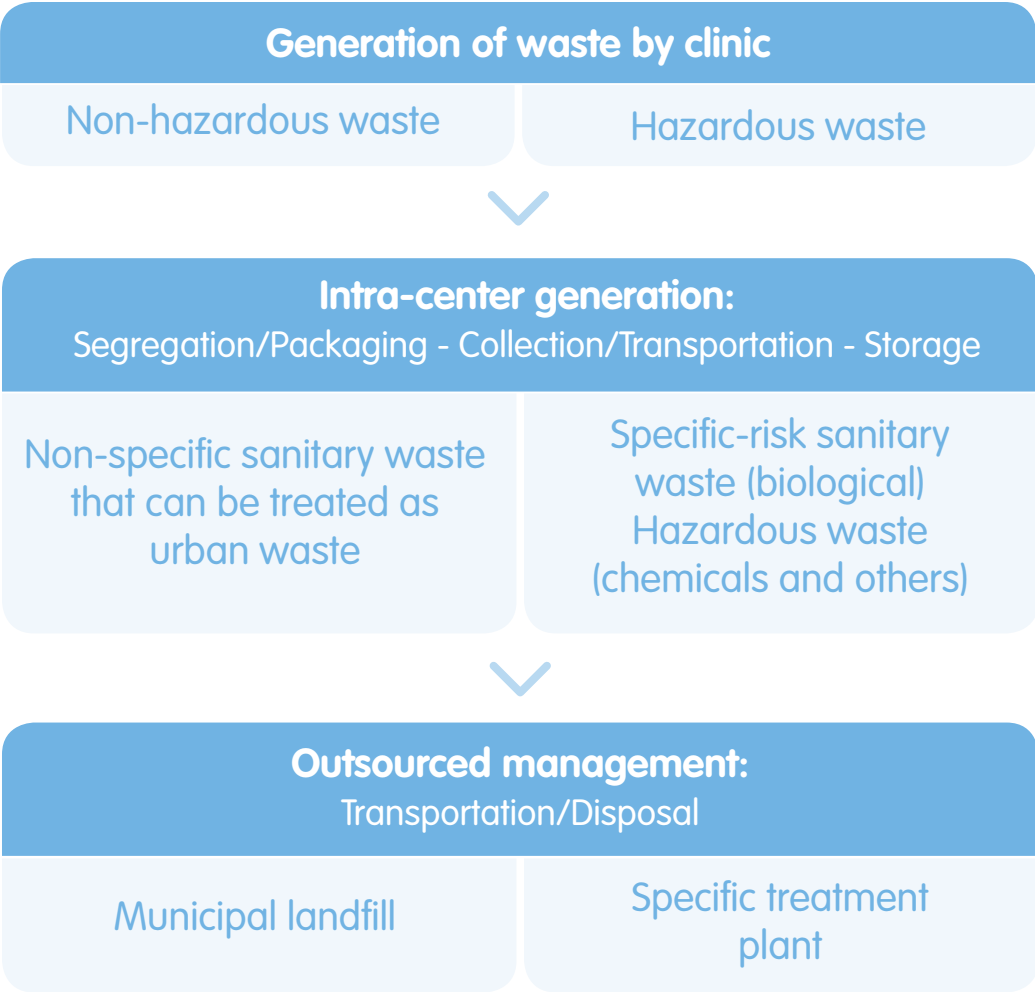
In this area, we have a Waste Management Procedure that applies to Spain and Portugal, which aims to protect the health of patients, workers and people who handle waste and to reduce as far as possible the risks of spreading infectious diseases or chemical contamination of the environment from healthcare waste. In addition, this procedure specifies those wastes that, due to their greater potential danger, must be disposed of in containers that will subsequently be processed by an authorized waste manager.

According to the type of waste generated in the clinics, as a result of the activity carried out there, we can classify them into:

- » **General or solid urban waste:** this is managed using the municipal containers and with the recommendation to carry out a previous separation of the same according to whether it is paper, plastics and/or general waste.
- » **Bio-sanitary waste that can be treated as urban waste:** it is disposed of in the general municipal container.
- » **Specific bio-sanitary products and special waste:** these have a special treatment that is managed by an authorized operator that destroys this waste in a controlled way.

Since mid-2019 we have gradually implemented **measures for the classification of hazardous waste**, especially for the distinction between specific bio-sanitary waste and bio-sanitary waste that can be treated as municipal waste. As a result of these measures, the amount of bio-sanitary waste managed through the hazardous waste manager has decreased significantly. This is an excellent result for IVIRMA, as 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.

We have significantly reduced the generation of hazardous bio-sanitary waste



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

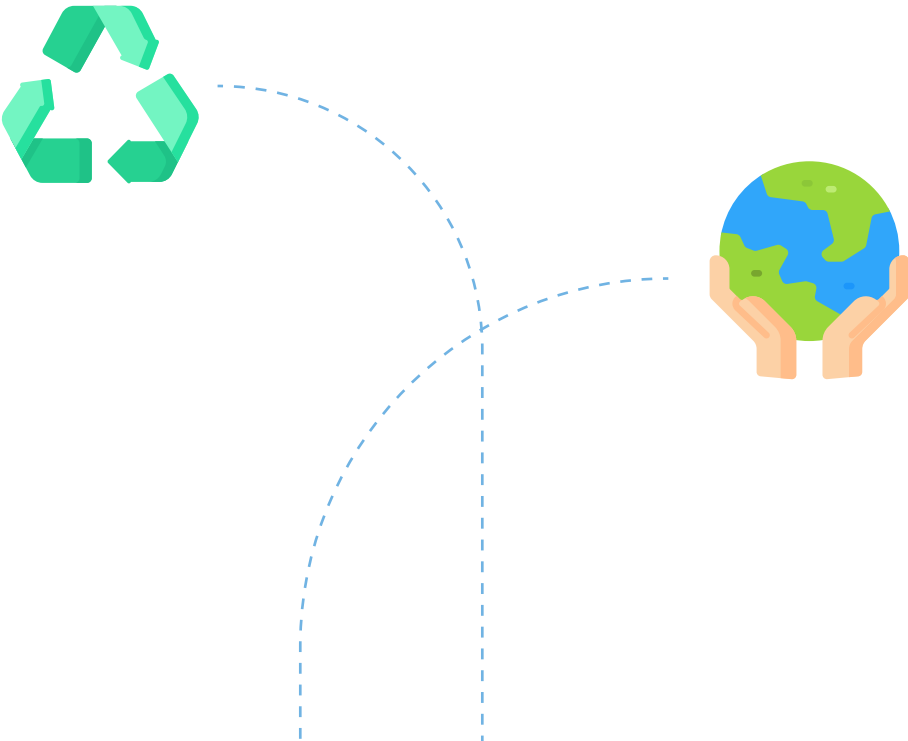
Waste by type of disposal method

Hazardous waste and treatment			
Hazardous waste	Treatment	Gross weight (Tn) 2019	Gross weight (Tn) 2018
Lab equipment cleaning waste	Regeneration and recycling	2,65	1,75
Other chemical products	Regeneration/Incineration	2,65	1,15
Biosanitary Type III	Steam sterilization	55,04	64,44
Non-hazardous Biosanitary	Recycling/landfill	1,71	0,54
Others	Regeneration retrieval, recycling, landfill, incineration	2,01	7,62
Total weight of hazardous waste		64,05	75,5

The 2019 data are from the clinics in Spain and Panama. No data are available for the rest of the facilities. We will continue to work on collecting this information to include it in the 2020 Report. The 2018 data are from the clinics in Spain.

Non-hazardous waste and treatment			
Non-hazardous waste	Treatment	Weight (Tn) 2019	Weight (Tn) 2018
Paper	Recycling	0,20	0,56
Plastic	Recycling	0,23	0,35
Organic	Landfill	0,47	0,26
Biosanitary waste that can be treated as urban waste	Landfill	3,30	2,88
Total weight		4,20	4,05

Data from the IVI Mallorca clinic. No data are available for the rest of the facilities. We will continue to work on collecting this information to include it in the 2020 Report.



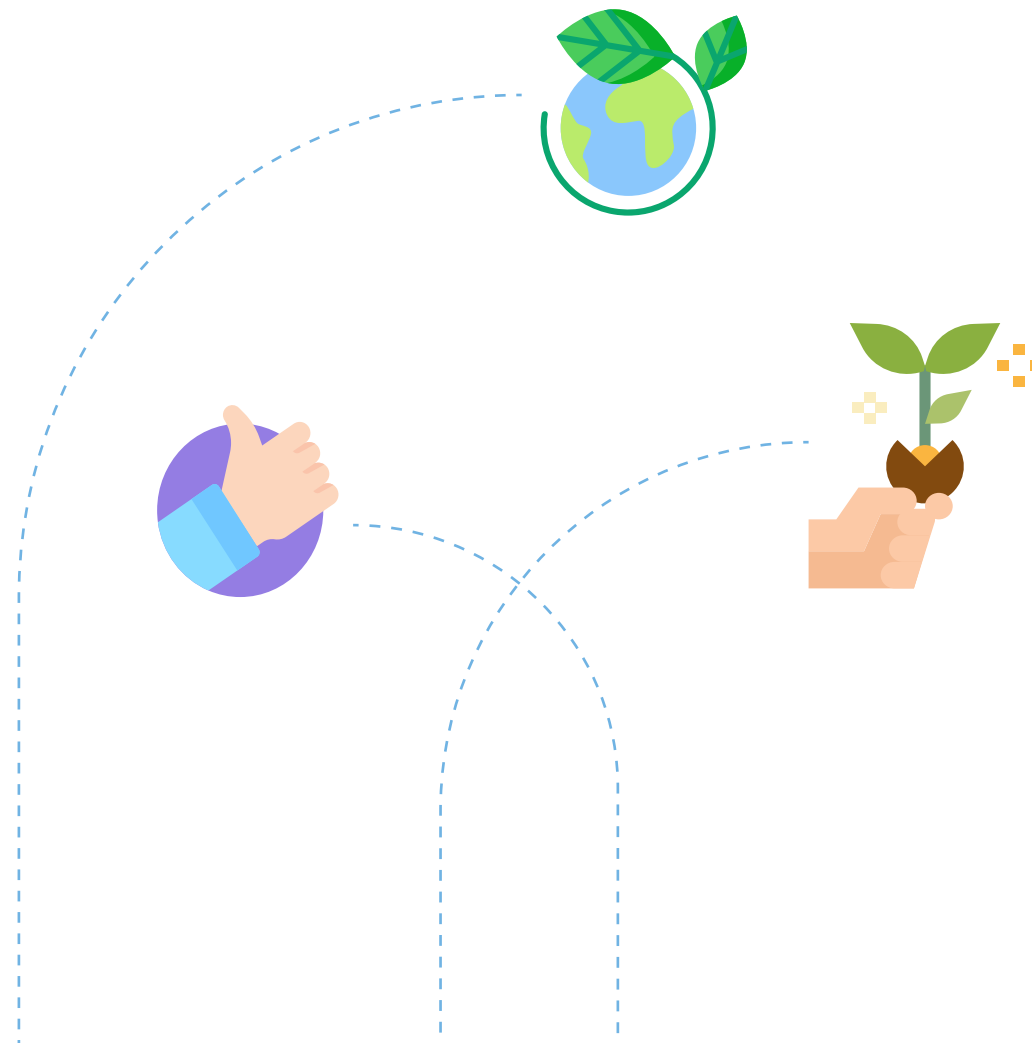
Prevention, recycling and reuse measures

In order to **reduce paper consumption** in all our clinics, we have implemented several actions, including the patient portal and biometric signature, which allow us to reduce the printing of documents. These two best practices have saved the printing that previously involved handing out physical documentation to patients and obtaining their signature.

