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## Letter from the President

### DEAR COLLEAGUES AND FRIENDS,

2021 promised a return to normalcy and the consolidation of the economic recovery after the shutdown caused by the measures taken to fight the COVID-19 pandemic. If we look back, these expectations were only partially fulfilled: the vaccination process – an example of science's ability to respond to the challenges facing our planet – allowed us to control the virus and begin a recovery that is much milder than hoped for. At the same time, the new mutations of the virus are keeping our healthcare system on alert while it faces a very difficult reconstruction process.

We must add to the pandemic's unresolved consequences the 2022 outbreak of geopolitical tension with the Russian invasion of Ukraine, which has caused an energy crisis that led to an increase in inflation and a deterioration in our expectations of economic growth. Uncertainty has taken over our lives.

Amidst this storm caused by several

overlapping crises whose consequences are difficult to envisage, ASISA Group is staying its course, continuing to deploy a strategic plan with a three-fold goal: to continue growing; to increase its care of the health and well-being of an increasing number of people; and to help protect our planet.

The results obtained in 2021 support our decision to move forward on that path. Our group of companies increased its turnover by 8.8% to 1.5679 billion euros, after returning in the second part of the year to an activity practically comparable to that prior to the pandemic. Achieving this result was not easy, because the circumstances we operated in were very difficult. The decision to guarantee coverage of care for coronavirus and temporarily waive the pandemic exclusion included in our private policies has cost us more than 120 million euros since the beginning of the crisis. This expense accounts for almost 5% of our annual turnover in health premiums. To this, we must add the 2021 freeze on premiums in public mutual funds, which has a big impact on our portfolio.

With these constraints, the result of our insurance activity is even more commendable. In 2021, ASISA achieved the largest premium turnover in its history, with 1.33239 billion euros, 4.6% more than the previous year. The insurance company grew in all the branches where it does business: health, dental, life, accidents, burials, pets and travel assistance. In some, the growth was far above that of the industry, and this allows us to continue moving forward in diversifying

our offering insurance, the first focus of our strategy.

Sustained and sustainable growth in the insurance field and improving our profitability is essential for implementing our road map and continuing to build our own healthcare network. In 2021, our hospitals, medical centres and specialised clinics continued to cooperate in the fight against the pandemic and – at the same time – returned to their regular duties. Altogether, the turnover of our healthcare companies increased by 15.9%, to 534.8 million euros.

In addition, last year, HLA Group maintained its expansion plans by adding the Serman clinic (Jerez de la Frontera, Cádiz) to its network, along with a new medical centre in Aguas Vivas (Guadalajara). Altogether, HLA has 17 hospitals and 36 multi-specialty medical centres with reference units in state-of-the-art treatments that work in an integrated way to provide access to high-level healthcare. At the same time, we continue to invest (more than 60 million in 2021) in the plans to modernise the hospitals and medical centres by acquiring the latest technology and developing their portfolios of services, as well as in opening new clinics specializing in dental, ophthalmological and auditory health, assisted reproduction, diagnostic imaging and clinical analysis.

Continuing to modernise and expand our own network is fundamental for our growth project, not only because having the network sets us apart and

allows us to guarantee a better quality of care for our insured and patients, but because we are convinced that it is an essential element for continuing to compete in a more concentrated market and with groups that are increasingly dependent on international capital.

The third pillar of our strategic plan continues to be the search for opportunities abroad. The pandemic has slowed down our international expansion – which we hope to return to with new energy in the short- and medium-terms – but this is undoubtedly conditioned by global tensions. In 2021, we continued to progress in our project to grow in Portugal's insurance and healthcare market. Our goal is to promote an Iberian ecosystem of healthcare service delivery that allows Spanish and Portuguese insured parties to be able to be freely served in the universe of ASISA Group's healthcare-providing units at the Iberian level. At the same time, we continue our presence with different projects in Mexico, Nicaragua, Brazil, Italy, Switzerland, Croatia, the Arab Emirates, Oman and Azerbaijan.

This international presence allows us to strengthen our ability to compete and the profitability of ASISA Group. The same thing is true of technological development. This strategic aspect should allow us to increase efficiency in all our processes, and to establish a new kind of relationship with customers that is smoother and simpler and much less bureaucratic. In 2021, we continued to develop our telemedicine tools, apps for customers and

cloud systems. In addition, we are promoting new projects in the field of artificial intelligence (AI) and the use of data to be more efficient. Our group's entry into EniAx, a Chilean company specialising in using AI to improve health management, will help us to move forward more quickly in this area.

The fifth focus of our strategy is sustainability, which includes both environmental care and our responsibility for social development, two elements that are, today, inseparable. In the area of the environment, we continue to take steps to reduce the impact of our activity by limiting our emissions, reducing the use of resources and closely linking caring for the environment as a basic element in promoting human health. The 2021 incorporation into the Health and Sustainability Action Group of Forética, a forum where the industry's strategies lines related to sustainability are defined, will allow us to continue moving forward in this line.

Similarly, we continued to maintain multiple commitments with different organisations and institutions to implement actions and establish partnerships to move forward in our social commitment. A growing role in this task is played by the ASISA Foundation, which has already become a reference in collaboration with researches and universities, with which we have 15 active chairs aimed at promoting knowledge and healthcare training. We are particularly proud of this contribution. In a time of change and transformation such as the

one we have been living in for some years now, training and talent are more necessary than ever. ASISA Group continues its considerable effort to train its employees and to have people of the greatest competence and preparation leading the company's different areas. In this vein, in recent months, we have strengthened our governing bodies by adding independent professionals of great prestige and experience, two conditions essential to compete in these times.

In short, after a difficult year in which we have obtained reasonable results, ASISA Group is prepared to continue carrying out its work in an ecosystem marked by uncertainty. To do this, we have a sound and solvent business model, with high-level professional teams and strategic plans to continue transforming and adapting ourselves quickly and effectively in the face of new challenges.

We face the future with the competence and soundness given to us by our cooperative values – to which we have been faithful from our origins – and our experience, accumulated over more than half a century. We do this with the ambition of consolidating ourselves as the big Spanish group leader in the care and well-being of people. This combination of competence, soundness and ambition will allow us to overcome the challenges and to maintain our contribution to the progress of our society. Thank you very much,

**Dr. Francisco Ivorra Miralles**  
President of Asisa-Lavinia

# Our History

**“ A responsible business model, which has maintained a commitment to social medicine from the outset. ”**

In the early 70s, one of the big challenges in healthcare was to extend it to all of Spain and to adapt it to provinces with very diverse healthcare situations. At the time, there was no national healthcare network, nor were there provincial igualatorios (provider-owned healthcare cooperatives) everywhere in the country. This is the goal that led to the creation of ASISA in 1971 as an interprovincial igualitorio that made it possible for physicians to quickly join in the provinces lacking their own igualitorio. The hard work of our founder, Doctor Espriu, allowed us to soon establish branches in ASISA throughout the country.

As time passed, this resulted in the creation of a responsible business model, which, from the very beginning, has preserved a commitment to social medicine, put into practice in its cooperation with the Public Administration. ASISA is a participant in the administrative mutualism model (MUFACE, ISFAS AND MUGEJU) and has agreements with the public healthcare system for patient referral. Today, ASISA Group offers a healthcare model based on the free choice of physicians and the management of the professionals themselves, without intermediaries. Our cooperative nature and the differential element of having been created by and composed of physicians determines a clear vocation of service to patients and of promoting improved healthcare quality. Today, we are one of the leading private healthcare groups, with more than 2.8 million people insured. We offer them the most complete healthcare coverage based on:

- Our own extensive healthcare network – HLA Hospital Group – which brings together 17 hospitals and 36 multi-specialty medical centres with reference units in state-of-the-art treatments. This makes us the largest Spanish hospital group owned by an insurance company.
- More than 40,000 healthcare professionals among doctors, nurses, midwives, analysts, etc.
- We have the largest network of centres with agreements with hospitals, clinics, polyclinics, medical centres and cooperating facilities, altogether more than 1,000 centres with more than 30,000 hospital beds.

# 2021 ASISA at a Glance

## #1

Largest Spanish hospital group **owned by an insurance company**

## #8

Non-Life insurers **industry ranking**

## #12

Ranking of **insurance groups according to ICEA**

## #3

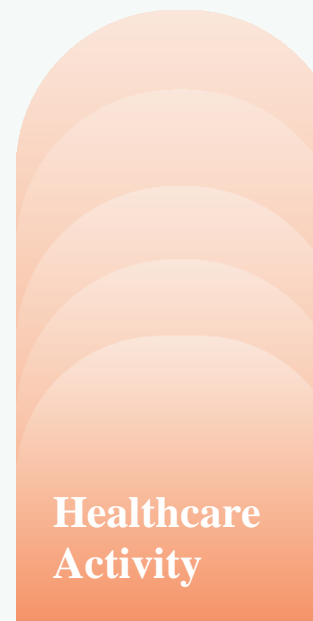
Ranking of health **insurance companies according to ICEA**

## Global Presence



## Business Areas

**565.3**  
Million € turnover



**1,332.3**  
Million € in premiums



# Key Figures

## Turnover

**1,937.1 Million €**

**EBT (Earnings Before Taxes)\* 30.5 Million €**

**Tax paid\* 3.3 Million €**

\*Consolidated figure

## Clients

**NPS (Net Promoter Score) 36.7%**

**NSS (Net Satisfaction Index) 8.7**

**Number of policyholders 2.8 Million €**

**Number of telemedicine service consultations 21,994**

**% Complaints handled 100%**

## Society

**Investment in the development of our care network 60.5 Million €**

**Donations to the ASISA Foundation 1 Million €**

**Investment in Social Action and Sponsorships 3 Million €**

**Number of chairs in the #redcatedras 15**

## Good Governance

**Women in the Council 1/8**

**Independent directors 3/8**

## Staff

**80%**  
Permanent contracts

**+40,000**  
Hours of training

**100%**  
Employees covered by collective labour agreement

**28.1%**  
Men hired

**71.9%**  
Women hired

**7,557**  
Total of employees

## Environment



## Waste management



# Our Business Model

The cooperative company **Lavinia**, comprising nearly 10,000 doctors, manages the activities carried out by **ASISA Group** through the governing bodies in which the partner physicians are represented. Its status as a cooperative allows us to allocate the benefits obtained annually to the effective improvement of our healthcare activity, and its ideals encourage a free and direct relationship with the insured person. This translates into the high quality care we provide to our customers.

# Lavinia S.Coop.

# asisa+

ASISA is our insurance company. With a clear positioning in the healthcare and dental sector, we are, today, a multi-branch insurance company with an offering of insurance products for life, accidents, burial, pets and sports policies.



Our HLA brand integrates a healthcare network comprising 17 hospitals, 36 multi-specialty medical centres and a network of reference units for cutting-edge treatments. With a team of more than 7,000 people, including professionals and collaborators, we provide more than 3.3 million treatments per year.



With ASISA's insurance experience and our vocation for people, ASISA VIDA, a company specialising in Life Risk insurance, was created to extend the protection of people beyond health.



The first network of clinics in Spain to be certified throughout the entire process in accordance with ISO 9001 quality standards. With comprehensive equipment and the necessary professionals to be able to attend to any oral and dental problem, we offer a unique response in time and form with all the treatments available in the field of dentistry.



The Analiza Group is a benchmark provider of integrated clinical diagnostics, operating in Spain, Portugal, Brazil and Switzerland, with a team of more than 1,000 professionals. During 2021 it performed more than 30M tests. It is one of the largest national networks in Spain, with more than 33 clinical analysis laboratories, 9 anatomical pathology laboratories and more than 10 diagnostic imaging centres. In 2019 it diversified its activity by entering other countries. In Portugal, it has a network of more than 23 diagnostic imaging centres and 200 professionals. In Brazil it has more than 170 professionals in 2 clinical analysis laboratories, and in Switzerland it specialises in the study of drug allergies.



The Resona Diagnostic Imaging Centre is a leading centre in the radiodiagnosis sector, technologically advanced, with over 30 years' experience.



We are the first health group to have our own network of centres specialising in hearing tests and the fitting of hearing aids.



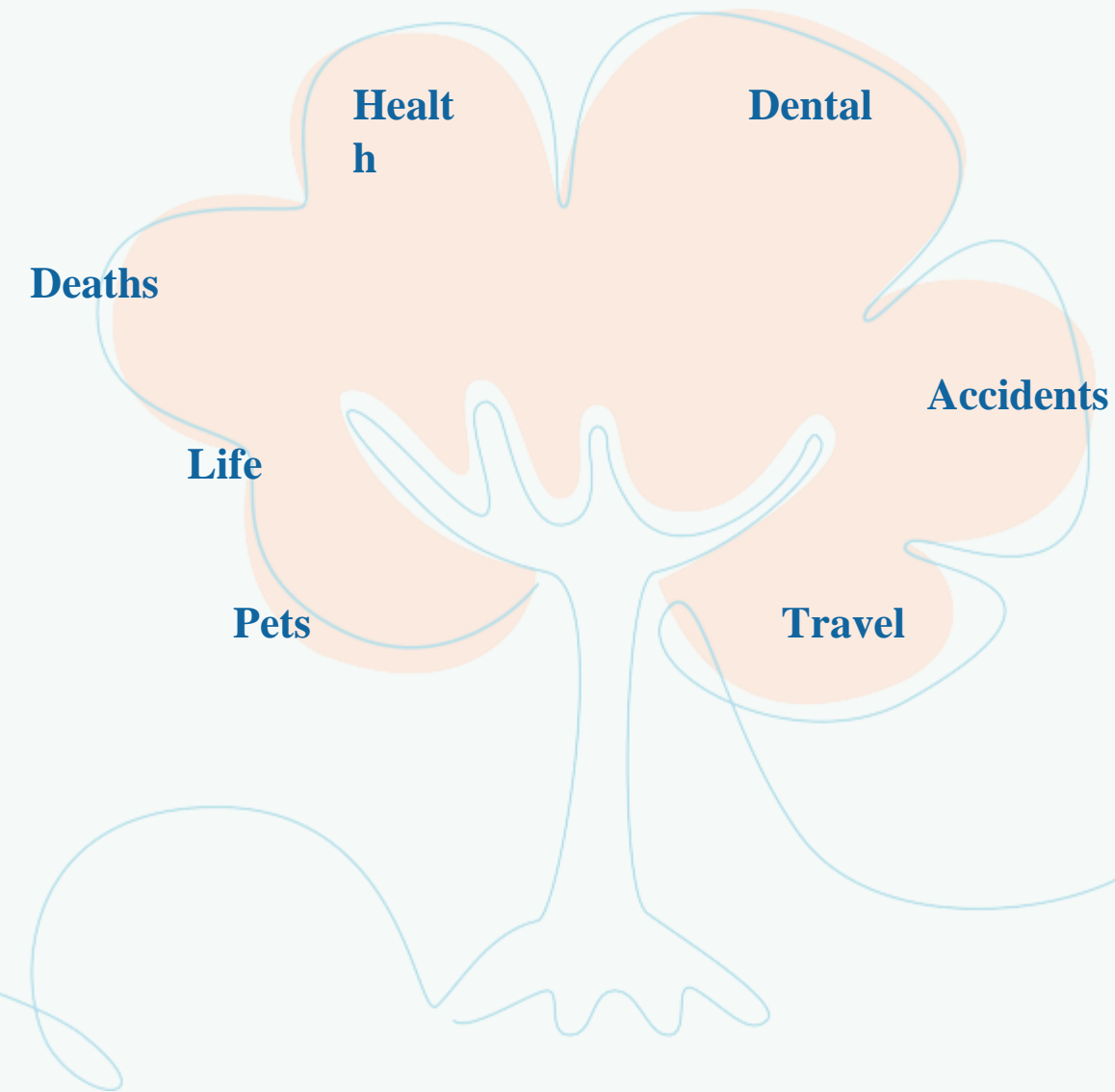
Oftalvist is now an ophthalmological group dedicated to research, prevention, diagnosis and treatment of eye diseases, as well as comprehensive vision care, with more than 25 centres in 9 provinces throughout Spain.