As regards the **circular economy**, we have identified different measures aimed at promoting the reuse, recovery and use of recycled materials, as a result of the environmental diagnosis that we conducted in 2019 in our clinics. We are gradually implementing these measures and will work to collect the data to assess the outcome of this implementation.

A best practice that we have been working on during 2019, and which is expected to be implemented in 2020, is the **recovery of plastic caps** for subsequent donation to solidarity projects. In this regard, we have signed an agreement with the SEUR Foundation to carry out the project.

Due to the organization's activity, the impact associated with food waste is not relevant.



SUSTAINABLE USE OF RESOURCES

The **sustainable use of resources** has an environmental and economic impact on the company. For this reason, at IVIRMA we strive to control and reduce the consumption of materials, water and energy that we use in our daily activities.

Energy consumption

A reducing in energy consumption and better energy efficiency are our priorities in the energy field.

The **consumption of non-renewable fuels** throughout 2019 has its origin in the consumption of natural gas and diesel oil in some of our facilities, in the use of diesel oil in vehicles used for the mobility of people in the area of Relationship Marketing and in the use of diesel oil from the generators available in the clinics.

Natural gas consumption for 2018-2019 is not comparable, since the US data that were included in 2018 could not be obtained. On the other hand, the consumption of diesel oil related to the operation of the generators for electricity generation has been reduced.

Consumption of non-renewable fuels in MJ

	2019	2018
Diesel*	342.927	423.943
Natural gas**	3.594.669	9.063.828
Vehicle gasoline***	70.308	
Vehicle diesel****	1.029.436	1.051.486

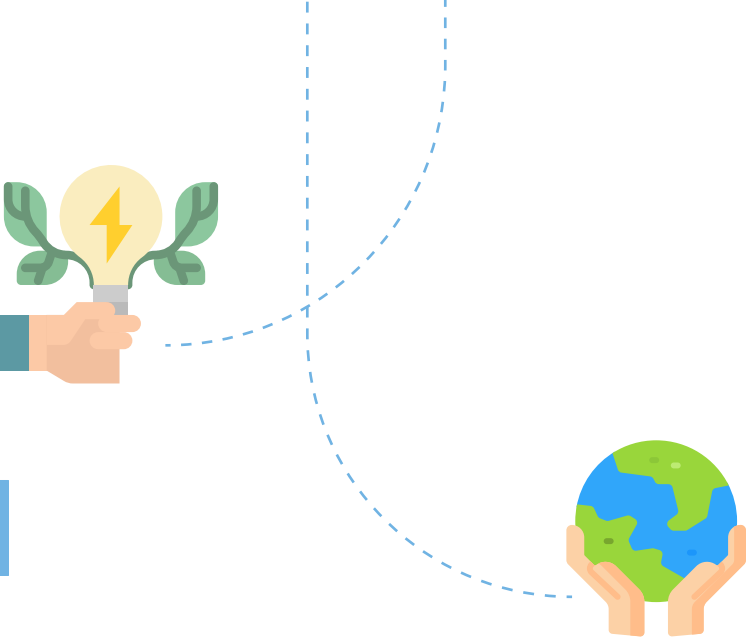
* Fuel consumption has been obtained through invoices. This includes the purchase of diesel for residual consumption corresponding to the start-up tests of the generators, as well as the consumption of the clinics in Alicante and Madrid that have diesel boilers. Work is being done to be able to report the information of the remaining countries in the 2020 Report. For the conversion of liters of diesel to MJ, we have used the calculator of the Urban Ecology Agency of Barcelona.

** Natural gas consumption only affects the Valencia clinic, which has natural gas-powered chillers, and centers in the USA, from which it has not been possible to obtain data for 2019. For natural gas, 11.7 kWh/m3 has been considered following the conversion factors of the Ministry of Industry.

****For the conversion of liters of gasoline to MJ, we have used the calculator of the Urban Ecology Agency of Barcelona.

*** The calculation has been made based on the Km traveled by the Relationship Marketing technicians of Spain, France, Italy and Portugal. We have estimated that diesel vehicles consume 7 liters of fuel per 100 km and hybrid vehicles consume 4 liters of fuel per 100 km.

No fuel from renewable sources is consumed.



With regard to **electrical power**, during 2019 we have made progress in collecting data on electricity consumption at IVIRMA clinics, although we will have to continue along these lines with the data that may be provided by the various utility companies.

In general, the comparison of total electricity consumption in the clinics has remained stable with respect to the previous year. The clinics in Santander, Seville, Pamplona and Barcelona have recorded a reduction in consumption during 2019 that in some cases reaches 30% compared to 2018. On the other hand, we have detected significant increases in electricity consumption at our clinics in Bilbao and Vitoria, with an increase of 55% and 45% respectively in electricity consumption.

Consumption of non-renewable fuels in MJ		
	2019	2018
Electricity consumption	27.461.303	27.747.551

Electricity consumption has been obtained through invoices. It includes all centers in Spain (except Ibiza and the IVI Foundation), Italy, Salvador de Bahía, Buenos Aires, and Santiago de Chile.

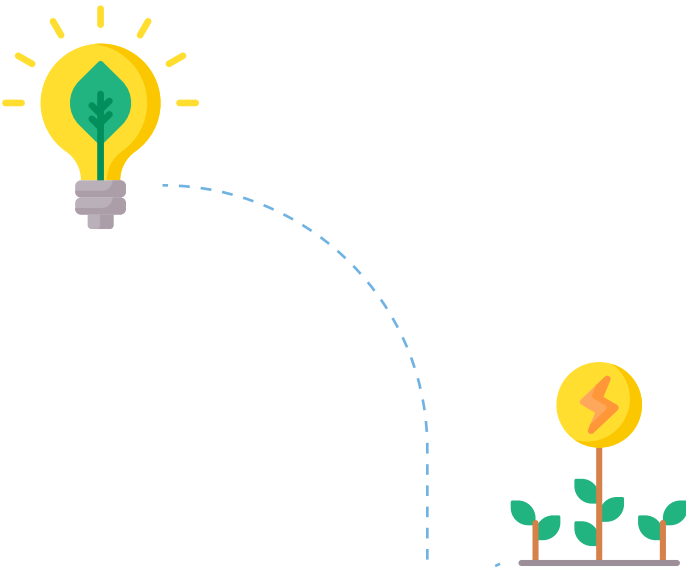
No information could be obtained from London or Panama. Work is underway to make available consumption data from clinics in the United States.

The total energy consumption for 2019 can be summarized as follows:

Consumption of non-renewable fuels in MJ		
	2019	2018
Total energy consumption	32.498.644	38.286.808

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

In the 2019 data, natural gas consumption by clinics in the USA has not been considered.



Water consumption

At IVIRMA the management and control of **water consumption** is monitored monthly in all the Group’s clinics to detect possible deviations. In addition, water inspections are regularly carried out in our clinics by the corresponding entity.

IVIRMA’s water supply in Spain is from the water grid and we have a legal contract. All discharges made into the sewage network have the corresponding authorization.

For the IVIRMA group as a whole, **total water consumption** in 2019 was 21,654m3. Of the IVIRMA clinics for which we have comparable data from 2018 and 2019, we would like to highlight that in Alicante and Madrid a reduction of more than 18% has been achieved. Contrariwise, in other clinics an increase in water consumption has been detected, as is the case in Bilbao and Tenerife.

Water consumption in MgL		
	2019	2018
Water consumption	21.654	24.321

All IVIRMA clinics for which information is available have been included in the data on water consumption in 2019.

It has not been possible to include the water consumption data from the clinics in San Sebastian, Logroño, Alcalá, Valladolid, Ibiza, Milan, Bari, Lisbon, Santiago de Chile, London and MINIFIV as this information could not be obtained for reasons related to the water contract. The data included for Panama are estimated data.

The 2018 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

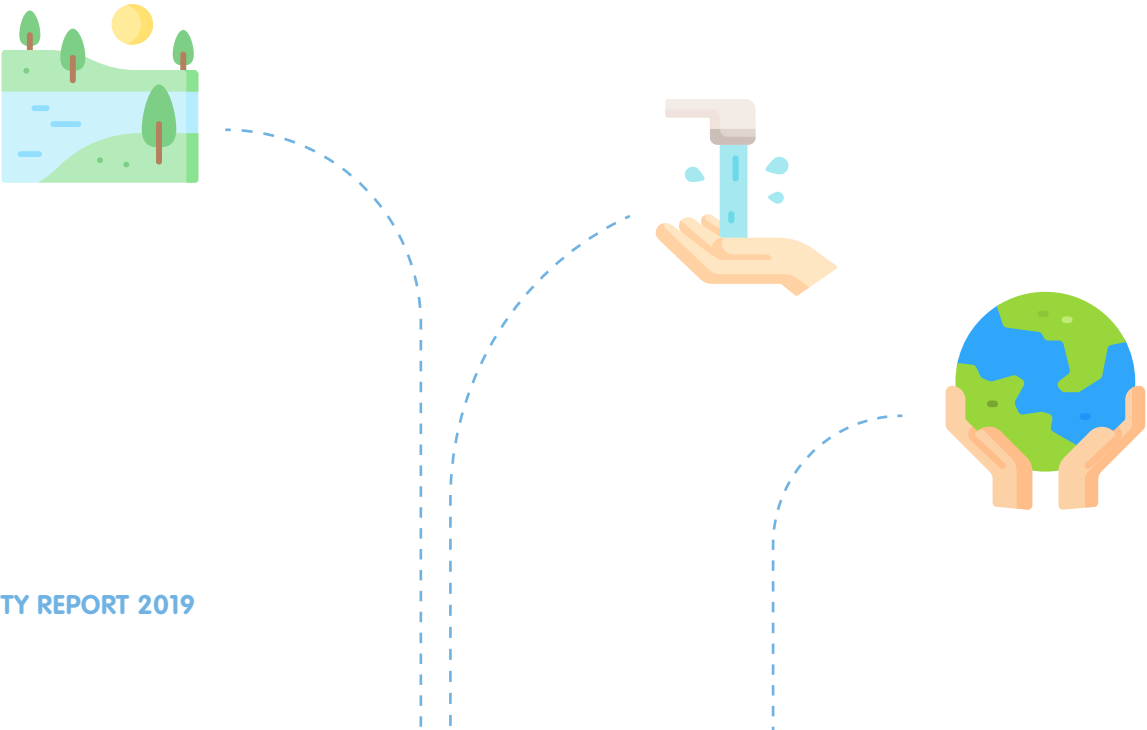
Materials used

As a result of the environmental diagnosis carried out in all our clinics during 2019, the main materials consumed in the clinics’ activity have been identified and we have started to record their consumption. 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, progress will be made in defining new measures that allow a more sustainable use of resources.