A dedicated ASISA Group company offering consultancy and healthcare technology services. It covers everything from business analysis to the comprehensive monitoring of any type of health centre or healthcare network.



More than 30 years ago we began our work in the world of assisted reproduction and fertility with a firm and innovative commitment. Our experience is also backed by the professionalism and rigour of our work and by innovation, as we have always been one step ahead.



**ASISA**  
**peace of mind**  
with insurances  
that go further

# Risks and Opportunities

Risk Management is the activity aimed at identifying, measuring, controlling, managing and continuously informing of the risks to which our Group is or may be exposed at the individual, aggregate and interdependent levels.

Within the Group, the Risk Management function is supported by the Risk Committee, a collegiate body on which our main operational divisions are represented, including Commercial, Legal, Operations and Systems, Technical, Financial and Hospital Activity, and key support functions (actuarial and compliance).

The Risk Management function sets up management policies and procedures that implement risk management at all our operational levels. In this respect, our risk management system is based on the guidelines established in the Group's Risk Management Policy, which sets out the principles and bases of the internal control system, its structure of responsibilities and procedures, and its governance system, with the aim of providing the Group with an adequate control environment.



## Non-financial risk management

Risk	Description	Mitigation measures
<b>Improving overall and cross-channel customer service</b>	We operate in a highly competitive environment, with issues such as customer satisfaction and responsiveness to their needs being key aspects of our development.	We have the ASISA Way corporate culture programme to make us a simple, committed and professional company, placing the customer at the centre of all our actions. We are also constantly working on the development of other programmes to place the customer at the core of our strategy.
<b>Compliance with the industry and general regulatory framework</b>	We operate in a highly regulated industry.	To mitigate the risk of ongoing and new legal and regulatory requirements, both sectoral and general, we make decisions and design business policies, manuals and procedures based on a thorough analysis of these matters provided by our own in-house experts.
<b>Cybersecurity risk</b>	As we continue to advance digitalisation, the threat of cybersecurity and the risk of fraud are growing.	We implement IT management improvements to mitigate security risks and reduce service disruption. ASISA has also taken out a cyberrisk cover policy.
<b>Risks relating to the protection of personal data</b>	Leakage, exposure or illegitimate access to data that reveal improper management and handling of personal data.	We have a Privacy Management Policy that is applicable to all the companies and business lines of the Group, as well as to collaborating entities, suppliers or other companies that intervene in the management of the information for which the Group is responsible.
<b>Reputational risks</b>	Reputational risks arise from image problems due to the materialisation of other types of risks, generally operational risks.	To prevent the materialisation of other types of risks that could have a reputational impact, we have policies and procedures to prevent or mitigate the repercussions of a misalignment or failure in internal processes, in personnel and systems or due to external events.



# Our strategy



# Solid growth to develop the strategic plan

Continuing to grow is our main objective for the coming years, in which the entire company will continue to transform to consolidate our position as the leading Spanish group in the field of healthcare services.

So as to fulfil our objective of growth, we at the ASISA Group will continue to develop our strategic plan, based on five main pillars:

## We are making progress in the development of our multi-branch insurance offering

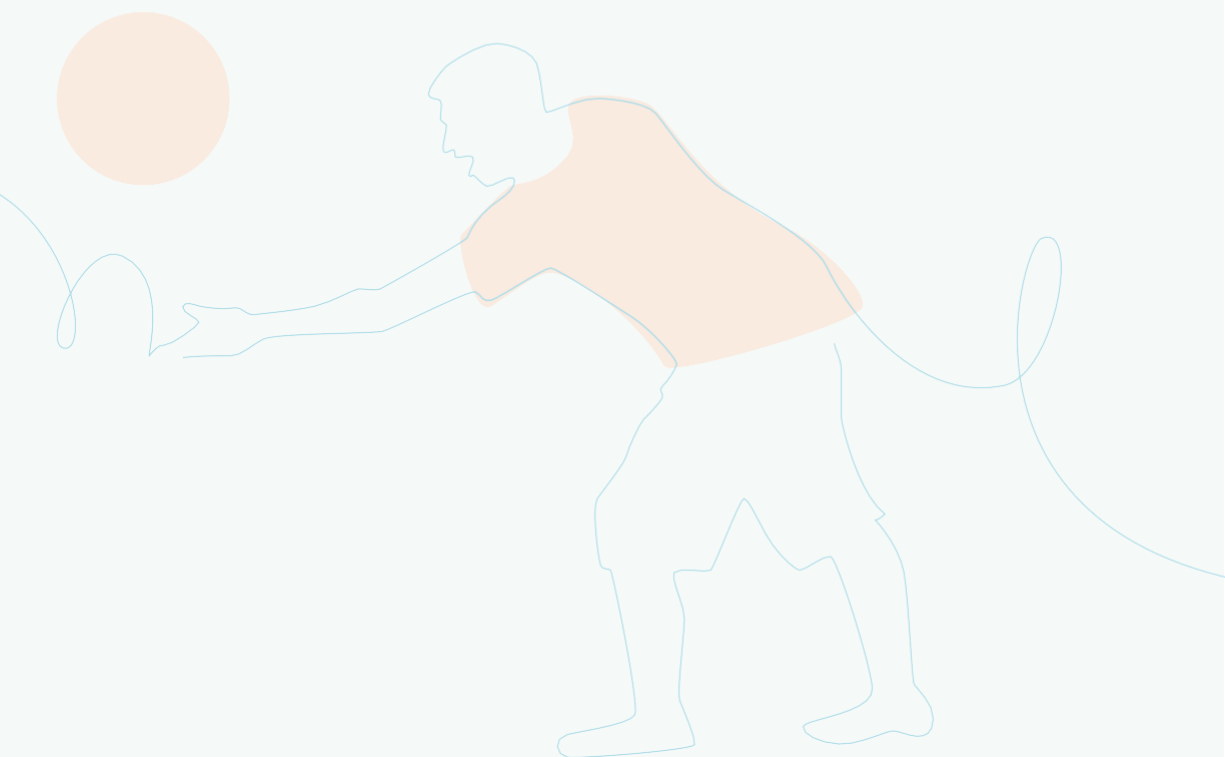
In the insurance field, at ASISA we have continued to make progress in 2021 in our strategy of diversifying our insurance activity in order to strengthen our multi-branch presence and grow in all the lines of business in which we operate (health, dental, life, accident, death, pets and travel assistance). In total, we serve 2.8 million policyholders.



## Our own healthcare network continues to grow

We maintained our expansion plans with the addition to our network of the Serman clinic (Jerez de la Frontera, Cadiz) and a new medical centre in Aguas Vivas (Guadalajara). In total, HLA has 17 hospitals and 36 multi-specialty medical centres with state-of-the-art treatment units. Two new medical centres in Seville and Barcelona will be added in 2022.

At the same time, we at the HLA Group have continued to develop our modernisation plan for hospitals



and medical centres, with the acquisition of the latest technology and the development of their portfolio of services, which will multiply the hospitals' healthcare capacity and result in a qualitative leap in the services provided.

We have also continued to promote our network of specialty clinics, which now numbers more than a hundred dental, ophthalmology, audiology, diagnostic imaging and assisted reproduction centres. This network of specialty clinics completes the hospital offer and allows us to provide access to comprehensive health care with high quality standards, one of the priorities of our healthcare model.

## International activity slowed by the pandemic

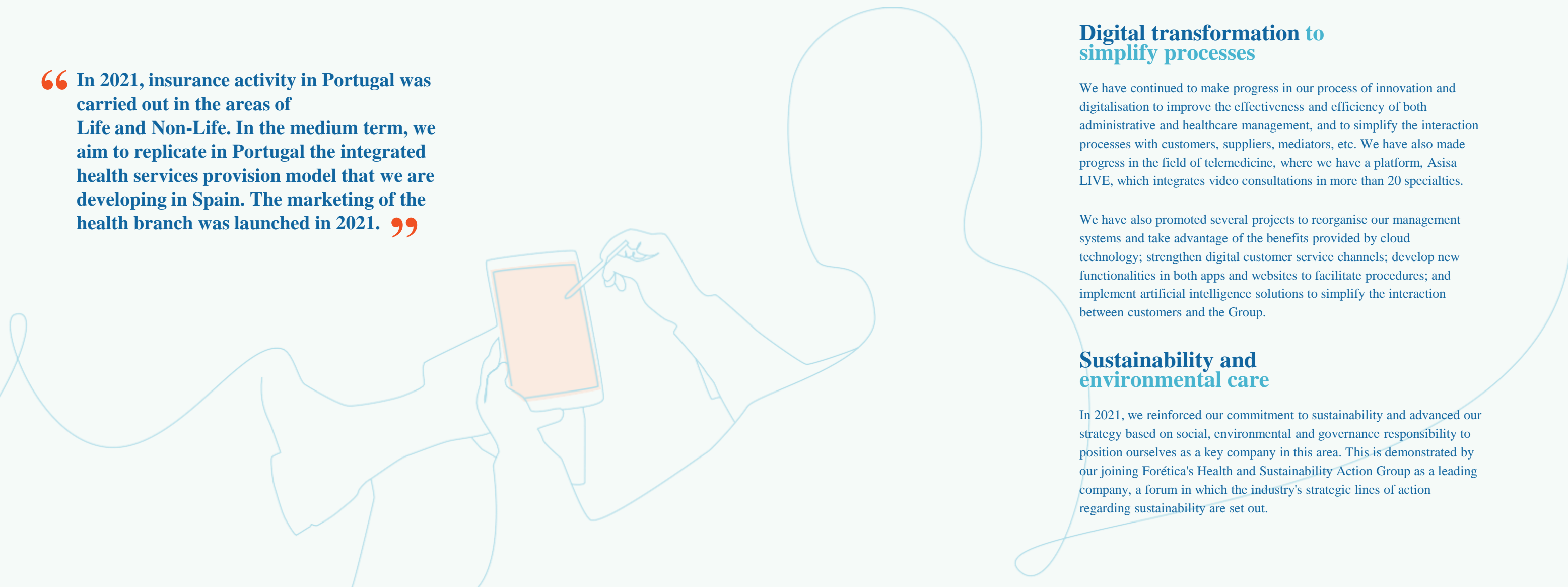
The third strategic axis that we have continued to develop in 2021 has been the promotion of our internationalisation process to seek new opportunities to invest and grow abroad. This process has been slowed down by the evolution of the pandemic, which has hampered the development of new projects abroad.

However, we have continued to expand our presence in the clinical analysis segment, with the acquisition of new laboratories in Brazil, Switzerland and in Portugal in the magnetic resonance sector.

We also entered the artificial intelligence industry by acquiring a stake in ENIAX, a Chilean-based company that uses proprietary technology to improve productivity and efficiency in medical and hospital environments.

We are currently present in the Portuguese insurance market and have our own clinic in Lisbon; in Italy, where we have a dental clinic in Milan; in Switzerland, where Analiza operates; in Brazil, where we develop different activities in the field of health and sustainability, where we develop different activities in the dental field and clinical analysis; in Mexico and Nicaragua, where we maintain assisted reproduction clinics; in the Middle East, where we have promoted the first international dental network in the Emirates, with two clinics in Dubai and Abu Dhabi, and maintain agreements for hospital management, medical training, etc.

“ In 2021, insurance activity in Portugal was carried out in the areas of Life and Non-Life. In the medium term, we aim to replicate in Portugal the integrated health services provision model that we are developing in Spain. The marketing of the health branch was launched in 2021. ”



## Digital transformation to simplify processes

We have continued to make progress in our process of innovation and digitalisation to improve the effectiveness and efficiency of both administrative and healthcare management, and to simplify the interaction processes with customers, suppliers, mediators, etc. We have also made progress in the field of telemedicine, where we have a platform, Asisa LIVE, which integrates video consultations in more than 20 specialties.

We have also promoted several projects to reorganise our management systems and take advantage of the benefits provided by cloud technology; strengthen digital customer service channels; develop new functionalities in both apps and websites to facilitate procedures; and implement artificial intelligence solutions to simplify the interaction between customers and the Group.

## Sustainability and environmental care

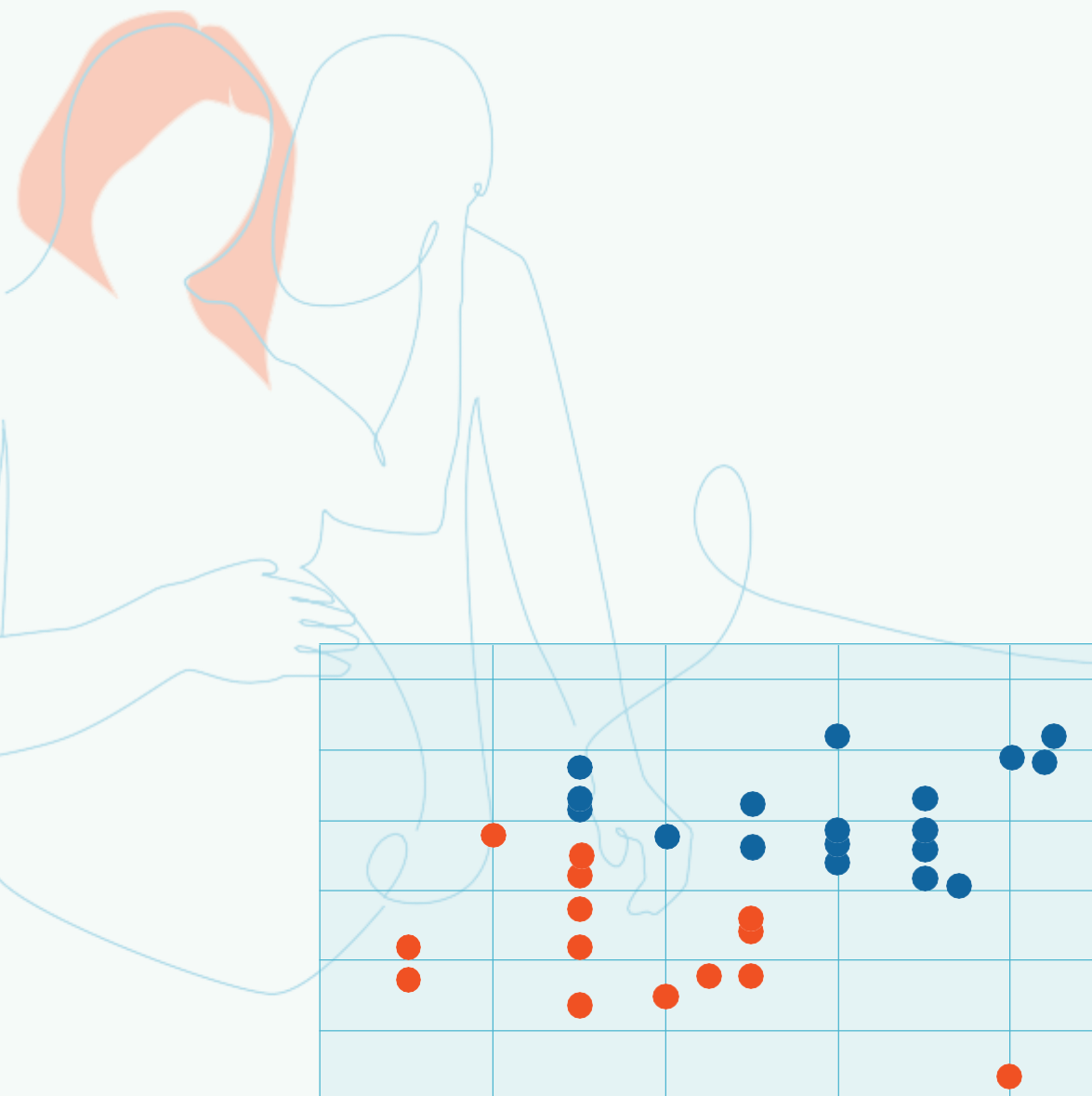
In 2021, we reinforced our commitment to sustainability and advanced our strategy based on social, environmental and governance responsibility to position ourselves as a key company in this area. This is demonstrated by our joining Forética's Health and Sustainability Action Group as a leading company, a forum in which the industry's strategic lines of action regarding sustainability are set out.