Currently, the material used mainly in IVIRMA is of the medical and sanitary type. Paper is also used in the company’s different processes and, to make more efficient use of it, the marketing team has already begun a major digitalization process that has generated a significant impact on reducing paper consumption. Key actions in this area include:

- » Digitization of brochures in PDF format and adaptable to any device.
- » Use of tablets at the conference stands to avoid handing out advertising material.
- » Introduction of streaming sessions for referring gynecologists.
- » Removal of magazines and newspapers in the clinic waiting room.



CLIMATE CHANGE

Direct (scope 1) GHG emissions

The **direct emissions of scope 1** associated with IVIRMA’s activity are related to the consumption of natural gas and diesel at some of our facilities, the use of fuel for Relationship Marketing vehicles and the refills of fluorinated gases.

These emissions have decreased during 2019, due to a reduction in the consumption of natural gas and diesel. In this regard, we have also purchased hybrid vehicles, which has helped us to reduce the environmental impact related to greenhouse gas emissions.

Total CO₂eq in scope 1 is 280.96 tonnes. This amount is divided into:

- » Emissions associated with the consumption of natural gas: 202.74 Tn CO₂eq.
- » Consumption of diesel for electricity generation facilities in clinics: 25.41 Tn CO₂eq.
- » Use of motor vehicles, mainly for commercial activity: 52.81 Tn CO₂eq.

There have been no reported refills of refrigerant gases in air conditioning and other clinic equipment during 2019, so there is no contribution in the form of greenhouse gas emissions.

Direct (scope 1) GHG emissions		
	2019	2018
Natural gas and diesel fuel vehicles*	280,96 CO2 eq	527,64 CO2 eq
**Fluorinated gas refills	Sin datos	348,77 CO2 eq

For the natural gas calculation of Valencia and the USA. We have considered diesel used for Relationship Marketing vehicles and the refills of fluorinated gases, using the calculation tool of the Ministry for the Ecological Transition. The diesel consumption associated with the checks on the generators is not considered, as it is very insignificant.

* For calculation of emissions from vehicle fuel consumption, an emission factor of 120 g/km for diesel vehicles and 90 g/km for hybrid vehicles has been established. The IDAE’s vehicle database has been used as a reference. We have calculated the emissions from this activity using the kilometers traveled by each vehicle annually.

** Fluorinated gas refills represents consumption that depends on a refill due to maintenance or breakdown. During 2019, these gases have not been refilled.

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.

Previously, in the section on energy consumption, it has been pointed out that electricity consumption has grown by barely 1%. Accordingly, Scope 2 emissions during 2019 are similar to those of the previous year.

Direct (scope 2) GHG emissions		
	2019	2018
Indirect GHG emissions	2.860,55 Tn CO ₂ eq	2.882,78 Tn CO ₂ eq

Se han tomado los datos de consumo de electricidad de red de aquellas clínicas que cuentan con la información por tener contrato propio o diferenciado de otras instalaciones.

Fuente de los factores de emisión para el año 2019: Oficina Catalana del Cambio Climático

Fuente de los factores de emisión para el año 2018: herramienta de cálculo del Ministerio para la Transición Ecológica.

Other indirect (scope 3) GHG emissions

In relation to **Scope 3**, we consider the emissions derived from rail and air transport that we carry out for work purposes at IVIRMA.

During 2019 we have made about 6,400 trips. 45% of these journeys have been made by train with the aim of reducing our CO2 emissions. Despite the fact that rail accounts for around 45% of journeys, its contribution to emissions is less than 4%, while over 96% of emissions in this range are due to air travel.

The trips made during 2019 have meant a total emission of 592 Tn CO₂eq, generating 2.5% more CO2 emissions than the previous year. At IVIRMA we know that the train has a lower environmental impact than the plane. For this reason, 45% of the total trips of our organization are made by train.

During 2019, there has been an increase in the number of journeys by plane due to the holding of the IVI Congress in Palma de Mallorca, as the majority of those attending the Congress have chosen to travel by plane. Due to our environmental commitment to reduce the impact on our events, at IVIRMA we have carried out a **Sustainability Plan for the environmental management of the IVI Congress**, in which actions have been established and developed to offset the carbon footprint generated for this event.

In addition, at IVIRMA we continue to work daily to **reduce unnecessary travel** and find alternative ways to reduce our environmental footprint. For this reason, we use new technologies, such as business Skype and Lifesize, to conduct video conferences and avoid travel as much as possible.

Other indirect (scope 3) GHG emissions		
	2019	2018
Air Transport	572,91 Tn CO ₂ eq	556,75 Tn CO ₂ eq
Rail Transport	19,3 Tn CO ₂ eq	21,14 Tn CO ₂ eq
Total	592,21 Tn CO ₂ eq	577,89 Tn CO ₂ eq

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

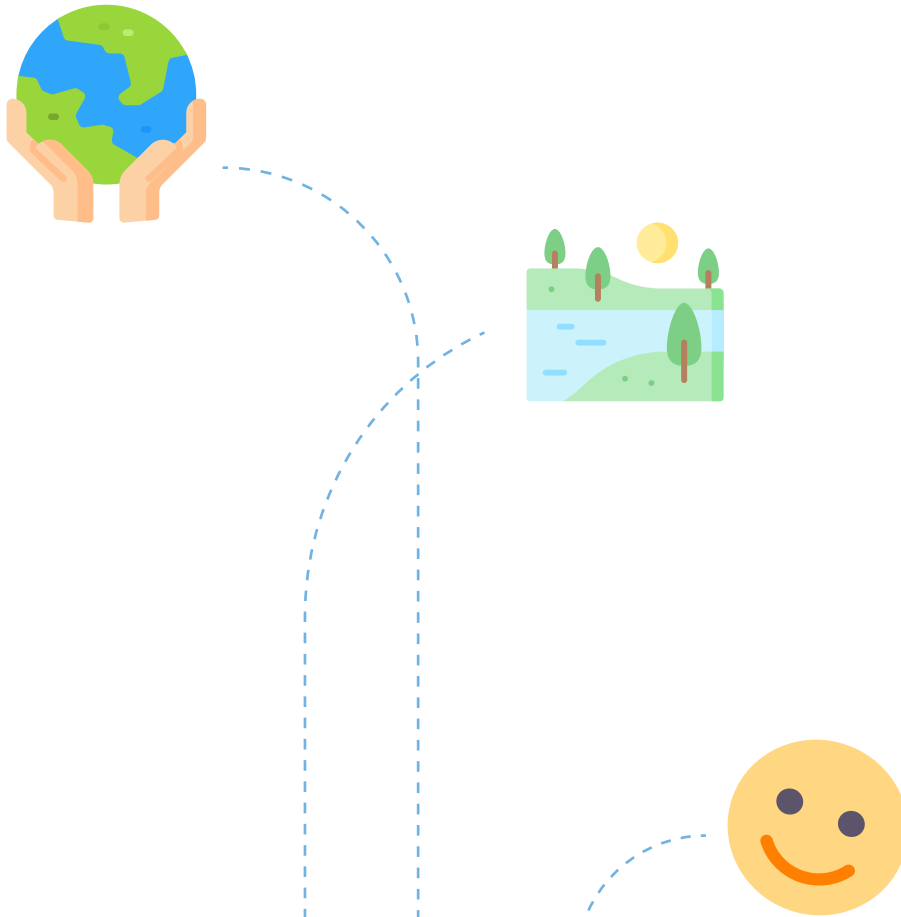
The calculation standards come from the Practical Guide for calculation of greenhouse gas (GHG) emissions published by the Ministry of Environment and Natural Resources, and the World Resources Institute. It is also based on the calculation methodology of ICAO - International Civil Aviation Organization.

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) where C2 is the distance in miles of the segment 1.609344 the Kgs of CO2 per mile and 0.15 or 0.11 the correcting factor.

BIODIVERSITY PROTECTION

There is no significant impact on biodiversity, as our clinics are located in urban settings.



09

Committed to
human rights





COMMITTED TO HUMAN RIGHTS

Our commitment to human rights focuses on respect for **freedom of association and collective bargaining**, the **rights of minorities** (ethnic, religious, linguistic, gender and sexual, among others), as well as the rejection of **child labor** and **forced or compulsory labor**.

Furthermore, at IVIRMA we respect the **right of the human being who is the subject of research**, and his or her personal interest must prevail over the interests of science, society and the company.

We transmit our commitment to human rights to our staff through our **Code of Ethics and Conduct**. It establishes publicly that all IVIRMA professionals must respect human rights and public liberties recognized in the Universal Declaration of Human Rights, thus disseminating our undertaking to the entire company.

With regard to the operational part, within the framework of the **Compliance System** we have identified the risks in relation to human rights and we ensure compliance with these rights in all cases, with the Compliance Committee as the monitoring and control body. This committee may take the necessary corrective actions in the event that any situation of non-compliance with human rights is identified.

In this regard, during 2019, no operations or suppliers have been identified as being at significant risk of cases of forced or compulsory labor or child labor, nor have any cases of discrimination been detected, nor have any cases of human rights violations been reported.

At IVIRMA we have a firm commitment to respect human rights, an aspect that we also keep in mind in our day-to-day activity



Procedure for handling workplace, sexual or gender-based harassment

In the IVIRMA group we have a **Procedure for handling situations of harassment at work, sexual and gender-based harassment and any other situations that involve an attack on the dignity or privacy of workers**. This procedure aims to resolve and correct any possible situation or attitude that disturbs the comfort and well-being of our professionals. This protocol includes different aspects:

- » It sets out the criteria for action and the principles on which the procedure to be followed in the event of a complaint of harassment must be acted upon and made public.
- » It sets out the definitions of harassment, sexual harassment and gender-based harassment based on the existing legislative framework.
- » The procedure includes those situations of discrimination due to pregnancy, maternity or paternity.
- » It specifies the scope in which situations should occur in order to be protected by the procedure, stating that they must occur among company personnel and including those persons who habitually perform professional services for IVIRMA.