# Materiality matrix

Being a responsible and sustainable group means engaging with our stakeholders to guide and define our strategy.

In this regard, our 2021 materiality matrix sheds light on the most important environmental, health, social, economic and governance issues we need to address as a company, both now and in the near future.

In this context, following the guidelines set out in the GRI (Global Reporting Initiative) guide, the evolution of the industry and the pandemic situation, in 2021, we maintain the materiality analysis we carried out last year with the aim of adapting to the relevant and material aspects in the field of sustainability that prompted the COVID-19 crisis, which undoubtedly generated profoundly significant changes for the Group's entities, our strategy and our relationship with some of our stakeholders.



ANALYSED ASPECTS	
Health and safety of policyholders and patients	01
Solvency and financial performance	02
Occupational health and safety of employees	03
Preventing and mitigating corruption, fraud and bribery	04
Satisfaction of policyholders and patients	05
Technological innovation, digitisation, new working tools and continuity of care in emergency situations, research	06
Availability of consumables, (epis, medical supplies, etc...)	07
Good governance, ethics and transparency	08
Data Protection	09
Attracting, developing and managing talent	10
Efficient management of waste	11
Internationalisation and diversification	12
Cybersecurity	13
Compliance	14
Transparency and honesty in communications	15
Emissions and climate change	16
Social engagement and support to local communities	17
Ongoing and transparent relationship with GI	18
Supplier ethics and integrity	19

MATERIALS

ANALYSED ASPECTS	
Equal pay for women and men	20
Diversity and equal opportunities	21
Consumption of medical gases	22
Balance and disconnecting from work	23
Complaints procedure	24
Consumption of natural resources (water, light, paper, fuel)	25
Compliance with health ethics	26
Expansion of own network (hospitals, medical centres, clinics and laboratories)	27
Growth and improvement of care services	28
Maintenance and improvement of management systems (COVID, quality, patient safety, environment, PRL, information security, Q for tourism, EFQM models, etc.)	29
Reinvestment of profits	30
Quality of employment	31
Commitment to the Sustainable Development Goals (SDGs)	32
Social benefits	33

HIGHLIGHTS

# Our commitment to SDGs

The Sustainable Development Goals (SDGs) are a set of 17 global goals and 169 targets for 2030 adopted by the United Nations to establish a roadmap to address the most critical global issues we face: eradicating poverty, protecting the planet and ensuring prosperity.

In order to achieve these goals, the UN has called for the collaboration of governments, civil society and also the private sector, which through its outreach and voluntary programmes of engagement with society can play an important role in achieving the goals set.

As part of our strategic development plan, we at ASISA Group are actively contributing to the fulfillment of many of the Sustainable Development Goals, both through our insurance and healthcare activity and the programmes promoted by our Foundation. This contribution is more relevant with regard to SDG 3, Good Health and Well-being.

<b>1</b>	<b>4 million euros</b> Investment in social action and sponsorships	
<b>2</b>	<b>&gt;1% food waste</b> management of tray production according to the actual need of each site	
<b>3</b>	<b>+2.8 million</b> of people insured	
<b>4</b>	<b>15 chairs</b> Present in the Asisa Foundation Chairs Network	

<b>5</b>	<b>72 %</b> Women hired	
<b>7</b>	<b>99.4% of our consumption</b> comes from 100% renewable energy sources	
<b>8</b>	<b>833 jobs created</b> during the most difficult months during the pandemic	
<b>9</b>	<b>more than 60.5 million invested</b> in the development of our care network	

<b>10</b>	<b>99 employees</b> with disabilities our Group	
<b>12</b>	<b>Reduction of 6% and 12%</b> In the generation of sanitary and non-healthcare waste	
<b>13</b>	<b>4,466 tonnes CO<sup>2</sup> less</b> Saving on emissions, thanks to the green energy procurement	
<b>17</b>	<b>3 new agreements</b> signed by the Foundation in the fields of social action and health	



# Our ESG impact

Environmental, Social and Governance

## E Impact: healthy planet, healthy people

People's health depends on the quality of the environment in which they live. Contaminants present in the air, water or resources/food are likely to be absorbed and may cause various diseases.

At the ASISA Group we have always sought the well-being and health of our employees, policyholders and patients, as well as their families, and we therefore extend our commitment to health and the protection of the environment.

We base our environmental management approach on the Quality, Excellence and Environmental Commitment Policy, which is applicable both to Headquarters and the network of care centres. This policy is regularly reviewed by the Board of Directors and communicated to stakeholders and employees of the Group.

This policy is used as a basis for the Environmental Management System that helps control and minimize the main environmental aspects and impact. The system is ISO 14001 certified and externally audited and acts as the umbrella under which a large number of the Group's assets are currently managed.

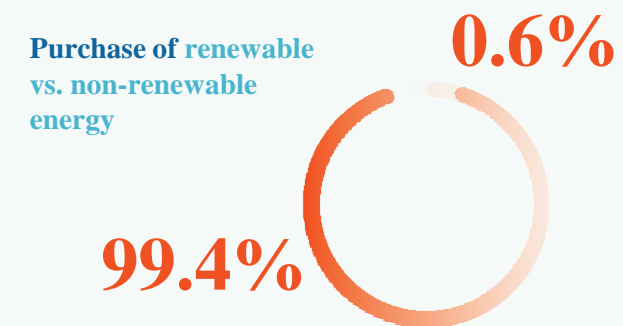
“ We have avoided the emission of 4,466 tonnes of CO<sup>2</sup> through the purchase of electricity from renewable sources ”



## Energy efficiency and emissions reduction

In this financial year we have continued to improve the environmental and energy performance of our assets thanks to the implementation of different energy efficiency measures and our commitment to renewable energy, as shown by the fact that 99.4% of the electricity we consume comes from renewable sources.

Throughout 2021 we have continued to implement energy efficiency measures identified in the energy audits carried out in 2020, such as improvements to the thermal insulation of our buildings, the installation of LED lighting, as well as those aimed at improving heating and cooling facilities. We have also continued with the gradual replacement of diesel boilers in the care network with natural gas or propane boilers, which are more environmentally friendly as they emit fewer greenhouse gases and less polluting gases.



## Circular Economy: sustainable use of resources and sustainable waste management

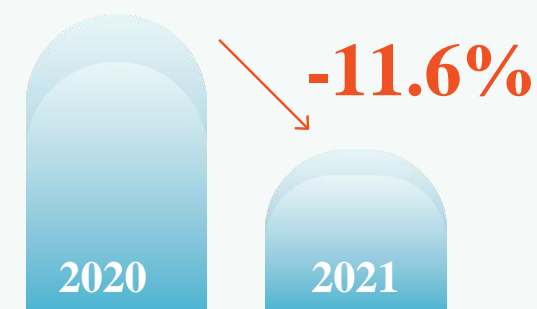
We apply a strategy based on the use of resources that not only allows us to improve efficiency in their use, but also to prevent the generation of waste.

In this respect, since 2017 all the paper we purchase has carried both the Ecolabel label, a certification that ensures a low environmental impact in its life cycle, and the FSC label, which guarantees that it comes from certified forests.

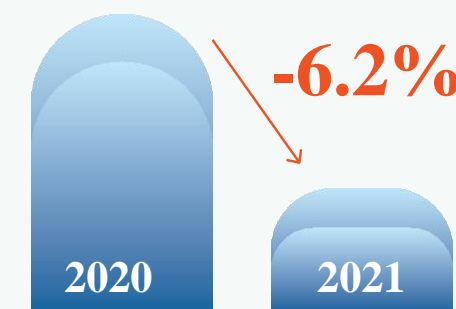
We complement this initiative with our commitment to digitalisation as a means of reducing paper consumption: in 2021 we have promoted the use of the app and the patient portal in the care area among users, as well as expanding the ASISA Dental "zero paper" project to ASISA offices.

Lastly, we have continued to implement measures aimed at eliminating plastic consumption or replacing it with sustainable alternatives, such as replacing plastic cups with cardboard cups, replacing bottles in vending machines with others containing more than 50% recycled plastic, among other measures".

### Waste generation in the NON-healthcare industry



### Waste generation in the healthcare industry



# S impact: we take care of our customers

## We are by the side with those who are most important to us

From the beginning of the emergency, we have been on the front line of the fight against COVID-19 to stand by the people. Like all other insurers, we have waived the clauses which exclude care in the event of a pandemic, and we guarantee coverage for all our policyholders.

In this regard, since March 2020, we have assisted over 200,000 policyholders, of which over 10,000 required admission to a hospital in our network or a contracted hospital. To meet this challenge, we have been able to change the way we work, adapt our own hospital network, accelerate the development and implementation of new telemedicine tools, resize our customer service network, reinvent the work of our commercial network and continue to be useful to our customers. And we did so while maintaining our levels of service and quality of care. We are undoubtedly proud of our company's ability to adapt.

## We want to be there where the customer wants to be

We want to stand out by contributing new ideas and offering innovative solutions that identify us by placing the customer at the very centre of everything we do and by solving their needs.

Based on active listening to our customers, we have promoted initiatives along these lines in order to offer real added value to policyholders and patients and to continue to grow as a Group through innovation and customer satisfaction.

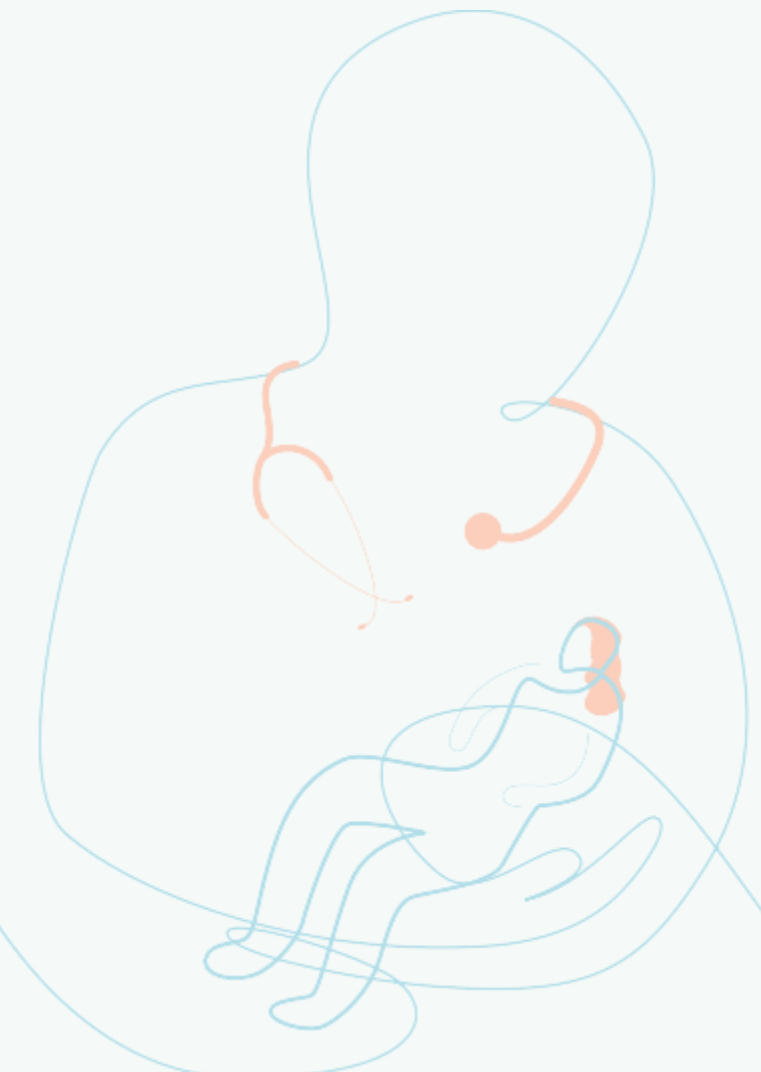
### ASISA LIVE

**The peace of mind of having a doctor whenever you need one.**

Empowering the client means that they can decide when, which doctor to go to and from where, without the need to travel or wait, at any time and anywhere, in person or via an electronic device.

For this reason, our health insurance policyholders have at their disposal a range of specialists with whom they can interact through the channel of their choice, either by chat or video consultation.

All they need is a mobile phone or computer with an internet connection. With ASISA LIVE our clients receive the same care and attention as always, but without having to travel; in the easiest and most convenient way.



## We take care of you and of what matters most: full coverage.

At ASISA, the Group's insurance company, in addition to health insurance, we also offer life, dental, accident, death, pet and travel assistance products to provide our policyholders and their families with comprehensive cover for their day-to-day needs.

## Psychoemotional support service included among our telemedicine services

We understand health in a broad sense, because health means not only physical but also emotional wellbeing. That is why we have launched our Psychoemotional Support Service, which responds to a need that is increasingly in demand.

Our aim is to take care of people in a comprehensive manner and offer them tools that help them to maintain their wellbeing and quality of life.

**36.72 % NPS**  
(Net Promoter Score)

**8.72 NSS**  
(Net Satisfaction Score)



## Attracting and retaining talent

In relation to attracting and retaining talent, we develop and implement measures aimed at motivating and rewarding our employees for their involvement and commitment with the Group.

Retention policies are fully aligned with our corporate values, focusing on their care from a personal perspective and on the development of their skills and their implementation from a professional perspective. These tools are applied from the moment we welcome new employees with our "ASISA ONBOARDING" initiative, through which we facilitate their incorporation by offering them all the information they need about the Group.