- » It makes a grievance form available to staff.
- » It provides for the creation of the Working Environment Monitoring Committee, which will be convened whenever a complaint is received. This Committee comprises the General Manager or the person they delegate, the Global Head of Human Resources and the member or members of Executive Management of IVIRMA that manage those involved in the conflict situation. In special cases of involvement of the Clinic Directors in the conflict situation, the Medical Coordinator may be included.
- » A three-stage procedure is established: initiation, investigation and resolution.

VIRMA is currently preparing various Equality Plans for its clinics, within the framework of which this Protocol will be reviewed and updated. This work places particular emphasis on the following measures: the introduction of clearer penalties, the inclusion of the definition of harassment on the grounds of sexual identity or gender expression, or the implementation of training actions in relation to the procedures for dealing with possible cases of harassment.



10

Committed
to ethical
management



COMMITTED TO ETHICAL MANAGEMENT



At IVIRMA we are aware of the importance that the behavior of workers, suppliers and subcontractors has on the good reputation of our organization. In this regard, we do everything in our power to ensure that all these people carry out their activities in accordance with IVIRMA's guidelines, which are set out in prevailing legislation and regulations, codes of conduct and internal policies.

It is also very important for us that all these personnel help to detect those irregular and unlawful conduct that could put the group at risk in order to avoid losing our current leadership situation, which we have obtained through years of hard work.

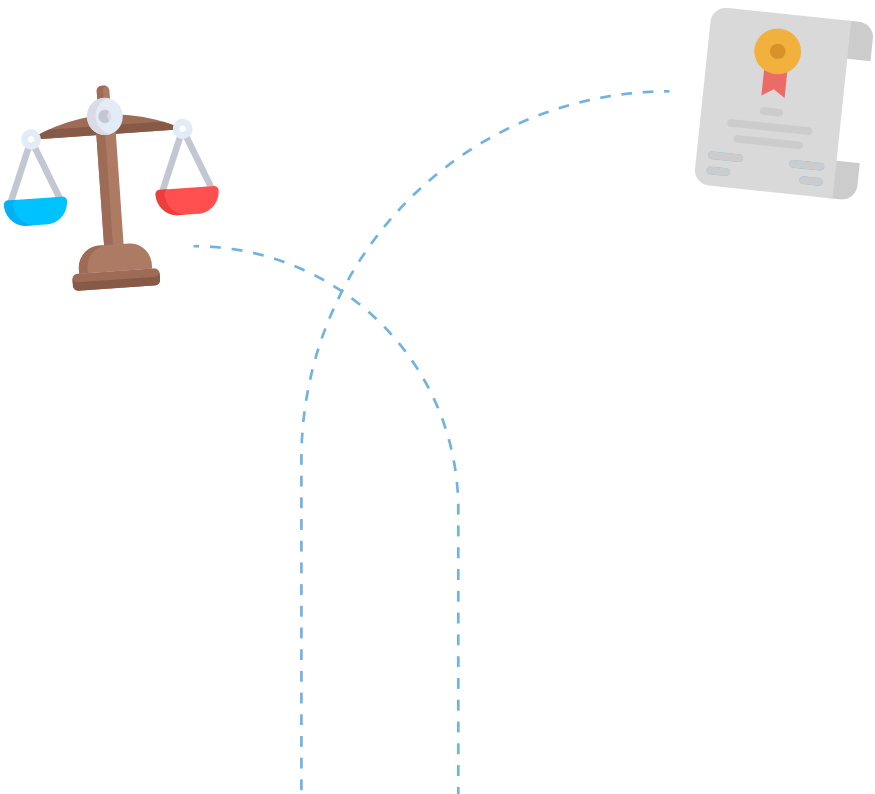
Criminal Risk Compliance and Prevention Model

In order to identify the criminal risks related to the organization's activity, detect the corporate controls in place to prevent these and the guidelines to be followed, the criminal risk compliance and prevention model was implemented, as described in chapter 4 of this report. The model considers circumstances such as corruption, bribery and money laundering as a risk inherent to IVIRMA's activity.

Within this framework, we have a series of general and specific preventive controls to prevent criminal risks related to these and other aspects. We have also established some general principles of action to be considered by all the staff of the group.

Moreover, in Spain, Law 10/2010, of 28 April, on the prevention of money laundering and terrorist financing, introduces man-

datory 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.



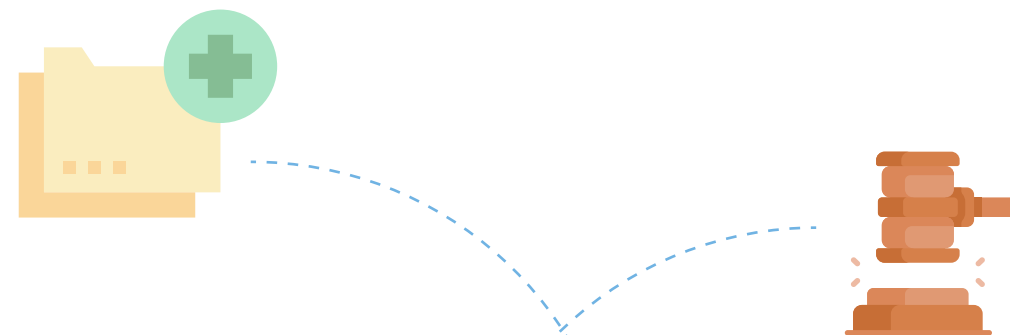
Code of Ethics and Conduct

IVIRMA's **Code of Ethics and Conduct** is conceived as a set of rules that define the corporate culture, values and principles of the group. These reinforce the company's conduct guidelines, in which it is necessary to enable a set of rules and principles governing the **professional conduct of those who form part of IVIRMA**.

At IVIRMA we maintain our **ethical commitment** through the following pillars:

- » **Corporate ethics.**
- » **Social responsibility and the need for informed decision-making.**
- » **Patient satisfaction.**
- » **Adaptation to change.**
- » **Teamwork and professional development.**
- » **Capital.**

We also promote compliance with the standards included in the Code of Ethics and Conduct among **external partners** in those operations carried out with IVIRMA. In this regard, we have introduced a series of requirements that we require 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.



In summary, the ethical commitment of IVIRMA is based on four **basic tenets** that are included in our code:



1

**Compliance with
legality and contractual
obligations**



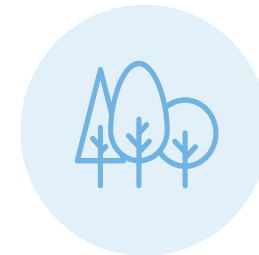
2

Honesty and trust



3

**Independence and
transparency**



4

**Integrity and respect for
the environment**

In Spain, in order to make the Code of Ethics and Conduct available to all professionals, this document has been published during 2019 on the new employee platform **We are IVIRMA**. An update of this document is also planned for 2020, in line with our undertakings and our commitment to continuous improvement.

Work is currently underway to extend this future update of the Code of Ethics and Conduct to the other countries where IVIRMA's clinics are located and to unify all of the group's policies at global level. The USA 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.



Conflict of Interest Management Policy

In 2019 a **Conflict of Interest Management Policy** has been introduced to enable employees to express any potential conflicts of interest they may have in relation to the Group's activities. Within this framework, professionals may report all cases in which they have a personal interest that conflicts with the interests of IVIRMA, for assessment by the organization.

Some of the cases in which the Conflict of Interest Management Policy could be used are the following:

- » **Ownership interests, outside employment or affiliations in other businesses.**
- » **Commercial arrangements with IVIRMA.**
- » **Outside employment or activities with a competitor.**
- » **Immediate family in the industry.**
- » **Any circumstance that creates a real or apparent conflict.**

Any interest, obligation or relationship that may conflict with those of IVIRMA must be reported to the Audit, Compliance & Legal department. The same department or the Management Committee must approve the employee's participation in the activity that generates the conflict of interest.

The Conflict of Interest Management Policy applies to all group employees. In those cases where, due to local regulations, the policy has to be modified, it must be previously approved by Audit, Compliance & Legal.

The implementation of this policy will continue throughout 2020, as it is gradually being extended to the whole group.



The Compliance Channel

The compliance channel is the confidential mechanism that the company makes available to workers, patients, suppliers and subcontractors to detect any irregularity or illegal behavior that could jeopardize our organization. This efficient channel operates within national territory and applies to the Spanish companies that form the group.

In this context, we have the Compliance Committee as a control body responsible for controlling and supervising the operation, effectiveness and compliance with the company's Criminal Risk Prevention Model. Likewise, it has the obligation to promote knowledge and compliance with the code of ethics and conduct, to interpret it and guide decision-making in the event of any doubt, as well as make appropriate proposals for improvement.

The reporting of grievances is carried out as a priority using the **grievance form**, which can be found, together with the policy for use of the compliance channel, on the corporate intranet. In the case of clients, suppliers, subcontractors or workers without access to the corporate intranet, grievances aired through an email address enabled for this purpose are accepted.

The **confidentiality of the complainant** is guaranteed by IVIR-MA. In addition, all persons who have knowledge of the complaints made through the grievance channel are required to maintain professional secrecy about the complainant's identity.

Once the complaint has been made, the **Compliance Committee** carries out the appropriate investigations to verify the veracity and reality of the facts reported and to define the proposal for penalties if necessary.



Disclosure of anti-corruption policies and procedures

During 2018, members of the governing body (Board of Directors) attended anti-corruption training and were informed of the **anti-corruption policies and procedures established** by IVIRMA. The existence of these policies and procedures was also disseminated to workers in Spain during 2018.

In this regard, the Code of Ethics and Conduct, available to employees on the new corporate platform, proactively communicates this commitment in the section on *Corruption and Bribery*.

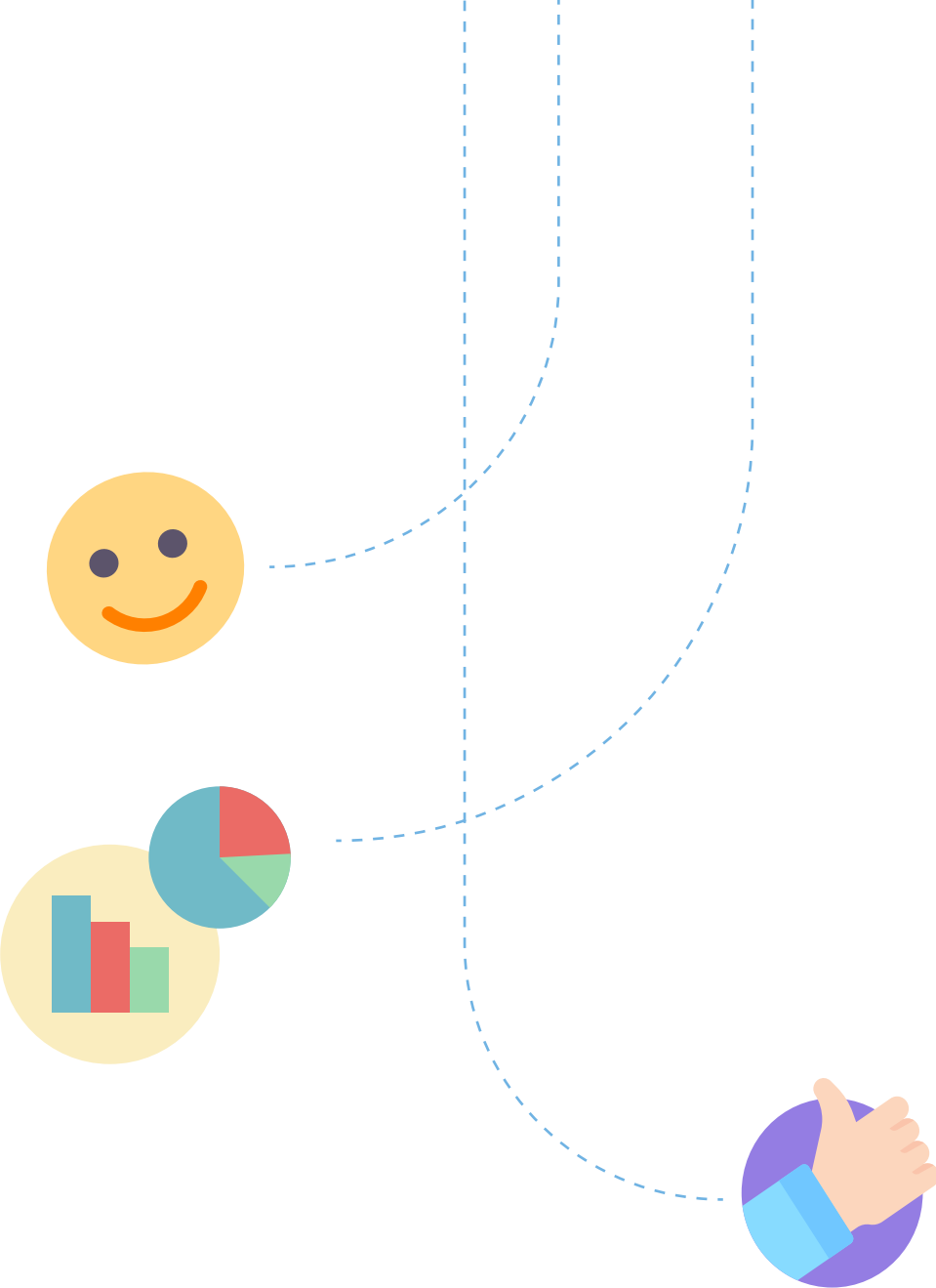


Contributions to foundations and non-profit-making enterprises

During 2019, IVIRMA has collaborated with different types of **social projects** (health, childhood and diversity) to which a total of 80.880 euros has been donated.

The following table displays the contributions broken down by initiative or project:

Contributions	
March of Dimes	9,376 €
Fundación Rafa Nadal	3,000 €
ASACO - Association of People Affected by Ovarian Cancer	4,250 €
Malawi Salud	4,250 €
Cienciaterapia	10,000 €
Save Posidonia Oceánica	300 €
Fundación Adecco Family Plan	16,000 €
Make a Wish	4,690 €
Save a Girl - Save a Generation	29,014 €
Total	80,880 €



11

Committed to
society



Profits earned country by country and taxes on profits paid country by country.



SOCIAL CONTRIBUTION

At IVIRMA we have clinics all over the world so that anyone, regardless of where they are, can achieve their dream of having a child. We are therefore sensitive to the characteristics and social needs of those places where we operate, respecting the local communities with the aim of helping to create a fairer and more equal society in terms of rights and opportunities.

The impact on the socio-economic level of the implementation of an IVIRMA center can be seen in its contribution to increasing the birth rate in the area. Moreover, no operations with negative impacts have been detected in the local communities in which IVIRMA is present.

The IVI Foundation

With more than 20 years having passed since its creation, **IVI Foundation** is designed as a **research center in Reproductive Medicine** to find the therapeutic and/or diagnostic techniques for the benefit of our patients, generating a global awareness within society that helps to make information available to everyone.

The three pillars of the Foundation are:

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



Research at IVIRMA

2019 has been the most scientifically productive year in history for IVIRMA. We have made progress in the knowledge of our specialty for the benefit of our patients and society. Specifically:

- » We have published **141 scientific articles** in highly prestigious journals.
- » **We have sent 156 communications** to the three largest congresses in our specialty (ESHRE, ASRM and SRI).
- » External aid worth almost two million euros to fund our research projects in competitive bidding procedures.
- » **113 new research projects** have started during the year. We currently have almost 300 research projects underway.
- » We have received many awards for our scientific activity.

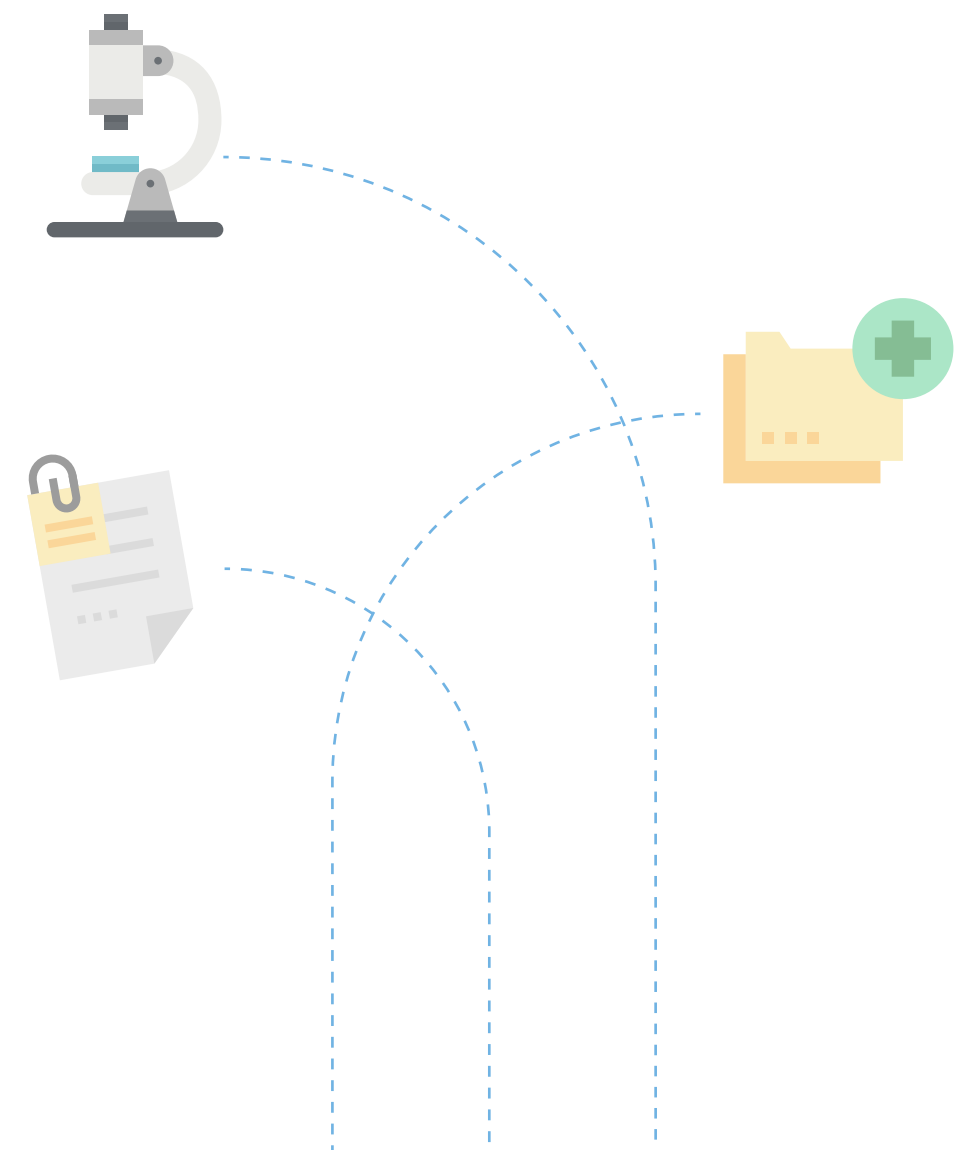
IVI Innovation was created in 2017, with the aim of supporting one of IVIRMA's most important pillars: the leadership of world research and technological development in the assisted reproduction sector.

IVI Innovation is the union of the most pioneering trends 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 one of the most cutting-edge fields of medicine: assisted reproduction. In fact, we are the most published private group in the world and we have many of the most prestigious researchers in the world.

The result of this scientific innovation, technological development, research and experience allows us to offer **excellence in the care of our patients**, generate knowledge to **contribute to the advancement** and continuous improvement of the **treatments** we offer.

In this regard, 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).

The research we perform at IVIRMA represents a benefit to our patients and to society



Education at IVIRMA

IVI Global Education is the educational institution of IVIRMA Global, which has a wide range of master's degrees and specialized courses, with the aim of training and updating all professionals interested in the world of assisted reproduction and reproductive medicine.

Our educational system is characterized by the **excellence of the training programs** on offer, constantly updated and based on cutting-edge technology. We want to continue offering classroom training and enhance our **online and on-demand training** offerings. 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.

During 2019 we have launched our innovative online training platform: **IVIRMA Campus**. This platform is currently used for all our online courses and operates on the Learning Cloud. IVIRMA Campus is more than an e-learning tool, since it not only organizes online training, but also place-based classroom learning and blended learning. In addition, it is **adapted to a multi-device environment** so that it can be accessed from a mobile, computer or tablet, in order to improve the learning experience.

In addition to online training, we also have **training programs in collaboration with prestigious universities**, such as the University of Valencia, the European University of Madrid, or the Rey Juan Carlos University.

As well as formal training, we offer **ad hoc** adapted to the specific needs of each of our patients. This personalized training is provided both in our own clinics as well as at others that request our services: 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 degree students. Also, every year we train a fellow in the sub-specialty of reproductive medicine.

The vision that we have at IVI Global Education is to continue growing and become an international reference as the **educational institution** specialized in the field of Assisted Reproduction, through our innovative, research and teaching spirit.

The most important figures for 2019 in the **field of education** are the following:

- » **72 consultancy services and courses carried out (Training & Consulting).**
- » **21 countries where clients have been provided with consultancy**
- » **212 students enrolled in our master's courses.**
- » **More than 50 IVIRMA teachers teaching our master's courses.**



We are dedicated to training driven by technology, given that innovation is key to our learning strategies

International IVIRMA Congress 2019

In April 2019, the eighth edition of the International IVIRMA Congress was held in Palma de Mallorca. This biennial event is the third most important scientific congress on reproductive medicine in the world.