We also consider it essential to be able to balance work and family life. That is why we establish measures that favour this balance without undermining productivity or corporate interests. For this reason, during the 2021 financial year, we have developed and implemented programmes aimed at facilitating workday flexibility and working with the use of information technologies have been developed and implemented.

In terms of our compensation policy, we aim to motivate our employees and encourage their active participation in problem solving, teamwork and the maintenance of a positive and open attitude to communication.

In addition, we provide our employees with social benefits such as, for example, life or health insurance policies, or other flexible compensation mechanisms, such as childcare or training vouchers, among others.

“ At the ASISA Group we have the goal of zero accidents ”

## S impact: we take care of our people

Human capital is a key element that sets the ASISA Group apart. Without our people's professionalism, commitment and values, we could not be the leading healthcare company that we are today. In line with this, we are strengthening our commitment to people, implementing the necessary policies to select the best professionals and ensure that they work under the best possible conditions.

### Equality

Currently, our staff is made up of more than 5,700 employees, 72% of whom are women. The Group has an Equality Committee which monitors and evaluates the Group's equality policies.

With this aim in mind, in 2020 the Second ASISA Equality Plan was signed with employee representatives, eliminating any remaining obstacles and social stereotypes which may prevent equality from being achieved.

In addition, to encourage their professional development, we offer a wide range of training and different training methodologies. For 2021, we can highlight the following training programmes:

- + #YOSÍAPRENDO Programme
- + ASISA B-Talent Skills School
- + Executive Programmes: Leadership and management
- + Así Me Cuido Programme
- + Train your attitude with Víctor Küppers
- + Online workshops Decide your future

## Health and employee's safety

We guarantee that our employees can carry out their activities in optimum health and safety conditions and to this end we have implemented a System for the Management of Health and Safety at Work based on the OHSAS 18001 standard. In addition, we rely on the work of the Joint Prevention Service, whose action in the promotion of health and welfare is essential.

In our fight against COVID-19, we have implemented measures aimed at controlling its transmission and the occupational exposure of our professionals:

- + Remote working and continuous working days
- + Workplace adaptation
- + Promotion of particularly vulnerable workers
- + Training and information on SARS-CoV-2
- + Collaboration with the National Health System and health authorities.

## S impact: we care about society

We make a significant contribution to social action with the aim of contributing to the development of the communities in which we operate by sponsoring activities that promote the physical and emotional well-being of society.

### Social Action

As an entity founded and made up of healthcare professionals, we are particularly interested in collaborating with groups that require special medical attention. To carry out this activity, we collaborate with several foundations and associations.

[Please visit the digital version for further information](#)

### Cultural Patronage

We actively participate in programmes that promote the development of knowledge and culture in the environment, to guarantee social cohesion and safe and equitable access to basic goods and services for social development.

We aim to preserve and disseminate cultural and artistic heritage, encourage art in all its forms, and promote physical and spiritual development.

[Please visit the digital version for further information](#)

### Sports Sponsorship

We are committed to sport as a way to lead a healthy life and prevent a sedentary lifestyle, while at the same time we consider it an opportunity for the development of essential qualities in young people, such as training and personal growth. In this line, we sponsor a wide range of activities, from youth to professional sports.

[Please visit the digital version for further information](#)

# S impact: ASISA Foundation

We have been gradually channelling our social activity into the ASISA Foundation. In 2021 our Foundation allocated a total of 1 million euros to sponsorships, donations and social action programmes, in addition to those provided by the ASISA Group.

The ASISA Foundation was created in 2016, rooted in the Group's strong commitment to its environment and facing four main challenges, on the basis of which the Foundation's main areas of action have been defined.



## Contribute

to the support of social programmes



## Promote

health, with special emphasis on the care and promotion of a healthy and quality life.



## Research

new formulas in the field of health to improve people's quality of life.



## Promote

knowledge through collaboration agreements with the academic and research world.

## Social Action

Our Foundation collaborates with groups that require special attention from a medical point of view, especially those affected by "rare diseases". With this purpose, it works with recognised social organisations through programmes aimed at these disadvantaged groups. In addition, the ASISA Foundation has entered into agreements with other organisations for the development of health-related projects in the field of international cooperation, as well as national programmes aimed at achieving a fairer society.

[Please visit the digital version for further information](#)

## Health

In line with the activities we carry out, another of our Foundation's main lines of action is the promotion of health, with special emphasis on the care and promotion of a healthy lifestyle, as well as research into new formulas within the health field that allow us to improve people's quality of life.

[Please visit the digital version for further information](#)

## Culture

The promotion of culture is also another of the Foundation's main lines of action. In this area, the organisation promotes access to culture and encourages the development of artistic talent through two main initiatives: the international photography competition, Asisafoto, and ASISA Libro, a virtual bookshop where employees, professionals and policyholders can obtain books on preferential terms.

The Asisa Foundation also plays an important role in cultural patronage by sponsoring or participating as a member in initiatives for the preservation or promotion of art and culture.

[Please visit the digital version for further information](#)

## Knowledge

The ASISA Foundation maintains a major commitment to the world of academia and scientific research, which is manifested through the programmes developed within the framework of the Chairs that our Foundation maintains with various universities through the #RedCátedrAsisa.

In addition to the activities carried out through the Chairs Network, our Foundation also undertakes various activities of different kinds with university centres, which provide internships for students and improve their employability.

Furthermore, as part of our Group's internationalisation strategy, the Foundation has signed alliances with prestigious foreign universities to promote international knowledge and development as well as outstanding medical research, promoting training and fostering innovation.

Within this framework, the ASISA Foundation maintains an alliance with the International Academic Program (IAP). This initiative, promoted by the Autonomous University of Madrid, encompasses a series of strategic alliances with foreign universities, notably Harvard and Michigan University.

In addition to the academic world, our Foundation also promotes knowledge through collaborations with the research world. Along these lines, in 2021 the Foundation organised various seminars and conferences in the field of ethics.

Finally, our Foundation has its own publishing activity, consisting of the development of studies and publications which, together with the organisation of conferences and lectures, contributes to the dissemination of knowledge in the healthcare field.

[Please visit the digital version for further information](#)

# #RedCátedrASISA



CHAIR IN HEALTH AND ECONOMIC MANAGEMENT OF HEALTHCARE



CHAIR IN HUMANITARIAN MEDICINE



BALMIS CHAIR IN VACCINOLOGY



CHAIR IN HEALTH EDUCATION AND QUALITY OF LIFE



UNIVERSITY OF MALAGA CHAIRS IN MEDICAL ETHICS AND HEALTH MANAGEMENT AND INNOVATION



CHAIRS IN UNIVERSAL ACCESSIBILITY AND INCLUSIVE ENVIRONMENT



MIGUEL FERNÁNDEZ UNIVERSITY CHAIRS IN REPRODUCTIVE BIOMEDICINE AND CLINICAL SIMULATION



CHAIRS IN SURGICAL ONCOLOGY



CHAIR IN PHARMACEUTICAL SCIENCES: NEGLECTED DISEASES



UCAM UNIVERSIDAD CATÓLICA DE MURCIA

CHAIR IN AUDITORY PATHOLOGY



CHAIR IN HEALTH COMMUNICATION



Universidad Europea de Madrid LAUREATE INTERNATIONAL UNIVERSITIES

CHAIRS IN HEALTH SCIENCE



viu Universidad Internacional de Valencia

CHAIR IN HUMANISATION OF HEALTH CARE



viu Universidad Internacional de Valencia

COLLABORATION PROGRAMME WITH THE INTERNATIONAL UNIVERSITY OF VALENCIA

# S impact: for a responsible supply chain

At the ASISA Group we develop responsible management of our supply chain, implementing good practices for the efficient management of the same and to ensure ethics and social responsibility in our purchases.

In the HLA Procurement Department, we have a general framework of action for the purchase and supply of goods and services, which defines the specific procurement processes according to the nature of the expenditure and is mandatory at HLA, and develops a system of approval and evaluation of suppliers that allows them to be classified and evaluated according to economic and ESG criteria.

### Delivery

"In addition to social responsibility towards employees, a responsible supply chain contributes to the development of local communities".

### Transport

"Supply chains have a huge social responsibility, employing approximately 450 million people in every corner of our planet".



## Sustainability in the value chain

We are aware of the impact that the procurement and purchase of goods and services has on the environment, mainly due to the high volume that we carry out.

In this regard, we are committed to guaranteeing fair conditions for our collaborators which, in turn, allow us to guarantee the sustainability of our supply chain and to convey our commitments in this area.

We also have a Supplier Code of Conduct, which aims to promote responsible conduct in line with our business model.

## Environmental sustainability

In order to promote sustainability in our value chain, at HLA we have a system for approving and evaluating suppliers within the framework of the Quality Management System and in accordance with the requirements of the ISO 9001 standard.

These suppliers are classified according to sustainability criteria such as, for example, the possession of an Environmental Management System certified under ISO 14001, as well as some technical and economic aspects.

In addition to the certification process, we have established environmental criteria in the procurement process in order for our values to permeate the supply chain. In this context, we establish among our supplier terms and conditions the fulfilment of certain environmental requirements, which vary depending on the activity carried out.



## Social sustainability and compliance

We express our total rejection towards discrimination in the workplace, situations of harassment or abuse, child labour, forced labour and labour carried out in arduous, extreme, subhuman or degrading conditions, and we are committed to respecting freedom of association and collective bargaining wherever we carry out our activities. This also applies to all our suppliers through the promotion of the Supplier Code of Conduct.

Furthermore, since 2018, we have included a Compliance and Code of Ethics clause for different suppliers. Likewise, a specific anti-corruption clause is being included in the new agreements signed with suppliers, describing the ethical standards they must comply with to prevent fraudulent conducts.

# G impact: Good Governance

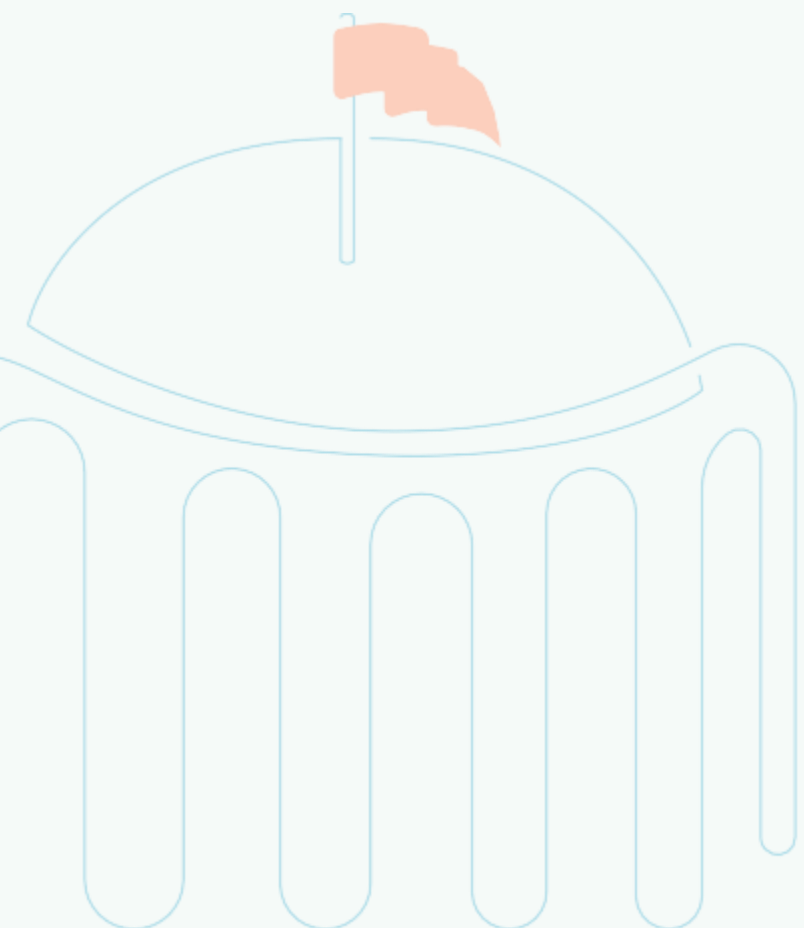
Our corporate governance system promotes a culture of corporate responsibility and ethics, while ensuring an adequate separation of functions and providing us with an effective system for the adequate transmission and transparency of information.

Our main governing bodies are the Board of Directors and the management team and, for them, we have procedures in place to ensure that their members meet the requirements of good repute and suitability.

In this regard, in 2021, at the proposal of our chairman, Dr. Francisco Ivorra, Javier Gómez-Acebo Saénz de Heredia and Enrique García Candelas were appointed as new independent directors, and Dr. Antonia Solvas, as director.

Javier Gómez-Acebo and Enrique García Candelas have vast experience in the financial sector, where they have held management responsibilities in different institutions. Meanwhile, Dr. Solvas, Secretary of the Board of Directors of Lavinia-ASISA, the insurer's delegate in Barcelona, has a long track record in the company and in the health industry in Catalonia, one of the strategic areas for our growth.

“ With these appointments, we are reinforcing our commitment to the governing bodies to drive our strategic growth and diversification plans, consolidate the company as the leading healthcare group in Spain and advance in our internationalisation process. ”



**Francisco Ivorra Miralles**

**President**



**Enrique de Porres Ortiz de Urbina**

**CEO**



**Andrés Rodríguez-Villa Matons**

**Secretary of the Board**



**Manuel María Fernández Ibarraza**

**Member of the Board**



**Antonia Solvas**

**Member of the Board**



**Miguel Calvo Asensio**

**Member of the Board (Independent Director)**



**Javier Gómez-Acebo Sáenz de Heredia**

**Member of the Board (Independent Director)**



**Enrique García Candelas**

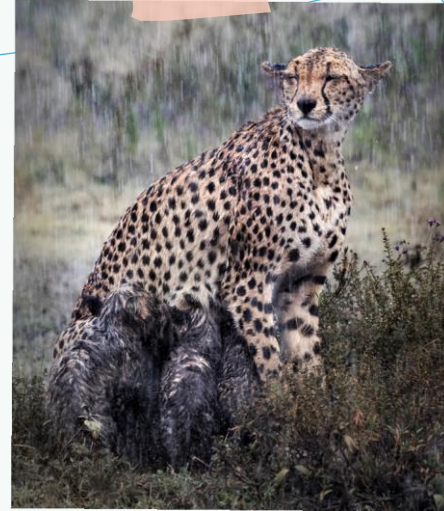
**Member of the Board (Independent Director)**

# Activities Report 2021



Miguel Morenatti  
El ojo de la bestia

ASISA  
picture 2021



Pierluigi Rizzato  
Heavy Rain

ASISA  
picture 2021



Esther Epstein  
Children in Kibera

ASISA  
picture 2021



Gabriel Tizón Vázquez  
De Sur a Norte

ASISA  
picture 2021



Pedro Ajuriaguerra  
Little Strangers

ASISA  
picture 2021



Marcel val Balken  
Lost Animals

ASISA  
picture 2021



Gabriel Tizón Vázquez  
De Sur a Norte

ASISA  
picture 2021