IVIRMA Congress 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.

This edition has been celebrated with sustainability as the focal point. The social and environmental commitment of the event has been a fundamental part of its definition and implementation. The UN's Sustainable Development Goals (SDGs) were present throughout the event, positioning IVIRMA as the driving force behind the first world health congress with a clear commitment to the SDGs.













To establish the different actions carried out at the Congress, a Sustainability Plan was designed involving the different stake-

Sustainability has been the backbone of the IVIRMA Congress 2019



holders. This plan detailed the goals, measures and evaluation of actions, which were structured into 4 work areas: the circular economy, climate change, people, natural resources and local production.

The Sustainability Plan for the eighth edition of the International IVIRMA Congress was born out of IVIRMA's social and environmental commitment and has been disseminated to all stakeholders. Below are the main goals of the 4 work areas of the plan, their impact with the SDGs and the results obtained during the congress.

Area	Circular Economy - 0 Waste Philosophy	Climate change - Reduction of greenhouse gas emissions	People - Equality and Inclusiveness	Natural resources and local production
SDG		    	   	 
Goals	<ul style="list-style-type: none"> » To minimize material consumption. » To incorporate recovery, reuse and recycling criteria in the selection of materials to mitigate impact throughout their life cycle. 	<ul style="list-style-type: none"> » To reduce greenhouse gas emissions through efficiency in the use of energy and the use of renewable sources. » To compensate for emissions generated by staff travel. 	<ul style="list-style-type: none"> » To incorporate social and sustainability criteria when selecting products and services needed for the congress. » To be a congress without physical barriers and with full accessibility to all spaces. 	<ul style="list-style-type: none"> » To prioritize consumption of local or seasonal products and inform attendees about the sustainability benefits of using these products. » To avoid food waste and implement water saving measures.
Result	Recovery of 2,300 kg of organic waste and 800 kg of glass container waste .	100% renewable energy at the Palma Congress Center. Compensation of 100% of the emissions generated: 300 m² of Posidonia supported	Hiring of a social enterprise for the 3Glops project. Collaboration with the Adecco Foundation for the inclusion of women at risk of exclusion . €3,000 for the Rafa Nadal Foundation .	Use of reusable containers and ecological utensils during lunch and breakfast catering. Existence of mechanisms for saving water and raising awareness among attendees: consumption of 150 m³ of water during the congress.

Free fertility preservation program for cancer patients

In 2008, the free fertility preservation program for cancer patients was launched. Since then, 29 babies have been born after their mothers and fathers won the battle against cancer, and seven more are about to be born in 2020.

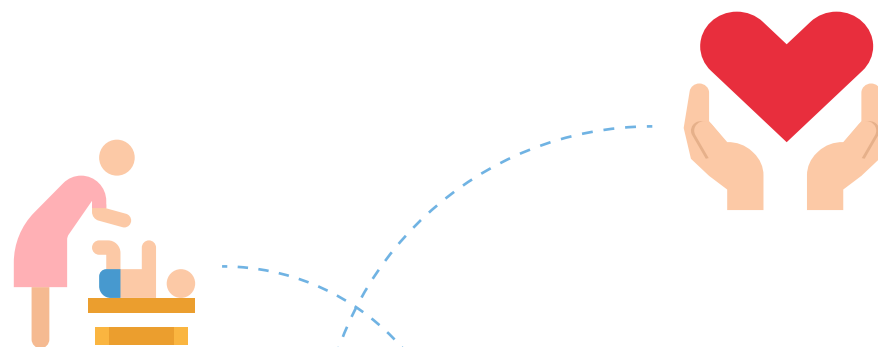
IVIRMA offers **cancer patients the possibility of vitrifying**, free of charge, ovarian cortex or sperm so that, once their disease has been overcome, they can become parents if they so wish.

As a socially responsible company, free access to fertility preservation for cancer patients is a priority for IVIRMA, applying efficient medical protocols based on **speed of action** so as not to delay the medical treatment of their disease, in constant coordination with the oncology team.

About **1,300 women have preserved their fertility** before undergoing their chemo or radiotherapy treatment, most of them diagnosed with breast cancer, the most common tumor among the female population that enquires about vitrification of their oocytes.

During 2019, **136 women diagnosed with cancer have vitrified their eggs**.

Free access to fertility preservation for cancer patients is a priority for IVIRMA



Social projects in 2019

At IVIRMA we work in three areas: **health, women and children**, which form part of our DNA and lend coherence to our Social Action. In addition, although we are open to any social need that may arise, we prioritize projects in the places where we have a clinic in order to promote local development in the area.

The Sustainability Committee, comprising members from each area of the organization, is the cross-cutting body that channels all social aid and is responsible for verifying that Sustainability permeates all of IVIRMA's processes.

5 years with the Adecco Foundation

We foster long-term relationships with NGOs, such as the Adecco Foundation, with which we have been working for more than 5 years, or **Make a Wish**, through which we have been collaborating for 4 years. This long-term perspective allows projects to be strengthened and helps to bring about real change in society.

gIVing you social aid call

During 2019, we launched the "gIVing you" social aid call, an initiative aimed at NGOs or social entrepreneurship initiatives, endowed with 10,000 euros. Any organization based in Spain that develops social projects aimed at vulnerable groups could be eligible. To align social collaborations with IVIRMA's priority areas, we prioritized those projects focusing on the areas of health, women and children.

The Evaluation Committee, formed by members of the Sustainability Committee, analyzed the 13 proposals presented and selected the social project "*Cienciaterapia*", according to the criteria established in the rules (innovation, long-term sustainability, impact on beneficiaries) and satisfying the sectoral priorities: health, women and children.

The *Cienciaterapia* project, presented by the National Association for the Scientific Dissemination to Hospitalized Children (ANDCMH), consists of scientific and technological workshops for children hospitalized in children's oncology, pediatrics and mental health units of several hospitals in Spain.

In the scientific workshops carried out, fun experiments are explained to patients, families and companions. These workshops are given by people specialized in popularizing science for children (74%, female scientists and 26%, male scientists) and are related to concepts of chemistry, physics, biology, mathematics, geology, 3D printing or Arduino. Each workshop is accompanied by didactic explanations for different levels, taking into account the wide age range of children admitted to hospitals.



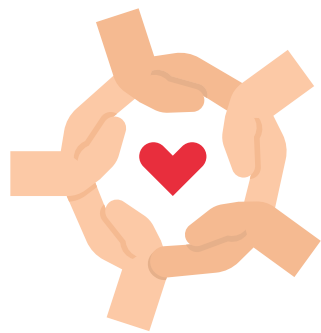
Our social commitment stems from our values

Stronger Together

Stronger Together is a social initiative through which IVIRMA's employees worldwide have traveled kilometers throughout October to benefit the March of Dimes social project, a North American non-profit organization that helps mothers to have pregnancies that allow the full development and growth of the baby.

More than 350 employees from 27 IVIRMA centers have added more than 4,182 sports activities that have been transformed into 10,000 dollars by the IVI Foundation in favor of the fight for the health of all mothers and babies.

In addition, the employee who has added the most kilometers to the cause has been able to choose another association to which to donate an additional 1,000 dollars. The selected NGO was Alianza por la Solidaridad, the Spanish counterpart of ActionAid, which works for women's rights.



Teaming

Every year we carry out the project called "Teaming", where IVIRMA professionals in Spain have the possibility of contributing one euro of their monthly salary to a social purpose, a donation that the company doubles to reach even more beneficiaries.

On this occasion, the workers themselves presented a total of 23 projects, choosing the two winners who shared the 8,500 euros collected.

There were two winners of the 2019 Teaming: The ASACO and Malawi Salud associations. The former is tasked with disseminating the symptoms of the main gynecological cancers, providing support and visibility to the disease and accompanying women who have gynecological cancer when, due to their disease, they are unable to carry out their daily tasks. The main beneficiaries of MALAWI SALUD are children admitted to the emergency area of the Pediatric Emergency Service at Kamuzu Central Hospital in Lilongwe in Malawi (Sub-Saharan Africa). The NGO sends groups of professionals to work in the field to provide training and assistance, transmitting best practices and working alongside workers in Malawi.



Family plan of the Adecco Foundation

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

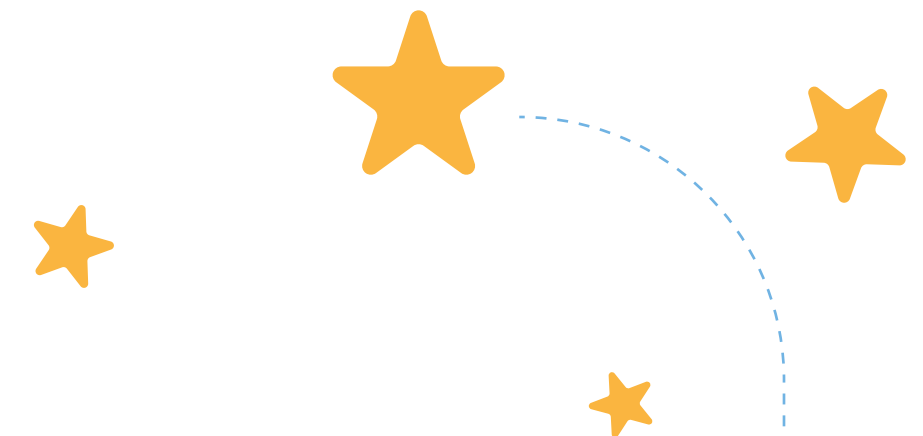
In the 2019 edition, a total of 16,000 euros was contributed, supporting seven beneficiaries.



Estrellas de la Ilusión (Stars of Dreams) Campaign

Christmas 2019 has once again been lit up by the Stars of Dreams, a campaign in collaboration with *Make-A-Wish* through which we help to fulfill the dream of Jamie, a 16 year old girl who has been coping with her illness since she was six years old.

Jamie is passionate about drawing and painting, and during her long periods in the hospital she is always accompanied by her materials to do what she likes best: to feel like an artist!



You donated, we donated

In IVIRMA we believe in women, in their energy, their determination and their solidarity. For this reason, in 2019 we have launched a new project: **for every egg donor who has passed through our clinics in 2019, from our IVI Donates donor area, we make a donation** to the international NGO *Save a Girl Save a Generation*.

Save a Girl Save a Generation is an NGO that fights against female genital mutilation, child exploitation, forced marriage and all forms of abuse of women. It is formed and run by women who were denied the right to speak out and defend their rights as children. Our **position in favor of women** translates into support for initiatives such as this.



**We take a stand for women
supporting initiatives that defend
their rights**



Local clinic-driven actions

In addition to the projects promoted by the Foundation, the clinics perform different actions to help solve local social problems. Some of the projects promoted by the clinics in 2019 have been:

Estropatada Bilbao (Walk-on project)

Once again, this year we have sponsored the seventh edition of the Estropatada, one of the most original and participative events in Bilbao, organized by the WOP Foundation.

As a novelty in this edition of the Estropada, the classic rubber ducks in the race in the Bilbao estuary were replaced by other sustainable and biodegradable "WOPatos": patopiñas.

All funds raised at this event are used to finance **research projects** in search of therapies for **neurodegenerative diseases**.

10th IVI Las Palmas Anniversary

Taking advantage of **IVI Las Palmas' 10th Anniversary**, we have held a new event with the aim of bringing together patients and professionals in a meeting with a solidarity purpose in which children were the stars.

The event raised 3,000 euros, which has been donated to the **Foresta Foundation** for the **reforestation** of the forests affected by last summer's fires in Gran Canaria.

New Jersey (USA)

Employees at our center in New Jersey have volunteered for a full day of physical labor with **Habitat for Humanity**, helping to build homes for low-income families.



SUBCONTRACTING AND SUPPLIERS

The criteria of **quality of service**, compliance with **delivery conditions, ethical attitude** of the supplier and **administrative management** form the crux of the decision process when choosing a supplier. Accordingly, we focus all our efforts on looking for the most suitable suppliers, always from a stand-point of transparency and mutual respect.

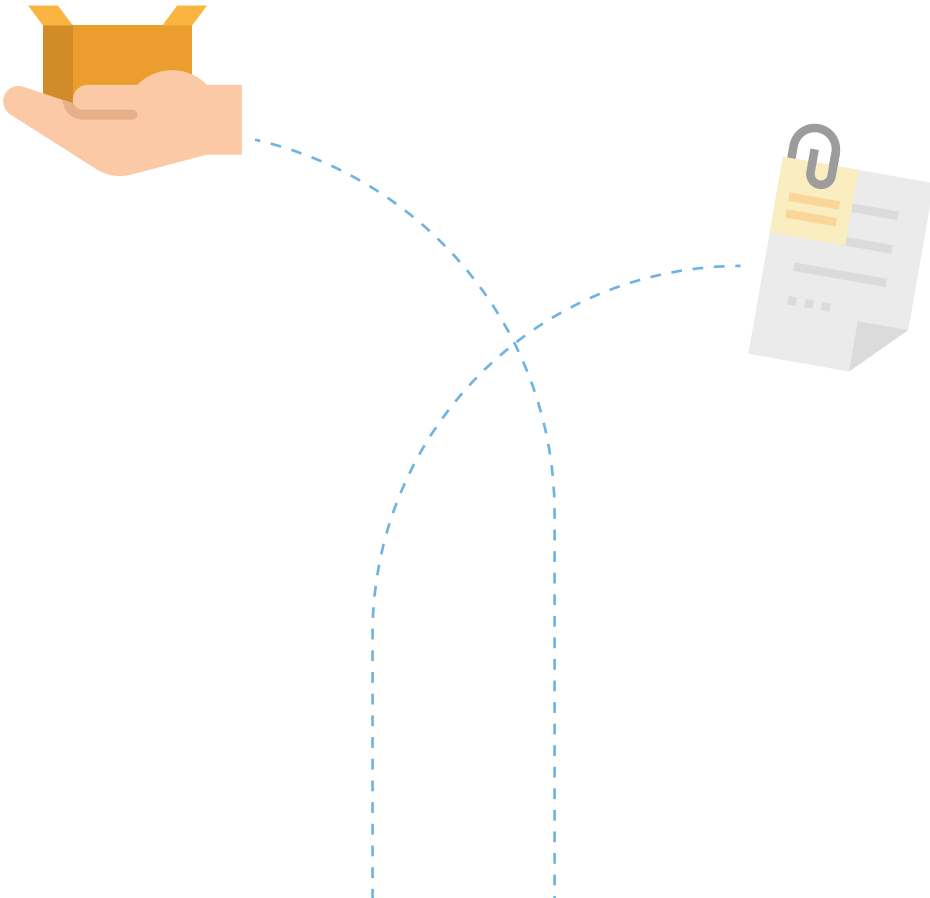
Accordingly, we work with suppliers who satisfy the **highest standards of quality** service to continue offering the best techniques and treatments to our patients, since quality is a fundamental element in IVIRMA. We also analyze the potential impact of the product or service on the **safety of our patients**, to avoid any possible risk in this area.

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

Most IVIMRA clinics work with local suppliers (understanding “local” as a company with its registered office in the country of origin of the clinics).

Number of suppliers	
	2019
SPAIN	2,089
USA	726
REST OF EUROPE	631
LATAM	1.753
Total	5.199

Suppliers directly influence the services that IVIRMA offers our patients. For this reason, their selection is our priority



Supplier invoicing			
		2019	2018
	SPAIN	63,609,522.77 €	60,217,911.64 €
	USA	39,871,580.09 €	28,214,616.38 €
	REST OF EUROPE	13,958,491.11 €	18,277,664.47 €
	LATAM	11,402,488.18 €	14,893,343.17 €
	Total	103,472,165.87 €	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**.

Our aim is to establish the procurement management system at a global level, including all IVIRMA centers worldwide. In addition, the implementation of the global procurement policy is planned for 2020, starting with the Headquarters and then moving on to the clinics.



Supplier assessment

Based on the implemented Quality System, we have a specific **supplier evaluation procedure**, to which those suppliers who provide us with products or services that affect the quality of our services are subject to.

The initial assessment is carried out according to the type of product or service, based on the results and criteria defined in the product/service risk assessment table which includes 14 different types of suppliers. The Procurement Department (or Procurement Manager of the clinic), General Medical Management, or the competent personnel of the center requesting supplier registration perform this initial assessment.

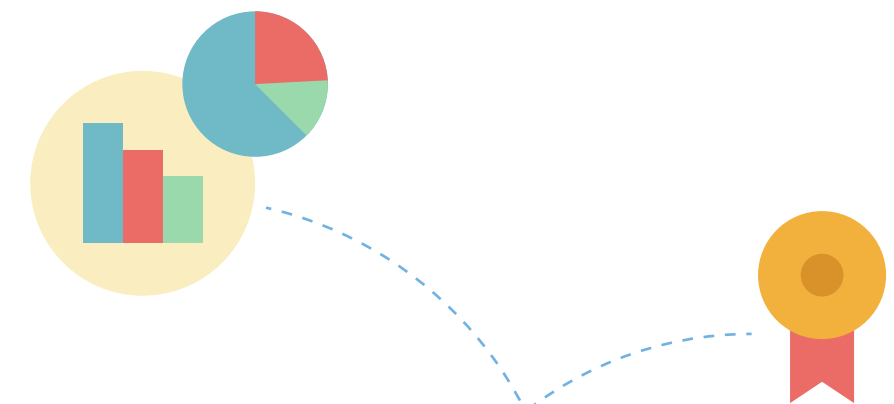
Those suppliers classified as high or moderate risk should be evaluated in depth, as their performance directly affects the quality of service and patient safety. Those suppliers that are finally accepted become part of the **IVIRMA suppliers** system.

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

Within this supplier evaluation procedure, the impact of the supplier company on compliance with labor relations is taken into account, although in general social, environmental criteria and gender equality issues are not included in procurement decisions and the selection of suppliers.

IVIRMA has a **Procurement Committee** formed by the management of the financial, corporate and purchasing areas, which has been reactivated in 2020. The objective of the Procurement Committee is to be able to study the bids presented by suppliers so that the procurement procedure is as fair as possible and gives all the companies the opportunity to be part of IVIRMA. During 2020 we expect the Procurement Committee to be busier, with the celebration of weekly meetings.

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

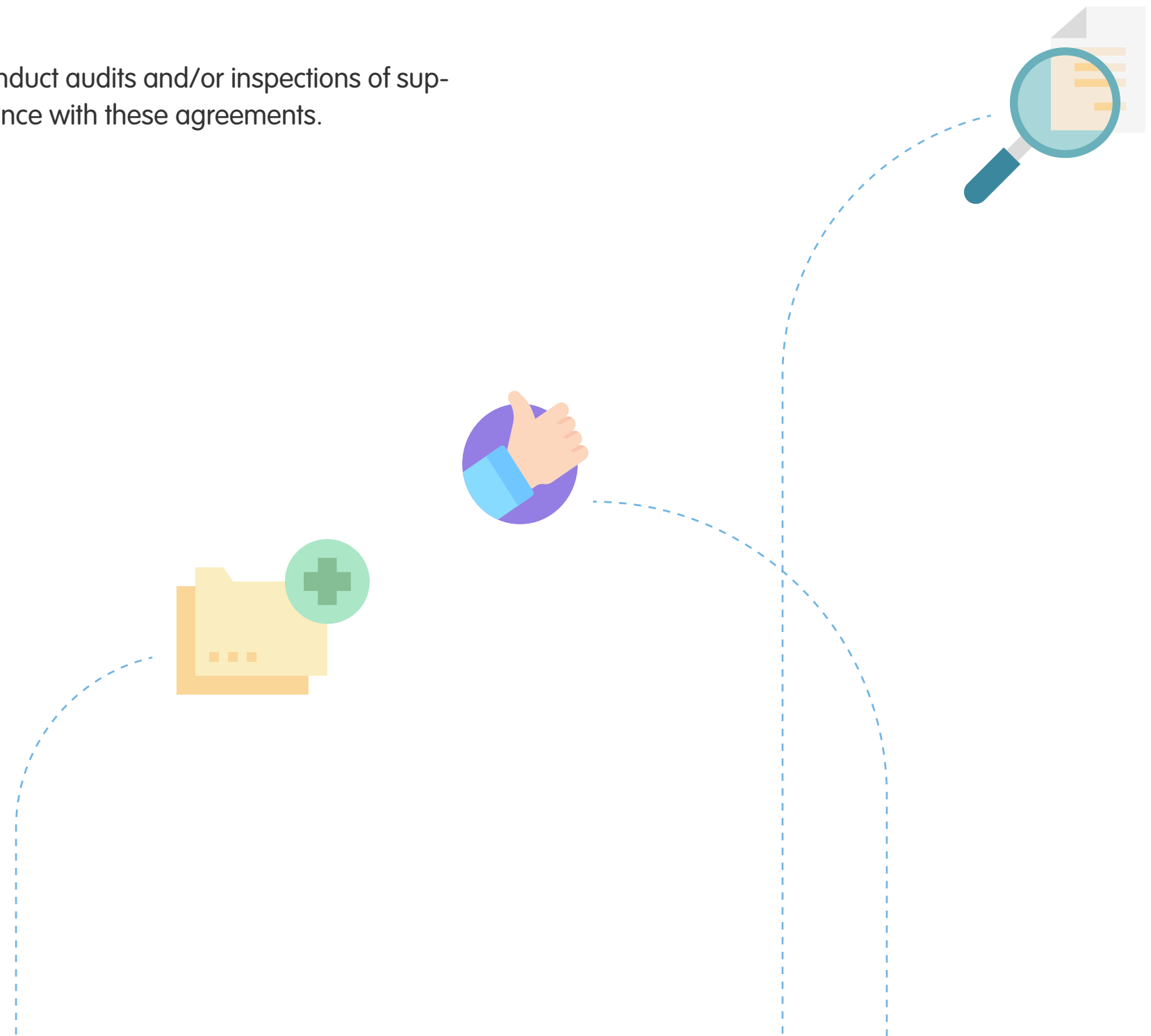


In addition, the Mallorca clinic follows the guidelines of the Environmental Management System ISO 14001, managing suppliers according to environmental criteria. With the aim of committing to adopt best practices and actions that are environmentally friendly and respect the environmental policy, all suppliers of the Mallorca clinic have to act in accordance with 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 under the mandatory legal provisions.**
- » **In accordance with established legislation, take charge of and appropriately manage all the environmental aspects they generate during the performance of their activities, as well as 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 generates hazardous substances, provide the corresponding safety sheets.**

The clinic may also conduct audits and/or inspections of suppliers to verify compliance with these agreements.



TAX INFORMATION

In the tax arena, Corporate Tax and VAT are the two taxes that have the greatest impact on the organization. At IVIRMA we are structured with Companies in the different cities where we provide services. In this regard, we pay the corresponding taxes in each jurisdiction. We prioritize tax consolidation, whenever possible, of the existing companies in each country.

With the exception of Argentina, health services are exempt from VAT in all the countries where we operate. In the case of Argentina we cannot deduct VAT on purchases, which is a major expense for the company.

IVIRMA's staff includes a high number of researchers due to the R&D trend in our sector and to ensure we remain at the forefront of treatments. In this way, in Spain the group benefits from certain TA (tax allowances) in the field of R&D.

The part where a greater benefit 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 exists in any other country, either the organization is ineligible or the aid is insubstantial.

In terms of measurement, we use benchmarking among all our companies and the results obtained in previous years. From the Research Support Unit, we manage and bring together all the group's projects, whether or not they involve tax allowances or grants. The aim of this management is to standardize or at least regulate research within the group so that we all meet the same requirements.

The company does not take risks with the tax allowances and obtains reports issued by the Ministry of Economy and Competitiveness and which are binding for the Spanish Treasury. This is the reason why the allowances are estimated and deferred for one year, so in 2019 we take the tax allowances generated in 2018.



In the following tables you can see the profits obtained country by country and the taxes on the profits paid country by country.

Profits obtained country by country (€)		
	2019	2018
SPAIN	25,629,028	19,754,602
USA	-10,204,865	-14,139,249
LATAM		
Argentina	268,004	-113,834
Panama	-577,888	-411,534
Brazil	389,923	714,161
Chile	1,163,405	1,533,396
REST OF EUROPE		
Italy	-1,954,819	-1,635,975
Portugal	1,503,597	2,134,035
United Kingdom	-9,690,968	-13,238,514

Corporation tax paid country by country (€)		
	2019	2018
SPAIN	4,932,770	3,006,111
USA	2,785,436	4,107,397
LATAM		
Argentina	41,887	-
Panama	239,365	624,736
Brazil	775	-
Chile	229,807	496,784
REST OF EUROPE		
Portugal	465,788	424,724
Italy	104	-

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

Financial aid received from the government		
	2019	2018
Tax deductions and tax credits	1,985,225€	1,678,028€
Grants for Investors, grants for R&D and other types of relevant grants	669,562€	376,097€

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Subsequent
events

concerning COVID-19



In the context of the health crisis caused by COVID-19, at IVIR-MA we have introduced different employment and economic measures to ensure survival of the organization. These measures have consisted of application of temporary lay-off schemes (ERTE in Spanish) on grounds of force majeure, and the activation of certain health and safety protocols in our centres.



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The following table of contents is required under Law 11/2018 of December 28, on non-financial reporting and diversity, pursuant to the GRI Standard. The indicators or aspects that the GRI does not include to respond to the Law have also been incorporated.

Law 11/2018	Reporting criteria	Page
General aspects		
a) A brief description of the group's business model , which will include its business environment, its organization and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future evolution.	GRI 102-1 Name of the organization (2016)	11
	GRI 102-2 Activities, brands, products and services (2016)	11
	GRI 102-3 Location of headquarters (2016)	11
	GRI 102-4 Location of operations (2016)	11
	GRI 102-5 Ownership and legal form (2016)	11
	GRI 102-6 Markets served (2016)	11
	GRI 102-10 Significant changes to the organization and its supply chain (2016)	14
	GRI 102-12 External initiatives (2016)	39-40
	GRI 102-13 Membership of associations (2016)	39-40
	GRI 102-14 Statement from senior decision-maker (2016)	4
	GRI 102-16 Values, principles, standards and norms of behavior (2016)	11
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	GRI 102-45 Entities included in the consolidated financial statements (2016)	7
	GRI 102-50 Reporting period (2016)	7
	GRI 102-51 Date of the last report (2016)	7
	GRI 102-52 Reporting Cycle (2016)	7
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General aspects		
b) A description of the policies applied by the group with respect to these topics, which will include due diligence procedures applied to the identification, review, prevention and mitigation of significant risks and impacts, and of verification and control, including which measures have been adopted.	GRI 102-11 Precautionary principle or approach (2016)	28-38
	GRI 102-29 identifying and managing economic, environmental and social impacts (2016)	28-38
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	GRI 102-31 Review of economic, environmental and social topics (2016)	
	GRI 102-33 Communicating critical concerns (2016)	
c) The results of these policies, including key indicators of relevant non-financial results that allow the monitoring and review of progress and that favor comparability between companies and sectors, in accordance with the national, European or international benchmark frameworks used for each topic.	Indicators included in the Corporate Responsibility Report in the economic, social and environmental fields	Throughout the entire Report
d) The main risks concerning those issues related to the group's activities, including, when relevant and proportionate, its commercial relationships, products or services that may have negative effects in those areas, and how the group manages these risks, explaining the procedures used to detect and review them in accordance with national, European or international benchmark frameworks for each topic. Information on the impacts detected must be included, offering a breakdown of these, in particular on the main short-, medium- and long-term risks.	GRI 102-11 Precautionary principle or approach (2016)	28-38
	GRI 102-15 Key impacts, risks and opportunities (2016)	28-38
	GRI 102-34 Nature and total number of critical concerns (2016)	28-38
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General aspects		
<p>e) Key indicators of non-financial results that are relevant to the specific business activity, and that meet the criteria of comparability, materiality, relevance and reliability. Standards that can be generally applied and that comply with the EC guidelines in this matter and GRI standards will be used, and the national, European or international framework used for each subject should be mentioned in the report. The key indicators of non-financial results should be applied to each section of the non-financial information statement. These indicators should be useful, taking into account the specific circumstances and be consistent with the parameters used in their internal risk assessment and management procedures. In any case, the information presented must be accurate, comparable and verifiable.</p>	GRI 102-46 Defining report content and topic Boundaries (2016)	40-44
	GRI 102-47 List of material topics (2016)	42
	Indicators included in the Corporate Responsibility Report in the economic, social and environmental fields	Throughout the entire Report.
Information on environmental issues		
<p>Detailed information about the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety, environmental assessment or certification procedures; the resources dedicated to the prevention of environmental risks; the application of the precautionary principle, the amount of provisions and guarantees for environmental risks.</p>	GRI 103-2 The management approach and its components (2016)	110
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<p>- Pollution: measures to prevent, reduce or repair carbon emissions that seriously affect the environment; taking into account any form of air pollution specific to an activity, including noise and light pollution.</p>	GRI 305 Emissions (2016) L00 Noise and light pollution	111

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Application of due diligence procedures in the field of human rights; prevention of the risks of violation of human rights and, where appropriate, measures to mitigate, manage and repair possible abuses; complaints about cases of violation of human rights; promotion and compliance with the provisions of the fundamental conventions of the International Labor Organization related to respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labor; the effective abolition of child labor.	GRI 406-1 Incidents of discrimination and corrective actions taken (2016) GRI 408-1 Operations and suppliers at significant risk for incidents of child labor (2016) GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor (2016) GRI 410-1 Security personnel trained in human rights policies and procedures (2016) GRI 412-1 Operations that have been subject to human rights reviews or impact assessments (2016) GRI 412-2 Employee training on human rights policies or procedures (2016) GRI 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening (2016)	121
Information on the fight against corruption and bribery		
Measures taken to prevent corruption and bribery; measures to combat money laundering, contributions to foundations and non-profit enterprises.	GRI 205-1 Operations assessed for risks related to corruption (2016)	124
	GRI 205-2 Communication and training about anti-corruption policies and procedures (2016)	126
	GRI 205-3 Confirmed incidents of corruption and actions taken (2016)	124
	Contributions to foundations and non-profit enterprises	126

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Information about the company		
- The company's commitments to sustainable development: the impact of the company's activity on local employment and development; the impact of the company's activity on local populations and territory; the relationships maintained with local community players and the types of dialogue with them; the association or sponsorship actions.	GRI 103-2 The management approach and its components (2016)	131-133
	GRI 413-1 Operations with local community engagement, impact assessments and development programs (2016)	137-140
	GRI 413-2 Operations with significant actual and potential negative impacts on local communities (2016)	131
- Subcontracting and suppliers: the inclusion in the procurement policy of social, gender equality and environmental issues; consideration in relations with suppliers and subcontractors of their social and environmental responsibility; supervisory systems and audits and their results.	GRI 102-9 Supply Chain (2016)	141-144
	GRI 204-1 Proportion of spending on local suppliers (2016)	141-142
	GRI 308-1 New suppliers that were screened using environmental criteria (2016)	141-142
	GRI 308-2 Negative environmental impacts in the supply chain and actions taken (2016)	141-142
	GRI 414-1 Nuevos proveedores que han pasado filtros de selección de acuerdo con los criterios sociales (2016)	141-142
	GRI 414-2 Impactos sociales negativos en la cadena de suministro y medidas tomadas (2016)	141-142

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Information about the company		
- Consumers: measures for the health and safety of consumers; complaint systems, complaints received and the resolution of these.	GRI 103-2 The management approach and its components (2016)	48
	GRI 416-1 Assessment of the health and safety impacts of product and service (2016) categories	53-54
	L09 Claims systems, complaints received and resolving these	55-56
- Tax information: the profits obtained country by country; corporation tax paid and the public grants received.	GRI 103-2 The management approach and its components (2016)	145
	GRI 201-4 Financial assistance received from government (2016)	146
	Profits obtained country by country and corporation tax paid country by country	145-146

